

**TRAINING**  
**GUIDE FOR COMMANDERS**  
**OF**  
**COMPANY SIZE UNITS**

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**HEADQUARTERS, DEPARTMENT OF THE ARMY JULY 1967**

This pamphlet has been prepared especially for the use of local commanders within CONUS in connection with the training of junior officers in the responsibilities of commanding units of company size. It brings together in one volume a great deal of up-to-date information and advice which normally is not available except in scattered references in various military publications.

General in scope, rather than oriented toward specialized missions, the Guide should promote uniformity of presentation and lighten the administrative load on those who conduct local schools. It may be used as a basis for both instruction and testing. It also will be useful as a handy reference to be retained by the individual officer.

This publication was researched, prepared, and compiled by Headquarters, United States Continental Army Command. Comments or suggestions concerning content should be addressed to the Commanding General, USCONARC, ATTN: ATIT-TNG-SO, Fort Monroe, Virginia, 23351.

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HEADQUARTERS  
DEPARTMENT OF THE ARMY  
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## TRAINING

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## ASSUMPTION OF COMMAND

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1-1. **The opportunity to command.** *a.* An Army officer must anticipate that he may be assigned without warning to assume command of a unit larger than ordinarily associated with his grade.

*b.* Familiarity with problems of command of the next higher unit should be a part of individual training and planning. Be ready for such opportunities. In battle they are normal. Success of an engagement may depend upon the speed and efficiency with which losses of leaders are replaced. Command duty is the highest honor which can be given an officer.

Question: What will be your approach as you assume command of the company?

1-2. **Steps in assumption of command.** In assuming command of a unit, plan every move with the thought that the first impression you make will be a lasting one. Essential elements to be considered in assuming command are as follows:

*a.* Observe your unit for a period of time before making any major changes. This helps to insure that your actions and orders will be based on facts or valid assumptions gained through your own knowledge.

*b.* Evaluate the indications of leadership in the unit. Most leadership problems occur in these areas. Judicious application of the problem solving process will assist in arriving at timely solutions to leadership problems.

*c.* Evaluate your junior leaders to determine their strengths and weaknesses. Use all possible means to further develop your subordinates.

*d.* Orient your unit and subordinate leaders on your policies and standards. Keep them informed. Your motivation must be continual.

*e.* Set the example for your unit.

1-3. **Detached from command.** Whenever the commander is

detached from command of his organization for any reason, the senior officer present for duty with it automatically assumes command, pending different orders from higher authority. An officer who succeeds to any command or duty stands in regard to his duties in the same situation as his predecessor. The officer relieved will turn over to his successor all orders in force at the time and all public property and funds pertaining to his command or duty. An officer in temporary command shall not, except in urgent cases, alter or annul the standing orders of the permanent commander without authority from the next higher commander. As a matter of sensible policy, promotion or demotion of noncommissioned officers should be deferred, except for compelling reasons. Expenditure of organization funds, other than for routine purposes, should be restricted. This is often a delicate choice. The temporary commander has full responsibility of command but, within the bounds of reason and common sense, he should avoid those actions which amount to permanent commitments.

**1-4. Transfer of command responsibilities.** *a.* An officer assuming command of an organization is required to take over the mission and all administrative, fiscal, logistical, training, and any other responsibilities of his predecessor. The changeover must be made so that the outgoing commander is fully relieved and his successor fully informed. A period of 3 to 5 days (or 3 to 5 nights) is not unusual to complete the required steps and it is to be remembered that the work of the organization must continue during the transfer period.

*b.* Transfer of the responsibilities of a company will include the following:

- (1) The mission of the command.
- (2) Organization records including classified documents.
- (3) Property supplied the unit as shown by the Company Property Book.
- (4) Property in hands of organization members.
- (5) Official funds or allowances.
- (6) The unit fund and property purchased from the fund.
- (7) Clear understanding of training or work in progress.

**1-5. Suggestions to an outgoing commander.** Careful preparation in advance of the transfer will be required. Make certain that subordinates have all their records posted up to date and that the records are correct, that the number of actions pending be reduced to a minimum, that property to be checked and that funds to be transferred are in correct order. Smooth transition of command requires the elimination of dangling, unfinished actions.

a. Transfer of property is likely to be the most time-consuming task. Supply personnel should make their own preliminary check. Are there missing articles? Are there broken or unserviceable articles? Take steps to clear the organization records at once. Never seek to conceal such matters or to deceive the incoming commander. Are there overages? They should be returned or picked up on property records. Never depart a unit with the property records not signed over to another officer.

b. The same principles apply to the unit fund. Pay the outstanding bills, and determine any further obligations. Check the property which has been purchased from the fund. If there are shortages or items which are broken or unserviceable, take appropriate steps to clear the records or repair the articles. Be sure all is in balance and all is clear.

c. The outgoing commander will wish to make a clean, complete severance. He must never try to cover up or deceive the incoming commander as it must all be disclosed later to harass the officer relieved. One inescapable test of the competence of the commander, and important because it will be the impression remembered, is the condition of his unit disclosed upon his transfer from command.

**1-6. Suggestions to the incoming commander.** Simplify the problem by finding out at the start exactly what is to be done. The outgoing and incoming commanders should make a joint inventory and check all of the matters involved. The transfer is often supervised by an officer designated by the appropriate higher commander. Still, the responsibility passes from the outgoing commander to the incoming. Understand the requirement, and do it thoroughly.

a. *The unit mission.* Discuss with the commander being relieved and with the next higher commander the status and mission of the organization. Find out about the state of training, work or training in progress, and current problems. As soon as command has been assumed you will be expected to execute the new responsibility effectively.

b. *Administrative records.* The incoming commander must learn about the company files, personnel records, and organization records, where they are kept, by whom, and the extent of his responsibilities. If there are classified documents he must inventory them and assure himself that they are being correctly safeguarded.

c. *Organization property.*

- (1) Equipment issued to members of the organization, such as clothing, may be checked or spot checked through their signed receipts on the Individual Clothing Record.

- (2) Property of the organization, other than individual equipment, must be checked most carefully. Check serial numbers of weapons and other articles listed by serial number in property records. Check all articles for serviceability, and if broken or unserviceable items are disclosed the administrative task is that of the officer to be relieved. Be sure to understand the nomenclature of items and do not accept substitutes, such as "shovels, long handled, round point" for "shovels, short handled." Error in nomenclature can be adjusted, but it is a task for the outgoing commander. Be wary of such items as "chest, carpenters, complete," or any items with a supplementary list of detailed contents; check those contents item by item. At the end there is likely to be a list of overages and shortages; if so, the outgoing commander must adjust the shortages, and the overages should be turned in to the appropriate supply agency. Do not accept "overages" in place of "shortages."
- (3) In general, if an article charged to the unit is there, see it, check it, and if reasonably serviceable check it off. Don't be picayunish, but do an accurate, swift, common sense job with which you can live after your predecessor has departed.

*d. Organization funds.*

- (1) Wise use of the unit fund and its monthly income is a tool of vast importance to the commander. Maladministration of these funds invites failure. Start by assuming the responsibility correctly.
- (2) Check fully the cash assets on hand or on deposit, the accounts receivable, the items of property purchased from the fund for the benefit of the organization. Check also the obligations and liabilities of the fund such as bills payable.
- (3) As to property purchased from these funds, check carefully for articles of official supply and equipment issued to the organization. See each item, and check it for serviceability. The commander being relieved should account for equipment which cannot be produced, and clear the records of broken or damaged articles considered beyond repair. That is to say, consider this property of equal importance with Government issue property.

**1-7. Know your men.** *a.* The commander of a small unit must become intimately acquainted with his men. In the small unit,

such as the platoon or company, the wise commander will have his men appear before him, one by one, and seat them; he should have their individual records at hand during the interview and go over the salient parts, especially as to length of service, type of service, skills, and achievements. During the interview the commander may ask for future advantage such a question as this: "In your opinion what part of this organization should be improved to increase efficiency or satisfaction of the men?" By such interviews he will identify the individuals of unusual record or capacity. A matter of perhaps greater importance is that each individual will feel that he has been identified as an individual by the new commander. A few notes jotted down after each individual departs will strengthen the value of the interview.

b. The commander of a larger unit can apply the same principle. He may hold an interview with all officers and noncommissioned officers individually or, if the unit is as large as a division, with the officers and senior noncommissioned officers.

c. The important thing is to establish a man-to-man, face-to-face contact with members of the organization at the start. Skillfully done, it will work wonders in securing a favorable reaction from the new subordinates and give the new commander personal knowledge on which to build.

**1-8. Development of your own policies.** Command of a unit is a very personal responsibility. The methods followed successfully by one commander may be entirely unsuited to another. With the passage of time, adjustment of these matters will be advisable. Such changes, however, should be made only after mature consideration. Infrequently, a new commander will unwisely let it be known that, in his opinion, the organization was at a very low ebb of efficiency when he assumed command. Such statements are usually accompanied by the further observation that since his own unusual powers were applied the very highest standards have been achieved. This approach to the assumption of command is a cowardly assault on the previous commander. The inevitable result is resentment by those members of the unit who may have worked for the progress of the company. Study the methods in use, and when an opportunity for improvement is seen, do not hesitate to adopt it. But (in heaven's name), be consistent, and be quite certain that the change is a wise one.



LEADERSHIP

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**2-1. Military leadership.** Military leadership is the art of influencing and directing men in such a way as to obtain their willing obedience, confidence, respect, and loyal cooperation in order to accomplish the mission.

**2-2. Objective of military leadership.** The ultimate objective of military leadership is the accomplishment of the mission. Basic to the accomplishment of this objective is the development and maintenance of an effective, proficient, well-disciplined organization possessing high morale and esprit de corps.

**2-3. Leadership traits.** Leadership traits are personal qualities that are of great value to the commander in gaining the willing obedience, confidence, respect, and loyal cooperation of his men.

**2-4. Leadership principles.** Leadership principles are guides to the proper exercise of command.

**2-5. Supervision.** Supervision is the art of checking on the progress of actions and orders without undue harassment.

**2-6. Responsibilities of a commander.**

- a. Accomplishment of the mission.
- b. Welfare of the men.

**2-7. The problem solving process.**

- a. Recognize the problem.
- b. Make an estimate of the situation.
- c. Take action.

**2-8. The desirable traits of a leader.**

a. *Bearing.* Creating a favorable impression in carriage, appearance, and personal conduct at all times.

b. *Courage (physical and moral).* A mental quality which recognizes fear of danger or criticism, but enables the individual to meet danger or opposition with calmness and firmness.

c. *Decisiveness.* Ability to make decisions promptly and then express them in a clear and forceful manner.

*d. Dependability.* The certainty of proper performance of duty with loyalty to seniors and subordinates.

*e. Endurance.* Mental and physical stamina measured by the ability to stand pain, fatigue, distress, and hardship.

*f. Enthusiasm.* The display of sincere interest and exuberance in the performance of duties.

*g. Initiative.* A quality of seeing what has to be done and commencing a course of action.

*h. Integrity.* Uprightness of character and soundness of moral principle: the quality of absolute truthfulness and honesty.

*i. Judgment.* Weighing facts and possible solutions on which to base sound decisions.

*j. Justice.* Being impartial and consistent in exercising command.

*k. Knowledge.* Acquired information including professional knowledge and an understanding of your subordinates.

*l. Loyalty.* Faithfulness to country, the Army, your unit, your senior, and subordinates.

*m. Tact.* The ability to deal with others without creating offense.

*n. Unselfishness.* The avoidance of providing for one's own comfort and personal advancement at the expense of others.

#### **2-9. Indications of military leadership.**

*a. Morale* is the state of mind of the individual. This state of mind is dependent upon his attitude toward everything that affects him.

*b. Discipline* is the individual or group attitude that insures prompt obedience to orders and initiation of appropriate action in the absence of orders.

*c. Esprit de corps* is the loyalty to, pride in, and enthusiasm for a unit shown by its members.

*d. Proficiency* is the technical, tactical, and physical ability that enables superior performance.

*e. A combat effective unit* is one which will accomplish any mission assigned or indicated for which it has been organized, equipped, and trained to perform in the shortest possible time with least expenditure of resources and with least confusion.

#### **2-10. Leadership principles.**

*a.* Be technically and tactically proficient.

*b.* Know yourself and seek self-improvement.

*c.* Know your men and look out for their welfare.

*d.* Keep your men informed.

*e.* Set the example.

*f.* Insure the task is understood, supervised, and accomplished.

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- g. Train your men as a team.
- h. Make sound and timely decisions.
- i. Develop a sense of responsibility among subordinates.
- j. Employ your command in accordance with its capabilities.
- k. Seek responsibility and take responsibility for your actions.

### 2-11. Leadership checklist (FM 22-100, "Military Leadership").

The following checklist covering 14 desirable traits of a leader is offered as a guide to assist you in making a self-evaluation. If you have deficiencies and recognize them, you have a basis for improvement. You will have to be the judge as to whether you possess these traits in a sufficiently high degree to command the confidence, respect, obedience, and loyal cooperation of your men or whether you need further development. The checklist for each of the traits is prefaced by notes showing the definition and value of each trait. Following the checklist are suggestions for developing them.

a. *Knowledge.* Acquired information including professional knowledge and an understanding of your subordinates.

- (1) *Value.* Knowledge will enable you to do your job; to employ and supervise your men more effectively; to plan; to anticipate; to solve problems; to determine how well the work is being accomplished.

(2) *Checklist.*

- (a) Do I know my job?
- (b) Do I keep myself thoroughly posted concerning any changes in the scope of my work?
- (c) Do I think of the ways and means by which I can improve the performance of my unit?
- (d) Do I feel that I need to increase my knowledge?
- (e) Do I try to improve myself?
- (f) Do I ask questions when I don't know?
- (g) Do I try to learn from my experience and the experience of others?
- (h) Do I know my men well enough, their interests, abilities, and the state of their welfare?
- (i) Am I prepared to perform the duties of the next higher rank?

(3) *Suggestions for developing.*

- (a) Study pertinent manuals, regulations, training directives, battle operations, military campaigns.
- (b) Read the service periodicals and books on the Department of the Army Reading List.
- (c) Read daily newspapers and weekly magazines and try to evaluate current news impartially and correctly.

- (d) Form the habit of developing a serious conversation on military subjects.
- (e) Be alert, listen, observe, and conduct research on matters you do not understand.
- (f) Evaluate your experience and the experience of others.

*b. Courage.* Physical and moral—a mental quality which recognizes fear of danger or criticism but enables the individual to meet danger or opposition with calmness and firmness. Moral courage is the recognition of what is right and just and the adherence thereto in spite of criticism and without hope of reward.

- (1) *Value.* Courage will assist you to accomplish your objective regardless of the physical danger encountered, and to recognize and stand up for what you know to be right, even in the face of adversity or condemnation.

(2) *Checklist.*

- (a) Do I control my fear by forcing myself to do my duty even though it involves those things of which I am afraid?
- (b) Do I look for and readily accept responsibilities?
- (c) Do I accept the blame when I am at fault?
- (d) Do I practice speaking in a calm tone and keep an orderliness in my thought processes in order to develop self-control and calmness?
- (e) Do I stand for what is right in the face of popular condemnation?

(3) *Suggestions for developing.*

- (a) Study and understand your emotion of fear.
- (b) Control your fear by developing self-discipline and calmness.
- (c) Speak in a calm tone; keep an orderliness in your thought processes; don't exaggerate physical danger or adversity in your own mind.
- (d) If you fear doing certain things in your daily life, force yourself to do these things until you conquer them.
- (e) Stand for what is right in the face of popular condemnation.
- (f) Look for and readily accept responsibilities.
- (g) Accept the blame when at fault.

*c. Initiative.* The quality of seeing what has to be done and commencing a course of action.

- (1) *Value.* Initiative will enable you to originate and carry

through an action to completion; to meet needs and problems for which no previous solution may be at hand.

(2) *Checklist.*

- (a) Do I fully accept the responsibility of my job as a leader?
- (b) Do I frequently check myself for laziness, mental as well as physical, and force myself to action?
- (c) Do I think ahead?
- (d) Do I willingly assume greater responsibility?
- (e) Do I look for things that need to be done and do them without being told and without hesitation?

(3) *Suggestions for developing.*

- (a) Evaluate yourself for laziness—mental as well as physical.
- (b) Develop habits of staying mentally and physically alert.
- (c) Train yourself to recognize tasks that need to be done and do them without having to be told and without hesitation.
- (d) Think ahead.

d. *Decisiveness.* The ability to make decisions promptly and then express them in a clear and forceful manner.

- (1) *Value.* Decisiveness will help you instill in your subordinates a feeling of confidence in their leader. Coupled with an ability to make wise decisions, it eliminates uncertainty and helps build discipline.

(2) *Checklist.*

- (a) Do I make up my mind promptly?
- (b) Do I issue directions in a clear, forceful manner?
- (c) Do I take a positive attitude toward overcoming difficult problems rather than "putting it off until tomorrow"?
- (d) In making decisions do I—
  1. Get all the facts?
  2. Weigh the facts?
  3. Decide on a course of action?
  4. Check results?
  5. Evaluate results?
- (e) Do I accept responsibility for my work, consulting my superior only when I am in doubt?

(3) *Suggestions for developing.*

- (a) Learn to be positive in your actions. Don't delay; don't "beat around the bush."

- (b) Get the facts, make up your mind, and then issue orders in a clear, forceful manner.
  - (c) Check decisions you have made to determine if they are sound.
  - (d) Check decisions made by others. If you do not agree, think "why"; then determine if your reasons for disagreement are sound.
  - (e) Broaden your viewpoint by studying the actions of others.
  - (f) Take advantage of the experience of others. Learn from their mistakes.
- e. *Tact.* The ability to deal with others without creating offense.
- (1) *Value.* Tact helps to maintain self-esteem and self-confidence in your subordinates and assists in fostering pleasant human relations.
  - (2) *Checklist.*
    - (a) Do I try to treat others as I expect to be treated?
    - (b) Am I courteous, friendly, and cheerful?
    - (c) Do I give the other man a chance to "save face" when he is wrong?
    - (d) Have I been able to overcome personal dislikes for certain people and give them the same treatment which I accord others?
    - (e) Do I control my temper?
    - (f) Do I resist the temptation to "have the last word"?
    - (g) Do I praise my men when they deserve it?
    - (h) Do I share with my men their hazards and hardships?
    - (i) Am I as tactful with my men as I am with my commanders?
  - (3) *Suggestions for developing.*
    - (a) Be courteous.
    - (b) Be cheerful.
    - (c) Have consideration and regard for others.
    - (d) Study the actions of successful officers who enjoy a reputation for being able to handle human relations skillfully.
    - (e) Study different types of personalities; gain a knowledge of human nature.
    - (f) Develop the habit of cooperating in spirit as well as in fact.
    - (g) Check yourself for tolerance; if at fault, correct this deficiency.
    - (h) Practice the Golden Rule: "Do unto others as you would have them do unto you."

*f. Justice.* Being impartial and consistent in exercising command.

(1) *Value.* Justice will help you to give every man his due according to his deeds. Few things will disrupt the morale and discipline of your men more than unfairness or partiality. Being just will stimulate your men to greater effort and achievement and give them a feeling of stability.

(2) *Checklist.*

(a) Am I consistent in disciplining my men?

(b) When I make corrections—

1. Do I give advice and encouragement?

2. Do I ever threaten?

3. Do I refuse to show favoritism?

(c) Do I search my mental attitudes to determine if I hold any prejudices, and if so, do I rid my mind of them?

(d) Am I impersonal and impartial when admonishing and do I take this action at the proper place and time?

(3) *Suggestions for developing.*

(a) Be impersonal and impartial when imposing punishment.

(b) Consider every offense referred to you on its own merits.

(c) Search your mental attitudes to determine if you hold any prejudices and if so, rid your mind of them.

(d) Analyze cases acted upon by officers who have a reputation for being just.

(e) Play no favorites.

(f) Be honest with yourself.

(g) Recognize those juniors worthy of commendation or award. Don't be known as one who dispenses only punishment.

*g. Dependability.* The certainty of proper performance of duty with loyalty to seniors and subordinates.

(1) *Value.* Dependability will instill in your men the confidence in your ability to lead and care for them. It will help you to gain respect and prestige.

(2) *Checklist.*

(a) Have I developed the habit of honest thinking?

(b) Do I accomplish every task to the best of my ability?

(c) Am I exact in details?

(d) Am I punctual?

- (e) Do I constantly endeavor to correct deficiencies in my unit?
  - (f) Do I give adequate attention to the general welfare of my men?
  - (g) Do I go out of my way to help a man in need?
  - (h) Do I treat my men so that they come to me with their difficulties?
  - (i) Have I conducted myself in such a manner that my men have confidence in my judgment and in my desire and ability to care for them?
  - (j) Regardless of my own ideas, do I faithfully execute an order given to me by my commanders?
- (8) *Suggestions for developing.*
- (a) Develop the habit of honest thinking.
  - (b) Do not make excuses.
  - (c) Do every task assigned to you to the best of your ability regardless of personal beliefs.
  - (d) Be exact in details.
  - (e) Form the habit of being punctual.
  - (f) Give adequate attention to the general welfare of your men.
  - (g) Follow orders to the letter in spirit and fact.

*h. Bearing.* Creating a favorable impression in carriage, appearance, and personal conduct at all times.

- (1) *Value.* Bearing enables you to set an example of appearance and conduct for your men and maintain dignity under all circumstances.
- (2) *Checklist.*
  - (a) Do I require of myself the highest standards in appearance and conduct?
  - (b) Do I avoid the use of vulgarity?
  - (c) Do I avoid coarse behavior?
  - (d) Do I avoid excess in drinking liquor?
  - (e) Do I habitually maintain a dignified demeanor?
- (3) *Suggestions for developing.*
  - (a) Require of yourself the highest standards in appearance and conduct.
  - (b) Know and adhere to regulations concerning dress and conduct.
  - (c) Avoid use of vulgar speech.
  - (d) If you drink liquor, drink moderately.
  - (e) Avoid coarse behavior.
  - (f) Habitually maintain a dignified demeanor.



(g) Avoid making a spectacle of yourself.

*i. Endurance.* The mental and physical stamina measured by the ability to withstand pain, fatigue, distress, and hardship.

(1) *Value.* Endurance enables you to function in an exemplary manner under great physical and mental strain.

(2) *Checklist.*

(a) Do I frequently examine myself for mental or physical laziness?

(b) Do I practice physical training habits and tasks which will strengthen my body?

(c) Do I frequently test my physical and mental endurance?

(d) Do I force myself to study, even though I am tired and sluggish, in order to develop mental stamina?

(e) Do I finish every task assigned to me to the best of my ability and as quickly as possible?

(f) Do I avoid nonessential activities which will lower my stamina?

(3) *Suggestions for developing.*

(a) Avoid nonessential activities that will lower stamina.

(b) Cultivate physical training habits that will strengthen your body; learn to stand punishment by undertaking difficult physical tasks.

(c) Test your endurance by frequently subjecting yourself to unusual physical and mental exercises.

(d) Force yourself to study on occasions when you are tired and your mind is sluggish.

(e) Form the habit of finishing every task to the best of your ability.

*j. Enthusiasm.* The display of sincere interest and exuberance in the performance of duties.

(1) *Value.* Enthusiasm will arouse intense interest of one's self, and others, in the accomplishment of the mission and will instill optimism and a "can do" spirit in your unit.

(2) *Checklist.*

(a) Am I cheerful and optimistic?

(b) Do I have an intense interest in my work?

(c) Do I make it a point to understand the "why" of seemingly undesirable assignments?

(d) Do I capitalize on success to develop enthusiasm within my unit?

- (e) Do I set aside a period of each day when I can set my mind free from concern about official matters?

(3) *Suggestions for developing.*

- (a) Understand and believe in your mission.  
 (b) Be cheerful and optimistic.  
 (c) Explain to your men the "why" of uninteresting and distasteful jobs.  
 (d) Capitalize on success. Enthusiasm is contagious and nothing will develop it more than the success of the unit or individual.  
 (e) Don't get stale. Set aside a period every day to free your mind of official matters and relax.

*k. Unselfishness.* The avoidance of providing for one's own comfort and personal advancement at the expense of others.

- (1) *Value.* Unselfishness will allow you to develop respect and gain the cooperation of your men. Men want a leader who will see that they have the best that can be provided for them by honest means under any circumstances. Therefore, you must put the comfort, pleasure, and recreation of your men before your own.

(2) *Checklist.*

- (a) Do I avoid using my rank or position to increase personal gain at the expense of others?  
 (b) Do I avoid seeking comfort for myself before caring for my men?  
 (c) Do I see that my men have the best that I can provide for them?

(3) *Suggestions for developing.*

- (a) Avoid seeking personal comfort at the expense of others. In order to do this, avoid using your position and rank to enhance your personal gain, safety, or pleasure.  
 (b) Try to understand the problems, military or personal, of your men.  
 (c) Give credit to your subordinates for work well done.

*l. Integrity.* Uprightness of character and soundness of moral principle; the quality of absolute truthfulness and honesty.

- (1) *Value.* Integrity is one of the most desired qualities of man and will cause both your seniors and subordinates to respect you. The nature of the military profession demands that there be no deviation from the highest standards of personal integrity.

(2) *Checklist.*

- (a) Are my answers evasive?
- (b) Do I maintain high moral standards?
- (c) Am I honest and truthful with myself at all times?
- (d) Am I accurate and truthful in all of my statements?
- (e) Do I always stand up for what I believe to be right?

(3) *Suggestions for developing.*

- (a) Practice absolute honesty and truthfulness with yourself at all times.
- (b) Be accurate and truthful in all of your statements, both official and unofficial.
- (c) Stand for what you know and believe to be right even in the face of adverse comment.
- (d) Whenever you are tempted to compromise, place honesty, sense of duty, and moral principles above all else.

*m. Loyalty.* Faithfulness to country, the Army, your unit, your senior, and subordinates.

- (1) *Value.* Loyalty enables you to gain the trust and respect of your seniors and subordinates.

(2) *Checklist.*

- (a) Do I defend my men against unfair criticism?
- (a) Do I pass on to my subordinates orders from my seniors without the slightest hint of disagreement?
- (c) Do I accomplish every task assigned to me to the best of my ability while faithfully supporting my commander?
- (d) Do I betray the trust of my associates by giving information on personal problems which they have discussed with me?
- (e) Do I stand up for my country, the Army, my unit, and my associates when they are unjustly accused?

(3) *Suggestions for development.*

- (a) Be quick to defend your subordinates from abuse.
- (b) Never criticize your seniors in the presence of subordinates.
- (c) Never give the slightest hint of disagreement with orders from your senior when relating instructions to subordinates.
- (d) Practice doing every task to the best of your ability and wholeheartedly support your commander's decisions.
- (e) Never discuss with others personal problems of your associates.

- (f) Stand up for your country, your Army, your unit and your associates when they are unjustly accused.

*n. Judgment.* Weighing facts and possible solutions on which to base sound decisions.

- (1) *Value.* Judgment enables you to make sound and timely decisions after collecting and evaluating all facts.

(2) *Checklist.*

- (a) Do I make a careful estimate of the situation by weighing advantages and disadvantages of several plans, prior to selecting a course of action?

- (b) Do I accept recommendations from my subordinates?

- (c) Do I evaluate all essential information before making a decision?

(3) *Suggestions for development.*

- (a) Practice making estimates of the situation.

- (b) Anticipate those situations of the military profession that require decisions so that you are prepared when the need arises.

- (c) Be careful to avoid a rash approach to arriving at decisions.

### Leadership Questionnaire

1. What is military leadership?
2. What is the proper method for supervising your subordinates?
3. What traits should you develop in your personality?
4. In handling any given situation, what principles do you use in governing your actions?
5. After determining you possess certain weak traits, how do you develop and strengthen these traits?

## DEVELOPMENT AND PERPETUATION OF MORALE

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**3-1. Statement by General Bruce C. Clarke on morale.** "The one question most frequently asked by visitors to military units is: 'How is morale?' This question usually leads to a discussion of many things and usually ends in an agreement that the morale is 'Excellent.' I am aware of no commander who ever rated the morale of the men in his unit as anything but 'Excellent.' But I am sure that the morale in some units is 'more excellent than in others.'"

**3-2. What is morale.** *a.* Morale is the state of mind of an individual as indicated by the willingness to do his duty and to participate as a member of a team for the accomplishment of the team objective. Good morale is indicated by a positive drive on the part of the individual, a push beyond that which is expected, and an eagerness and enthusiasm, almost an intuition, concerning the leader's desires. Poor morale is displayed by dissatisfaction, indifference, lack of discipline, and lethargy. Maximum military performance is attained only when the will or spirit of each individual to perform his assigned tasks is brought to its greatest application in the combined effort in a group or a unit. Morale is pride in self and esprit de corps may be said to be pride in unit.

*b.* Morale is a result of leadership. It is the subordinate's expression of obedience, confidence, respect, and loyal cooperation elicited by command influence and direction. It is affected by the method used in discharging every command responsibility. Morale also is influenced by the leadership of the commander's staff. Good morale is attained and maintained by training, discipline, and mutual confidence and comradeship among all members of the command. With proper leadership, good morale will exist despite physical fatigue, hardship, privation, and self-sacrifice.

*c.* The problems of maintaining morale, both in the highly complex living of garrison and under future conditions of nuclear warfare, present an ever-increasing challenge to all commanders,

officers, and noncommissioned officers. This responsibility of leadership must be met with an open minded, aggressive outlook by all concerned if we are to maintain a state of manpower effectiveness capable of overcoming our potential enemy's numerical superiority.

### 3-3. Evidences of morale.

- a. Combat efficiency.
- b. Appearance and courtesy.
- c. Personal hygiene.
- d. Care of equipment.
- e. Messing facilities and living quarters.
- g. Care of casualties.
- h. Response to orders.
- i. Use of recreational facilities.
- j. Attitude of leaders toward subordinates.
- k. Use of religious facilities.

### 3-4. Reports which assist in measuring morale.

- a. Absences without leave, and desertions.
- b. Malingerers.
- c. Arrests and apprehensions.
- d. Punishments (courts-martial and Art 15, UCMJ).
- e. Requests for transfer.
- f. Sick-call rates.
- g. Stragglers.
- h. Self-inflicted wounds.
- i. Pilfering.
- j. Improper use of rations.
- k. Chaplain reports.

### 3-5. Several adjuncts to morale. (By General Bruce C. Clarke, USA.)

a. *Good management.* We all like to be in a unit where things run smoothly, where things are planned, and where men do not have to "hurry up and wait."

b. *Adequate information.* Men like to be kept informed ahead of time of things that affect them or are apt to affect them. It is far better for the commander to keep his men informed than to have them seek to get such information from rumors.

c. *High state of training.* If a unit is not well-trained, its men know it. This fact shakes their confidence, especially if they anticipate the possibility of using that training in a critical situation.

d. *Chances for advancement.* Progress is morale raising to all men. Knowing that advancement is possible and that excellent performance and preparation lead to promotion helps morale.

*e. Good physical and mental condition.* Good physical condition goes hand-in-hand with good mental condition. These two elements are basic to achieving good morale.

*f. Good administration.* Men like to know that their pay accounts and individual records are correct and that their allotments are going through on schedule. These matters are very personal to a man and affect his confidence in his unit.

*g. Confidence in equipment.* Ours is the best equipped Army in the world. There is always better equipment under development than is in the hands of troops. Talking down our equipment as being obsolete and statements that we do not have the latest and best are detrimental to morale.

*h. Confidence in commanders.* Men expect their commanders to know their jobs, to share the hardships with them, and to take a personal interest in their problems. You will not know whether a particular officer or soldier has a problem until someone has heard his case. A willing ear will gain much confidence.

*i. Comfortable quarters.* With a little encouragement, men will fix up comfortable quarters under almost any condition. They should always be made as comfortable as circumstances permit.

*j. Mess.* The food issued for the American soldier is the best that any army ever had. There is no excuse for other than a good mess.

*k. Mail service.* The soldier counts on his mail—he looks forward with anticipation to every mail call.

*l. Medical attention.* Confidence in the medical service is of tremendous importance to any unit, especially to a combat unit.

*m. Post exchange facilities.* The post exchange is a source of necessities and little luxuries so that a man can vary the routine of issue items and have some things of his own choice. The post exchange should be run for the convenience of the troops.

*n. Leaves and passes.* An effective policy in such matters provides beneficial breaks in routine. The leave program should be planned so that each individual knows approximately when he is going. He can then plan for it.

*o. Religious services and character guidance.* It is especially important that an army made up mostly of young soldiers be provided with facilities for religious services in accordance with their preferences. A program of character guidance will help to continue in the service the wholesome influence of home and community life.

*p. Awards and letters of commendation.* These means of recognition of good work play a most important part in achieving good morale.

*q. Diversions.* There are many spare-time activities that keep the soldier pleasantly and profitably occupied and add to his contentment. Among these are:

- (1) Movies.
- (2) Dayroom and library facilities.
- (3) Athletics.
- (4) Well-equipped hobby shops.
- (5) Tours and travel.

*r. Standards.* Soldiers like to be in a "sharp" unit. They appreciate achievement of high standards in discipline, dress, house-keeping, police, maintenance, training, and athletics. The lift in morale that comes from impressive and well-executed military ceremonies is an important factor.

**3-6. Summary.** "The morale of a man in a military organization comes from many factors. It may well be summed up in one word, Confidence. Confidence in his training, equipment, leadership, in himself, in his unit, and in the support from home. The military commander plays a big part in it but so do civilian officials, members of Congress, the press, radio commentators, and the general public at home. Together they must insure that the soldier does well an important job and receives recognition for it. So long as this is accomplished there is a general feeling of confidence, well-being, and progress in a military unit; and the report which states that the 'morale is excellent' will be sound."



**PRESTIGE OF THE NONCOMMISSIONED OFFICER**

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**4-1. Building prestige.** *a.* Advances in weapons systems over the past few years have forced many changes in our tactical organization and operational concepts. The keynotes of our modern Army are mobility, dispersion and small unit operations. This concept, coupled with the many new tools of war, requires greater reliance than ever before upon our noncommissioned officers.

*b.* The establishment of grades E-8 and E-9, the assignment by name of noncommissioned officers in grades E-7, E-8, and E-9, the authorization of permanent enlisted promotions and the Military Pay Bill of 1963 are examples of a number of changes recently made under the Enlisted Management Program to improve the Noncommissioned Officer Corps and increase its prestige. However, material improvements alone will not assure us of noncommissioned officers with the initiative, aggressiveness, decisiveness, and vitality necessary for them to be able to respond to their increasing responsibilities and assume the ultimate burden of making immediate and accurate decisions on the battlefield. To fully develop the noncommissioned officer to fulfill this role, a commander must place responsibility on him and permit him to assume his place in command. In doing this, standards of performance need not be lowered. Honest errors must be expected and tolerated, but corrected. Senior personnel must not usurp responsibilities which provide the experience needed in developing our junior leaders. Emphasis should be placed on the noncommissioned officer's role—LEADER, TRAINER, SUPERVISOR.

*c.* There follows a list of suggested actions that may be taken by each commissioned officer at all levels of command to further the efficiency and enhance the stature of the Noncommissioned Officer Corps.

**4-2. Authority.** *a.* Prevent the use of noncommissioned officers for menial and degrading tasks.

*b.* Adhere to the chain of command through noncommissioned officer ranks.

c. Reduce the requirement for officer supervision or mandatory presence at troop formations. Let the noncommissioned officer take charge.

d. Avoid mass withdrawal of noncommissioned officer privileges, but take positive action against individuals concerned.

e. When appropriate, permit key noncommissioned officers to attend staff conferences and commander's briefings.

f. Insure that deserving, high-quality noncommissioned officers are commended for outstanding performance of duty by awarding them commendation ribbons, letters of appreciation and commendation, or certificates of achievement.

g. Refrain from oversupervising the noncommissioned officer after a task has been assigned. Issue mission-type instructions rather than detailed orders.

h. Whenever possible, place senior noncommissioned officers under the supervision of commissioned or warrant officers rather than civilians.

i. Inform noncommissioned officers in advance of significant matters pertaining to the unit, such as maneuvers, field problems, training requirements, disciplinary matters, standards, etc., to avoid unfounded rumors and allow for necessary advanced planning at all echelons.

j. Grant noncommissioned officers a greater voice in allowing privileges or awarding a punishment. Consult with them on matters involving the reclassification and promotion of their subordinates. Let it be known that they greatly influence these matters.

k. Use senior noncommissioned officers to assist in conducting inspections and in the planning, preparation, and execution of the training, athletic, recreation, and social programs.

l. Insure distribution of directives to noncommissioned officers so that they may have current information on military matters.

m. Use senior noncommissioned officers as instructors to the maximum extent in training. Provide sufficient time, facilities, and reference material for the adequate preparation of instructional material for training.

n. Back the actions of noncommissioned officers publicly when necessary.

o. Refer to them as noncommissioned officers, not as NCO or noncoms.

4-3. Privileges. a. Pay troops alphabetically by pay grade, thereby allowing noncommissioned officers, Specialists 7 and Specialists 6 to report at a designated time before the remainder of the unit is paid.

b. Provide separate rooms for senior noncommissioned officers

consistent with the efficient use of available troop facilities. The implementation of this privilege must be determined by local requirements and the facilities available.

*c.* Within existing facilities, establish separate dining areas or, at the minimum, separate tables within the mess for noncommissioned officers, and Specialists 7 and 6.

*d.* Exempt qualified personnel in pay grades E-6 and above from repetitive periodic training except as instructors and as required for supervision. For those excused from this training, conduct advance training or on-duty unit schooling.

**4-4. Responsibilities.** *a.* Insist on a thorough appreciation of the noncommissioned officer's full-time responsibility to his men and to his commander.

*b.* Appoint senior noncommissioned officer councils at each level of command starting with battalion or separate company councils.

*c.* Encourage noncommissioned officer participation in civic affairs.

**4-5. Education and training.** Nothing so limits the prestige of a noncommissioned officer as the lack of knowledge about his job and his inability to play the part expected of him as a noncommissioned officer. Because of that, we should—

*a.* Hold classes to insure that noncommissioned officers are thoroughly trained for their jobs and prepared to handle instruction or other duties when they appear before their subordinates.

*b.* Encourage attendance at a noncommissioned officers' academy and other courses designed to enhance the prestige and set the standards expected of noncommissioned officers.

*c.* Encourage noncommissioned officers to take advantage of their many opportunities to increase their general level of education.

## GENERAL EDUCATIONAL DEVELOPMENT

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**5-1. Objective.** The objective of the Army General Educational Development (GED) Program is to increase the military performance of both officer and enlisted personnel through education—education which may be academic in nature or related to a military occupational specialty or duty assignment.

**5-2. Definition.** The General Educational Development Program is that part of the Army's educational system which provides for military personnel on active duty academic, technical, and scientific courses of instruction (and related educational services) at the elementary, high school, and college levels in Army education centers and through the facilities of accredited civilian schools and other educational agencies. The GED Program is provided to enable the individual soldier to continue his academic, technical, or scientific studies in accordance with his individual needs and in keeping with the educational needs of the Army.

**5-3. Goals.** *a. Commissioned personnel.* Completion of at least a baccalaureate degree at a college accredited by a regional association, in subject areas of functional importance to the military profession. Commissioned officers who have already attained this goal are encouraged to continue their professional growth through graduate studies leading to advanced degrees. Courses of functional importance to the military profession are those related to the academic curriculum of the United States Military Academy, pertinent regulations of the 350-series governing the training of military personnel in civilian educational institutions and courses required as a part of a degree program unless manifestly disassociated from the Army.

*b. Warrant officers.* The achievement of, or at least the equivalent of 2 years of college.

*c. Enlisted personnel.* Completion of high school (or equivalent as measured by the USAFI GED Tests) and higher level studies as required.

**5-4. Army education centers.** The installation Army education center is the focal point at which GED services are provided. It is a centrally located facility provided by the installation commander, where classroom instruction is provided, test and examinations are administered, applications for schooling are processed and where soldiers obtain professional educational advisement from civilian education advisers. Installation education centers are open for the conduct of business during the troop's on-duty and off-duty hours and are operated in accordance with an education services plan. This plan provides GED programs and services that are geared to needs and missions of units stationed or satellited on the installation.

**5-5. Educational activities.** In accordance with educational needs of the career soldier and established Department of the Army educational goals, seven program areas are emphasized.

*a. Preparatory-high school instruction.* This instruction is stressed as essential for enlisted personnel whose aptitude areas are below those required for service school attendance, and who have not completed desired educational levels, or who otherwise require instruction in English, arithmetic, science and social studies to meet certain minimal obligations of career service as noncommissioned officers and specialists. Commanders will encourage and may prescribe this instruction. The use of duty time is authorized.

*b. MOS-related instruction.* This instruction is directly related to and supports the professional development of the individual soldier. MOS-related programs of instruction are designed to assist commanders in developing MOS skills of personnel where such training must be carried out in units and on the job; provide courses of instruction that will serve to upgrade and increase the skills of military specialists in the performance of their duties; prepare soldiers to complete service school instruction successfully and prepare enlisted personnel for MOS evaluation testing. Guidance is provided unit commanders in CON Pam 621-1 for planning, organizing and conducting MOS-related programs of instruction in conjunction with directors of General Educational Development at installation Army education centers.

*c. Career Development Program.* This program is designed to identify all enlisted personnel who have potential for career development but who lack satisfactory educational background or experience for admission to an appropriate service school or for promotion to higher responsibilities. In order to provide a strong and continuing educational program in support of maximum development of career potential of enlisted personnel, commanders

at all levels will identify personnel with such potential and provide through the General Educational Development Program adequate educational programs and facilities to bring such potential to the maximum level of usefulness. Special attention will be directed toward those enlisted men lacking high school completion and/or having less than a standard score of 90 in the General Technical (GT) aptitude area, or who otherwise fail to meet service school admission or reenlistment criteria.

*d. Academic instruction.* Academic instruction includes high school and college courses conducted in Army education centers and in accredited civilian high schools, colleges and universities for academic credit. Numerous colleges and universities are providing on-post residence instruction at both the undergraduate and graduate levels in university centers which have been established as part of the Army's GED services. When such instruction involves the payment of tuition cost, eligible Army personnel are provided tuition assistance in amounts up to 75 percent of the tuition cost. In this area AR 621-5 also provides for a Degree Completion Program to enable a selected number of officers and enlisted personnel to satisfy on-campus residence requirements for the baccalaureate and graduate degrees at accredited American colleges and universities. Paragraph 11c, AR 621-5, sets forth eligibility requirements and application procedures for civilian schooling under the Degree Completion Program. (Attendance at civilian educational institutions is also authorized for selected officers and other military personnel, under the provisions of AR 350-200, to meet the training requirements of Headquarters, Department of the Army agencies, USCONARC, and major continental and oversea commands when such training cannot be provided in Army service schools.)

*e. Foreign language instruction.* Army personnel are encouraged to acquire and maintain proficiency in a second language. As a consequence of Headquarters, Department of the Army, emphasis on foreign language training, numerous opportunities are provided Army personnel to increase their military performance potential through the study of language courses. Opportunities for foreign language study provided in and through the services of Army education centers include spoken language courses, academic courses, language refresher courses, courses conducted by accredited colleges and universities, and correspondence courses. In this connection, foreign language text materials, tapes, records, and audio-learning equipment including language laboratories are made available for individual study and group instruction as appropriate. Commanders are encouraged to organize group study

classes in foreign languages at Army education centers and are authorized the use of duty time for this purpose.

*f. Correspondence course programs.*

- (1) *United States Armed Forces Institute (USAFI) correspondence courses.* USAFI, Madison, Wisconsin, serves as the central service and supply agency for overseas USAFI and CONUS Army education centers. USAFI provides Army education centers with text books and other materials for conducting classroom instruction and correspondence study. Registration centers are maintained at all installation Army education centers where military personnel may enroll in numerous USAFI self-study correspondence courses at the elementary, secondary, and college levels, as well as in many technical-vocational courses of instruction. Additional correspondence courses are made available to Army personnel through some 44 accredited cooperating colleges and universities which offer their services through the USAFI correspondence course program.
- (2) *The Army Extension Correspondence Course Program.* Military personnel may receive counseling and register for Army Extension Correspondence Courses at all installation Army education centers. Assistance in selection of courses and initiation of enrollment in the Army Extension Correspondence Courses is provided. In addition group study seminars may be provided to assist military personnel in extension course study when sufficient numbers of personnel are enrolled in the same or similar courses.

*g. Testing programs.* A wide variety of testing services are provided military personnel at installation education centers. Achievement tests, end-of-course tests, tests of General Educational Development (high school level), and the General Examinations of the College Level Examination Program (1 year college level) are administered. These tests may be used by personnel for placement purposes advanced scholastic credit, to fulfill requirements for a high school diploma or equivalency certificate and to attain 1 year college equivalency.

**5-6. Civilian schools.** *a.* Military personnel may be permitted to attend classes in civilian high schools, junior colleges, and 4-year degree granting colleges or universities, providing such activity does not interfere in any way with the performance of their mili-



tary duties. Normally, such permission will be granted only for attendance after normal duty hours.

b. To enable selected officers and warrant officers and enlisted personnel to satisfy the traditional residence requirements for the baccalaureate degree of accredited civilian colleges and universities, a degree completion program has been established as follows:

- (1) *Eligibility.* In order to be selected for this training, officer and warrant officer applicants will satisfy the following prerequisites.
  - (a) Have completed at least 1 year oversea duty. If serving overseas individuals may apply for schooling during that tour of duty, but will not be eligible for return to schooling until completion of the oversea tour.
  - (b) Be able to obtain a baccalaureate degree within 12 months.
  - (c) If a graduate degree candidate, must be able to obtain the degree within one semester or two quarters, plus if authorized, a summer session.
  - (d) Have a minimum of 3 years' continuous active Federal service as a commissioned officer or warrant officer and sufficient service time remaining upon completion of degree requirements to fulfill the service obligations incurred.
  - (e) Be a commissioned or warrant officer on active duty. Officers of the Reserve components on active duty must be serving in an indefinite category.
  - (f) Agree to remain on active duty for 2 years subsequent to this training.
  - (g) Agree to bear all expenses incurred in connection with the training, including tuition, fees, books, and travel.

*Note.* Eligibility criteria for enlisted personnel is the same as outlined in (a), (b), (c), (f), and (g). Additionally, applicant must be serving on active duty with a minimum of 3 years and no more than 15 years active Federal service for retirement purposes. Waivers on service in excess of 15 years may be requested for E-7, E-8, and E-9.

- (2) *Funds involved.* Personnel are authorized pay and allowances only; per diem will not be authorized. Travel, including that of dependents, will be performed without expense to the Government. Matriculation and tuition fees and the cost of text books and materials will be borne by the officer concerned.
- (3) *Selection.* Priority will be given to personnel who require



the least amount of time to complete degree requirements, and to those who have not previously earned a degree under the Degree Completion Program. Final selection will be made on the best qualified basis by the career branch or, in the case of doctorate level, by the Deputy Chief of Staff for Personnel; for enlisted personnel, by the Director of Enlisted Personnel Operations, on the recommendation of the applicant's commanding officer and The Adjutant General.

- (4) *Quotas*. Allocation of quotas to the various branches of the service will be controlled by the Deputy Chief of Staff for Personnel, Department of the Army, in accordance with existing policy relating to training of military personnel in civilian institutions.
- (5) *Application procedure* is explained in AR 621-5.

c. College schooling at Government expense is now available to qualified enlisted personnel in technical, scientific, and managerial fields. The training will be made available in 1- and 2-year increments. Those accepted for 1 year will be required to reenlist for a 3-year period; those receiving 2 years of instruction will be required to reenlist for 6 years. A third and a fourth year of training toward a degree may be applied for within 6 months prior to completion of a current enlistment. To be eligible, enlisted personnel will be on active duty, will have completed 1 year of a 2-year training obligation at time of application and will be able to complete academic training before attaining age 35. Applicants will be selected on a best qualified basis (AR 350-200).

d. A civil schooling program for career Army officers of Armor, Artillery, and Infantry in the physical and social sciences has been established to meet the requirements of Department of the Army. The level of education to be attained normally is fulfillment of the requirements for a Master's Degree, or in very exceptional cases, the PhD Degree. Army officers may submit an application which will remain on file. Applicants will be considered for selection each year until selected or upon being eliminated because of age. Applicant will preferably not be over 36 years of age (AR 350-200).

**5-7. Two-year college equivalency evaluation.** a. Officers whose Qualification Records (DA Form 66) do not indicate a completion of 2 years of college and who may have achieved equivalency thereof may request, through channels of Department of the Army, evaluation.

b. No request for a 2-year college education will be considered

by Headquarters, Department of the Army, unless the evidence submitted includes 12 semester hours earned with an accredited American college or university.

c. Prior to initiating request for evaluation, officers and warrant officers will consult with the installation education adviser to preclude submission of premature requests.

## TRAINING

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**6-1. General.** *a.* Training management involves the planning, programing, and supervision necessary to accomplish the assigned training mission and objectives.

*b.* Army training mission: To attain and maintain the Army at a state of operational effectiveness which will assure the capability of closing with and destruction of the enemy through prompt and sustained combat operations on land, including the seizure, defense or occupation of land alone or jointly with the Navy, Air Force or both, and to conduct effective counterinsurgency operations including the support of friendly or allied counterinsurgency operations.

*c.* The traditional policy of the United States is to maintain an Army of minimum size consistent with the immediate needs of the Nation but capable of rapid expansion in the event of a national emergency. This policy demands maintenance of the ability to mobilize rapidly. Since time is all important during mobilization, training requirements are reduced to absolute essentials. Peacetime training must serve to determine those essential requirements and at the same time provide a well-trained force ready and available for immediate employment if required.

*d.* Due to changing world conditions, no one can predict positively how the Army will be employed in the future; however, it must be ready to pursue national objectives in the face of any threat. This threat may range from the violent exchange of thermonuclear weapons in a general war to the ideological struggle and cultural competition of the Cold War. In between these extremes are limited wars similar to those the Army has fought in recent times. Requirements generated by both general and limited war are met through the Army's normal training. However, the Cold War has generated requirements that dictate increased emphasis on counter guerrilla and counterinsurgency training.

*e.* Objectives of military training: Successful military opera-

tions depend on the attainment of the following training objectives:

- (1) Military discipline.
- (2) Health, strength, and endurance.
- (3) Technical proficiency.
- (4) Teamwork.
- (5) Tactical proficiency.

6-2. **Weekly training schedules.** *a.* The unit weekly training schedule is developed from the master training schedule. In general, the content of a unit training schedule includes two types of information: That which instructors need to prepare and present the prescribed subjects, and that which the personnel to be trained need to enable them to be present at the designated place of instruction at the proper time and with the proper equipment. This information is broken down as follows:

- (1) Date, time, and place of instruction.
- (2) Personnel to be trained.
- (3) Subjects to be taught.
- (4) Instructors for each subject.
- (5) Text references.
- (6) Uniform and equipment.
- (7) Administrative instructions that will help the instructors and personnel to be trained.

*b.* In order to insure that the weekly training schedule follows logical development in subject sequence, proper relationship of subjects during training, and continuity in each subject, the scheduler is guided by certain principles. These principles are—

- (1) *Facilitate preparation of instruction.* Effective instruction depends on adequate preparation. Following are ways in which proper scheduling assists instructors in their preparation for classes.
  - (a) Training schedules are published well in advance.
  - (b) Instructor's names, rather than job titles, are shown on the training schedule. This establishes responsibility for the preparation of instruction.
  - (c) Adequate references are provided the instructor to furnish him sufficient research material and limit the scope of the subject being taught.
  - (d) Sufficient time is allocated during each period for the instructor to present his material and conduct practical application as required.
- (2) *Facilitate learning.*

- (a) The amount of information troops receive from a period of instruction is appreciably affected by the circumstances under which the subject is taught. Instructive areas selected and the methods of instruction used are appropriate to the subjects.
  - (b) Schedule subjects progressively. Lead troops from facts that are familiar, whether from civilian or military experience, into new, but related subjects. Have the troops apply the more simple elements of newly acquired knowledge before confronting them with more complex situations. For example, movement to the line of departure is taught before the attack; training in defense is conducted before the withdrawal.
  - (c) Following excessive night training, schedule compensatory time as required for rest and maintenance of individual equipment. Troops are not expected to be at their normal state of mental or physical alertness early on the day following night exercises.
  - (d) The time allotted for teaching each subject is based on the troops' knowledge of the subject, the methods of instruction used, and the commander's desires. Sufficient consecutive hours are devoted to a subject to allow all the related teaching points to be brought out at one time without causing the troops to lose interest.
  - (e) Subjects that are taught primarily by lecture or conference should be scheduled for the morning hours when the troops are mentally alert. Afternoon hours are normally devoted to training requiring greater physical activity because the troops tend to become drowsy and sluggish if inactive during the afternoon.
- (3) *Use training time efficiently.* The necessity for moving to widely spaced training facilities and the administrative demands of garrison living, if not given forceful command attention, tend to reduce the time allotted for training. Careful scheduling helps to reduce the time lost to such causes as suggested in the following:
- (a) *Movement.* The requirements for 1 week of training may involve the use of training facilities dispersed over a major portion of the post. Consider the time required to move from one facility to another and schedule the subjects so that movement time is minimized. Subjects that can be taught at the same or adjacent facilities are scheduled during the same day. When time required for movement between training

sites cannot be made during time normally allocated for breaks, it is reflected on the weekly training schedule. It is often possible to use the movement itself as a teaching vehicle when teaching marches, movement to contact, counter-ambush drills, and similar subjects.

- (b) *Integrated training.* Integrated training is training in which one or more subjects previously taught and related to the primary subject are incorporated into instruction being given to an entire unit. The subjects selected may be any in which weaknesses have been observed, or in which a commander desires more emphasis. One or more subjects may be integrated, but each subject must be planned. Integration of too many subjects into any one primary subject results in no real emphasis being placed on any, thus the value of integrated training is lost. Additional instructors are not necessary for subjects being integrated.
- (c) *Concurrent training.* Concurrent training is simultaneous but separate training of part of a unit in one or more subjects other than the primary subject. These subjects may or may not have been taught previously. This training may be used as makeup periods for personnel who miss regularly scheduled instruction, for training in required subjects of limited scope, or for additional training in subjects previously presented. Concurrent training subjects are prepared and presented as carefully as the principal subjects. It is conducted to serve a constructive purpose. Additional instructors are necessary for subjects being taught concurrently.
- (4) *Accommodate the troops.*
- (a) Although scheduling must be aimed primarily at accomplishing the training objectives and, ultimately, the unit's mission, you must also keep in mind the welfare of the troops. In order for the troops to learn, the subject must be presented in the best possible environment. The judicious use of compensatory time, when the training situation permits, will accommodate the troops and make them more receptive to the instruction. Compensatory time may be given as compensation for night training scheduled past the hour prescribed in the division training circular or for extensive rigorous field training. Since compensatory time is designed primarily for use by the troops, it

should be allocated in garrison areas in order to permit the troops to comply with its intent.

- (b) Application of the other three principles—facilitate preparation of instruction, facilitate learning, and use training time efficiently—will also assist in accommodating the troops.

**6-3. Inclement weather schedule.** The unit inclement weather training schedule is an alternate plan that enables unit commanders to salvage training time that might otherwise be lost. This schedule is a necessary alternative to the regular schedule. The commander who prepares the regular unit weekly schedule also prepares the inclement weather schedule. However, you may find that the inclement weather schedule is prepared at battalion level. In either case, the same techniques are followed. It is adaptable for an entire week of training or for any portion of it. Since the inclement weather schedule performs the same general function as the regular weekly schedule, its contents are essentially the same. The principal differences are that the inclement weather schedule does not prescribe the date and time of instruction; it normally contains fewer periods of instruction than the regular one; and, if the uniform is known, it is included in "remarks." The geographic location, weather, troop experience, and type of training to be conducted are all considered in determining the number of hours on the inclement weather schedule. The basis for selection of subjects to be included in this schedule follows a definite sequence.

a. First, select subjects appearing on the regular schedule as indoor instruction.

b. Next, select subjects appearing on the regular schedule as outdoor instruction that can be taught indoors. Within this category are subjects originally scheduled as integrated or concurrent training.

c. Finally, select subjects which will be scheduled for indoor presentation at a later date.

**6-4. Training publications.** Department of the Army publishes various training publications for guidance and assistance in the preparation of unit training programs. These publications contain information on doctrine, tactics, techniques, and procedures for use in training individuals and units.

a. Army training programs (ATP) are basically designed as a guide for the preparation of training programs and schedules during the various formal phases of training. They are used by both Active Army units and Reserve components. In addition,

ATP assist commanders and staffs of units conducting operational readiness training in the planning for and preparation of their normal training activities to maintain their combat proficiency. Each ATP is supported by an Army subject schedule.

b. Army subject schedules (ASubjScd) are published by the Department of the Army to support Army training programs. These schedules contain detailed instructions for the preparation and conduct of training and are issued to insure maximum uniformity of training in each subject area. The suggestions offered in each subject schedule can be of considerable assistance to commanders, as well as instructors, in developing effective unit training programs.

c. Army training tests (ATT) are related to specific Army training programs. These tests are administered to units at appropriate times during the formal ATP phases of training. Operational readiness tests (ORT) are training tests comparable to ATT; however, they are not related to a formal phase of training. These tests may be based on operational missions, may include all or selected portions of ATT, and may be conducted as part of a field exercise.

d. Field manuals (FM) are used to promulgate military doctrine, tactics, and techniques. They contain instructional, informational, and reference material relative to military training and operations.

e. Circulars are used to disseminate information of general interest and to publish instructions of a one-time or transitory nature which are agency-wide or command-wide in application. Each circular will bear an expiration date not later than 1 year from date of issue. Shorter expiration dates will be used when it is not necessary for the circular to remain in effect for a year. Each circular will be confined to a single subject.

#### REFERENCES.

AR 310-1, "Military Publications—General Policies."

AR 350-1, "Army Training."

AR 350-15, "Military Training Aids."

AR 350-30, "Code of Conduct."

AR 350-90, "Noncommissioned Officer Academies."

AR 360-81, "Command Information Program—General Provisions," as amended.

AR 385-63, "Regulations for Firing Ammunition for Training, Target Practice, and Combat," as amended.



## MATERIEL READINESS AND UNIT READINESS

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**7-1. Introduction.** *a.* The commander has always been concerned with the readiness of his equipment to perform its mission for extended periods under combat conditions. However, prior to 1963, the determination of readiness was based on personal observation and opinion. This proved to be a poor system since commanders were reporting willingness instead of readiness.

*b.* It is against human nature to report yourself incapable of performing a task for which you are trained and equipped. But many commanders through no fault of their own do not command immediately deployable units, that is units which can become actively and successfully engaged with an enemy within 24 hours.

*c.* The purpose of the Unit Readiness Report (DA Form 2715—AR 220-1) and the Materiel Readiness Report (DA Form 2406—AR 750-10 and TM 38-750) is to preclude the commander from reporting his willingness. The reports offer a yardstick with which to measure the unit and a means by which to report this measurement.

*d.* In 1960 and 1961 inspections by the General Accounting Office and Department of the Army's Inspectors General disclosed that the reports being rendered on materiel readiness were inaccurate and misleading. Because of these reports commanders and Department of the Army did not know the true status of equipment in the using organizations.

*e.* These findings were corroborated by the deployment of unready units during the Berlin buildup and the Cuban crisis.

*f.* After the adoption of the new reporting system the status of units could be readily ascertained at all levels of command. Hence units deployed to the Dominican Republic and Vietnam in 1965 were better able to perform the missions assigned. The reasons why other units were less combat ready were also highlighted by the new report. This permits the commander to provide for re-

medial action which will bring the unit to the state of readiness which he requires.

**7-2. Equipment serviceability criteria.** *a.* Equipment serviceability criteria (ESC) are the standards used to evaluate the serviceability of an item of equipment. The basic concept of evaluating equipment serviceability is predicated upon the capability of materiel to perform immediately the intended combat function and to sustain such performance for a stated period.

*b.* Certain characteristics were outlined for this evaluation by the Department of the Army. The evaluations were required to be—

- (1) *Simple.* The operator must be able to perform the evaluation without the use of special tools or the disassembly of components.
- (2) *Standardized.* The criteria should be applicable to all equipment of that type in the Army.
- (3) *Limited.* To mission essential and maintenance significant items. Not all items in the TOE need to be evaluated, only those listed in the DA Form 2406 column of appendix III, TM 38-750.
- (4) *Definitive.* The capability of performing its combat mission for 90 days.

*c.* These criteria are published in technical manuals which can be identified by the letters ESC after the manual number. For example, the criteria for the M113 Armored Personnel Carrier is contained in TM 9-2300-224-ESC/1.

**7-3. Color categories.** By using the equipment serviceability criteria the operator places the equipment in a color category.

**GREEN:** Equipment capable of performing its mission for 90 days of sustained operation.

**AMBER:** Operational equipment possessing a limiting condition which may restrict a reliable performance of its mission for 90 days.

**RED:** Equipment unable to perform its primary mission immediately or possessing an unacceptable reliability for sustained performance for 90 days of its primary mission.

**7-4. Score the equipment.** *a.* The TM/ESC contains instructions on the procedures which must be used to evaluate the equipment. Listed below these instructions is a scale for each item to be evaluated. The operator must then match his equipment against the descriptive paragraph in the scale and record the numerical value below that paragraph.

*b.* The values are recorded on the Equipment Inspection and

Maintenance Worksheet (DA Form 2404) which is prepared as prescribed in the TM/ESC.

c. After evaluating all the items in one section of the TM the operator is directed to total the values. A scale of total values and ratings appears at the end of each section. By comparing the total score to the scale the operator then places this portion of the equipment in a color category (GREEN, AMBER or RED).

*Note.* Exceptions to the total value determination of the color category are:

- (1) Any urgent modification work order which has not been applied causes the equipment to be RED.
- (2) Any value of zero (0) throughout the evaluation causes the equipment to be RED.
- (3) Any value of one (1) throughout the evaluation eliminates the equipment from the GREEN. It must be AMBER or RED.

d. This completes the evaluation of one section of the TM/ESC, that is one subsystem of the equipment. However, most of our equipment has more than one subsystem, for example, the Armored Personnel Carrier M113 has four:

- (1) Automotive
- (2) Armament
- (3) Fire Control
- (4) Communications

e. Each subsystem has a section in the TM/ESC except for communications. The communications subsystem has its own TM/ESC which is peculiar to the radio mounted.

f. The operator would evaluate each subsystem using a separate DA Form 2404 for each.

**7-5. Determining the color category.** a. The color category for the equipment taken as a whole (the system) is based on the color of the lowest rated subsystem.

*Example:* M113 Armored Personnel Carrier

Automotive	Armament	Fire Control	Commu- nications
GREEN	GREEN	GREEN	RED

Vehicle System = RED

b. The color category of the system is recorded at the bottom of the DA Form 2404 upon which the automotive subsystem was evaluated.

**7-6. Reporting at platoon and company.** The Equipment Inspection and Maintenance Worksheets (DA Form 2404) for each piece of equipment are reviewed at platoon and company level. These forms are kept on file until the next evaluation is performed.

**7-7. Reporting at battalion and division level.** a. *Equipment*

*Maintenance Record (Organizational) (DA Form 2408-3).* This form is completed quarterly reflecting the ESC Color Category of the equipment. If RED, the reasons why are listed in the remarks section.

*b. Materiel Readiness Report.* This report is filled out at company level quarterly or as often as the next higher commander directs. It is consolidated at battalion level.

- (1) Preparation of this report is described completely in TM 38-750, paragraph 3-6. Items to be reported are listed in appendix III, TM 38-750.
- (2) Purpose: The Materiel Readiness Report provides commanders at all levels with the materiel readiness status of the equipment in the hands of the user.
- (3) Use: This form is used as a management tool by the commander. By requiring the report periodically, intermediate commanders can keep abreast of their materiel readiness status. The requirement to submit a consolidated report from battalion through division and Army to Department of the Army at the end of each quarter permits the Chief of Staff to have at his finger tips the status of each battalion in the Army.

**7-8. Application to unit readiness.** The materiel readiness status of equipment is required to be reported on the Unit Readiness Report in the form of a 6-digit number called a profile. This number represents the percentage of equipment in each color category.

*a. Equipment profile.*

(1) *Definition.* An equipment profile is a 6-digit number which describes the serviceability of groups of like items. An equipment profile is stated in terms of GREEN, AMBER, and RED percentages of a total quantity authorized.

(2) *Computation.*

(a) Example 1.

Item	Authorized	On Hand	GREEN	AMBER	RED
Truck, Cargo 2½- Ton	50 ea	50	35	10	5

$$\text{Color \%} = \frac{\text{Quantity by Color}}{\text{Total Quantity Authorized}} \times 100$$

$$\text{GREEN \%} = \frac{35}{50} \times 100 = 70\%$$

$$\text{AMBER \%} = \frac{10}{50} \times 100 = 20\%$$

$$\text{RED \%} = \frac{5}{50} \times 100 = 10\%$$

Profile is 702010

(b) Example 2.

Item	Authorized	On Hand	GREEN	AMBER	RED ESC Score	Short
Truck ¼-Ton	100	75	60	10	5	25

$$\text{Color \%} = \frac{\text{Quantity by Color}}{\text{Total Quantity Authorized}} \times 100$$

$$\text{GREEN \%} = \frac{60}{100} \times 100 = 60\%$$

$$\text{AMBER \%} = \frac{10}{100} \times 100 = 10\%$$

$$\text{RED \%} = \frac{30}{100} \times 100 = 30\%$$

b. Unit equipment profiles.

(1) *Definition.* A unit equipment profile is a collective term describing the overall level of serviceability of selected unlike items of equipment authorized a unit. This profile of selected equipment is a 6-digit number in percentages of GREEN, AMBER, and RED.

(a) *Unit equipment deployability profile.*

1. This profile depicts materiel readiness in respect to the unit's authorized equipment considering all conditions and shortages. The deployability profile measures the materiel readiness of the unit to be deployed under its TOE authorization.
2. When computing the unit equipment deployability profile, equipment shortages will be added to on hand RED scored items. Items on loan which cannot be returned to the lender within 24 hours notice will be counted as short. It is pointed out that items located in support maintenance activities for work will be included in the quantities on hand.

(b) *Unit equipment serviceability profile.*

1. This profile depicts materiel readiness in respect to the unit's on hand equipment. Specifically, the unit equipment serviceability profile measures the mate-

riel readiness of items physically on hand in the unit.

2. In computing the unit equipment serviceability profile items only RED items by ESC application are considered. Property book shortages of equipment are excluded under this profile.

(2) *Computation.*

Item	Authorized	On Hand	RED			Short
			GREEN	AMBER	ESC Score	
Truck, ¼-Ton .....	125	100	70	20	10	25
Truck, Cargo, 2½-Ton .....	100	75	60	10	5	25
Helicopter, Utility .....	10	10	0	0	10	0
Tank, Combat Medium .....	100	100	70	20	10	0
Radio Set .....	100	100	85	10	5	0
Airplane, Observation .....	10	10	0	5	5	0
Total .....	445	395	285	65	45	50

(a) Unit Equipment Deployability Profile =

$$\frac{\text{Color}}{\text{TOE Authorized}} \times 100$$

GREEN %  $\frac{285}{445} \times 100 = 64\%$

AMBER %  $\frac{65}{445} \times 100 = 15\%$

RED %  $\frac{95}{445} \times 100 = 21\%$

Deployability Profile is 641521

(b) Unit Equipment Serviceability Profile =

$$\frac{\text{Color}}{\text{On Hand}} \times 100$$

GREEN %  $\frac{285}{395} \times 100 = 72\%$

AMBER %  $\frac{65}{395} \times 100 = 17\%$

RED %  $\frac{45}{395} \times 100 = 11\%$

Serviceability Profile is 721711

c. *Profile format.* The percentage of RED, AMBER, and GREEN in a profile should total 100 percent. Five percent is written 05 to maintain the 6-digit profile and to minimize error and establish

recognition. One hundred percent GREEN will be shown as 990000, 100 percent AMBER as 009900 and 100 percent RED as 000099.

7-9. **Readiness conditions of equipment.** *a.* The reasons of equipment serviceability (C-Ratings) provide a means of categorizing actual unit equipment profiles.

*b.* AR 22-1 (Unit Readiness) prescribes minimum standard unit equipment profiles necessary to meet REDCAPE requirements.

(1) Minimum standard unit equipment profiles (AR 220-1) :

	GREEN	AMBER	RED	C-Rating
	70	20	10	C-1
	55	30	15	C-2
	40	40	20	C-3
(Less than)	40	40	20	C-4

(2) C-Ratings are determined from the GREEN and RED portions of the unit equipment profiles. To qualify in the C-Ratings above, the unit *must meet* the minimum GREEN portion and *not exceed* RED portion. *Examples:*

71	16	13*	.....C-2 Rating
50*	40	10	.....C-3 Rating

\* determinant factor

(3) The report describes—

- (a) Amount of equipment on hand.
- (b) Number of days equipment was available during the reporting period.
- (c) Number of days equipment was not available because of supply actions or maintenance actions at both organization and support levels.
- (d) The number of items in each color category (GREEN, AMBER, RED).
- (e) Reasons why each RED item is not combat ready based on the priority:
  1. Obsolete, short, or TDY.
  2. Urgent MWO.
  3. Parts.
  4. Inoperable.

(4) Disposition:

- (a) *Quarterly.* The battalion sends one copy to the Logistical Data Center, one copy to its next higher headquarters, and one copy is kept on file for a year.
- (b) *Periodic report.* As directed by the headquarters requiring the report.

c. AR 135-8 prescribes the conditions of equipment serviceability (RC-Ratings) for Reserve components.

7-10. **Deadline reports.** a. *Purpose.* Equipment which cannot be operated because it is deadlined (nonavailable) will be reported to the next higher commander on the reverse side of the Materiel Readiness Report (DA Form 2406).

b. *Use.* The commanders use these reports to determine:

- (1) Which equipment is not available.
- (2) Why it is not available.
- (3) Where it is being repaired.
- (4) What date the equipment became inoperable.
- (5) What dates the equipment was evacuated to each level of maintenance.
- (6) What is being done about its repair i.e., job order number, requisition number.

c. *Preparation.* Paragraph 3-6, TM 38-750.

d. *Disposition.* This report is made out as often as the commander directs. It is filed or destroyed in accordance with local SOP and directives.

e. *Inspection checkpoints.*

- (1) Check against the Preventive Maintenance Schedule and Record (DD Form 314) for each item of equipment to insure that deadline time is being posted.
- (2) Check against the daily log for each item of equipment for date of deadline.
- (3) Check against the document register (supply clerk) for those parts requisitioned.
- (4) Check against the Maintenance Requests (DA Form 2407) for those items which require repair by direct support.

#### REFERENCES.

AR 220-1, "Unit Readiness."

AR 750-10, "Materiel Readiness (Serviceability of Unit Equipment)."

TM 38-750, "Army Equipment Record Procedures," as amended.



## UNIT MESS OPERATIONS

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**8-1. Duties.** Two types of functions must be performed if the messes in a unit are to be operated efficiently. The first function involves the administrative actions required to secure rations, account for meals served and cash collected for meals. The second function involves the actions necessary to prepare and serve food and to maintain the cleanliness of the mess area(s). Both of these functions must be performed properly if a mess is to operate in a satisfactory manner. The individual who supervises these functions is the mess officer. The individuals who implement these functions are the mess stewards, cooks, and kitchen police personnel. If the mess section is employed under company control, the company commander appoints an officer in his unit the additional duty of company mess officer.

**8-2. The mess officer.** The responsibilities of the mess officer are to—

a. Obtain the required subsistence, equipment, and supplies necessary for operating the mess and feeding the troops.

b. Make frequent inspections of the mess to insure that—

- (1) All subsistence is stored properly.
- (2) The menu is being followed and only authorized substitutes are used.
- (3) The Cooks' Worksheet (DA Form 3034 series) (fig. 8-1) is followed for details of preparing, cooking, and serving the food.
- (4) All mess equipment is maintained and used properly.
- (5) All aspects of sanitation are enforced.
- (6) Equipment records and mess accounts are kept in accordance with pertinent regulations.

c. Supervise the mess personnel through the mess steward.

**8-3. Mess stewards.** The mess stewards are responsible to the mess officer for the operation and control of the mess(es). Specific duties of the mess stewards are to—

a. Inspect mess personnel, equipment and buildings for cleanliness and insure that the mess area and equipment are kept in a sanitary condition.

b. Prepare cook's worksheet for the compliance of the cooks in preparing, cooking, and serving food.

c. Prepare estimates for the number of rations required.

d. Supervise the preparation, cooking, and serving of the food.

e. Record amounts of money collected for meals from persons subsisted in the mess. Prepare and maintain accounts, records, and related reports.

f. Report promptly all breakage to the mess officer to enable him to establish responsibility.

8-4. **Cooks.** The primary duty for all cooks is to prepare, cook and serve the food. Cooks are assisted in their duties by cooks' helpers. The cooks' detailed duties are to—

a. Follow the recipes when preparing each food item and observe the proper cooking time and temperature for the various foods.

b. Prepare the correct quantities of food.

c. Observe the rules of personal hygiene, mess hall sanitation, and safety precautions when preparing food.

d. Study the cook's worksheet and insure the timely preparation of food. Instructions for preparing Cooks' Worksheet are as follows:

- (1) Item a—List menu items in order of appearance on the Master Menu.
- (2) Item b—Indicate cook who is to prepare item.
- (3) Item c—Number to Prepare—Normally the number of portions to be prepared will be for the same number of meals to be prepared. Troop acceptability for some food items may vary, however, and more or fewer portions may be required. Prior to completing this column, review the Master Menu to determine the number of portions which can be prepared from the issue quantity.
- (4) Item c—Portion Size—The size of portions normally will be that which is listed in the recipe. Troop acceptability, size of container used, size of utensil to be used, and variation in issue quantity may affect the size of the portion to be served. Circle, if the size of the portion to be served differs from that which is listed in the recipe. Explain in the special instructed column. If the difference in the size of the portion is small, for example, when the recipe for applesauce cake specifies a 2-ounce portion, and

COOKS WORKSHEET DINNER (AR 30-41)		ORGANIZATION Hqs Co., U.S. Army Garrison			DATE 19 Nov 66	MEAL HOURS 1200 to 1315	DAY OF WEEK Monday			
MENU (Including leftovers from previous meals to be served)	PERSON ASSIGNED	PORTIONS			SPECIAL INSTRUCTIONS TO COOKS	COOKING TIME TO START	LEFTOVERS		RESULTS	
		NUMBER TO PREPARE	PORTION SIZE	RECIPE NUMBER			TO BE USED	TO BE DISCARDED		
Country Style Chicken	Roberta	275	1 quarter	A-108	no seconds until 1300	1000			Very good	
w/Giblet Gravy	Allen	275	s/s	G-5	Prepare instead of gravy A-108	1000		1/2 gal		
Mashed Potatoes	Janea	225	1/2 cup	G-86		1100				
Buttered Carrots	Janea	140	2 oz-	G-28	Prepare 100 Recipe portions	1115			excellent	
Buttered Carrots	Janea	95	2 oz-	G-28	Prepare 75 Recipe portions	1200				
Molded Pear Salad w/	Allen	275	1 oz	H-18			12 portions		good product	
Mayonaise	Allen		s/s	SOP-9						
Bread	Janea		s/s	SOP-1			70 slices			
Butter	Roberta		s/s	SOP-2			1/2 lb			
Applesauce Cake w/	Roberta	240	2 oz+	L-2	Prepare 200 Recipe portions	0800	1/4 pieces		poor texture	
Butter cream icing	Allen			D-51						
Hot Tea	Janea	50	s/s	R-34	Use 1/2 lb lemons for wedges					
Coffee	Allen	150	s/s	R-21		1130		1 gal	too weak	
Milk			s/s	SOP-7						
BOX LUNCHES NUMBER TO PREPARE 15 MADE UP BY 1100 MENU 2 Ham Sandwiches 2 Pickles 2 Carrot Sticks 2 Onions, green 1 Piece of applesauce cake 2 Milk (1/2 pt) 1 Orange		BOX LUNCHES ISSUED TO AND NUMBER ISSUED 15 Box Lunches Cpl Morris 3rd Platoon		REMARKS 6 guards will be in at 1330 Cake as extra (supper) use butter for peas (supper) Make Crostons with leftover bread Use pear salad as extra (supper)			MESS STEWARD MEETING Inspection tomorrow 0930 hours. Allen, Dentist appointment 1300, 20th. Williams, open mess 0530 tomorrow.  Syrup too thick Toast made too early Bacon overcooked Review Cake Baking Procedures			

DA FORM 3034-1  
SEP 66

Figure 8-1.

it is planned to serve a  $2\frac{1}{4}$  ounce portion, a plus or minus may be used in conjunction with the size portion to be served to indicate a size change, e.g., 2 oz.+ and then circled.

- (5) Item d—Enter TM 10-412 recipe number as listed in the Master Menu or menu note number of the Master Menu, or the mess SOP number of items which do not vary in preparation, and have no recipe, such as bread, butter, fresh milk, and fruit juices.
- (6) Item e—If preparation time is unusually early, enter the time of preparation. For example, in the instance of yeast breads, in order to insure that the bread is prepared on time for the meal, the special instructions should be, "Start preparation of dough at 1300 hours." For items which have no recipes such as lemon wedges for tea, enter the quantity of ingredients to be used. When leftovers are added as an ingredient to a menu item, enter the quantity and preparation method in RED. Enter instructions which cannot be entered in columns a through d and f. For example: When size of portions to be served is not the same as listed in the recipe, the number of recipe portions will be entered. For example: If 267 portions of cake are required and 6 sheet cakes serving 50 each must be prepared to obtain at least 267 portions, the special instructions will be "Prepare 300 recipe portions." To indicate progressive cookery, the quantities to be cooked at separate times will be entered in this column. For example: If 175 portions of buttered carrots are to be cooked at two different times, if sufficient space is available use two lines, if space is not available, a remark will be entered in this column, "Cook 100 portions at 1115, 75 portions at 1200."
- (7) Item f—Enter the time to begin cooking. Subtract the time required to prepare the menu item from the time serving will start.
- (8) Item g—To Be Used—Enter in red the quantity of leftovers to be used in subsequent meals.
- (9) Item g—To be Discarded—Enter quantity of leftovers to be discarded.
- (10) Item h—Enter comments pertinent to the results of cooking and serving such as quality of food served, over or under cooking, number of portions short, and causes of excessive leftovers. For example: If 26 pieces of cake are left, entry might be, "Poor texture."

- (11) Item i—Enter the number of box lunches to be prepared. Enter the menu to be followed in the preparation of box lunches to be prepared.
- (12) Item j—Enter the number of box lunches actually issued and the person to whom issued.
- (13) Item k—Enter remarks which cannot be included in columns a through k. For example: Include the number of late meals to be fed.
- (14) Item l—DA Form 3034-1 only—Enter topics to be discussed at mess steward meeting. Both the mess steward and cook may use this section.
- (15) Item m—DA Form 3034-2 only—Enter the actual anticipated number of persons to be fed. (Do not adjust to the number of meals drawn.)
- (16) Item n—DA Form 3034-2 only—Enter the number of meals drawn as shown on the Field Ration Issue Slip. When there is an authorized interchange of meals, entries for meals drawn will be changed. For example: If 100 dinners and 125 suppers were drawn and the meals interchanged, entries would reflect 125 dinners and 100 suppers.
- (17) Item o—DA Form 3034-2 only—Enter the number of meals actually fed, as shown on the Headcount Record.
- (18) Items p & q—DA Form 3034-2 only—If the number of meals served is less than the number drawn, enter the difference in the space provided for the appropriate meal (col. p). If the number of meals served is more than the number drawn, enter the difference in the space provided for the appropriate meal (col. q).
- (19) Item r—DA Form 3034-2 only—Enter the cumulative over or underdrawn from column s of the previous day Cooks' Worksheet.
- (20) Item s—DA Form 3034-2 only—Add or subtract the figures in columns p, q, and r, to determine cumulative over or underdrawn for today. Add the figures if the meal is overdrawn for both days or underdrawn for both days, i.e.,  $(1+4=5)$ . If a meal is overdrawn on one day and underdrawn the other, subtract smaller figure from the larger, i.e.,  $(12-3=9)$ . Enter the results in appropriate under or over space.
- (21) Item t—DA Form 3034-2 only—Mess stewards will sign the worksheet when the sheet is prepared.
- (22) Item u—DA Form 3034-2 only—Mess officer will review and sign the worksheet after the last meal has been

served, but no later than the close of the following workday.

- (23) Reverse side—If desired, when feeding strengths are not an even 100, the quantity of ingredients may be calculated and entered. In the first column, the menu for the meal will be entered. The meal menu may be clipped out of the Master Menu and attached.

**8-5. Kitchen police.** Personnel are provided by the commander to the mess stewards for the purpose of performing many of the cleaning tasks and other activities required in operating the mess. Duties performed by the kitchen police are to—

- a. Clean the dining, kitchen, and storeroom areas.
- b. Wash dishes, trays, pots, pans, and tablewear.
- c. Prepare fruits and vegetables for cooking.
- d. Collect and dispose of waste material.

**8-6. Mess administration.** Mess administration is concerned primarily with requisitioning required food, accounting for meals, and for cash collected for meals.

a. Units request rations using DA Form 2970 (Subsistence Report and Field Ration Request). This form is also used to delete or reduce in quantity items to be issued and to report strengths, head count, and other feeding data.

b. The company receives its subsistence from the ration breakdown points on some installations by direct delivery of items purchased from local vendors. The DA Form 10-260 (Field Ration Issue Slip) is used to record all field ration issues. Vendors may deliver local-purchased items to the unit mess. When this procedure is used, the mess officer or his authorized representative signs for the supplies when they are delivered on DA Form 1687 (Notice of Delegation of Authority—Receipt for Supplies).

c. Positive measures must be employed by the mess officer to account for the number of meals consumed and for the money collected from personnel for meals consumed in the mess. The following procedures are necessary in mess accounting.

- (1) An individual must count the number of people who eat each meal in the mess(es). The individual who performs this duty is called the "head counter." The head counter enters the number of people present for each meal in the appropriate block of DA Form 3033 and verifies the entry by signing his payroll signature and grade. The head counter determines personnel authorized to eat in the mess without charge by checking individuals for the possession of DD Form 714 (Meal Card). The

meal card is issued to each person authorized to eat in the unit mess without charge.

- (2) The head counter or other individual designated by the mess officer collects the cost of the particular meal and surcharge, if applicable, from individuals who must reimburse the Government for subsistence. Individuals who reimburse the Government must sign their payroll signature, grade, and the cost of the meal and surcharge, if applicable, in the appropriate spaces on DD Form 1544 (Cash Meal Payment Sheet) (fig. 8-2).
- (3) Cash collected for meals and the Cash Meal Payment Sheet are turned in by the head counter to the mess officer who verifies and signs it. The officer responsible for consolidating the Cash Meal Payment sheets at the unit headquarters will prepare DD Form 1131. A validated copy of DD Form 1131 is then returned to the unit and filed.

**8-7. Unit mess inspection checklist. a. Garbage rack.**

- (1) Cans are cleaned daily.
- (2) Cans are in good condition.
- (3) Cans have tight fitting lids.
- (4) Cans are off ground.
- (5) Waste is properly segregated and labeled.
- (6) Amount of edible waste is low. Compare with figures shown on Cooks' Worksheet, section i.
- (7) No refuse on ground.
- (8) Proper disposal of tin cans, sacks, egg crates and cartons.

**b. Rear entrance.**

- (1) Steps and doors are clean.
- (2) Doors fit tight (insect and rodent proof).
- (3) No trash in coal bin.
- (4) Broom rack is of proper type.
- (5) Mop and broom heads hang downward, clean, neat, and serviceable.

**c. General.**

- (1) General appearance of building and grounds.
- (2) Police around and under building.
- (3) All windows properly screened.
- (4) Screens clean and free of holes.
- (5) Building and property therein properly secured.

**d. Kitchen storeroom(s).**

- (1) Clean, neat appearance.

Sheet of DD Form 1544  
CASH MEAL PAYMENT BOOK

CASH MEAL PAYMENT SHEET										SERIAL NO. 000 000 00	
To be completed when the Government is to be reimbursed for meals furnished											
ORGANIZATION OR DINING HALL Hq Co, U.S. Army Garrison, Ft Right, Ill.					INCLUSIVE DATES COVERED FROM 25 Nov 1965 THROUGH 26 Nov 1965						
FOOD CHARGES			SURCHARGES (S/O)			PER DIEM SURCHARGE					
.25	.45	.35	.15	.20	.20	.40	.55	.50			
GRADE	NAME	DOLLAR VALUE				GRADE	NAME	DOLLAR VALUE			
		B	D	S	S/C			B	D	S	S/C
Capt	Richard Mott	.25			.15		BALANCE BROUGHT FORWARD	1.00	4.50	1.75	0.70
Lt	David Seidel	.25				PFC	John Lee				.35
Capt	Roy Davis	.25				M/SGT	R. J. Coon				.35
1st SGT	D. J. Farley	.25				1st	Phillip Brown				.35
Pfc	William Jensen	.45				25	Nov 1965 - Jensen and Co. p. 5				
Sgt	Robert Duncan	.45				Pfc	Frank Blood	.25			
Sgt	James E. Smith	.45				Capt	Richard Mott	.25			.15
1st SGT	Edward Fisher	.45				Sgt	Robert Duncan	.25			
CORP	Joe Peterson	.45				Sgt	Paul Allen	.25			
PVT	Charles Blood	.45				PVT	Charles Blood	.45			
Pfc	Stenn Healy	.45				Sgt	Sam Bower	.45			
1st SGT	Arthur Brown	.45				M/SGT	Arthur Brown	.45			
1st SGT	Peter Klean	.45			.55	Sgt	Peter Klean	.45			
Cpl	John Hall	.45				Cpl	Roy Davis	.45			
Sgt	Sam Bower			.35		Pfc	William Jensen	.45			
Capt	Alfred Jones			.35	.20	Sgt	Michael Green	.45			
Sgt	Michael Green			.35		PFC	John Lee				.35
Capt	Wayne Morris			.35		M/SGT	R. J. Coon				.35
Sgt	Peter Klean			.35		TOTAL		2.00	7.65	3.50	1.25
TOTAL								1.00	4.50	1.75	0.70
TOTAL VALUE OF MEALS SOLD (B * D * S)								1.3.15			
SIGNATURE OF UNIT COMMANDER OR CORRECTED UNIT OFFICER						SIGNATURE OF LIST OR ONLY COLLECTOR					
Ivan M. Cross						Richard L. Law p-5					

Figure 8-2.

- (2) Stock is segregated properly (today, etc.).
- (3) Nothing is stored on floor.
- (4) Food is not stored near steampipes.
- (5) Food is properly rotated.
- (6) Storeroom can be locked.
- (7) Cleaning materials stored elsewhere.
- (8) Windows are properly secured.
- (9) No excesses on hand.
- (10) Nonrefrigerated perishables.
  - (a) Inspected upon receipt.
  - (b) All signs of deterioration removed.
  - (c) Daily inspection for deterioration.



*e. Refrigeration.*

- (1) Temperature is under 42° F. and over 32° F.
- (2) Has a clean smell.
- (3) Has a clean, neat appearance.
- (4) Food is properly segregated.
- (5) Food is covered.
- (6) Food kept off bottom so air can circulate freely.
- (7) Note amount of leftovers. Compare with Cooks' Worksheet, section g.
- (8) Perishables.
  - (a) Inspected upon receipt and all signs of deterioration removed.
  - (b) Refrigerated promptly.
  - (c) Daily inspection for deterioration.

*f. Bread storage.*

- (1) Air can circulate freely.
- (2) Bread is fresh.
- (3) Bread box is clean.
- (4) Bread box is insect and rodent proof.
- (5) Bread stored to prevent crushing loaves.

*g. Work table and chopping board.*

- (1) Clean and in good condition.
- (2) Racks are nearby to hold tools.
- (3) Salt or cornmeal is not used to cover.
- (4) Meat block is rotated for even wear.
- (5) Cleaned with steel scraper or wire brush only.

*h. Pots, pans, utensils, silverware.*

- (1) Stored to permit air drying.
- (2) Pans are stored with bottoms up.
- (3) Pans are properly blued.
- (4) Are clean and in good condition.
- (5) Manual washing.
  - (a) Washed in lukewarm water containing soap or detergent.
  - (b) Prerinsed in clear hot water.
  - (c) Final rinse in clear hot water for 30 seconds at 180° F.
- (6) Mechanical washing.
  - (a) Single tank machines.
    1. Washing—40 seconds at 140° F.
    2. Rinsing—20 seconds at 180° F. (5 gals. per minute).
    3. Rinsing—10 seconds at 180° F. (10 gals. per minute).
  - (b) Double tank machines.
    1. Washing—20 seconds at 140° F.
    2. Rinsing—10 seconds at 180° F.

- (7) China and silverware clean and free from grease.
- (8) Dish towels not used for drying.

*i. Ranges.*

- (1) Clean and in good condition.
- (2) Have a thermometer or thermostat.
- (3) Properly fired by cooks.
- (4) Ashpan not full (no 5 range).
- (5) Properly blackened.
- (6) Personnel qualified to operate.

*j. Personnel.*

- (1) Personal hygiene.
  - (a) Freshly shaved, bathed, and well groomed.
  - (b) Hair short and neatly trimmed.
  - (c) Nails neatly trimmed, filed, and clean.
- (2) Uniforms neat and clean.
- (3) Uniforms keep hair and perspiration from food.
- (4) Shoes or boots clean and highly polished.
- (5) No signs of communicable disease or open sores.
- (6) Daily inspection of above by mess steward prior to going on shift.
- (7) Facilities for maintaining personal hygiene adequate.
- (8) Do not smoke in kitchen.
- (9) Each is interested in work.
- (10) Status of training, progress, and experience.
- (11) Proper utilization (first cooks, cook's helper, KP).
- (12) Established policies and mess operations supervised by mess officer and mess steward.
- (13) Military courtesies.

*k. Cook's Worksheet.*

- (1) Properly prepared by mess steward.
- (2) Displayed in kitchen readily accessible to cooks for reference.
- (3) Special instructions to cooks followed. Section d used only when required.
- (4) Timely preparation and cooking, that is, immediately before use. Check sections e and f.
- (5) Leftover utilization specified in section j.
- (6) Check waste figures in section i against waste disposed.
- (7) Subsections 1, 2, and 3 of section 1 completed by individual of first four grades (not mess personnel).
- (8) Subsection 4 of section 1 computed and initialed by mess officer.
- (9) Section m.
  - (a) Ration status properly computed.

(b) Mess steward's signature entered at time of preparation.

(c) Mess officer's signature entered at close of working day.

*l. Food preparation and cooking.*

(1) Conforms to section a, b, c, and d.

(2) Prepared carefully and economically.

(3) Time of preparation and cooking conforms to sections e and f of Cook's Worksheet.

(4) Overcooking avoided to preserve vitamin content.

(5) Seasoned carefully and adequately.

(6) Attention to appearance.

(7) Maximum palatability achieved.

*m. Equipment (cleanliness, condition and maintenance of).*

(1) Potato peelers.

(2) Deep fat fryer.

(3) Fans, ventilators.

(4) Lighting facilities.

(5) Meat slicers.

(6) Coffee urns.

(7) Mixers.

(8) Steam-jacketed kettle.

(9) Ovens.

(10) Warming table (steam table).

(11) Pressure cooker.

(12) Griddle.

(13) Meat grinder.

(14) Toaster.

(15) Meat saws, knives, cleavers, and saws.

(16) Sinks (dish washing machine).

(17) Overhead canopies.

(18) Grease trap (food handlers not used to clean grease traps).

(19) Field equipment (when used).

*n. Serving.*

(1) Counter clean and attractive in appearance.

(2) Line effectively organized (to include inclement weather protection).

(3) Personnel clean, neat, adequate in number and wearing appropriate clothing and headgear.

(4) Appropriate menu and/or sample tray displayed.

(5) Cafeteria style.

(a) Food served in proper sequence.

- (b) Food arranged in containers neatly and attractively with appropriate garnishing.
  - (c) Accurate portioning (section c, Cook's Worksheet).
  - (d) Attractive placement and arrangement on individual trays.
  - (e) Food served on time with hot foods hot and cold foods cold.
  - (f) Exit line waste disposal point sufficient distance from counter to prevent unpleasant atmosphere for those being served.
- (6) Family style.
- (a) Warm platters for hot foods and chilled platters for cold foods.
  - (b) Food neatly arranged in serving dishes and attractively garnished.
  - (c) Excess food in serving dish removed immediately after men finish eating.
- o. Conservation control.*
- (1) General.
- (a) Supervised by mess steward and mess officer at all phases of food service operation.
  - (b) Waste in preparation of food kept to an absolute minimum.
- (2) Plate waste point.
- (a) Waste properly segregated.
  - (b) Waste inspected by mess steward and mess officer.
  - (c) Plate waste measured by mess steward and entered on Cook's Worksheet.
  - (d) Causes of excessive waste determined and corrective action taken.
- p. General (dining hall).*
- (1) Floors, walls and windows clean.
  - (2) Lighting adequate and fixtures clean.
  - (3) Tray, silverware, cup and soup bowl storage racks provide proper ventilation.
  - (4) Neat attractive overall appearance and pleasant atmosphere.
- (a) Attractive drapes or curtains.
  - (b) Appropriate perennial or verdant plants.
  - (c) Appropriate pictures or wall plaques.
- q. Tables and chairs.*
- (1) Scrupulously clean at all times.
  - (2) Tables appropriately covered with clean, colorful table cloths.

- (3) Colorful chair back covers.
- (4) Adequate in number and neatly arranged.
- (5) Adequate clean ash trays provided.
- (6) All items required to be displayed on tables arranged neatly.
  - (a) Condiment receptacles clean and contents fresh.
  - (b) Bright, colorful centerpiece decoration, i.e., flowers, plants, etc, used when practical.
  - (c) China and glassware free of unsanitary chips and cracks.

r. *Dining hall conduct.*

- (1) Personnel consuming meals neatly, dressed and clean, proper uniform.
- (2) High standards of courtesy and etiquette maintained.
- (3) Quiet, homelike atmosphere maintained during meals.

s. *Control of operations.*

- (1) Estimate of the number of rations (meals) required for consumption on future dates accurate.
- (2) Mess steward accurately inventories and inspects rations upon receipt.
- (3) Meal attendance headcount used to assist in above estimate.
- (4) Required headcount personnel detailed.
- (5) Required daily meeting timely, informative, and productive.
- (6) Continuous on-the-job training and appropriate training meetings for all personnel.
- (7) Personnel organized into shifts, each capable of discharging all functions of the mess.
- (8) Mess steward maintaining continuous control of operations through medium of Cook's Worksheet.
- (9) Mess steward provides a definite list of job assignments to include specific activities that must be performed.
- (10) Breakage and losses controlled constantly and properly accounted for daily.

t. *Examination of food handlers.*

- (1) Medical examination by medical officer completed prior to such assignment and prior to resumption of such duties after continuous absence of 30 days.
- (2) Report of results of above examination filed with mess records and forwarded with individual's personal records upon transfer.
- (3) Mess steward inspects all personnel daily at the start of work period (refer to medical officer all persons who

exhibit signs of illness, skin disease, infected cuts, etc.).

*u. Personnel authorized to subsist.*

- (1) Applicable meal cards issued to all enlisted personnel to indicate whether the individual is authorized to subsist with or without charge.
- (2) Meal cards checked by the person detailed to make headcount upon entry of individuals into dining hall.
- (3) Unused meal cards are not maintained in the company mess, but should be secured in the unit orderly room.
- (4) Guest Register used to account for all meals served to enlisted personnel not on separate rations status and not assigned or attached to unit for rations.
- (5) Reimbursement for meals made at time meal is served using Cash Collection Sheet (DD Form 715).
- (6) Surcharge collected when appropriate.
- (7) Cash turn-in schedule as required by regulation or local directive.
- (8) One assigned officer or warrant officer does partake of one or more meals daily to determine quality and adequacy of food served.
- (9) Officer and enlisted personnel in an official capacity allowed to sample food without reimbursement.

*v. Records.*

- (1) Master Menu (SB 10-260) and changes for the month, Station Menu when appropriate.
- (2) Ration Request (DA Form 10-163).
  - (a) Signed by unit commander or mess officer.
  - (b) Receipted for collection for meals.
- (3) Field Ration Issue Slip (DA Form 10-260).
  - (a) Deletion system utilized.
  - (b) Turn-in Slip. Excess rations should be turned in at least twice monthly.
- (4) Condiment requests and excess turn-ins.
- (5) Cook's Worksheet (DA Form 3034-1).
- (6) Meal Cards (DD Form 714, 714-1 and 714-2).
- (7) Guest Register.
- (8) Cash Collection Sheet (DD Form 715).
- (9) Record of operational type rations.
- (10) Miscellaneous file (Inspection Reports, Audit Reports, Food Handlers, Examination Reports, etc.).

*w. Regulations, manuals, and directives.*

- (1) AR 30-11, "Army Food Program."
- (2) AR 30-30, "Meal Rates for Field and Garrison Ration Messes."

- (3) AR 30-41, "Field Rations and Mess Operations."
- (4) AR 31-20, "Annual Food Plans, Master Menus and Menu Boards."
- (5) AR 31-200, "Army Commissary Operating Procedures," as amended.
- (6) TM 10-210, "Inspection and Storage of Subsistence Supplies."
- (7) TM 10-405, "Army Mess Operations," as amended.
- (8) TM 10-412, "Recipes."
- (9) TM 10-401, "The Army Food Advisor."

UNIT SUPPLY

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**9-1. General.** The Army can function as an effective military force only if its many elements operate smoothly and efficiently. Perhaps the most important basic requirement of any military unit or organization is to have a system of supply which provides the necessary materiel in the correct quantities at the time and place it is needed.

**9-2. Types of property.** Property which is a concern of the company is arranged by types to facilitate requisitioning, turn-in, and recording. The various types of property and the publications which authorize each type are listed below.

*a.* Organization property is any property authorized by applicable tables of organization and equipment (TOE), and common type tables of allowances (CTA) such as CTA 50-901, TA 50-902 and TA 50-914.

- (1) The property authorized by TOE is the minimum essential quantity and type of equipment necessary to accomplish the combat mission of the unit. It is the responsibility of the commander to maintain organizational property at prescribed levels and in serviceable condition. Examples of organizational property authorized by TOE for an infantry company are weapons, vehicles, and radios.
- (2) Organizational clothing and equipment is that discretionary organizational clothing and equipment authorized by CTA 50-901 or TA 50-902. CTA 50-901 is applicable for peace and TA 50-902 is applicable for mobilization. The allowances may vary in quantity and type in accordance with geographical locations of individuals or units, type of unit, individual job titles, and may further vary in peace and war. Examples are steel helmet, meat cans, canteen, and field jacket.



b. Installation property is the equipment and supplies authorized, except organization property, in published authorization media for use by units, organizations, and personnel while stationed at an installation. Installation property is issued to units for the comfort and convenience of personnel. Without specific authority, this property does not accompany units on a change of installations. Examples of installation property are cots, mattresses, sheets, pillows, wall lockers, and footlockers.

c. Personal clothing is that individual clothing, the issue of which is governed by the clothing allowance system (AR 700-8400-1). Personal clothing is repaired and replaced by means of a cash maintenance allowance. Personal clothing consists of military apparel needed by the individual for everyday wear such as trousers, shirts and shoes.

d. Real and installed property consists of buildings and those items of accessory equipment which are required for operations and are affixed as a part of the building. This type of property has no basic publication authorizing allowances but rather is based upon regulations concerning housing capacities and utilization and engineer contract authority or specific tables of allowances for accessories affixed to the buildings. Examples of this type of property are barracks buildings, lavatories, commodes, mirrors, and heating and ventilating equipment.

**9-3. Categories of property.** The types of property may be placed in one of the following categories.

a. Expendable property, broadly defined, pertains to items of supply that may be consumed in use, lose their identity in a large assembly, and items classified as expendables because of their minor cost. Expendable items are listed as such in Department of the Army supply manuals. Some common expendable items are paint, foot powder, soap, toilet paper and office supplies.

b. Nonexpendable property includes all items not classified as expendables. Nonexpendable items of supply retain their identity during the time they are being used. Examples of nonexpendable property found in the infantry company are weapons, radios, vehicles, and organizational clothing and equipment.

c. Minor nonexpendable items of property consist of those items of nonexpendable property which have a unit value of less than \$25. Commanders are concerned with minor nonexpendables in conjunction with the quarterly report of operational loss.

**9-4. Accountability.** Accountability is the obligation of a designated individual to keep an accurate record of property or funds. The obligation is imposed by law, by regulation, or by higher authority. Officers, warrant officers, civilians, and noncommissioned

officers (in rare instances) may be appointed accountable individuals for property. The person having this obligation does not necessarily have physical possession of the property or funds for which he is accountable. However, he must maintain stock records for purposes of requisition, storage, or issue of supplies or the disbursement of funds. Records maintained by accountable individuals are subject to inspection and audit by officially designated auditors and inspecting officers. Accountability is of two types, formal and informal.

*a. Formal accountability.* Formal accountability is the obligation to maintain formal stock accounting records. All property is subject to formal accountability unless specifically exempted by regulations or Department of the Army instructions. Formal accountability is ordinarily exercised at installation level or higher and is generally vested in the following persons:

- (1) Depot stock control officers.
- (2) Depot property officers.
- (3) Installation property officers.
- (4) Commissary officers.

*b. Informal accountability.* Informal accountability is the obligation to maintain informal records of certain types of property under conditions specified in regulations or in accordance with specific Department of the Army instructions. Informal accountability is ordinarily exercised at organization or separate company level by the property book officer.

**9-5. Supply responsibilities.** All military personnel who have military property in their possession or under their control have certain responsibilities regarding this property. These responsibilities are outlined below.

*a. Command responsibility.* Inherent in command is the requirement that the commander must insure that the property of his command is safeguarded properly, accounted for, and administered. It is essential for both supply and tactical purposes that commanding officers be assured that the required property is on hand or on request, that it is in serviceable condition, and that it is cared for and used properly. It is equally important that there be no accumulation of property beyond authorized levels or allowances. The proper administration of supplies and supply accounting are functions of command. Commanding officers are not exempt from pecuniary liability for loss, damage, or destruction of Government property pertaining to their commands.

*b. Direct responsibility.* As distinguished from command responsibility, direct responsibility applies to any individuals to whom public property has been entrusted. An individual with

direct responsibility for military property is charged with the care and safeguarding of the property whether such property is in his personal possession, in use, or in storage. The signature of an individual on a hand receipt for property is prima facie evidence that the individual has accepted responsibility for the care and safekeeping of the property. The assignment to duty, such as command of a unit in which responsibility for property is inherent, is also prima facie evidence that the individual so assigned is charged with responsibility for the care and safekeeping of the military property of the unit.

**9-6. Pecuniary liability.** Pecuniary liability is a personal, joint, or corporate obligation to make good any loss, damage, or destruction of Government property resulting from fault or neglect. Pecuniary liability for the loss, damage, or destruction of Government property can be determined either by admissions made by the individuals involved or by investigation.

**9-7. Company supply personnel.** *a. Company commander.* The overall responsibility for supply activities in the company are charged to the company commander and this responsibility cannot be delegated. Specific requirements of the company commander are to—

- (1) Insure all authorized equipment is on hand or that a request has been submitted to the battalion supply section for equipment authorized but not on hand.
- (2) Determine by frequent inspections that all company property is completed and serviceable.
- (3) Insure that company supply personnel are trained properly in their duties.
- (4) Insure that all members of the company know how to properly maintain unit property.
- (5) Insure that no property is on hand which is not authorized by proper authority.
- (6) Initiate rapidly the appropriate measures to account for company property which has been lost, damaged, or destroyed.
- (7) Develop unit SOP for the security of all unit property.

*b. Executive Officer.* The executive officer normally is the company commander's principal assistant in the area of supply. As the unit supply officer, his duties include but are not limited to—

- (1) Receipting for and controlling TOE and installation property for the company headquarters.
- (2) Assisting the company commander in conducting inspections and inventories of unit property.

- (3) Coordinating with battalion supply personnel on company supply matters.
- (4) Supervising and controlling the company supply sergeant and armorer.

c. *Platoon leader.* The platoon leader has direct responsibility for the property of his platoon. The platoon leader's specific supply functions include—

- (1) Insuring that members of the platoon property maintain property under their control. The platoon leader must insure that members of his platoon are trained in proper maintenance procedures and that they have the supplies necessary to accomplish required maintenance.
- (2) Conducting frequent inspections of platoon property to make sure the property is being maintained in a satisfactory manner and that the required amount of property is on hand or on request from the battalion.
- (3) Timely submission of the proper adjustment documents for platoon property lost, damaged or destroyed.
- (4) Storing authorized property when it is not being used by a member of the platoon.

d. *Supply sergeant.* The supply sergeant differs from other members of the company in that supply is his principal duty. His duties are to—

- (1) Prepare and maintain company supply records.
- (2) Secure supplies and property stored in the company supply room.
- (3) Process unit laundry to include receipt of laundry from individuals, delivery to military laundry, and return to the individual.
- (4) Handle the issue and turn-in of supplies between the company and individuals.
- (5) Assist the executive officer and platoon leaders in supply matters.
- (6) Determine the needs and secure selected expendable supplies for the company.

e. *Armorer.* In addition to his regular duties, the armorer is an assistant to the supply sergeant. In this capacity he performs supply duties assigned by the executive officer and the supply sergeant.

9-8. **Company supply records.** a. General: Supply records maintained at the company level are not records of accountability. The records and files established and/or maintained at the company

level assist the company commander in effecting sound supply control within the unit. Two of the supply records maintained by the company are initiated at higher headquarters. Other records and files are established and maintained within the company.

b. The two records initiated at higher headquarters but maintained by company supply personnel are the Individual Clothing Record (DA Form 10-195) (fig. 9-1) and the Organizational Clothing and Equipment Record (DA Form 10-102) (fig. 9-2).

(1) *Individual Clothing Record.* The Individual Clothing Record lists the items of personal clothing issued to enlisted personnel. Personnel normally receive this clothing upon entry on active duty from a Quartermaster Clothing Sales Store. When the individual receives his initial issue of personal clothing, he acknowledges receipt of the clothing by signing the personal clothing record. The record is then sent to the unit of the individual and maintained in the company supply room by the supply sergeant. The supply sergeant is responsible for posting required entries to this record while the individual is assigned to the unit. This form accompanies the personnel records of the individual when he is transferred.

(2) *Organizational Clothing and Equipment Record.* This record is used to record the issue and turn-in of organizational clothing and equipment to the individual. It is also used by the company supply sergeant to record the issue and turn-in of items of installation property (bed, pillow, sheets) needed by the individual while he is assigned to the company. Individuals receive organizational clothing and equipment when they are assigned to a unit from a central issue facility operated by the installation or division support command. The record is prepared by the company supply sergeant showing the quantity of items authorized. When the individual receives the authorized clothing and equipment, he acknowledges receipt by signing an abstract of issue and his organizational clothing and equipment record. The abstract of issue is retained by the central issue facility and the organizational clothing and equipment record is sent to the parent unit of the individual where it is maintained by the company supply sergeant. When the individual transfers from the installation or the major command, he processes through the central issue facility and turns in the items of organizational clothing and

equipment not authorized for retention. The company schedules and supervises the direct exchange of organizational clothing and equipment items which are un-serviceable through fair wear and tear. Such items are normally turned in to the company supply room by the individual and exchanged at the central issue facility by the supply sergeant. Temporary records are established to control the exchange by the supply sergeant.

c. The company establishes any files necessary to administer company supply activities. Some files which are normally established include the hospital and absence without leave file, gratuitous issue file, maintenance request file, and laundry file.

NAME (Last, First, Initial) AND SERVICE NUMBER (If available, addressograph plate may be used)		Use pencil for authorized allowances, dues and balances; Ink for remaining entries.																
Smith, Donald J. (Typed) 25766133		LEGEND FOR																
		ISSUES		TURN-INS														
		K - ISSUE IN KIND		A - AUTHORIZED TURN-IN														
		B - GRATUITOUS ISSUE		C - ADMINISTRATIVE CREDIT														
		M - PURCHASE FROM MAINTENANCE ALLOWANCE																
		S - BALANCE CARRIED OVER FROM OLD FORM																
TYPE OF ISSUE OR TURN-IN																		
ARTICLES (Male)	AUTHORIZED ALLOWANCES	SIZE	ISSUES (Date)										TURN-INS (Date)		BALANCE			
			1	2	3	4	5	6	7	8	9	10	1	2		3	4	5
BELT, TROUSERS, COTTON, WEB	1	M	1															1
BOOTS, COMBAT, MAN'S	2	28	2															2
BUCKLE, WEB, BELT	1		1															1
CAP, GARRISON, COTTON, KHAKI																		
CAP, GARRISON, WOOL, AS-44	1	7	1															1
CAP, SERVICE, AS-44																		
CAP, UTILITY, COTTON, OS-107	1	7	1															1
COAT, WOOL, SERGE, AS-44	1	38R	1															1
DRAWERS, COTTON																		
DRAWERS, COTTON AND WOOL																		
GLOVE, INSERTS, WOOL																		
GLOVE, SHELLS, LEATHER																		
INSIGNIA, SERVICE CAP, EM																		
JACKET, COTTON, OS-107	3	M	3															3
NECKTIE	1		1															1
RAINCOAT, MAN'S	1	M	1															1
SHIRT, COTTON POPLIN, KHAKI	2	15X32	2															2
SHIRT, COTTON UNIFORM TRILL, KHAKI	2	15X32	2															2
SHIRT, COTTON UT, SHORT SLEEVE, KHAKI																		
SHOES, DRESS, OXFORD																		
SHORTS, COTTON UNIFORM TRILL, KHAKI																		
SOCKS, COTTON																		
SOCKS, COTTON, SAND, KNEE LENGTH																		
SOCKS, WOOL, CUSHION SOLE																		
TROUSERS, COTTON, OS-107	3	M	3															3
TROUSERS, COTTON UNIF TRILL, KHAKI	2	32 1/2	2															2
TROUSERS, WOOL, AS-44	1	32	1															1
UNDERSHIRT, COTTON																		
UNDERSHIRT, COTTON AND WOOL																		
ARTICLES (Female)																		
ANKLETS, WOOL																		
CAP, GARRISON, ARMY GREEN CORD																		
CAP, GARRISON, COTTON																		
CAP, GARRISON, WOOL																		
COAT, WOOL, ARMY GREEN																		
DRESS, COTTON																		
GLOVES, COTTON																		
GLOVES, LEATHER																		
HANDSAG, LEATHER																		
HAT, SERVICE, WOOL, SERGE																		
INSIGNIA, HAT, EW																		
NECKTIE, BLACK																		
OVERCOAT, WOOL																		

SAMPLE

Figure 9-1.

TYPE OF ISSUE OR TURN-IN	AUTHORIZED ALLOWANCES	SIZE	ISSUES (Date)								TURN-INS (Date)				BALANCE	
			1 1 Dec 65	2 1 Apr 66	3	4	5	6	7	8	1 1 Apr 66	2	3	4		
OVERSHOES, RUBBER, LOW																
RAINGOAT, W/ HOOD																
SCARF, RAYON, TAN																
SHIRT, CHAMBRAY, TAN																
SHIRTWAIST, CHAMBRAY, TAN																
SHOES, DRESS PUMP OR OXFORD																
SHOES, GYMNASTIUM																
SHOES, OXFORD																
SHOES, SERVICE, HIGH																
SHORTS, DENIM																
SHIRT, DENIM																
SHIRT, WOOL, ARMY GREEN																
STOCKINGS, NYLON																
UNIFORM, SUMMER, GREEN																
UNIFORM, WOOL, SERGE																
ARTICLES (Male and Female)																
BAG, DUFFEL																
BAR, SERVICE, OVERSEAS																
INSIGNIA, BRANCH OF SERVICE																
INSIGNIA, GRADE, EP																
INSIGNIA, SHOULDER SLEEVE																
INSIGNIA, SLEEVE, SERVICE, STRIKE																
INSIGNIA, U. S. EP																
NECKLACE, IDENTIFICATION TAG, W/ KEY																
TAG, IDENTIFICATION																
TOWEL, BATH																
ORGANIZATIONAL (Male and Female)																
CAP, UTILITY, COTTON	1	7														
DRESS, HOSPITAL, WOMEN'S																1
HOOD, JACKET, FIELD																1
JACKET, SMELL, FIELD	1	LR														1
LINER, JACKET, FIELD																1
OVERCOAT, COTTON W/ WOL LINER	1	LR														1
<p>ENLISTED INDIVIDUAL MUST ACKNOWLEDGE ISSUES AND AN OFFICER MUST ACKNOWLEDGE TURN-INS BY SIGNING IN APPROPRIATE COLUMNS</p>																
<p><i>Donald J. Smith</i>  <i>Donald J. Smith</i></p>										<p><i>Henry L. Jones, Jr.</i></p>						
SIGNATURE OF ENLISTED INDIVIDUAL										SIGNATURE OF OFFICER						

U.S. GOVERNMENT PRINTING OFFICE: 1966 O-382941

Figure 9-1—Continued.

- (1) The hospital and absence without leave file is established and maintained for the record of inventory of personal clothing of personnel who are absent without leave or hospitalized.
- (2) A gratuitous issue file is established for the purpose of filing documents initiated in conjunction with the gratuitous issues of personal clothing to members of the company.
- (3) Maintenance request file: When the company request maintenance service from higher level units, copy number one of the DA Form 2407, Maintenance Request, is maintained in a file until no longer needed to evidence a



NAME (Last, First, Initial) AND SERVICE NUMBER (If available, addressograph plate may be used)		ORGANIZATIONAL CLOTHING AND EQUIPMENT RECORD (AR 735-93)																				
Smith, Donald J. 25766133		Use pencil for authorized allowance, issue, and balances; ink for remaining entries. Acknowledge all transactions with signature in appropriate numbered columns.																				
ARTICLES ORGANIZATIONAL CLOTHING QUARTERMASTER	AUTHORIZED ALLOWANCES	SIZE	ISSUES (Date)								TURNINS (Date)								BALANCE			
			4 Apr 44		15 Nov 44		14 Nov 44															
			1	2	3	4	5	6	7	8	1	2	3	4	5	6	7	8				
APRON, BAKER, BUTCHER AND COOK	4		4																		4	
CAP, FELD, COTTON	1		1																			
CAP, FELD, FLEE																						
CAP, BAKERS AND COOKS	4	S	4	1																		4
COATS, BAKERS AND COOKS	4	M	4																			4
COAT, MAN'S, SATEEN, OO 107																						
DRESS, WOMEN'S, COOKS AND BAKERS																						
DRESS, W'G CTH																						
GLOVES, LEATHER, HEAVY																						
GLOVES, WORN, COTTON																						
GLOVE/INSERTS, WOOL																						
GLOVE/SHELL, LEATHER																						
HOOD, WINTER, SATEEN, OO 107																						
LINER, COAT, MANS																						
OVERCOAT, MAN'S, W/REM. LINER																						
OVERSHOES																						
PONCHO, LIGHTWEIGHT W/HOOD																						
SCARF, MAN'S, WOOL, OO																						
SHIRT, FELD, WOOL																						
SHIRT, HBT, WOMEN'S SPECIAL																						
SHOES, ATHLETIC																						
SHORTS, ATHLETIC, POPLIN																						
STOCKINGS, COTTON																						
SWEATER																						
SUPPORTERS, ATHLETIC																						
SUSPENDERS, TROUSERS																						
TROUSERS, BAKERS AND COOKS	4	M	4																			4
TROUSERS, FELD, WOOL																						
TROUSERS, HBT, WOMEN'S SPECIAL																						
TROUSERS, WOMEN'S OUTER COVER																						
TROUSERS, SHELL, FELD																						
TROUSERS, WOMEN'S, WOOL, LINER																						
WAIST, WOOL, WOMEN'S																						

SAMPLE

INDIVIDUAL MUST ACKNOWLEDGE ISSUES AND AN OFFICER MUST ACKNOWLEDGE TURNINS BY SIGNING AT RIGHT IN APPROPRIATE COLUMNS.

Signature of Individual: *Donald J. Smith*  
 Signature of Officer: *Stanley L. Jones, Cpt. USA*

DA FORM 10-102  
 1 MAY 56

PREVIOUS EDITIONS OF THIS FORM ARE OBSOLETE.

Figure 9-2.

supply transaction. Responsibility for property submitted for repair is transferred temporarily to repair agencies.

(4) The company supply sergeant controls and supervises submission of individual and organizational laundry to installation laundry facilities. The files generated by this function are retained in the company supply room.

9-9. Procurement of expendables. Expendables, with certain exceptions at specific installations, are obtained by the company from self-service supply centers operated by the installation. Mon-



ARTICLES ORGANIZATIONAL CLOTHING QUARTERMASTER	AUTHORIZED ALLOWANCES	ISSUES (Date)								TURN-INS (Date)					BALANCE
		1	2	3	4	5	6	7	8	1	2	3	4	5	
<b>ORGANIZATIONAL EQUIPMENT</b>															
AXE, INTRCH. W/HANDLE															
BAG, BARRACK															
BAG, CLOTHING, WATERPROOF															
BAG, SLEEPING															
BAR, INSECT, FIELD															
BELT, CART. CAL 30, DISMTD															
BELT, MAGAZINE BAR															
BELT, PISTOL OR REVOLVER															
BLANKET, WOOL															
BRASSARD, ARM															
CANTEEN, ALUMINUM															
CARRIER, AXE INTRCH															
CARRIER, INTRCH TOOL, COMB															
CARRIER, PICK MATTOCK, INTRCH															
CASE, FIRST AID PACKET															
CASE, WATER REPELLENT BAG, SLEEPING															
COVER, CANTEEN, DISMOUNTED															
CUP, CANTEEN, CR2															
FORK, FIELD, MESS															
INDIVIDUAL MUST ACKNOWLEDGE ISSUES AND AN OFFICER MUST ACKNOWLEDGE TURN-INS BY SIGNING AT RIGHT IN APPROPRIATE COL- UMNS.															
		SIGNATURE OF INDIVIDUAL								SIGNATURE OF OFFICER					

SAMPLE

Figure 9-2—Continued.

etary credit allocations are provided each company on a quarterly basis. Personnel of the company submit requests for expendables to the supply sergeant. The supply sergeant or other personnel authorized by the company commander visit the self-service store and select the desired expendable supplies. The monetary value of the selected items is computed by self-service store personnel and deducted from the monetary allocation. The proper management of the funds available to purchase expendables is a command function and, therefore, the company commander must establish guidelines and procedures relative to the purchase and use of expendables.

9-10. Methods of relief from property responsibility. When Gov-



POST, CAMP AND STATION EQUIPMENT	AUTHORIZED ALLOWANCES	ISSUES (Date)								TURN-INS (Date)					BALANCE	
		1	2	3	4	5	6	7	8	1	2	3	4	5		
BLANKET, WOOL	2	1	2													
COAT, FOLDING	/	/														
COVER, MATTRESS	/	/														
LOCKER, BOX	/	/														
MATTRESS, COTTON	/	/														
PILLOW	/	/														
PILLOW CASE	/	/														
SHEET, COTTON	2	2														
LOCKER, CLOTHING	/	/														
RESTHEAD	/	/														
<b>OTHER SERVICES</b>																
MASK, PROTECTIVE, FIELD (each)																
RIFLE (each)																
CARBINE (each)																
PISTOL (each)																
BAYONET, KNIFE (each)																
SCABARD (each)																
WATCH, WRIST (each)																
INDIVIDUAL MUST ACKNOWLEDGE ISSUES AND AN OFFICER MUST ACKNOWLEDGE TURN-INS BY SIGNING AT RIGHT IN APPROPRIATE COLUMNS.		<b>SAMPLE</b>														
		Signature of Individual <i>Donald J. Jones</i>								Signature of Officer <i>Philip J. Jones</i>						
THIS IS A <input checked="" type="checkbox"/> INITIAL ISSUE <input type="checkbox"/> TRUE COPY <input type="checkbox"/> PHYSICAL INVENTORY <input type="checkbox"/> TRUE CERTIFIED CONSOLIDATION																
ARMOR SERVICE QMC Texas ARMO				GRADE Captain				OFFICER (Signature) <i>Philip J. Jones</i>								

U.S. GOVERNMENT PRINTING OFFICE: 1965 O-30731

Figure 9-2—Continued.

9-11. Quarterly report of operational loss. a. The quarterly report of operational loss is a simple and economical means of obtaining relief from property responsibility for items of minor nonexpendable property lost without fault or neglect. Unit commanders report to the property book officer items of minor nonexpendable property which have been lost without fault or neglect during the quarter. The property book officer consolidates the lists of lost items submitted by the battalion units and prepares the quarterly report of operation loss on DD Form 200 (fig. 9-3). The report is sent to the installation commander for approval.

31 July 1967

Pam 350-14

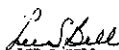

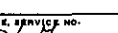
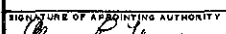
b. The installation commander reviews the quarterly report of operational loss and if the losses are not excessive, approves the report. If losses of items are excessive, the report is returned to the battalion and the disapproved items must be covered by a report of survey.

REPORT OF SURVEY				
1. CLASS OF PROPERTY Organizational		2. STOCK RECORD ACCOUNT OR OTHER PROPERTY RECORD AND STATION 1st Bn, 66th Infantry, Ft Benning, Georgia		3. NO. 65-27
4. ACCOUNTABLE OR RESPONSIBLE OFFICER (Name, grade, service No., and designation) John M Hearty, CWO, W245368, Property Book Officer			5. DATE 2 July 1966	
6. STOCK NUMBER 1290-650-6569	7. ARTICLES Compass, Magnetic, Unmounted, M2 Non-maintainable, w/equipment.	8. QUANTITY 1 ea	9. TOTAL COST \$38.96	10. DISPOSITION 0
<b>SAMPLE</b>				
GRAND TOTAL			\$38.96	
11. DATE AND CIRCUMSTANCES		12. FOR DAMAGE		
<p>On 28 June 1966, at 2000 hours, 2Lt Ira H Green returned to his BOQ (Bldg 385, Ft Benning, Ga) after participating in FTX DRAGON TOOTH with his unit. Lt Green removed the M2 Compass from his belt, placed it upon his desk, and walked down the hall to take a shower. Upon his return to his room, he discovered the compass and case to be missing. A thorough search of the area with the civilian custodian, Mr. Joseph M Ball, failed to find the missing compass. The loss was then reported to Captain Guy M Elliot, the commanding officer of Company C, 1/66 Infantry, Lt Green's company.</p> <p style="text-align: center;">"Exhibits A to D Attached"</p>				
13. AFFIDAVIT I do solemnly swear (or affirm) that (to the best of my knowledge and belief) the articles of public property shown above and/or on attached sheets were lost, destroyed, damaged, or worn out in the manner stated, while in the public service.		14. CERTIFICATE I certify that the loss, destruction, damage, or unserviceability of the articles of public property shown above, and/or on attached sheets, was caused in the manner stated and without fault or neglect on my part, and that each article listed with a view to elimination by destruction has been examined by me personally, has never been previously condemned, and is, in my opinion, worthless for further public use.		17. THIS SPACE RESERVED FOR ACTION BY AUTHORITY OF THE SECRETARY OF THE ARMY <input checked="" type="checkbox"/> ARMY <input type="checkbox"/> AIR FORCE HQ 21st Inf Div Ft Benning, Ga 3 July 1966
SIGNATURE <i>Ira H Green</i> IRA H GREEN		SIGNATURE ACCOUNTABLE OR RESPONSIBLE OFFICER <i>John M Hearty</i> JOHN M HEARTY		Approved to hold 2Lt Ira H Green, O4083543, pecuniarily liable in the amount of \$38.96.
GRADE, SERVICE NO., AND ORGANIZATION 2Lt, O4083543 Co C, 1/66 Inf		GRADE, SERVICE NO., AND ORGANIZATION CWO, W245368, 1/66 Inf		
SUBSCRIBERS AND FORM TO GO TO REPORT ME AT Ft Benning, Ga TIME 2 DAY OF July '66		16. HEADQUARTERS 1st Bn, 66th Infantry STATION Ft Benning, Ga DATE 4 Jul 66		By authority of the Secretary of the Army  <i>Richard S. Stark</i> Richard S. Stark, Brig Gen, USA Assistant Div Commander
SIGNATURE <i>W R Stewart</i>		TO Opt Lee S Bell		
GRADE, SERVICE NO., AND ORGANIZATION OR TITLE IF MILITARY PUBLIC, AFFIX SEAL W R Stewart, Opt, Inf O72513, 1/66 Inf, Adjutant		YOU ARE APPOINTED SURVEYING OFFICER BY ORDER OF LTC Glenn P Thompson SIGNATURE OF MILITARY <i>W R Stewart</i>		
DD FORM 1 JUN 66 200		PREVIOUS EDITIONS ARE OBSOLETE.		18. PROPERTY VOUCHER NO. A--7565

Figure 9-3.

c. When the property book officer receives an approved copy of the quarterly report of operational loss, credit entries are posted to the property books and appropriate hand receipt files. Replacement items are then requested.

9-12. Statement of charges. a. When property having a value

19. HEADQUARTERS 1st Bn, 66th Inf		20. STATION Ft Benning, Georgia		21. DATE 15 July 1966	
22. FINDINGS-I HAVE EXAMINED ALL AVAILABLE EVIDENCE AS SHOWN IN EXHIBITS A TO D AND AS INDICATED BELOW HAVE PERSONALLY INVESTIGATED THE SAME AND IT IS MY BELIEF THAT THE ARTICLES LISTED HEREON AND/OR ON ATTACHED SHEETS, TOTAL COST \$ <u>38.96</u> was lost through fault or neglect on the part of 2Lt Ira H Green, 04083543, who had personal responsibility for the compass at the time of its loss.					
<p>The affidavit of Lt Green establishes the fact that he failed to secure the compass in accordance with his unit's security SOP (Exhibit "B") which states that items of this type will always be locked in the company arms room when not in actual use. The affidavit of Captain Guy M Elliot, Lt Green's company commander, substantiates the fact that Lt Green was briefed on this security SOP upon his assignment to the company. The affidavit of Mr. Joseph M Bell, the civilian custodian of the BOQ, establishes the fact that upon Lt Green's assignment to the BOQ on 1 January 1966, he was given a copy of a letter from the office of the deputy post commander (Exhibit "C") that warned BOQ occupants not to leave valuables unsecured in the BOQ area.</p>					
<p>RECOMMENDATIONS: That 2Lt Ira H Green, 04083543, be held pecuniarily liable in the amount of \$38.96 and that all others concerned be relieved of property accountability and responsibility.</p>					
<b>SAMPLE</b>		15 July 1966		 LEE S BELL Opt, Inf Surveying Officer	
<p>Exhibit "E" has been considered and my original recommendations are adhered to.                  17 July 1966 </p>					
23. I HAVE EXAMINED THE FINDINGS AND RECOMMENDATIONS OF THE SURVEYING OFFICER ON THIS REPORT OF SURVEY AND THE EXHIBITS A TO D AND I DESIRE TO MAKE A STATEMENT WHICH IS ATTACHED HERETO: <input checked="" type="checkbox"/> DO NOT DESIRE TO MAKE A STATEMENT. I AM AWARE OF MY RIGHT TO LEGAL ADVICE IN PREPARING THE STATEMENT AND, IF A PECUNIARY CHARGE IS FINALLY APPROVED, TO REQUEST RECONSIDERATION, TO MAKE APPEAL AND (if an enlisted man) MY RIGHT TO REQUEST REMISSION OF INDEBTEDNESS.					
DATE 15 July 1966		NAME, GRADE, SERVICE NO.  2Lt, Inf, 04083543			
24. I HAVE WITNESSED THE DESTRUCTION OF THE ARTICLES TO BE DESTROYED AND/OR RECEIVED THE ARTICLES TO BE TURNED IN TO SALVAGE					
DATE		OFFICER WITNESSING DESTRUCTION, OR SALVAGE OFFICER			
25. APPROVED: Any damaged property shown above and/or on attached sheets has been inspected by me, or by a disinterested officer of suitable grade and rank or service, and the disposal indicated is in the best interests of the public service.		26. RESERVED FOR ACTION OF INSTANT LATION COMMANDER		27. REVIEWED BY THE FINANCE OFFICER	
SIGNATURE OF APPOINTING AUTHORITY 		NOTE: THE INFORMATION IN THIS EXHIBIT IS FOR ILLUSTRATIVE PURPOSES ONLY AND IS NOT INTENDED TO PRESCRIBE STANDARD PHRASEOLOGY FOR REPORTS OF SURVEY.		HEADQUARTERS	
TYPED NAME AND GRADE GLENN P THOMPSON, LTC				DATE	
HEADQUARTERS 1st Bn, 66th Infantry				NO.	
STATION Ft Benning, Georgia					
DATE 19 July 1966					

U.S. GOVERNMENT PRINTING OFFICE: 1964-O-537183

Figure 9-3-Continued.

of less than \$100 is lost (except weapons), damaged, or destroyed by an enlisted man, reimbursement to the Government for the property may be accomplished using a statement of charges.

b. In order to use the statement of charges, the enlisted man must voluntarily admit liability and agree to use the statement of charges to reimburse the Government for the loss. The statement of charges is prepared on DD Form 362 (fig. 9-4). The enlisted man signs the form thus acknowledging that the charges contained on the form are correct. The form is then sent to the finance officer responsible for the individual's pay.

c. Personnel of the finance officer cause the amount of the loss

to be deducted from the pay of the responsible individual. A validated copy of the statement of charges is then sent to the battalion property book officer. Battalion property records are posted by battalion supply personnel and the property is replaced or repaired, as appropriate.

STATEMENT OF CHARGES FOR GOVERNMENT PROPERTY LOST, DAMAGED OR DESTROYED				MILITARY PAY ORDER NO.	DATE						
CLASS OF PROPERTY		ORGANIZATION		FOR MONTH OF							
Organizational		Co A, 1st Bn, 66th Inf		December 1966							
STOCK RECORD ACCOUNT OR OTHER PROPERTY RECORD OF ACCOUNTABLE OFFICER J M Beaty, CWO, PBO				STATION Fort Benning, Georgia							
STOCK NO.	ARTICLES	QUANTITIES							TOTAL ARTICLES	UNIT PRICE	TOTAL
		1	2	3	4	5	6	7			
6605-223-7064	Compass, Wrist, Induction Damped (\$3.23)	1							1	2.43*	\$2.43
6230-264-8261	Flashlight, MK-991/U (\$1.30)	1	1						2	.98*	1.96
8405-240-2461	Liner, Parka, Mans, Mohair, Frieze, OO, Shade 107 (\$10.65)			1					1	7.99*	7.99
8405-223-7623	Parka, Mans, Ctn-nylon Oxford, OO, 107, w/o Liner (\$12.65)			1					1	9.49*	9.49
*Depreciation allowed											
CERTIFICATE OF RESPONSIBLE INDIVIDUALS I CERTIFY THAT MY SIGNATURE HEREON CONSTITUTES: A. AN ACKNOWLEDGEMENT OF THE JUSTNESS OF THE CHARGE SET OPPOSITE MY NAME. B. AN AUTHORIZATION TO RECOVER THE AMOUNT OF INDEBTEDNESS BY PAYROLL DEDUCTION. C. A WAIVER OF THE RIGHT TO DEMAND A REPORT OF SURVEY UNDER AR 738-10 (AFM 87-1 FOR USAF) D. AN AFFIRMATION THAT THE ARTICLES ARE NOT NOW IN MY POSSESSION. E. AN AGREEMENT TO TURN IN TO THE APPROPRIATE SUPPLY OFFICER ALL ARTICLES LATER RECOVERED, IT BEING UNDERSTOOD THAT THE UNITED STATES GOVERNMENT RETAINS TITLE TO THE ARTICLES LISTED HEREON.										GRAND TOTAL	\$21.87
COL. NO.	NAME, GRADE, AND SERVICE NUMBER	CAUSE FOR CHARGE	TOTAL CHARGE	SIGNATURE OF INDIVIDUAL							
1	Cannon, G. G., Pvt RA 14 207 989	Destroyed thru neglect	\$3.41								
2	Davis, P. K., PFC US 14 777 989	Lost thru neglect	17.48								
3	Woods, W. D., Sgt RA 12 294 638	Lost thru neglect	.98								
4											
5											
6											
7											
GRAND TOTAL			\$21.87								
HEADQUARTERS ORGANIZATION COMMANDER I CERTIFY THAT THE STATEMENTS HEREON ARE COMPLETE AND CORRECT, AND THAT ALL DAMAGED PROPERTY HAS BEEN DISPOSED OF IN ACCORDANCE WITH CURRENT DIRECTIVES, AND THAT THE CHARGES HAVE BEEN COMPUTED IN ACCORDANCE WITH THE PROVISIONS OF AR 738-11 (AFM 87-1 FOR USAF)				PROPERTY BOOK DISBURSING OFFICER OR PAYROLL CERTIFYING OFFICER I CERTIFY THAT THE CHARGE SET OPPOSITE THE NAME OF EACH PERSON LISTED HEREON HAS BEEN ENTERED ON THE APPROPRIATE PAY RECORD OR PAYROLL, OR <del>THIS</del> DD FORM 139 HAS BEEN PREPARED AND FORWARDED FOR COLLECTION.							
DATE	SIGNATURE	DATE	SIGNATURE	PROPERTY VOUCHER NUMBER							
30 Nov 66	<i>Joseph V. Fitzgerald</i> JOSEPH V. FITZGERALD Captain, Infantry	12 Dec 66	<i>Trudie Jay</i> Trudie Jay 1st Lt, EC	746							

SAMPLE

DD FORM 362 1 AUG 57

PREVIOUS EDITIONS OF THIS FORM ARE OBSOLETE  
U. S. GOVERNMENT PRINTING OFFICE: 1957 O-335318

Figure 9-4.

9-13. Report of survey. a. When other methods are not appropriate to secure relief for lost, damaged, or destroyed Government property, a report of survey must be submitted regarding the loss. The report of survey contains the facts and circumstances regarding the lost, damaged, or destroyed property neces-

sary to make a determination if individual or individuals are responsible for the loss to the Government.

b. When a report of survey must be submitted, the property book officer must insure that the report of survey is properly prepared on DD Form 200 (fig. 9-3). The survey must contain all facts and circumstances known regarding the loss to the Government. After the report of survey is prepared, it is checked for proper format by the property book officer and submitted to the battalion commander (appointing authority).

c. The battalion commander reviews the report of survey. When the facts and circumstances are complete and indicate that no individual or individuals should be held responsible and no investigation is required by regulations, the battalion commander makes a recommendation and forwards the report of survey to the installation commander. If further investigation is required, the battalion commander appoints a surveying officer.

d. The surveying officer must make a complete and impartial investigation regarding the lost or damaged property. All further actions regarding the report of survey are taken based upon the information contained in the survey after it is returned to the appointing authority by the surveying officer. After the surveying officer completes his investigation, he develops findings and recommendations which must be supported by the facts and circumstances regarding the loss, and returns the survey to the battalion commander.

e. The battalion commander may approve the recommendations of the surveying officer or make new recommendations. The survey is then submitted to the installation commander who takes the following action by authority of the Secretary of the Army:

- (1) Final action on cases establishing a pecuniary charge against an individual(s) where the total value of the article(s) lost or destroyed and/or the amount of damage does not exceed \$500.
- (2) Final action to approve relief from responsibility and pecuniary liability for losses not exceeding \$5,000. In cases where the installation commander does not have the authority to take final action, he makes a recommendation and forwards the report of survey to the review authority (Army Commander) who takes final action.

f. Persons held pecuniarily liable for loss of Government property are notified by the installation commander. Such individuals must reimburse the Government for the property loss. However,

persons found pecuniarily liable have two courses of action which may result in relief from responsibility. These are a request for reconsideration and an appeal.

- (1) A request for recommendation must be submitted within 60 days of notification of liability for loss of Government property. A request for reconsideration may contain any facts or evidence not given in the survey that might cause the individual who took final action on the survey to grant relief. The request for reconsideration is prepared in letter form and is submitted through the appointing authority to the authority taking final action on the survey. The headquarters responsible for taking final action on the report of survey will give full consideration to any request received and may either sustain the action previously taken or order the survey reopened. Written notification of the action taken is furnished the individual submitting the request.
- (2) Appeals must be submitted within 3 years after notification of liability and they are routed in the same manner as requests for reconsideration. In the event, however, that the headquarters charged with the responsibility for taking final action on the report of survey disallows the appeal, that office prepares a memorandum and sends the appeal to Headquarters, Department of the Army. Final action on the appeal is then taken by the Secretary of the Army and the report of survey is closed.

*g.* Determination of pecuniary liability for losses caused by members of the Army are made according to the following standards:

- (1) Individuals having supervisory responsibility for property will be charged with any loss caused by their willful misconduct or gross negligence. Gross negligence is the failure to exercise even slight care or extreme departure from the course of action expected of a reasonable man under the circumstances.
- (2) Individuals having personal responsibility for property may be charged for any loss caused by their simple negligence, gross negligence, or willful misconduct dependent upon the nature of the property. Simple negligence is the failure to comply with laws or regulations or the failure to exercise due care.

9-14. Cash Collection Voucher (DD Form 1131). *a.* When property is lost (except weapons), damaged, or destroyed having a



value of less than \$100 by either enlisted personnel or officers, reimbursement to the Government may be accomplished using a cash collection voucher.

b. As with the statement of charges, the officer or enlisted man must voluntarily admit liability and agree to use the cash collection voucher to reimburse the Government for the loss if this method is to be used. The cash collection voucher (fig. 9-5) is prepared and signed by the individual admitting responsibility. The cash collection voucher along with the cash payment is taken to the finance office of the responsible individual.

c. When the cash payment is accepted by the finance office, the cash collection voucher is validated and a copy returned to the battalion property book officer. Battalion property records are posted by battalion supply personnel to indicate the action reflected on the cash collection voucher and the property is replaced or repaired as appropriate.

**9-15. Suggested checklist for inspecting supply procedures at unit and organizational level.** An adequate inspection requires the use of a well-organized checklist so that important requirements are not overlooked and so that useful information is later available for any necessary corrective action. The following are sample checklists:

a. *Supply room layout.* Although supply room layouts vary according to whether the element is a unit or an organization and according to the nature of the unit or organization involved, certain generally recognized practices should be employed. The following checklists serves to assure compliance with these practices:

- (1) Is the supply room secure against pilferage?
- (2) Is fire protection adequate?
- (3) Are arrangements for the receipt, handling, and issue of organization property the best consistent with facilities available?
- (4) Are supplies segregated by type (organization, installation, and expendables) and, where possible, by technical service?
- (5) Are there adequate arrangements for safekeeping property of absentees, including persons in the hospital?
- (6) Is supply room library as complete as desirable?
- (7) Are supplies protected against dust, water, etc.?
- (8) Is maintenance on stored equipment being performed on a scheduled basis?

b. *Document Register (DA Form 2064).*

CASH COLLECTION VOUCHER		DISBURSING OFFICE COLLECTION VOUCHER NO. 2684		
		RECEIVING OFFICE COLLECTION VOUCHER NO. 631		
RECEIVING OFFICE	ACTIVITY (Name and location) 1st Battalion, 66th Infantry, Fort Benning, Georgia		DATE 1 Nov 1966	
	DISBURSING OFFICE (Printed name, title and signature) J M BEATTY CWO, USA Property Book Officer			
DISBURSING OFFICE	ACTIVITY (Name and location) 15th Finance Disbursing Section, Fort Benning, Georgia		DATE RECEIVED SUBJECT TO COLLECTION 1 Nov 1966	
	DISBURSING OFFICE (Printed name, title and signature) Joseph E Hanauer JOSEPH E HANAUER 1LT, FC, Disbursing Officer		DISBURSING STATION SYMBOL NO. C-76	
PERIOD: FROM TO				
DATE REC'D	NAME OF REMITTER DESCRIPTION OF REMITTANCE	DETAILED DESCRIPTION OF PURPOSE FOR WHICH COLLECTIONS WERE RECEIVED	AMOUNT	ACCOUNTING CLASSIFICATION
1/11	Richard M Lowe 04364543  *Depreciation Allowed  USED IN LIEU OF A REPORT	Microphone T-45 5965-164-7314  OF SURVEY; PARAGRAPH 1, AR 735-11	\$10.00*	231511
<b>SAMPLE</b>				
TOTAL			\$10.00	

DD FORM 1 APR 67 1131

REPLACES EDITION OF 1 APR 66 WHICH IS OBSOLETE.

Form approved by Comptroller General, U. S. 24 January 1966

Figure 9-5.

- (1) Are all documents concerning organization and installation property posted to the document register?
- (2) If stockage of repair parts is a part of the support mission, is a separate document register maintained for repair parts?
- (3) Are document numbers assigned in sequence by fiscal year?
- (4) Are columns 1, 2, 4, 5, 6, and 10 completed upon initiation of a request-for-issue action?
- (5) Are columns 3 and 7 and the date-completed column posted when issues have been made?

- (6) If there was no due-in to the organization, is it so indicated by a "0" in column 8?
- (7) If there was a due-in, is the quantity due in posted to column 8?
- (8) Are columns 7 and 8 pencil entries when transaction is not complete?

c. *Suspense file.*

- (1) Is the suspense file being used for its intended purpose?
- (2) Are suspense copies of property documents destroyed when completed action copies are received?

d. *Organization property book (TOE units only).*

- (1) Does organization property book contain a page for every item in applicable TOE plus every TA 50 item authorized?
- (2) Are deviations from amounts authorized by these tables supported by letters of authorization from competent authority and shown as current operating allowance?
- (3) Are the items recorded in the "Balance" column on hand and in a serviceable condition?
- (4) Are unit assemblies, chests, kits, and outfits carried as single items? (If incomplete, are shortages shown?)
- (5) Does the amount recorded in the "Balance" column plus the amount on requisition equal the current operating allowance?
- (6) Is there an entry on each page of the property book to indicate that it has been inspected during the past year?
- (7) Have supplies in excess of the current operating allowance been turned in promptly?
- (8) Have lost and unserviceable items been adjusted in accordance with AR 735-11 by one of the following?
  - (a) No fault or neglect present.
    1. FWT—by a Turn-In Slip.
    2. Not FWT—by a quarterly report of operational breakage or loss.
  - (b) Fault or neglect present.
    1. Admitted—by a statement of charges or a cash collection voucher.
    2. Not admitted—or when other methods are not appropriate by a report of survey.
- (9) Are all required entries except those in the allowance, authority, and price sections made in ink?
- (10) Are stock numbers and item descriptions correct?
- (11) Are all entries except inventories supported and identified by a document number?

- (12) Are required serial numbers listed on appropriate pages and annexes?
- (13) Is the organization property book neat?

*e. Installation property book.*

- (1) Does the installation property book contain a page for every item authorized the organization in TA 50, TA 20-50-911, CTA 50-920 and where appropriate, TA 20-2?
- (2) Are deviations from amounts that are authorized by these tables supported by letters of authorization from competent authority and shown as current operating allowance?
- (3) Are all items that are listed in the "Balance" column on hand and in a serviceable condition?
- (4) Are unit assemblies, chests, kits, and outfits carried as single items? (If incomplete, are shortages shown?)

*f. Document file.*

- (1) Are documents filed in the sequence of document numbers assigned by the organization property book officer?
- (2) Has every document which must be posted to a property book been assigned a document number, posted, and verified by date and by the initials of persons posting the information?
- (3) If a document has been lost and no duplicate is available, is a certificate filed in its place?

*g. Hand Receipt/Annex No (DA Form 2062).*

- (1) Are hand receipts prepared in duplicate—original in office of property book officer and duplicate in office of responsible officer?
- (2) Does the total quantity of any line item reflected in the hand-receipt files of a property book officer plus any quantity of the item in his possession, but not covered by a hand-receipt, agree with his informal accountability for that line item as shown on the face of the DA Form 14-110 for that item?
- (3) Is each hand-receipt file clearly identified as to user, and is the designation and hand-receipt file number on the outside?
- (4) Does each hand-receipt file list all end items for which direct responsibility has been fixed?
- (5) When required by regulations, are serial numbers of items issued shown?
- (6) Are there on file annexes listing shortages or overages of basic issue items and their components?

*h. Expendable supplies.*

- (1) Is consumption experience being used to determine monthly expendable requirements?
- (2) Do expendable supplies on hand or on requisition represent no more than the monthly requirements?

*i. Individual Clothing Record (DA Form 10-195).*

- (1) Is there a completed individual clothing record for each enlisted person in the unit? (All entries type or in ink except allowances, sizes, and balances.)
- (2) Is the "Authorized Allowances" column on the individual clothing record in agreement with AR 700-8400-1?
- (3) Are the issues columns signed by the EM and the turn-in columns signed by the officer concerned in accordance with AR 700-8400-1?
- (4) Does the balance column reflect everything the individual has been issued less authorized turn-ins?
- (5) Is the balance column in agreement with the amount of personal clothing the individual actually has, and are these items serviceable and presentable?
- (6) Have sizes been periodically confirmed or revised to insure consistence with sizes currently worn?

*j. Organizational Clothing and Equipment Record (DA Form 10-102).*

- (1) Is every item which is issued to an individual except personal clothing recorded on his DA Form 10-102?
- (2) Is every transaction column appropriately signed? Are all unused blocks in such columns lined out?
- (3) Does the balance column reflect everything the individual has been issued less authorized turn-ins?
- (4) Have sizes been periodically confirmed or revised to insure consistency with sizes currently worn?

**REFERENCES:**

AR 310-3, "Military Publications, Preparation, Coordination and Approval," as amended.

AR 310-31, "Organization and Equipment Authorization Tables; Tables of Organization and Equipment."

AR 310-48, "Tables of Allowances," as amended.

AR 320-50, "Authorized Abbreviations and Brevity Codes," as amended.

AR 700-8400-1, "Issue and Sale of Personal Clothing," as amended.

AR 725-50, "Requisitioning, Receipt, and Issue System," as amended.

AR 735-5, "General Principles and Policies and Basic Procedures," as amended.

AR 735-10, "Principles and Policies; Accounting for Lost, Damaged, and Destroyed Property."

AR 735-11, "Accounting for Lost, Damaged, and Destroyed Property," as amended.

AR 735-32, "Self-Service Supply Centers, Principles and Accounting Procedures," as amended.

AR 735-35, "Supply Procedures for TOE and TDA Units or Activities."

TOE 10-417E, "Quartermaster Air Equipment Repair and Depot Company," as amended.

TA 10-100, "Allowances of Quartermaster Expendable Supplies," as amended.

TA 20-2, "Equipment for Training Purposes."

TA 50-911, "Equipment for Food Service Facilities Serving Field Installations Troop and Hospital Trains, and Army Vessels."

TA 50-913, "Office Type Furniture and Equipment," as amended.

CTA 50-920, "Furniture, Furnishings, and Movable Equipment for Government-Controlled Family Housing," as amended.

CTA 50-901, "(Peace), Clothing and Equipment," as amended.

TM 38-750, "The Army Equipment Record System and Procedures."

UNIT ADMINISTRATION

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**10-1. Individual Sick Slip (AR 40-207).** *a.* The Individual Sick Slip, DD Form 689 (fig. 10-1) is an informal memorandum pertaining to a person who has requested and/or received medical attention. It is used to exchange information between the patient's unit commander and the medical officer concerned. The sick slip is not a record. It is a basis for necessary entries in the Morning Report (DA Form 1). After the sick slip has accomplished its purpose, it is destroyed. An exception is made when it is necessary to forward it to the officer exercising special courts-martial jurisdiction for line of duty determination. In this instance the sick slip will be filed permanently in the field military 201 file of the individual concerned.

*b.* The sick slip normally is initiated by the unit to which the patient is assigned or attached. In an emergency, the patient may report directly to the medical treatment facility where the sick slip is initiated. In either instance, the sick slip is forwarded by the medical treatment facility to the unit commander to provide him information on the status of the patient.

*c.* The Individual Sick Slip, consisting of the heading, the unit commander's section, and the medical officer's section is completed as follows:

- (1) The heading may be completed by the unit to which the patient is assigned, the medical treatment facility, or the patient himself.
- (2) The unit commander's section is completed by the commander of the unit to which the patient is assigned or attached at the time of injury or illness. Entries which may be made in the line of duty block of this section are as follows:
  - (a) No (M)—if it appears "not in the line of duty, due to own misconduct" (except for venereal disease).
  - (b) No (AWOL)—if it appears "not in the line of duty,

not due to own misconduct," is appropriate because of an unauthorized absence.

- (c) Und—if doubt exists as to line of duty.
  - (d) If the unit commander feels that the injury or illness is "in line of duty" or "existed prior to entry into service" (EPTE), no entry is made in the line of duty block.
  - (e) This section will be signed by the unit commander personally when any entry is made in the line of duty block and/or the remarks block.
- (3) The medical officer's section is completed at the medical treatment facility. Entries which may be made in the line of duty block of this section are as follows:
- (a) "No (EPTE)"—if it appears not in the line of duty because the condition existed prior to entry into service.
  - (b) "No (Drugs/Alcohol)"—if it appears not in line of duty to own misconduct because the illness is due to the intemperate use of alcoholic liquor or habit-forming drugs.
  - (c) "No (VD)"—if it appears not in line of duty due to own misconduct because the patient did not report promptly for treatment.
  - (d) "Und"—if doubt exists as to line of duty or if the unit commander has made any entry in his line of duty block.
  - (e) No entry is made in this block when the medical officer feels the injury or illness is in line of duty and the unit commander has not made an entry in his line of duty block.
  - (f) This section will be signed by the medical officer examining the patient when an entry is made in the line of duty block; or when any block other than Duty is checked in the disposition of patient block; or when an entry is made in the remarks block.

d. When the unit commander and the medical officer cannot reach an agreement on a line of duty determination, the unit commander refers the matter to the officer exercising special courts-martial jurisdiction. That officer either makes an administrative determination of "in line of duty" or causes an investigation to be conducted.

10-2. **Duty Rosters (AR 220-45).** *a.* Duty Rosters, DA Form 6 (fig. 10-2), are normally maintained at each company for the purpose of insuring an equitable distribution of duty assignments.



b. Separate rosters will be maintained for each duty requiring the detail of individuals. These duties normally include kitchen police, guard, charge of quarters, and other recurring details.

c. Consolidated weekday-weekend-holiday rosters may be maintained whenever practicable. When used, the weekend-holiday periods will be indicated by a series of vertical red lines as indicated by heavy lines in figure 10-2 or by entering in red the dates, numbers, and diagonal lines, indicating duty performance on those dates. A separate numbering sequence will be used for weekday and weekend-holiday entries.

d. The heading of the roster is completed by entering the nature of the duty and the organization in the appropriate block. The date entered in the "from" block on the initial roster is the first date the duty was performed. On all subsequent rosters, the "from" date will always be the date immediately following the "to" date on the previous roster. The "to" date on all rosters will be the last date a detail is performed.

e. Only the names of those eligible individuals required to perform the duty will be entered on the roster. Names are initially entered at the bottom, regardless of grade. When the name of an individual is deleted from a roster, a line will be drawn through the remaining unused blocks opposite his name. A number in parentheses immediately following the name of the individual added to or deleted from the roster will be entered as a reference to a corresponding explanatory remark on the reverse side of the roster.

f. The appropriate month will be entered in the "month" block when applicable. The date in the "day" block is entered only for the day the duty is performed.

g. Rosters are posted by using Arabic numerals, diagonal lines and the letters, A, U, and D, when applicable. The individual with the highest sequence of numbers is normally detailed to perform the duty. When an individual performs a duty, the performance is indicated by placing diagonal lines in the lower right portion of the block opposite his name. Following the date of detail, the sequence of numbers for the individual starts with "1." When an individual is in an unauthorized absence status, i.e., absent without leave, sick not in line of duty, arrest or confinement, the letter "U" is entered in the date column opposite his name in addition to the normal sequence of numbers. When an individual is due for detail but is not available because of his performance of another duty, the letter "D" is entered in the date column opposite his name in addition to the normal sequence of numbers. When an individual is in an authorized absence status, i.e., absent with

leave, pass, special duty, temporary duty or sick in line of duty, the letter "A" is the only entry placed in the date column opposite his name and numbering sequence of days will be interrupted; however, when he returns to duty the normal sequence of numbers is continued.

**10-3. The Morning Reports (AR 335-60).** *a.* The Morning Report (MR) (DA Form 1) (fig. 10-3) is the basic record of the official status each day of the reporting organization and each person assigned or attached. It is also the source of data for entries in the individual personnel records and for strength and other official reports. It is admissible as evidence in courts-martial and in the settlement of claims based on the duty status of the claimant at any particular time. Copy No. 1 becomes a permanent record of The Adjutant General's Office to provide an authenticated, continuous administrative, and historical record of the strength and status of each organization and status of each individual. When the personnel records of any individual become lost or destroyed, it is possible to reconstruct a complete and detailed record of such individual's service from the Morning Report files of The Adjutant General's Office. For these reasons the Morning Report is considered one of the most important basic documents prepared within the Army and the utmost care will be taken to insure prompt and accurate recording of all entries required.

*b.* The Morning Report is prepared and submitted, when there are changes, by each company of a battalion indicating the status of the reporting organization and each person assigned or attached. Morning Reports must, in addition, be submitted on the last day of the month even if there are no changes.

*c.* Each company commander is responsible for the preparation and accuracy of the Morning Reports of his unit.

**10-4. Preparation of the Morning Report.** *a.* The Morning Report is prepared in accordance with AR 335-60.

*b.* The Morning Report (DA Form 1) is supplied to units in individual pages. Each page consists of four copies. Copy No. 1 (white) is the original; copy No. 2 (yellow) is the file copy of the reporting organization; copy No. 3 (white) is the file copy for the Personnel Service Division (PSD) of the Adjutant General's section; copy No. 4 (yellow) is the Finance Office copy. After completing the Morning Report, the reporting company retains copy No. 2 in its files and forwards copies 1, 3, and 4 to the PSD. The PSD retains copy No. 3 and forwards copies No. 1 and 4 through channels to the servicing Machine Record Unit. Additional carbon copies for personnel having a requirement for

Morning Report data (Example: Battalion Personnel Staff (NCO)) will be prepared as prescribed by local SOP.

c. When preparing the Morning Report, only the front side of the page is used. If continuation pages are needed, the front side of additional pages of form is used. No entries will be made in the strength section of a continuous page. Only blocks 1 through 7 in the heading and the Remarks section will show entries.

d. Each Morning Report day covers the activities of the company for the 24-hour period from 0000 hours until 2400 hours of any given date. The Morning Report will not be prepared prior to the close of the Morning Report day, but will be prepared before 0900 hours the following day. For example, the Morning Report for 17 November 1965 will be prepared not later than 0900 hours on 18 November 1965. When the day of preparation of Morning Reports for a preceding day(s) falls on a day other than a normal work day (Sunday/holiday) the MR may be prepared the next succeeding work day.

e. This report must be accurate. Errors in names, facts, and figures have far-reaching effect. A carelessly prepared Morning Report will result in additional administrative work and processing at each level from the company to the Office of The Adjutant General.

f. All copies must be clearly legible. The report will be prepared on a typewriter whenever possible; however, entries in block capital letters may be made with blue-black ink or with indelible pencil. Ordinary handwriting is not authorized. The number 1 copy will be dark enough to permit microfilming.

g. Abbreviations authorized by AR 320-50 will be used whenever practicable. Punctuation marks are not used unless they are necessary to make a meaning clear.

h. Erasures are not permitted. Errors made during the preparation may be corrected by lining out the incorrect entry. Each correction will be initialed by the officer authenticating the report. Another method to correct errors during the preparation is to retype the entire report.

i. To correct an error on a previous report, a corrective remark under the appropriate group heading is made on a subsequent report. This correction is posted in pencil on the company file copy of the incorrect report, indicating the date the correction was made. For example, "Corrected by MR, 17 November 1965."

j. If information to be recorded is received after the Morning Report has been forwarded, this information is included in the next report as a delayed entry. A delayed entry will show the

effective date in the remarks itself, such as "eff 12 Nov 65" but it will not be prefaced by the term "Delayed Entry" or any similar term.

k. Morning Reports submitted within the United States are usually not classified. Reports submitted within theaters of operation are usually classified. Classification, when necessary, will be in accordance with current directives from higher headquarters (fig. 10-3).

10-5. **Extract copies of Morning Reports.** Extract copies of the Morning Report may be prepared from either copy, unit or PSD copy (fig. 10-4).

10-6. **Pay procedure and partial pay.** The company commander is responsible for the appointment, on orders, of a class "A" agent or pay officer for the company as well as the financial counseling of his men.

10-7. **Class "A" agent.** a. Before assuming the duties of pay officer, the appointed officer must thoroughly read FM 14-8 which spells out in detail the proper procedures for all phases of monetary payments. It includes such items as safeguarding of money, arrangement of payroll and pay line, administrative procedures, etc.

b. The unit pay officer is responsible for the receipt, verification, handling and payment of all payrolls. This duty may be rotated among the officers of the company as the commander desires. The pay officer normally will be appointed on orders for each specific pay action. This may include monthly pay, partial pays, or in some instances, advance travel pay. On the date of the pay action the class "A" agent will report to the branch FAO to draw his payroll.

10-8. **Partial pay.** Permanent party personnel will submit a request for partial pay to the finance office on DA Form 2142. This request may be for a specific amount or the maximum accrued amount and must be approved by the company commander, who will comment in the remarks section on the basis for justification. It is to be remembered that poor financial management on the part of the individual is not sufficient reason for a partial pay.

10-9. **Emergency partial pay.** Any individual may make a request for an emergency partial pay on DA Form 2142. This request must be fully justified and it must be approved by the company commander. When it is approved, it may be hand carried to finance to speed processing. An EMERGENCY is an unforeseen need. Approval by the company commander must be made under this definition with great care. A man not having money to meet a car payment in the middle of the month would not fall in this area,

whereas a sickness or death in the family would. The emergency must be unexpected. After approval and comment by unit commander the request will be forwarded to finance for review of proper justification and payment.

**10-10. Advance pay. a.** The purpose of advance pay is to furnish to individuals on PCS orders temporary relief from extra expenses.

**b.** Advance pay may be requested on DA Form 2142. This is paid only on PCS for such expenses as moving of household goods and dependents. Advance pay is NOT for settling debts.

**c.** Amount of advance pay: Advance pay will not normally exceed 3 month's pay of the requesting individual.

**d.** Repayment: The amount of advance pay drawn will be automatically deducted from the individual's pay over a 6-month period starting after the pay day following the advance payment.

**10-11. Officer pay action.** An officer need not obtain approval of a request for pay action from his superior. He need only fill out DA Form 2142 as appropriate and take it to the branch office FAO for reviewing by the class B agent officer and payment.

**10-12. Allotments. a.** The company commander must know the basic allotment system in order to counsel his men on finance management.

**b.** Allotment: This refers to a definite amount of the pay and allowances of a person in the military service which is authorized to be paid to an allottee.

**c.** Class "Q" allotment: This allotment consists of the Basic Allowance for Quarters (BAQ) for men with dependents plus contribution from individual's pay.

- (1) Dependency must first be established for members with dependents through filing of DD Form 137, Application for Basic Allowance for Quarters.
- (2) Having established dependency, DA Form 1341 must be used to initiate actual deduction and periodic payment of the allotment.
- (3) Individuals in the rank of E-4 with less than 4 years' service and those below E-4 will have this allotment sent directly to their dependents by check.
- (4) Individuals in the rank E-4 with over 4 years' service and those above E-4 may draw this quarter allowance across the board.

**d.** Class "E" allotment: Any individual may make out a class "E" allotment by filling out DA Form 1341. This will automatically send the designated amount to any of the following:

- (1) Dependents or relatives.

- (2) Banks (only one class E for savings per man).
- (3) Life Insurance Company (for policy on self).
- (4) Others as specified in DOD Pay Manual, Military Pay and Allotments.

e. Class "B" allotments: Bonds fall in this category and an individual may have money allotted for such by filing DA Form 1341 for that purpose.

**10-13. Flagging action.** The purpose of a flagging action is to prevent favorable personnel actions (transfer, promotion, granting of security clearance) from occurring until an individual's status is resolved. Flagging action serves to suspend or to prevent all personnel actions which could be considered favorable to the individual in any way. However, the fact that an individual is the subject of flagging action, is not in itself sufficient authority to retain him in service beyond the expiration of his term of service. Because of the serious effect that flagging action can have on an individual's morale and military career, great care must be exercised by all persons involved in processing such actions. The regulation governing flagging action lists three broad categories of personnel against whom flagging action will be initiated.

a. Persons against whom action is contemplated under the Military Personnel Security Program.

b. Persons against whom action has been initiated which may result in dismissal, discharge, court-martial, disciplinary action, demotion, or elimination proceedings.

c. Persons who are AWOL, under charges or restraint by civil authorities or being investigated because of allegations or incidents reflecting unfavorably upon their character or integrity.

*Note.* Commanders will insure, except in security cases, that all military personnel who are flagged in accordance with AR 600-31 are made aware that such flagging actions have been initiated and immediately notified when such flagging actions have been withdrawn.

**10-14. Flagging procedure.** a. *Initiating flagging action:* It is imperative that flagging action be initiated promptly. DA Form 268 will be filled out (sections I, II, and IV) and hand-carried to appropriate headquarters within 24 hours of preparation.

b. *Terminating flagging action:* In order to terminate flagging action DA Form 268 will again be filled out and submitted within 24 hours of preparation.

**10-15. Administrative hold.** An administrative hold will be initiated promptly by the company commander against personnel when presence of the individual is required for boards (e.g., witness for AR 635-212 board), investigations (e.g., for security

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clearance), or similar proceedings, or for other reasons considered to be in the best interest of the Army. Administrative holds normally will be for 30 days and will not extend beyond the end of the term of service of the individual.

10-16. **Administrative hold procedures.** *a. Initiating administrative holds:* DA Form 1049 (Personnel Actions) will be used to initiate request for this action, and should be hand-carried to the appropriate Personnel Division.

INDIVIDUAL SICK SLIP		DATE
<input type="checkbox"/> ILLNESS	<input type="checkbox"/> INJURY	15 Nov 66
LAST NAME - FIRST NAME - MIDDLE INITIAL OF PATIENT PETREE, LAWRENCE M.		ORGANIZATION AND STATION Co A, 2d BN (Mech) 76th Inf Fort Benning, Georgia
SERVICE NUMBER RA 6550422	GRADE/RATE PSG E7	
UNIT COMMANDER'S SECTION NO (M)		MEDICAL OFFICER'S SECTION
IN LINE OF DUTY REMARKS Injured while engaged in a brawl. HQ 2D BN (MECH) 76TH INF Ft Benning, Ga. 20 Nov 66		IN LINE OF DUTY Und
Administrative determination of "in line of duty" made by officer exercising SPCM jurisdiction. Preliminary investigation disclosed that soldier was attempting to quell a disorder.		DISPOSITION OF PATIENT <input type="checkbox"/> SICK BAY <input type="checkbox"/> NOT EXAMINED <input checked="" type="checkbox"/> DUTY <input type="checkbox"/> HOSPITAL <input type="checkbox"/> OTHER (Specify):
SIGNATURE OF UNIT COMMANDER Thomas J. May, Cpt, Inf.		REMARKS GLEN P. THOMPSON Lieutenant Colonel, Infantry Commanding
SIGNATURE OF MEDICAL OFFICER Harvey K. Jones, Sgt., M.C.		

148-10-7130-1 GPO

PREVIOUS EDITIONS ARE OBSOLETE.

Figure 10-1.

DD FORM 1049  
1 MAR 65 689



b. Terminating administrative holds: The request for the termination of an administrative hold will also be put on the DA Form 1049.

REFERENCES:

AR 37-104, "Finance and Accounting for Installations; Pay and Allowances of Military Personnel," as amended.

FM 14-8, "Class A Agent Officers."

AR 600-31, "Flag Control Procedures for Military Personnel in National Security Cases and other Investigations or Proceedings."

GRADE	NAME	NATURE OF DUTY		MONTHS	DEPARTMENT	ORGANIZATION	FROM (Date)		TO (Date)
		Charge of Quarters	Other				15 Nov 66		
SFC	Adams, A. J.			15	11	Co A 2d Bn (Aech) 76th Inf	21	22	3
"	Barber			4	1		1	2	3
"	Williams			7	1		1	2	3
SSG	Abad			7	1		1	2	3
"	Church			5	1		1	2	3
"	Cleveland			16	1		1	2	3
"	France			13	1		1	2	3
"	Fox			16	1		1	2	3
"	Greene			15	1		1	2	3
"	Howard (3)			3	1		1	2	3
"	King			3	1		1	2	3
"	Myer			31	1		1	2	3
"	Roberts			8	1		1	2	3
"	Robinson			23	1		1	2	3
"	Stevens			1	1		1	2	3
SFC	Adams, A. P.			23	1		1	2	3
"	Baker, W.			13	1		1	2	3
"	Calhoun			17	1		1	2	3
"	DeLeon			1	1		1	2	3
"	Hardrock			2	1		1	2	3
"	Judge			3	1		1	2	3
"	McLean			1	1		1	2	3
"	Leahy			10	1		1	2	3
"	Newton			18	1		1	2	3
"	Thomas			9	1		1	2	3
"	Vance			7	1		1	2	3
"	Jones (1)			11	1		1	2	3
SSG	Baker, J. (2)								

SAMPLE

WEEKEND  
WEEKEND  
WEEKEND  
WEEKEND  
WEEKEND  
WEEKEND  
WEEKEND

U.S. GOVERNMENT PRINTING OFFICE: 1965 O-326881  
REPLACES EDITION OF 1 JAN 55, WHICH WILL BE USED UNTIL EXHAUSTED.

DA FORM 1049 6  
1 OCT 66

SEE REMARKS ON REVERSE.

Figure 10-2.





CLASSIFICATION FORM NO. 10 26 Jun 67 A. UNCLASSIFIED		1. REPORTING UNIT A. Hq & Sq Co Trp Contd		5. PARENT UNIT USA Ord Cn & Sch (LA)		6. OR CONTROL NO. 20 (23 Jun 67)		7. PER STATUS PP		8. REPORTING OFFICER STROBEL AD-160 (RS)		9. PERIOD OF REPORT 12. FROM 2 13. TO 4		
14. PERMANENT STATION OR LOCATION				11. PRESENT STATION OR LOCATION				10. PERMANENT STATION OR LOCATION						
STRENGTH SECTION														
ACCOUNTABLE			OPERATING			INTREASMET			ATTACHED					
PERSONNEL	TRAINING	LOGS	PRESENT	TOY	LEAVE	ADSP	ADSP	ADSP	ADSP	ADSP	ADSP	ADSP	ADSP	
1	2	3	4	5	6	7	8	9	10	11	12	13	14	
TOTAL			TOTAL			TOTAL			TOTAL			TOTAL		
15. OPERATIONAL DATA			16. OPERATIONAL DATA			17. OPERATIONAL DATA			18. OPERATIONAL DATA			19. OPERATIONAL DATA		
CHANGES SECTION														
STANDARD ISSUE LINE														
NAME	SERVICE NUMBER	GRADE	ACTION	STATUS	PARA	SO	AUTHORIZATION	ISSUED BY	BOCSA	EFF DATE	DURY			
Philip James D	05554361	11A	REDISTRIBUTION (Cont)	TOY	LO	06-12	DA USA026S AFG MA 15 Jun 67							
Reaser Jeffrey D	RA16890836	FW2E3	To Hq Co USAG Camp AP Hill Va	HOSP	110	da								
Moore, Edward T	US95897644	PVT2E1	Sick Dewitt Army Hosp Ft Belvoir	Ch			1500 hrs ID Yes							
Williams Walter R	US82665687	PVT2E2	Fr. AWOL to AFG MA chg v AWOL	Dis			App and held for trial							
Noland Stephen E	RA17780640	SP4P4	Dprt	Dis			700 hrs							
Scott Elijah	RA53104942	SSG2E8	MB in thg flt ear to New York	Intns			7 118 DA USA026S AFG MA							
Silveira Cephas E	BA32055932	MSG2E8	pdrk EXCSA to 120th TC Co Ft Gao	Atch			6 Meade MA 30 DDAIV							
AUTHENTICATION SECTION														
NAME AND TITLE (Typed or stamped)			GRADE AND BRANCH			SIGNATURE			DATE AND TIME			17. NO. OF DA FORMS 18. ATTACHED		
Sedolik J Maktrik			Capt AGC											
Personnel Officer														
DA FORM 1 (APR 67)			REPLACES SECTION DATED 1 SEP 64			MORNING REPORT			CLASSIFICATION			DA COPY THRU DCA 1		
			ISSUED IN COMPLETE EFFECTIVE			(AR 335-69)								

Figure 10-3—Continued.

DUTY ROSTER

1. How many types of duties may be maintained on one duty roster?
2. What are the three authorized abbreviations used in maintaining the duty roster?
3. What personnel are listed on a duty roster and in what sequence are they listed?



CLASSIFICATION 1. REPORT NO. (Type) 2600067		2. SEC. IDENT. CODE WDM AH		3. SEC. UNIT A		4. REPORTING UNIT HQ & Hq Co Typ Comd		5. PARENT UNIT USA Ord Cdn & Sch (1A)		6. M. CONTROL NO. & PERIOD 20 (22 Jun 67)		7. PERIOD STATUS PP		8. REPORTS CONTROL STANDARD (AS-500)															
9. COMMAND				10. PERMANENT STATION OR LOCATION				11. PRESENT STATION OR LOCATION				12. DATE 15 JUN 67																	
13. STRENGTH SECTION																													
ACCOUNTABLE				OPERATING				INTRAMBT				ATTACHED																	
PREVIOUS DAY'S		GAINS		LOSSES		POSITIVE STRENGTHS		PRESENT		TRY		LEAVE		HOSP		ABSENT		AVOL		MISSING		TOTAL		TOTAL		TOTAL			
C		D		E		F		G		H		I		J		K		L		M		N		O		P		Q	
R		S		T		U		V		W		X		Y		Z		AA		AB		AC		AD		AE		AF	
AG		AH		AI		AJ		AK		AL		AM		AN		AO		AP		AQ		AR		AS		AT		AU	
AV		AW		AX		AY		AZ		BA		BB		BC		BD		BE		BF		BG		BH		BI		BJ	
BK		BL		BM		BN		BO		BP		BQ		BR		BS		BT		BU		BV		BW		BX		BY	
BZ		CA		CB		CC		CD		CE		CF		CG		CH		CI		CJ		CK		CL		CM		CN	
CO		CP		CQ		CR		CS		CT		CU		CV		CW		CX		CY		CZ		DA		DB		DC	
DD		DE		DF		DG		DH		DI		DJ		DK		DL		DM		DN		DO		DP		DQ		DR	
DS		DT		DU		DV		DW		DX		DY		DZ		EA		EB		EC		ED		EE		EF		EG	
EH		EI		EJ		EK		EL		EM		EN		EO		EP		EQ		ER		ES		ET		EU		EV	
EW		EX		EY		EZ		FA		FB		FC		FD		FE		FF		FG		FH		FI		FJ		FK	
FL		FM		FN		FO		FP		FQ		FR		FS		FT		FU		FV		FW		FX		FY		FZ	
GA		GB		GC		GD		GE		GF		GG		GH		GI		GJ		GK		GL		GM		GN		GO	
GP		GQ		GR		GS		GT		GU		GV		GW		GX		GY		GZ		HA		HB		HC		HD	
HE		HF		HG		HH		HI		HJ		HK		HL		HM		HN		HO		HP		HQ		HR		HS	
HT		HU		HV		HW		HX		HY		HZ		IA		IB		IC		ID		IE		IF		IG		IH	
II		IJ		IK		IL		IM		IN		IO		IP		IQ		IR		IS		IT		IU		IV		IW	
IX		IY		IZ		JA		JB		JC		JD		JE		JF		JG		JH		JI		JJ		JK		JL	
JM		JN		JO		JP		JQ		JR		JS		JT		JU		JV		JW		JX		JY		JZ		KA	
KB		KC		KD		KE		KF		KG		KH		KI		KJ		KK		KL		KM		KN		KO		KP	
KQ		KR		KS		KT		KU		KV		KW		KX		KY		KZ		LA		LB		LC		LD		LE	
LF		LG		LH		LI		LJ		LK		LL		LM		LN		LO		LP		LQ		LR		LS		LT	
LU		LV		LW		LX		LY		LZ		MA		MB		MC		MD		ME		MF		MG		MH		MI	
MJ		MK		ML		MM		MN		MO		MP		MQ		MR		MS		MT		MU		MV		MW		MX	
MY		MZ		NA		NB		NC		ND		NE		NF		NG		NH		NI		NJ		NK		NL		NM	
NO		NP		NQ		NR		NS		NT		NU		NV		NW		NX		NY		NZ		OA		OB		OC	
OD		OE		OF		OG		OH		OI		OJ		OK		OL		OM		ON		OO		OP		OQ		OR	
OS		OT		OU		OV		OW		OX		OY		OZ		PA		PB		PC		PD		PE		PF		PG	
PH		PI		PJ		PK		PL		PM		PN		PO		PP		PQ		PR		PS		PT		PU		PV	
PW		PX		PY		PZ		QA		QB		QC		QD		QE		QF		QG		QH		QI		QJ		QK	
QL		QM		QN		QO		QP		QQ		QR		QS		QT		QU		QV		QW		QX		QY		QZ	
RA		RB		RC		RD		RE		RF		RG		RH		RI		RJ		RK		RL		RM		RN		RO	
RP		RQ		RR		RS		RT		RU		RV		RW		RX		RY		RZ		SA		SB		SC		SD	
SE		SF		SG		SH		SI		SJ		SK		SL		SM		SN		SO		SP		SQ		SR		SS	
ST		SU		SV		SW		SX		SY		SZ		TA		TB		TC		TD		TE		TF		TG		TH	
TI		TJ		TK		TL		TM		TN		TO		TP		TQ		TR		TS		TT		TU		TV		TV	
TW		TX		TY		TZ		UA		UB		UC		UD		UE		UF		UG		UH		UI		UJ		UK	
UL		UM		UN		UO		UP		UQ		UR		US		UT		UU		UV		UW		UX		UY		UZ	
VA		VB		VC		VD		VE		VF		VG		VH		VI		VJ		VK		VL		VM		VN		VO	
VP		VQ		VR		VS		VT		VV		VW		VX		VY		VZ		WA		WB		WC		WD		WE	
WF		WG		WH		WI		WJ		WK		WL		WM		WN		WO		XA		XB		XC		XD		XE	
XF		XG		XH		XI		XJ		XK		XL		XM		XN		XO		YA		YB		YC		YD		YE	
YF		YG		YH		YI		YJ		YK		YL		YM		YN		YO		ZA		ZB		ZC		ZD		ZE	
ZF		ZG		ZH		ZI		ZJ		ZK		ZL		ZM		ZN		ZO		AA		AB		AC		AD		AE	

FIGURE 10-3—Continued.

3. What is one method by which the authenticating officer may check for errors in the strength section?
4. What is the reporting period of the morning report?
5. How many errors and/or erasures are permitted on the report and who must authenticate?
6. When the authenticating authority is absent from duty, who may sign the morning report and what is the authority used to delegate?

EXTRACT COPY OF MORNING REPORT (AF 60-10)		
SECTION I - IDENTIFICATION OF INDIVIDUAL CONCERNED		
1. LAST NAME, FIRST NAME, MIDDLE INITIAL (Include S, Jr, Sr, etc. as applicable)	2. GRADE	3. SERVICE NUMBER
JUNGE WILLIAM F SR	PFC E3	US 12 345 678
SECTION II - EXTRACT COPY OF MORNING REPORT OF		
4. REPORTING UNIT AS SHOWN ON MORNING REPORT	5. PARABUT UNIT AS SHOWN ON MORNING REPORT	
Co A	2d Bn (Mech) 76th Inf	
6. DATE, NAME, SERVICE NUMBER, GRADE, REMARK, AND AUTHENTICATION EXTRACTED FROM MORNING REPORT		
Ending 2 Sep 66 MISCELLANEOUS CHANGES-ASSIGNED PERSONNEL		
Junge William F Sr US12345678 PFC E3 Duty to AWOL 0600 hours		
/t/THOMAS J MAY Commanding		/s/Thomas J May
SECTION III - CERTIFICATION AND AUTHENTICATION OF EXTRACT		
7. I CERTIFY THAT I AM (Check one)		
<input type="checkbox"/> THE COMMANDING OFFICER <input checked="" type="checkbox"/> THE PERSONNEL OFFICER    OF THE ORGANIZATION RECORDED IN SECTION II <input type="checkbox"/> AN ADJUTANT GENERAL IN THE OFFICE OF THE ADJUTANT GENERAL, UNITED STATES ARMY.		
AND OFFICIAL CUSTODIAN OF THE MORNING REPORTS OF THE ORGANIZATION RECORDED IN SECTION II, AND THAT THE FOREGOING IS A TRUE AND COMPLETE COPY (Including Any Signature or Initials Appearing Thereon) OF THAT PART OF THE MORNING REPORT OF SAID ORGANIZATION SUBMITTED AT <u>Fort Benning, Georgia</u> FOR THE DATES INDICATED IN SAID COPY WHICH RELATES TO THE PERSON REFERRED TO IN EXTRACT COPY.		
8. COMPLETE DESIGNATION OF ORGANIZATION AND STATION (including address having custody of the MORNING REPORT)	9. DATE THIS EXTRACT PREPARED	
Co A, 2d Bn (Mech) 76th Inf, Ft Benning, Ga	9 Sep 66	
10. TYPED NAME, GRADE, AND BRANCH OF SERVICE	11. SIGNATURE (Ink or Stamped Signature Not Acceptable)	
JOHN J. JONES, 1LT, A.G.C.	<i>John J. Jones</i>	

SAMPLE

Figure 10-4.

**PAY**

What is the maximum amount of advance pay an individual may receive?

**FLAGGING ACTION**

1. May a commander retain an individual beyond his ETS if he has been flagged under the provisions of AR 600-31?
2. Under what authority could an officer be transferred within the installation while he is under flagging action?
3. How often must an interim report be submitted if the flagging action is drawn out over an extended period?

## MAINTENANCE MANAGEMENT

---

**11-1. Preventive maintenance indicators.** *a.* AR 750-5 states that all commanders are responsible for—

- (1) Insuring that all equipment issued to their units or organizations is in a serviceable and combat-ready condition and is properly used, maintained, and serviced.
- (2) Advising higher commanders of their equipment replacement and maintenance support requirements.
- (3) Complying with instructions and procedures for preventive maintenance operations, training their commands in preventive maintenance of equipment, and allowing sufficient time for performing preventive maintenance. Training in preventive maintenance is equal in importance to other functional military training.
- (4) Assigning maintenance responsibilities for all organizational equipment to specific individuals (Unit SOP).
- (5) Preventing the abuse of materiel under their control; evidence of abuse will be investigated and corrective action taken.
- (6) Maintaining records on the usage, maintenance, and modification of certain items of equipment as prescribed in applicable regulations and directives.
- (7) Insuring prompt evacuation of unserviceable equipment from using units and direct and general support maintenance activities to depot maintenance shops.

*b.* Vehicular equipment preventive maintenance (PM) indicators are areas of possible failure or malfunction in equipment which can be detected by the sense of sight, hearing, feel and smell, and which indicate the condition and quality of maintenance.

*c.* The basic nine vehicular equipment preventive maintenance indicators are:

- (1) Performance.
- (2) Leaks.

- (3) Noises.
- (4) Lubrication.
- (5) Loose or missing parts.
- (6) Cracked or broken parts.
- (7) Damage or abuse.
- (8) Adjustment.
- (9) Cleanliness.

#### 11-2. Vehicular equipment preventive maintenance indicators.

Preventive maintenance indicators are selected inspection points, which, as their name implies, indicate, but do not completely establish or confirm the preventive maintenance status (readiness condition) of the equipment. Their use is a sampling technique; the indicators represent sampled inspection points. Indicators of this type are intended for use by the nonspecialist and, particularly, by the commander himself. They are not a substitute for a thorough inspection by maintenance personnel.

11-3. **Reasons for using PM indicators.** There are three reasons for the use of the indicators by the commander.

*a.* The commander should inspect. There is sometimes a tendency in the Army to consider the physical inspection of equipment to be a function reserved for the specialist and beyond the capability or proper activity of the commander himself; however, this is a false and dangerous philosophy. The most critical single element of effective unit maintenance is the personal interest of the commander.

*b.* The commander is not a specialist. For practical reasons, the commander's inspection must be limited in scope. Considering the relative complexity of modern equipment and the extensive knowledge of other matters which the commander must have, it would be impractical to expect him to know, and inspect for, highly technical details of maintenance. Preventive maintenance indicators will provide him with a method of compromise.

*c.* The commander's time is critical. Even if the commander is a technician, he normally will not have the time required for a thorough inspection of equipment. Again, the PM indicators provide a solution to his problem—the sampling of readily accessible inspection points.

11-4. **How to use PM indicators.** *a.* It is not anticipated that the commander will be able to use PM indicators without some prior instruction. He should be given an orientation by his technical personnel. The indicators can then serve as a memory aid prior to inspection.

*b.* The indicators published in this chapter are not detailed and specific; therefore, the commander must refer to the vehicle tech-

nical manual for detailed information. The commander should know precisely what he is looking for. It is much better that he be able to inspect a few points thoroughly and with confidence than to make a superficial inspection of many points.

c. The commander should avoid using the indicators as a stereotyped pattern. As he becomes more familiar with the equipment, he can expand the list of inspection points for each item.

d. The most important single factor is the operational condition of the equipment. The inspecting commander should, whenever possible, determine whether the particular item of equipment operates efficiently. On many occasions an item of equipment "looks good" or "sounds good," but will not actually operate or is unsafe to operate due to other deficiencies (brakes, etc.) which show up only during operation.

e. The commander is aware that cleanliness of equipment, proper markings, and the absence of rust and dents are a part of maintenance and an indication of morale and discipline. However, the commander must beware of over-emphasis on what is termed "cosmetics." In many units, the cleaning of equipment and the painting of markings occupies time which should be devoted to practical maintenance. When inspecting for appearance, the commander should ask himself these questions:

- (1) Are the standards for painting and cleaning of equipment reasonable in terms of the mission of the unit and the time and personnel available?
- (2) Does the dirt or rust actually have any relationship to the mechanical or electrical operation of components?

In the latter instance, examples of conditions which definitely do affect operation of equipment are clogged lubrication points; rust or dirt in bearings; rust or dirt, such as dirt on windows or mirrors, which affects safe operation; dirty gauges or dials, which will prevent proper readings by the operator; and grease or oil on rubber surfaces.

#### 11-5. Common indicators for wheeled and tracked vehicles.

a. *Lights.* Check condition of lenses (not cracked, smoked, scratched, or covered with paint).

- (1) *Switch.* Operable in all positions, lock operable.
- (2) *Service lights.* Operate on high and low beams, dimmer switch operates freely without bind. Taillights and stoplights function properly (check the parking lights where applicable).
- (3) *Blackout lights.* Driver, marker, and stop all operable.
- (4) *Wiring.* Cuts, abrasions, or breaks.



- (5) *Infrared*. Where applicable on tracked vehicles, filters intact, secure mounting.

**CAUTION.** Do not look at infrared lights. Hold your hand in front of the light; a warmth should be felt.

- b. *Fuel system*. Check the fuel level in the tank.

- (1) *Strainer*. Ruptured strainer, trash.
- (2) *Filter*. Where possible, note the condition of the filter.
- (3) *Leaks*. Near mounting straps and seams in the tank.

- c. *Pintle*. Check for freedom of operation.

- (1) *Latch*. Open and close easily; has locking pin.
- (2) *Rotate*. Most pintles will rotate 360 degrees; should be lubricated.

- d. *Slave and towing receptacles*. Check for corrosion.

- (1) *Contacts*. Burned or broken.
- (2) *Cover*. Present, operable, with gasket.

e. *Oil check*. Usually checked 1 minute after the engine has stopped running or as directed in the technical manual.

- (1) *Level*. Should not exceed one-eighth of an inch above or below the full mark.
- (2) *Condition*. Contamination, dilution, and presence of grit.

f. *Air cleaners*. Check for security of mounting, presence of clamps.

- (1) *Oil level*. At the bead mark of the oil cup.
- (2) *Condition*. Reasonably clean, not over one-eighth of an inch of dirt or sediment in the bottom of the cup. (Used oil which has been allowed to settle may be used in air cleaners provided not too light.)
- (3) *Dry-type air cleaner*. Properly cleaned and installed in its place.

- g. *Batteries*.

- (1) *Carrier*. Secure, painted, and free of corrosion.
- (2) *Electrolyte level*. Should be above the plates in each cell (TM 9-6140-200-15, para 20f).
- (3) *Terminals*. Electrically tight and lightly greased.

11-6. **Common indicators, wheeled vehicles.** a. *Clutch*. Ease of operation, not binding.

- (1) *Draft pad*. Clean, present, and serviceable.
- (2) *Free travel*. In general, all wheeled vehicles except the 2½-ton GMC have a clutch. Free travel is measured at the clutch pedal. Check vehicle technical manual for proper specifications.

- b. *Transmission*. Ease of operation of control levers.

- (1) *Shifting*. Through all gears in high range and low range.
- (2) *Lubricant*. Check level in gear case.

c. *Transfer.* Ease of shifting.

- (1) *Operation.* Operates in high range and low range.
- (2) *Lubricant.* Check at fill and level plug in the case. One-half of an inch below the fill plug when the component is cold; even with the fill plug when the component is hot.

d. *Propeller shafts.* Clean and lubricated.

- (1) *Seals.* Intact and not leaking.
- (2) *Lubrication fittings.* Clean, present, and serviceable.

e. *Axles.* Housing clean, no leaks.

- (1) *Vents.* Clean, operate freely.
- (2) *Lubricant.* One-half of an inch below the fill plug when the component is cold; even with the filler plug when the component is hot.

f. *Brakes.*

- (1) *Service.* Level of fluid in master cylinder.
  - (a) *Free travel.* As a rule of thumb, one-fourth of an inch. Check the vehicle specifications for exact measurement.
  - (b) *Pedal reserve.* Half the total pedal travel should be in reserve after the brakes are fully applied.
- (2) *Parking.* Cannot check measurement easily, but effect will suffice.
  - (a) *Hold.* Maintain parked vehicle stationary.
  - (b) *Reserve.* Roughly, half travel in reserve with brakes fully applied.

g. *Radiator.* (All liquid cooled engines.)

- (1) *Core.* Not leaking, open to airflow.
- (2) *Coolant.* Level above the core.
- (3) *Filler neck.* Presence of cap and gasket.

h. *V-belts.* (On fans and air compressors.)

- (1) *Condition.* Not frayed or cracked.
- (2) *Tension.* Tight enough to drive, loose enough not to bind the driven members. See vehicle specification for exact measurement.

i. *Steering.*

- (1) *Assembly.* Securely mounted, lubricated, and clean.
- (2) *Adjustment.* Free travel.

j. *Tires.* Notice wear pattern, which may be due to improper adjustment or inflation.

- (1) *Inflation.* Check pressure with gauge when tires are cold.
- (2) *Pressure.* On data plate or over wheel well (see vehicle specifications for exact pressure).

11-7. Common indicators, tracked vehicles. a. *Hull.* Check general condition and spot painting.

- (1) *Doors and hatches.* Alinement, operation, and mounting.
- (2) *Drain plugs.* Presence and operation.
- (3) *Bilge pump (where applicable).* Operation, security of mounting.
- (4) *Fenders and sand shields.* Serviceability.

b. *Suspension.* See vehicle specifications for detailed indicators.

- (1) *Torsion bars.* Security of mounting (if wheel can be lifted, bar is broken).
- (2) *Shock absorbers.* Leaks, security of mounting, temperature test after operation.

**CAUTION:** Serious injury will result if the shock absorber is gripped firmly when hot. To check, touch lightly.

- (3) *Wheels.* Oil level, cuts and gouges, separation of tires from rim.
- (4) *Sprockets.* Security and wear (check wear with sprocket wear gauge).
- (5) *Tracks.* Worn pads, cracked blocks, broken guides, worn bushings, worn end connectors.
- (6) *Track tension.* Check for proper adjustment in accordance with directions for the specific vehicle in the vehicle technical manual.

11-8. **Inspection checklist for wheeled vehicles.** a. *General appearance of vehicle.*

- (1) Dirty.
- (2) Rust spots.
- (3) Paint chipped or peeling.
- (4) Canvas torn or dirty.
- (5) National and unit markings incorrect, illegible or improper size.

b. *Cab and/or body mountings.*

- (1) Missing.
- (2) Loose.
- (3) Broken.

c. *Frame, bumper and lifting shackles.*

- (1) Bent.
- (2) Loose.
- (3) Broken.
- (4) Missing.

d. *Air tanks (when equipped).*

- (1) Water in tanks (drain after operation).
- (2) Petcocks clogged, stuck, dirty or broken.
- (3) Air lines loose, bent or leaking.

e. *Fuel tank.*

- (1) Leaking.

- (2) Loose mounting.
- (3) Shutoff valve bent or broken.
- (4) Fuel strainer missing or defective.
- (5) Incorrect fuel level.
- (6) Fuel cap missing or in poor condition.
- f. *Body components.*
- (1) *Hood.*
- (a) Loose or bent.
- (b) Hinges and fittings loose, broken, or missing.
- (c) Squeaks.
- (2) *Doors.*
- (a) Loose, broken, or squeaks.
- (b) Hinges, stops, and fittings loose, broken or missing.
- (3) *Windows and windshields.*
- (a) Broken, loose, clouded, or cracked.
- (b) Side windows (when equipped) stuck (up or down).
- (c) Handles and cranks.
- (4) *Seats and racks.* Missing, loose, or broken.
- g. *Body accessories.*
- (1) *Lights.*
- (a) Not working.
- (b) Lens cracked, clouded or broken.
- (2) *Reflectors.*
- (a) Missing.
- (b) Cracked, broken, dirty, or clouded.
- (c) Painted.
- (3) *Windshield wipers.*
- (a) Blades missing.
- (b) Arms broken.
- (c) Dead or hardened rubber.
- (4) *Mirrors.*
- (a) Missing.
- (b) Broken, dirty or clouded.
- (c) Not adjusted.
- (5) *Splash guards.*
- (a) Missing.
- (b) Loose or worn.
- (c) Fasteners broken or missing.
- (6) *Tool compartment (when so equipped).*
- (a) Rusted, dirty interior.
- (b) Trash or excess parts.
- (c) Tools missing (see pertinent ORD 7 or 10P technical manual).
- (7) *Spare tire carrier.*

(a) Loose or rusted.

(b) Valve blocked.

*h. Tires.*

(1) Smooth or worn unevenly.

(2) Large cuts or pieces of scrap in treads.

(3) Valves not properly positioned.

(4) Incorrect inflation (pressure).

*i. Wheels.*

(1) Lubricant or brake fluid leaks.

(2) Studs bent or broken.

(3) Rims and flange nuts missing, loose or rusted.

*j. Winch (when so equipped).*

(1) *Cable.*

(a) Dirty or rusted.

(b) Worn or shredding.

(c) Loose on drum; improperly wound.

(d) Kinked.

(2) *Worm and end bearing housing.* Incorrect lubricant level.

(3) *Drive shaft.*

(a) Not lubricated.

(b) Missing or incorrect shear-pin.

(c) Loose.

(4) *Data plates.*

(a) Missing.

(b) Dirty, covered with paint or illegible.

(5) *Controls.*

(a) Inoperable.

(b) Improperly lubricated.

*k. Controls.*

(1) *Steering wheel.*

(a) Bent, cracked or loose.

(b) Horn button inoperable.

(2) *Transmission gear or range selector.*

(a) Loose or inoperable.

(b) Not lubricated.

(3) *Starter switch or level.* Inoperable.

(4) *Accelerator pedal.* Loose, broken, or inoperable.

(5) *Clutch pedal.*

(a) Loose or broken.

(b) Inoperable.

(c) Incorrect free-travel.

(6) *Power takeoff control (when so equipped).* Inoperable.

(7) *Brake pedal.*

(a) Spongy.

- (b) Too hard.
- (c) Incorrect adjustment or free travel.
- (8) *Transfer control and front drive control (when so equipped).*
- (a) Loose.
- (b) Inoperable.
- (9) *Choke and throttle controls.* Missing or inoperable.
- (10) *Ignition switch.* Loose or inoperable.
- (11) *Windshield wiper control.* Loose or inoperable.
- (12) *Air control valves (when so equipped).* Leaking or loose.
- (13) *Light switch.* Broken, cracked, or inoperable.
- (14) *Dimmer switch.*
- (a) Broken or loose.
- (b) Inoperable.
- (c) Indicator light not working.
- (15) *Handbrake.*
- (a) Inoperable.
- (b) Incorrect adjustment.
- (16) *Driver's seat adjuster.* Inoperable or missing.
- (17) *Windshield controls.* Vertical position lock, tile adjuster, inner frame lock—bent, broken or inoperable.
- (18) *Vent controls (when so equipped).* Broken or missing.
- l. Instruments, indicators and levels.*
- (1) *Hydramatic fluid (vehicles so equipped).*
- (a) Incorrect level.
- (b) Dirt or extraneous material in fluid.
- (2) *Brake master cylinder.*
- (a) Leaking.
- (b) Improper fluid level.
- (c) Contains dirt or grit.
- (3) *Airbrake warning device (when so equipped).* Inoperable.
- (4) *Instruments.*
- (a) Incorrect indication.
- (b) No indication.
- (c) Lens broken, cracked or clouded.
- m. Accessories.*
- (1) *Seats.* Worn, frayed, or torn.
- (2) *Floorboards.*
- (a) Loose or missing bolts.
- (b) Floor pan rusted.
- (3) *Pioneer tools.*
- (a) Missing.
- (b) Rusted or in poor condition.

- (4) *Map compartment.*
  - (a) Loose or bent door.
  - (b) Dirty; littered with trash.
  - (c) Unreadable forms and publications.
  - (d) Required publications (vehicle technical manuals, driver's technical manuals, lubrication order, accident report form, and equipment log book) missing.
- (5) *Fording air intake.* Cap missing or loose.
- (6) *Data and caution plates.* Missing or illegible.
- (7) *Temporary parking brakes (when so equipped).* Missing or inoperable.

n. *Radiator and cooling system.*

- (1) *Radiator.*
  - (a) Loose core.
  - (b) Leaking.
  - (c) Clogged or dirty.
- (2) *Radiator mounting and stabilizing rods.*
  - (a) Loose.
  - (b) Bent, broken, or missing.
  - (c) Mounting bolts loose or missing.
- (3) *Coolant.*
  - (a) Dirty or rusty.
  - (b) Improper level.
  - (c) Needs antifreeze.
- (4) *Cap.*
  - (a) Missing.
  - (b) Rusted or inoperable.
  - (c) Gasket missing.

o. *Electrical system.*

- (1) *Batteries.*
  - (a) Case loose or corroded.
  - (b) Corrosion on terminals and connections.
  - (c) Loose connections.
  - (d) Incorrect electrolyte level.
  - (e) Charge.
- (2) *Generator.*
  - (a) Loose mounting or connections.
  - (b) Incorrect adjustment of belts.
- (3) *Starter.*
  - (a) Loose mounting or connections.
  - (b) Inoperable.
- (4) *Distributor.*
  - (a) Cracked or broken cap.
  - (b) Dirty or loose.

(c) Broken, cracked, or loose connections.

(d) Ignition wiring cracked, frayed, loose or missing.

(5) *Spark plugs.*

(a) Dirty or loose.

(b) Cracked insulators.

p. *Crankcase.*

(1) *Lubricating oil.*

(a) Improper level.

(b) Dirty or emulsified; presence of gasoline.

(2) *Breather system.*

(a) Dirty or clogged.

(b) Caps or covers missing.

q. *Air system.*

(1) *Compressor.*

(a) Belt worn or needs adjusting.

(b) Air breather dirty or clogged.

(2) *Air lines.*

(a) Loose.

(b) Leaking.

r. *Tailpipe and mufflers.*

(1) Broken.

(2) Leaking.

s. *Brake lines and hose connections.*

(1) Loose.

(2) Kinked.

(3) Frayed.

(4) Leaking.

t. *Differentials.*

(1) Bolts loose.

(2) Improper lubricant level.

(3) Clogged breathers.

(4) Gasket leaks.

u. *Torque rods and springs.*

(1) Loose.

(2) Bent.

(3) Broken.

(4) Missing.

v. *Drive shaft and universal joints.*

(1) Bolts or shafts loose.

(2) Universal joints loose.

w. *Drain plugs (all components).*

(1) Loose.

(2) Leaking.

x. *CV joints.*



- (1) Rusty.
- (2) Scratched.
- (3) Improperly lubricated.

*y. Shock absorbers.*

- (1) Linkage loose.
- (2) Mountings loose or broken.
- (3) Fluid leaks.
- (4) Inoperable or poor operations.

*z. Steering linkage.*

- (1) Loose.
- (2) Out of adjustment.
- (3) Bent or broken.
- (4) Lubrication.

**11-9. Inspection checklist for tracked vehicles. a. General appearance of vehicle:**

- (1) Dirty.
- (2) Rust.
- (3) Chipped or peeling paint.
- (4) Canvas unserviceable.
- (5) National and unit markings—incorrect, illegible, or improper size.
- (6) Obviously missing parts (lights, shrouds, fender stowage boxes, etc.).

**b. Tracks and suspension, final drives, and universal joints:**

- (1) Drive sprockets and hubs:
  - (a) Loose mounting bolts.
  - (b) Gauge sprocket (if worn excessively reverse or replace).
- (2) Road wheels, idler wheels, and support rollers:
  - (a) Loose nuts.
  - (b) Oil level in sight indicator (if so equipped).
  - (c) Rubber separation and chunking.
  - (d) Leaks.
- (3) Tracks:
  - (a) Track pads worn, missing, or chunking.
  - (b) Cracks or broken center guides in track shoes, worn track shoe bushings (single pin track), worn end connectors, and missing or worn center guides (double pin track).
  - (c) Improper track tension.
  - (d) "Dead" track blocks (shoes).
- (4) Shock absorbers:
  - (a) Bent, broken, or missing.

- (b) Loose bushing or mountings.
- (c) Oil leaks.
- (5) Universal joints:
  - (a) Worn (to check, grasp shaft in both hands and attempt to shake).
  - (b) Locking wires (or taps) broken or missing.
  - (c) Lubrication.
- (6) Final drives:
  - (a) Oil level (if applicable).
  - (b) Contaminated lubricant.
  - (c) Breather broken or restricted.
- (7) Torsion bars:
  - (a) Broken.
  - (b) Unserviceable anchors.
- c. Cooling system (liquid cooled engines only):
  - (1) Coolant contaminated or improper level.
  - (2) Radiator cap:
    - (a) Loose.
    - (b) Gasket missing.
    - (c) Rusted or dirty.
  - (3) Radiator:
    - (a) Leaks.
    - (b) Bent fins.
    - (c) Exterior covered with leaves or debris.
  - (4) Fan and generator drive belts:
    - (a) Loose, too tight.
    - (b) Chunking.
    - (c) Frayed.
  - (5) Water pump:
    - (a) Leaking.
    - (b) Play in shaft.
  - (6) Fan:
    - (a) Bent or cracked.
    - (b) Missing blades.
    - (c) Loose.
    - (d) Fan tower oil level (when equipped).
  - (7) Hoses and hose clamps:
    - (a) Leaking.
    - (b) Collapsed.
    - (c) Rotted.
- d. Lubricating system:
  - (1) Engine crankcase oil contaminated or improper level.
  - (2) Transmission oil contaminated or improper level.
  - (3) Oil coolers leaking, dirty, or clogged.

- (4) Filters and lines broken, leaking, or unserviceable.
- e. Transfer case (if applicable):
  - (1) Oil contaminated or improper level.
  - (2) Power train divider clutch operates improperly.
  - (3) Leaks.
  - (4) Ramp hydraulic reservoir level (if applicable).
- f. Fuel system:
  - (1) Leaks.
  - (2) Cracks.
  - (3) Unserviceable flex lines.
  - (4) Fuel cell filler caps unserviceable.
  - (5) Fuel cell strainer missing or unserviceable.
  - (6) Air cleaner dirty.
  - (7) Fuel filter.
- g. Batteries:
  - (1) Not properly serviced.
  - (2) Low electrolyte level.
  - (3) Terminals corroded or loose.
  - (4) Cables unserviceable.
  - (5) Date stamped on battery.
- h. Access doors, plates, grill deck, armor and engine grills, and hull drain plugs:
  - (1) Loose, bent or inoperable.
  - (2) Unserviceable seals or gaskets.
  - (3) Hatch latches missing or inoperable.
  - (4) Bilge pumps.
- i. Travel lock missing or unserviceable (if applicable).
- j. OEM, items missing or unserviceable. (OEM for a specific vehicle is listed as an annex to the series 10 Technical (Operators) Manual.)
- k. Towing pintels missing, unserviceable, or improperly lubricated.
- l. Trim vane missing or inoperable (if applicable).
- m. Periscopes or vision blocks clouded, missing, or unserviceable.
- n. Fire extinguishers:
  - (1) Missing.
  - (2) Discharged.
  - (3) Improperly secured.
  - (4) Tag missing or outdated.
  - (5) Seal missing or broken.
- o. Seats:
  - (1) Webbing or covers worn or torn.
  - (2) Seat belts missing or unserviceable.

(3) Seat adjustment mechanism's inoperable.

p. Hull drain valves (where applicable) clogged or inoperable.  
q. Instruments and controls missing, unserviceable, or inoperable.

r. Required publications missing or illegible.

s. Interior lights.

t. General appearance of interior.

**11-10. Maintenance management references.** a. *Maintenance policies.*

(1) AR 220-1, "Unit Readiness."

(2) AR 750-10, "Materiel Readiness (ESC)."

b. *The Army maintenance system.*

(1) AR 320-5, "Dictionary of United States Army Terms," as amended.

(2) AR 750-1, "Maintenance Concepts."

(3) AR 750-5, "Organization, Policies, and Responsibility for Maintenance Operation," as amended.

(4) FM 38-5, "Logistics, Maintenance Management."

c. *Organization for maintenance.*

(1) AR 310-34, "Organization and Equipment Authorization Tables: Equipment."

(2) DA Pamphlet 310-6, "Index of Supply Catalogues and Supply Manuals (excluding types 7, 8, and 9)."

(3) FM 9-30, "Maintenance Battalion, Division Support Command," as amended.

(4) TOE 7-45G, 7-46G, 7-47G.

(5) SC 3483-95-CL-AO4, "Tool Kit, Welding."

(6) SM 9-4-4910-A50. "Shop Set."

d. *Maintenance inspections.*

(1) AR 750-5, "Organization, Policies and Responsibility for Maintenance Operation," as amended.

(2) AR 750-8, "Command Maintenance Management Inspections (CMMI)."

e. *Maintenance publications.*

(1) AR 310-1, "General Policies," as amended.

(2) DA Pamphlet 310-1, "Index of Administrative Publications," as amended.

(3) DA Pamphlet 310-4, "Index of Technical Manuals, Technical Bulletins, Supply Manuals, Supply Bulletins, Lubrication Orders, and Modification Work Orders," as amended.

f. *Supply forms, records, and procedures.*

(1) AR 735-32, "Self-Service Supply Centers, Principles and Accounting Procedures," as amended.

- (2) AR 735-35, "Supply Procedures for TOE and TDA Units, or Activities."
- (3) TM 9-2300-223-20P, "Consolidated Authorized Organizational Stockage List of Repair Parts, for Tank-Automotive Materiel."

*g. Army equipment record procedures.* TM 38-750, "Army Equipment Record Procedures," as amended.

*h. Driver selection and training.*

- (1) AR 385-55, "Prevention of Motor Vehicle Accidents."
- (2) AR 600-55, "Motor Vehicle Driver-Selection, Testing and Licensing," as amended.
- (3) TM 21-300, "Driver Selection and Training, (Wheeled Vehicles)," as amended.
- (4) TM 21-301, "Driver Selection, Training, and Supervision; Tracked Vehicles," as amended.
- (5) TM 21-305, "Manual for Wheeled Vehicle Driver."
- (6) TM 21-306, "Manual for the Tracked Vehicle Driver."
- (7) DA Pamphlet 611-119, "Manual for Motor Vehicle Driver Selection Batteries I and II, MDB-I and MDB-II."

*i. Preventive maintenance indicators for commanders.*

- (1) AR 750-5, "Organization Policies and Responsibility for Maintenance Operation," as amended.
- (2) DA Pamphlet 750-1, "Preventive Maintenance Guide for Commanders."

*j. Duties and responsibilities of organizational maintenance personnel.*

- (1) AR 611-101, "Manual for Commissioned Officer Military Occupational Specialty," as amended.
- (2) AR 611-201, "Manual for Enlisted Military Occupational Specialty," as amended.
- (3) FM 7-20, "Infantry Airborne, Infantry and Mechanized Infantry Battalions."
- (4) FM 38-5, "Logistics, Maintenance Management."
- (5) FM 101-5, "Staff Officers' Field Manual: Staff Organization and Procedure," as amended.

#### Questionnaire

1. What is a preventive maintenance (PM) indicator?
2. Why should the commander use PM indicators?
3. What pitfalls should the commander strive to avoid when conducting maintenance inspections?
4. What are some of the basic vehicular equipment preventive maintenance indicators?

## UNIT FUNDS

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**12-1. Purpose of unit funds.** *a.* A unit fund is a nonappropriated welfare fund established in a company or comparable size unit. Its purpose is to enable the unit commander to provide welfare facilities and services not available from appropriated funds, which contribute to the comfort, pleasure, contentment, and mental and physical improvement of the personnel of his unit. The unit fund is administered and supervised by a custodian with the aid of a unit fund council.

*b.* The official designation of a unit fund will include the name of the fund and the organization and installation to which the fund pertains (e.g., unit fund, company A, 1st Battalion, 66th Infantry, Fort Benning, Georgia).

*c.* Unit funds of two or more units of a battalion may be combined into a single consolidated unit fund account. The custodian will be an officer designated by the battalion commander. A separate fund council will not be formed to control consolidated unit fund operations. The consolidated unit fund custodian shall be responsible only for the receipt, disbursement, and accountability of funds and property pertaining to the unit funds as directed by the respective unit fund councils. In all cases where unit funds are consolidated, the monies, the property, and the identity of the individual unit funds involved will be segregated within the consolidated unit fund account. See section III, AR 230-21.

**12-2. The custodian and his duties.** *a.* The commanding officer of the unit will be the custodian of the unit funds, except when he is a field grade officer. When the unit commander is a field grade officer, he may appoint another officer of the unit to act as custodian of the fund. An assistant custodian may be designated to serve in the temporary absence of the custodian.

*b.* The custodian's duties, in general, are to receive, safeguard, disburse, and account for the unit's nonappropriated fund. He

also has financial responsibility for this fund, in that he may be required to reimburse it for any improper expenditure or for any loss resulting from his negligence or failure to comply with orders and regulations governing it. More specifically, the unit fund custodian has the following duties: maintains the unit fund records; receives all assets and property of the fund; makes all disbursements from the fund which must be made by check, except when they are made from the petty cash fund; and safeguards the property and the assets of the fund.

- (1) Cash received and on hand will be secured by the custodian at all times, so as to preclude access thereto by unauthorized persons.
- (2) All receipts, including cash, checks and other negotiable instruments, will be deposited promptly and intact in a bank protected by the Federal Deposit Insurance Corporation.
- (3) When such a bank is available within the installation, these funds will be deposited in it.
- (4) Funds will be deposited in an account under the official designation of the unit fund and not to be credit of the custodian in his individual capacity. Money which does not pertain to the unit fund will not be deposited in this account.
- (5) In addition to the official designation of the unit fund, the name of the account will include the words, "an instrumentality of the United States." This indicates that the fund is entitled to all the immunities and privileges available to departments and agencies of the Federal Government.
- (6) In overseas, other than territories of the United States and Virgin Islands, cash assets will be maintained in dollar accounts in branches of United States banks which have been designated as depositories. However, deposits in currency indigenous to the country may be made in branches of United States commercial banks or foreign banks with collateral, in amounts required for operational purposes (e.g., current local economy transactions) only.
- (7) The custodian will insure that all fund-owned property (except expendable property) is accounted for properly in the property section of the council book and that it is secured, marked with coded identification symbols, and not misused or abused. In addition, if it is considered

necessary, property insurance may be procured to protect the fund from loss or damage to fund-owned property.

**12-3. The unit fund council and its duties.** *a.* To assist him in the proper administration and supervision of the fund, the unit commander will appoint a unit fund council consisting of himself and at least two other members of the unit, normally either commissioned or noncommissioned officers. Specialists in grade E-4 or above may be appointed to the unit fund council when approved by the installation commander. The senior member of the council (normally the custodian) will serve as president of the council, and the junior member normally will serve as recorder.

*b.* The unit fund council will meet at least once each quarter, or more frequently when necessary (it should meet at least once monthly), at the call of the president. Proceedings of these meetings will be recorded in minutes which will be filed in the monthly record folder.

*c.* The specific duties of the unit fund council are to—

- (1) Insure that the fund is being administered and safeguarded properly (which should include a monthly examination of the unit fund records).
- (2) Determine that all income has been received in full and recorded properly.
- (3) Budget for all future requirements on an annual basis.
- (4) Review all expenditures and insure that all disbursements are within the purposes for which the fund was established. In cases where the council is unable to determine whether an expenditure is authorized or unauthorized, it should refer the question in writing to the next higher commander for an interpretation and ruling.

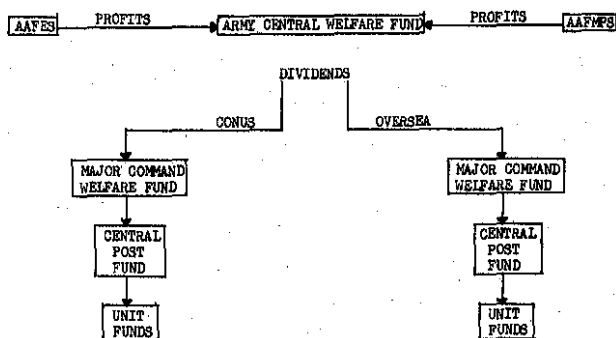
**12-4. Sources of unit fund income.** *a.* The primary source of unit fund income is the profits derived from revenue-producing activities such as Army/Air Force Exchange Service (AAFES) and Army/Air Force Motion Picture Service (AAFMPs). These profits are distributed to the unit fund through the central post fund in the manner shown in figure 12-1.

*b.* Other authorized sources of unit fund income are as follows:

- (1) Proceeds from the sale of unserviceable fund-owned property.
- (2) Proceeds from the sale of serviceable fund-owned property sold to other nonappropriated funds at the same installation.



- (3) Income from savings accounts and investments in the United States Government securities.
- (4) Grants for specific purposes from other welfare funds authorized to provide financial assistance. (See paragraph 30, AR 230-10 for procedure to use in applying for a grant.)
- (5) Contributions and donations in accordance with AR 230-5, subject to prior approval, as follows: By the installation commander, when the value does not exceed \$1,000; by the major commander, when the value exceeds \$1,000, but does not exceed \$10,000; and by Headquarters, Department of the Army or major commanders outside of CONUS, when the value is in excess of \$10,000.



NOTE: Authorized transfers of assets between nonappropriated welfare funds are not considered to be contributions or donations.

Figure 12-1. Nonappropriated Welfare Funds.

12-5. Unit fund disbursements. *a.* All financial obligations of the fund will be paid promptly and advantage will be taken of all discounts offered for prompt payment. Furthermore, all expenditures in the open market will be made without favoritism to the best advantage of the fund. No obligations will be incurred when the aggregate amount thereof exceeds the net worth of the fund, without written approval of the next higher commander. Expenditures of \$500 or over must have prior approval of the installation commander.

*b.* Disbursements from the unit fund are authorized for the following purposes (but only when equitable benefits accrue to the military personnel of the unit as a whole) :

- (1) Purchase of supplies, equipment, or services which contribute to the entertainment, recreation, comfort, or education of the personnel of the unit, or garnishment of the unit mess (e.g., writing paper for the dayroom, athletic uniforms for the unit's team, curtains for the unit's mess hall, or food and beverages for a unit party; however, the purchase of alcoholic beverages with an alcoholic content in excess of 3.2 percent by weight is prohibited).
- (2) Purchase of supplies, materials, or services required for the maintenance of property for which the unit fund is accountable or responsible, and for emergency maintenance of Government-owned welfare and recreational property issued to the organization (e.g., the purchase of paint for the dayroom, the repair of a radio or TV set, or the emergency repair of a baseball glove issued for use by the unit's team).
- (3) Purchase of labor-saving devices and articles not available through military supply services (e.g., a lawn mower and a grass rake for keeping the grounds in the unit's area).
- (4) Awards of property, cash, or the equivalent thereof to members of the unit as individual prizes for proficiency in military pursuits, such as marksmanship, and for educational and recreational contests conducted by the unit, in which all members of the unit are given equal opportunity to participate. These contests must be officially announced in advance and conducted within a stated period of time. The maximum authorized value for individual awards is \$25. However, awards in the form of cash or securities will not be given to winners of sports contests. Receipts should be obtained from all individuals receiving awards and filed with the supporting vouchers in the monthly record folder.
- (5) Purchase of authorized distinctive insignia or uniform trimmings for use, without cost, by all enlisted personnel of the unit (e.g., unit crests for wear on the shoulder loops of the individual uniform). Such items will be returned to the unit upon discharge or transfer of the individuals to whom they are issued, unless they are in the form of "decals" which are considered expendable.
- (6) Payment of expenses necessary to safeguard assets of the fund (e.g., insurance on valuable fund-owned items

or the purchase of locks for safeguarding fund-owned property).

- (7) Purchase of articles normally available through military supply agencies, if such articles further the purposes of the unit fund, are required for use immediately, and cannot be issued within a reasonable time (usually the next 30 days). However, fund expenditures for such items must be supported by a statement by the appropriate supply officer that the articles are not available for issue. This statement of nonavailability (fig. 12-2) will be filed with the voucher supporting the purchase.

Special Services Office  
United States Army Infantry Center  
Fort Benning, Georgia

26 July 1966

The property items listed below are not available for issue from this facility, and they will not be available for issue within the next 30 days.

- a. Five sticks - Q, for pool table.
- b. One brush, pool table.
- c. Two boxes, tips pool table.

ROBERT J. HAVANOT  
Captain, Infantry  
Supply Officer

*Figure 12-2. Suggested Statement of Non-availability.*

*Note.* If there is the slightest doubt in the custodian's mind as to whether an item to be purchased from the unit fund is an authorized purchase, he should contact the next higher commander and get his decision on the matter in writing. If the superior commander's decision is that the item is an authorized purchase, then the custodian should file the written evidence of this decision with the voucher supporting the purchase.

c. Disbursements from the unit fund are not authorized for the following purposes:

- (1) Purchase of articles or services which do not further the purposes of the unit fund.

- (2) Purchase of articles or services which are not for the primary benefit of all military personnel in the unit, such as items used primarily for the conduct of official business in the orderly room.
- (3) Purchase of alcoholic beverages (other than "3.2 beer").
- (4) Purchase of printed holiday and other greeting cards of a personal or an organizational nature.
- (5) The distribution of cash, securities, or other property of the unit fund to individuals, except as provided for in pertinent regulations.
- (6) Contributions and donations to agencies not under the control of the Department of the Army.
- (7) Loans to individuals or organizations.
- (8) Payment of taxes (e.g., sales taxes) of states, the District of Columbia, territories and possessions of the United States, the Commonwealth of Puerto Rico, and political subdivisions thereof, except for taxes on gasoline or other motor fuels.

**12-6. Classes of property.** All unit fund property is classified as either expendable or nonexpendable property.

*a. Expendable property.* Expendable property consists of—

- (1) Supplies and materials which after use are immediately consumed in use or which, while having continuing life, became incorporated in other property, thus losing their separate identities. (Example: Cue tips and chalk (Pool), magazine subscriptions, expendable parts for unit fund property i.e., TV tubes, buffer brushes etc.).
- (2) Articles which when issued for immediate installation are used to repair or complete other articles and thereby lose their identity. (Example: spare and repair parts and components.)
- (3) Property otherwise defined as nonexpendable below which has a unit value of less than \$10. Expendable property is not recorded in the property section of the unit fund council book. However, memorandum records will be maintained on DA Form 1991 (Nonappropriated Fund Stock, Property and Fixed Asset Record) disclosing the quantities of expendable property acquired by the unit fund which have not been issued or used for their intended purpose.

*b. Nonexpendable property.* Nonexpendable property (other than that pertaining to real estate, which consists of land, buildings, utility systems, and collateral equipment) is property which

ordinarily retains its original identity during its period of use, is not consumed in normal use, or which has a unit acquisition value of \$10 or more. (Example: Pool tables, radio and television sets, musical instruments, portable athletic field equipment, day-room furniture, office and electrical appliances, etc.) Any item with a unit acquisition value of less than \$10 may be classified as nonexpendable when determined necessary by the installation commander for control purposes. Trophies awarded to an organization or activity (not awards to individuals) will be classified as nonexpendable property regardless of monetary value.

- (1) All expendable property acquired by the unit fund by purchase, gift, or loan will be recorded in the property section of the unit fund council book (fig. 12-3). All entries will include the date the property was obtained, a description of the property, and its price or appraised value.
- (2) All nonexpendable property on loan to the unit fund from another welfare fund (such as the Central Post Fund) should be recorded in the property section of the unit fund council book on pages separate from the fund-owned nonexpendable property. This property on loan will be supported by property receipts identifying the property, prepared by the loaning fund. Duplicates of these receipts will be filed with the property records of the borrowing fund.

#### 12-7. Disposition of unit fund property. *a. Expendable property.*

When expendable property belonging to the unit fund is consumed, expended, or becomes unserviceable, the custodian should note its disposition in the fund's record of expendable property (DA Form 1991). It is not necessary for the unit fund council to approve the custodian's notation of this disposition.

*b. Nonexpendable property.* The procedures which will govern the disposition of nonexpendable property belonging to the unit fund will differ according to whether the property is serviceable or unserviceable.

- (1) *Serviceable property.* When nonexpendable property which is serviceable becomes excess to the needs of the unit fund, the following procedures will apply. Property excess to the needs of a unit fund will be distributed or sold to other nonappropriated military welfare funds at the same installation. A statement signed by the custodian and approved by the unit fund council should be prepared identifying the property as excess to the needs

UNIT FUND WHICH PROPERTY WAS RECEIVED			
UNIT FUND			
Company A, 3d Battalion, 7th AFJG			
DATE RECEIVED	ARTICLES	PRICE	DISPOSITION
5 JAN 57	TABLE FOOT	300.00	
3 MAR 60	TABLE FOOT	99.50	
2 JUL 61	TABLE FOOT	65.00	
3 JAN 61	TABLE FOOT	80.00	
1 JAN 61	TABLE FOOT	357.00	
1 JAN 61	TABLE FOOT	158.35	
3 JAN 67	TABLE FOOT	385.00	
SAMPLE			

UNIT FUND WHICH PROPERTY WAS RECEIVED			
FUND-OWNED SECURITIES			
DATE RECEIVED	ARTICLES	PRICE	DISPOSITION
14 AUG 61	SAVINGS BOND 500.00	75.00	
	NOTE: When a security is released, the following entry is made in the disposition column:		
	RECEIVED		
	DATE		
	BY		
	FOR		
	OF		
	THE		
	UNIT FUND		
SAMPLE			

UNIT FUND WHICH PROPERTY WAS RECEIVED			
PROPERTY ON LOAN FROM CENTRAL POST FUND			
DATE RECEIVED	ARTICLES	PRICE	DISPOSITION
7 AUG 61	VEHICLE LICENSE	180.00	
7 AUG 61	VEHICLE LICENSE	120.00	
7 AUG 61	3 LAMP FLOOR	45.00	
SAMPLE			

Figure 12-3. Journal Page from Cash and Investment Section of Unit Fund Council Book (DD Form 251).

of the unit fund and showing its disposition (fig. 12-4). This statement should be filed in the front of the unit fund council book. Property excess to the needs of an installation may be transferred, with the approval of the appropriate major commander, to military welfare funds within the same command. Property excess to the requirements of a major command will be disposed of to best advantage by sale or salvage, and the pro-

ceeds will be credited to the owning fund. A statement, signed by the custodian and approved by the council, will be prepared identifying the property as excess to the needs of the installation and the command.

- (2) *Unserviceable property.* Property is unserviceable when the cost of its repair would exceed its current value. Unserviceable property will be disposed of to the best advantage by sale or salvage, and the proceeds will be credited to the owning fund. If no purchaser can be found, such salvage items will be turned over to the post salvage office from whom a receipt should be obtained and filed with the unit fund property records. A statement (fig. 12-5) signed by the custodian and approved by the unit fund council will be prepared to

Company A  
2d Battalion (Mech), 76th Infantry  
Fort Benning, Georgia

15 November 1966

Statement of Droppage

The item of property listed below is excess to the needs of this company's unit fund. Request authority to delete this item from the property section of the unit fund council book, and to transfer its ownership to Unit Fund, Company C, 1st Bn, 66th Infantry, Fort Benning, Georgia.

<u>Date of Purchase</u>	<u>Quan</u>	<u>Article</u>	<u>Cost</u>	<u>Disposition</u>
7 Oct 56	1 ea	TV Set, Motorola, Mod 27D-56, SN 361X	\$257.00	Gift to Co C

*Richard D. May*  
RICHARD D. MAY  
Captain, Infantry  
Custodian

We, the members of the unit fund council, have met, examined the item of property listed above, and find the same to be excess to the needs of this company's unit fund. We therefore approve the deletion of this item from the property section of the unit fund council book and authorize its transfer to the unit fund indicated above.

*Richard D. May*  
President

*Thomas B. Sexton*  
Recorder

*John B. Johnson*  
Member

*William M. Dixon*  
Member

Figure 12-4. Suggested Statement of Droppage for Excess Property.

identify property worn out, destroyed, or otherwise disposed of without salvage value. This statement should be filed in the front of the unit fund council book.

*c. Property held on loan.* Property held on loan and becoming unserviceable due to fair wear and tear will be reported to the custodian of the owning fund by an appropriate statement (fig. 12-6). The owning fund custodian's reply will be affixed to the borrowing fund's copy of the statement of droppage, and together they will be filed in the front of the unit fund council book to justify the droppage.

*d. Disposition in oversea commands.* Procedures for the disposition of military welfare fund property in oversea commands will be established by the appropriate major commander.

**12-8. Unit fund records, general.** *a.* The unit fund custodian will maintain all the accounting and supplementary records of the unit fund. The DA and DD forms needed for these records may be requisitioned through normal AG publication channels.

*b.* A policy file, consisting of all Army regulations and local directives, circulars, and statements of policy by higher headquarters concerning unit funds should be maintained as a reference to aid in the proper administration of the fund. This file should always be kept current by posting the latest changes to the documents contained therein as they are received.

**12-9. Accounting records.** *a. General procedures for maintenance.* In maintaining the unit fund's accounting records, the custodian will follow these general procedures:

- (1) All transactions will be recorded immediately and pertinent records will be filed promptly.
- (2) Where practicable, all records for each month's transactions will be maintained in one file folder.
- (3) Copies of receipt and disbursement vouchers, vendor's invoices, statements, bills, or other related documents will be filed in numerical or chronological sequence in the monthly record folder.
- (4) Unit fund records will be secured by the custodian at all times to preclude access thereto by unauthorized personnel.

*b. Council Book (DD Form 251).* The unit fund council book is the basic accounting record of the fund. It is designed to record the disposition of fund-owned nonexpendable property; unit fund cash receipts, disbursements, and balances; fund-owned Government securities; and certificates of fund transfer



Company A  
2d Battalion (Mech), 76th Infantry  
Fort Benning, Georgia

15 November 1966

Statement of Droppage

The items of property listed below were worn out through fair wear and tear (FWT), not due to the willful misconduct or negligence of any individual. Request authority to delete these items from the property section of the unit fund council book and to dispose of them in accordance with current regulations.

<u>Date of Purchase</u>	<u>Quan</u>	<u>Article</u>	<u>Cost</u>	<u>Disposition</u>
5 Jan 45	1 ea	Table, Pool	\$300.00	Sale

*Richard D. May*  
RICHARD D. MAY  
Captain, Infantry  
Custodian

We, the members of the unit fund council, have met, examined the items of property listed above, and find the same to be worn out. We therefore approve the deletion of these items from the property section of the unit fund council book and authorize their disposal in accordance with current regulations.

*Richard D. May*  
President

*Thomas B. Festini*  
Recorder

*John B. Johnson*  
Member

*William L. Moore*  
Member

Figure 12-5. Suggested Statement of Droppage for Unserviceable Property.

and periodic inspection. It consists of two sections, the property section and the cash and investment section.

- (1) *General instructions for entries.* Entries in the council book will be made in accordance with the instructions contained therein, except where otherwise changed by current regulations.
- (2) *Property section.* All nonexpendable property acquired by the unit fund through purchase, loan, or gift will be entered in the property section of the council book which will be kept current (fig. 12-3). A separate page in the property section will be used to record property on loan from another welfare fund. Another separate page will

be used for recording Government securities owned by the fund. The date of acquisition of nonexpendable property will be indicated in the Date of Purchase column. The Articles column will be used to detail the items acquired by the unit fund. Their model or serial numbers, if any, should also be recorded here for identification purposes in case of loss or theft (fig. 12-3). The Cost column will show the actual cost of items purchased or the appraised valuation of property acquired by loan or donation. Notations will be made in the Disposition column when fund-owned or borrowed property is sold, destroyed, or otherwise disposed of without salvage value. Each notation will refer to a statement identifying the property dropped from the record and setting forth the reasons therefor (figs. 12-4, 12-5, and 12-6). These statements will be prepared by the unit fund custodian and approved by the unit fund council before the property concerned is dropped from the record. Each notation in the Disposition column will show the date of the covering statement and be initialed by the fund custodian. When a new council book is opened, the original date of acquisition, the description of the article, and the original price or appraised value will be trans-

Company A  
2d Battalion (Mech), 76th Infantry  
Fort Benning, Georgia

15 November 1966

SUBJECT: Droppage of Property on Loan to Unit Fund

TO: Custodian  
Central Post Fund  
Fort Benning, Georgia

1. The item of property listed below was worn out through fair wear and tear (FWT) not due to the willful misconduct or negligence of any individual.

<u>Date of Purchase</u>	<u>Quan</u>	<u>Article</u>	<u>Cost</u>	<u>Disposition</u>
7 Aug 49	1 ea	Chair, Overstuffed, w/Arms	\$45.00	FWT

2. Request authority to drop this item of property from our unit fund council book, and to dispose of it in accordance with current regulations.

*Richard D. May*  
RICHARD D. MAY  
Captain, Infantry  
Custodian

Figure 12-6. Suggested Statement of Droppage for Property on Loan.

ferred to the new council book. The entry "Trfd to New Book" will be made in the Disposition column and initialed by the custodian.

*Note.* Nonexpendable property being purchased by installment is recorded in the property section when it is received and not when the last payment is made thereon, except where a purchase-rental agreement has been entered into and the property is considered to be rented until the entire purchase price has been paid.

- (3) *Cash and investment section.* The cash and investment section consists of journal pages and certificate pages. A separate journal page (fig. 12-7) is maintained for

IN ACCOUNT WITH (Name of fund)		ORGANIZATION OR UNIT	MONTH	YEAR		
UNIT FUND		CO A 24 BC (MCH) 762 INF PT. BENNING, GA.	AUGUST	1966		
VOUCHER NO.	DAY OF MO.	DESCRIPTION OF VOUCHER	OTHER FUNDS		RATION SAVINGS	
			RECEIPTS	EXPENDITURES	RECEIPTS	EXPENDITURES
X X X	X X	Balance from last month	3 00	00		
45	1	TV SALES & SERVICE, AUG. PAYMENT TV SET		25	00	
46	1	ROME NOVELTY CO, NOVELTIES, CO. PARTY (JUL)		15	00	
47	4	ABC PAPER CO, STATIONERY, CO. DAY ROOM		45	00	
48	7	WHITE CO, WORLD GLOBE, CO. DAY ROOM		9	25	
49	8	ESTABLISHMENT, PETTY CASH FUND	50	00	50	00
50	10	DIVIDEND, CENTRAL POST FUND (JUL)	70	00		
51	12	PARLOR BILLIARD CO, SALE UNSERV POOL TABLE	85	00		
52	14	PURCHASE OF GOVERNMENT SECURITIES	75	00	75	00
53	30	REPLENISHMENT PETTY CASH FUND		15	35	
<b>SAMPLE</b>						
Total receipts and expenditures			580	00	234	60
Balance carried forward			—	—	345	40
<b>TOTALS</b>			<b>580</b>	<b>00</b>	<b>580</b>	<b>00</b>

Figure 12-7. Journal Page from Cash and Investment Section of Unit Fund Council Book (DD Form 251).

each month, and two can be used (by pasting together the two halves of the intervening certificate page) when one journal page is not sufficient to record all of the month's transactions. All transactions involving disbursements or cash received will be recorded on the journal page which will be closed at the end of the month or whenever there is a change of permanent custodians. Each certificate page in the cash and investment

section of the council book is composed of three parts (fig. 12-8): the custodian's portion, which is filled out by unit custodian at the end of each calendar month, when the fund is transferred on any day other than the first or last day of the month, and when the fund is closed: the unit fund council's portion, which is filled out at each regular council meeting; and the inspecting officer's portion, which is filled out by the inspecting officer whenever the fund is inspected or audited.

c. Memorandum records for purchases for which payment has not been made. When possible, all goods and services will be paid for at the time purchased. In those instances where merchandise

THE FOREGOING ACCOUNT FOR THE MONTH OF <u>AUGUST</u> 19 <u>66</u> IS A TRUE AND COMPLETE STATEMENT OF ALL RECEIPTS AND EXPENDITURES, AND THAT THE BALANCE FOR WHICH I AM RESPONSIBLE IS ACCOUNTED FOR AS FOLLOWS:		
1. CHECKING ACCOUNT DEPOSITED WITH (NAME OF BANK) <u>NATIONAL BANK OF FORT BENNING</u>		
TO THE CREDIT OF (FUND) <u>UNIT FUND, Co A, 1st AVIATION, 7th FINE, FT BENNING, GA</u>	\$	<u>220.40</u>
2. SAVINGS ACCOUNT DEPOSITED WITH (NAME OF BANK) <u>NONE</u>		
TO THE CREDIT OF (FUND) <u>N/A</u>	\$	
3. CASH IN MY PERSONAL POSSESSION <u>(PETTY CASH FUND)</u>	\$	<u>50.00</u>
4. REGISTERED GOVERNMENT BONDS HELD (Specify when) <u>TREASURER OF THE US, WASHINGTON, D.C.</u>	\$	<u>75.00</u>
	TOTAL	\$ <u>345.40</u>
DATE <u>3 SEP 1966</u>	SIGNATURE OF COMMANDING OFFICER <u>Richard D. May</u>	SIGNATURE OF SUCCESSOR CUSTODIAN
IN CASE OF TRANSFER OF RESPONSIBILITY AND SUCCESSOR CUSTODIANS WILL SIGN ABOVE		
LOCATION <u>FORT BENNING, GEORGIA</u>		DATE <u>5 SEPTEMBER 1966</u>
THE COUNCIL OF THE ADMINISTRATION MET THIS DATE AND EXAMINED THE FOREGOING ACCOUNT FOR THE MONTH OF <u>AUGUST</u> 19 <u>66</u> . THE COUNCIL FINDS THE ACCOUNT CORRECT, APPROVES THE EXPENDITURES MADE, AND AUTHORIZES THE USUAL EXPENDITURES FOR THE NEXT MONTH.		
THE STATEMENT OF THE RESPONSIBLE OFFICER WAS EXAMINED, AND THE CASH BALANCE IN HIS PERSONAL POSSESSION, THE CHECK BOOK, CHECK STUBS AND DEPOSIT BOOK (IF ANY) WERE EXAMINED TO THE COUNCIL AND VERIFIED.		
PRINTED NAME AND GRADE OF RECORDER <u>THOMAS B. FOLTROT, SFC</u>	SIGNATURE <u>Thomas B. Foltrot</u>	DATE <u>5 Sep 66</u>
PRINTED NAME AND GRADE OF PRESIDENT <u>RICHARD D. MAY, CPT</u>	SIGNATURE <u>Richard D. May</u>	DATE <u>5 Sep 66</u>
IN ACCORDANCE WITH THE REQUIREMENTS OF CURRENT REGULATIONS I HAVE THE DATE _____ (UNPROVED) (AUDITED) THE FOREGOING ACCOUNT FOR THE PERIOD FROM _____ TO _____ (INCLUDES, AND FIND IT CORRECT WITH THE FOLLOWING EXCEPTIONS: _____)		
THE CHECK BOOK AND DEPOSIT BOOK OF THE ORGANIZATION COUNCIL WAS EXAMINED AND THE CASH IN HIS PERSONAL POSSESSION VERIFIED. THESE OUTSTANDING BILLS WERE REPORTED: _____		
PRINTED NAME AND TITLE	SIGNATURE	DATE

Figure 12-8. Certificate Page from Cash and Investment Section of Unit Fund Council Book (DD Form 251).

or services are procured by mail or may not be immediately paid for other reasons, memorandum records will be maintained to insure that orders are not placed in excess of the unit fund balance of cash on hand and in the bank. The duplicate copy of DA Form 1756 (Nonappropriated Fund Purchase Order-Receiving Record) will suffice for this record.



mation necessary to fully identify the transaction and will contain the signature of the custodian. Copies of vendors' invoices, statements, bills, receipts, or other related documents will be attached to the voucher describing the transactions.

- (3) Individual purchases made through the petty cash fund will not be vouchered. DA Form 2107 will be prepared when the petty cash fund is replenished or initially established.

*e. Petty cash fund.* Accountability procedures for expenditures from the petty cash fund are established as follows:

- (1) Expenditures from the petty cash fund will be supported with paid receipts, such as cash register tapes received or any other type of paid receipts issued, either printed or hand written by the persons receiving the payment. These receipts represent "Cash" accountability and therefore will be protected in the same manner as cash on hand until cash replenishment is needed.
- (2) When it is necessary to replenish the cash fund, a DA Form 2107 will be prepared and the paid receipts attached. This amount shown on the DA Form 2107 must balance with the amount of receipts and will be entered in the Expenditures column of the council book in the same manner as any other expenditure voucher.
- (3) The petty cash voucher is then filed with the other vouchers in the monthly record folder.

*f. Banking records.*

- (1) *Deposit slips.* Bank deposit slips will be prepared in duplicate for each deposit made. The duplicate slips, after being stamped by the bank, will be retained in the monthly record folder. They will be filed with the monthly DA Form 2107 in the order of their entry in the council book.
- (2) *Bank statements and canceled checks.* At least once quarterly, or whenever there is a change of permanent custodians, the bank statement (fig. 12-10) and canceled checks will be obtained and reconciled. The canceled checks, which represent additional proof of expenditure and receipt, will be retained by attaching each check to its corresponding stub in the unit fund checkbook or by attaching all the canceled checks to the bank statement which covers them. The latter method is recommended.
- (3) *Reconciliation record.* The balance shown on the bank statement will be reconciled (fig. 12-11) as soon as pos-

sible with the balance shown in the checkbook. This reconciliation record will be made on the reverse side of the bank statement. It will be dated as of the month or the date of fund transfer, whichever is applicable.

Fourteenth National Bank  
Fort Benning, Georgia

In Account With

Unit Fund  
Company A, 2d Bn (Mech) 76th Infantry  
Fort Benning, Georgia  
An Instrumentality of the United States

Checks	Deposits	Date	No of Checks	
			Paid	Balance
Amount Brought Forward		Aug. 1 '66		300.00
	40.00-	Aug 3 '66	1	260.00
45.00-		Aug 6 '66	2	215.00
9.25-		Aug 9 '66	3	205.75
50.00-		Aug 10 '66	4	155.75
	70.00+	Aug 10 '66	4	225.75
	85.00+	Aug 12 '66	4	310.75
75.00-		Aug 20 '66	5	235.75
			Aug 31 '66	235.75*

Please examine at once, if no error is reported within 10 days, the account will be considered correct. All items are credited subject to final payment.

EC--Error Correction	DM--Debit Memo	OD--Overdraft	Last Amount
RT--Returned Item	SC--Service Charge	MS--Miscel-	In This Col-
DC--Deposit Correction	LS--List of Checks	aneous	umn is Your
		INF--Insufficient Balance on	Date Shown.
		Funds	
		Charge	

Figure 12-10. Sample Bank Statement.

g. *Nonappropriated Unit Fund Statement of Operations and Net Worth (DA Form 1758)*. The statement of operations and net worth (fig. 12-12) is a summary of the fund's monetary transactions for the month indicated thereon. Also recorded on this statement is the average daily strength of the unit for the month covered by the statement, the net worth, and the amount of the monthly dividend due and paid from the Central Post Fund.

(1) *Action by the unit fund custodian*. On or before the third working day of each calendar month, the unit fund cus-

You can easily  
Balance Your  
Checkbook  
by doing these things

Fill in Below Amounts from Your Checkbook and Bank Statement

Balance shown on Bank Statement . . . \$ _____	Balance shown in Your Checkbook . . . \$ _____
Add Deposits Not on Statement. . \$ _____  _____  _____	Add any Deposits Not Already Entered in Checkbook. . . . . \$ _____  _____  _____
Total . . . . . \$ _____	Total . . . . . \$ _____

Subtract Checks Issued but Not on Statement:  \$ _____  _____  _____  _____  _____	Subtract Service Charges and other Bank Charges Not in Checkbook:  \$ _____  _____  _____
Total . . . . . \$ _____	Total . . . . . \$ _____

Balance . . . . . \$ _____	Balance . . . . . \$ _____
----------------------------	----------------------------

These totals represent the correct amount of money you have in the bank and should agree. Differences, if any, should be reported to the bank within 10 days after the receipt of your statement.

This statement was reconciled as of 31 August 1966.

*Richard D. May*  
 RICHARD D. MAY  
 Captain, Infantry  
 Custodian

*Figure 12-11. Sample Reconciliation Record.*

todian will prepare DA Form 1758 in triplicate, to reflect the operations of the preceding month. The original and one copy of the statement will be sent to the custodian of the Central Post Fund designated to distribute dividends to the unit fund custodian. The amounts appearing in the council book as a result of setting up or closing out the petty cash fund or the purchasing or redeeming of Government securities will be excluded from the cash in bank and on hand entry, line 7, for the purpose of pre-



paring lines 8 and 9 of the statement of operations and net worth (fig. 12-12). The average daily strength (line 12 of DA Form 1758) of the unit is computed by averaging the officer, warrant officer, and enlisted strengths of the unit, as reflected in the Morning Reports, for each day in the month. This is done by totaling all daily strengths for the month and dividing this grand monthly total by the number of days in the month. The resulting figure is the average daily strength of the unit for the month covered. Personnel included in the average daily strength figure are shown by the total in column 10e of the Morning Report (the Strength Section—Present); the number of United States military personnel attached

NONAPPROPRIATED UNIT FUND STATEMENT OF OPERATIONS AND NET WORTH (AF 230-21)		PERIOD ENDING (Month & Year) August 1966	
TO: (Name of Central Post Fund and location) Custodian Central Post Fund Fort Benning, Georgia		FROM: (Name of Unit Fund and location) Unit Fund, Co A, 2d Bn (Mech) 76th Inf Fort Benning, Georgia	
LINE NO.	DESCRIPTION	TOTAL	
1	NET WORTH BEGINNING OF MONTH	300	00
2	ADD: CASH RECEIPTS (Per Council Book)	155	00
3		455	00
4	LESS: CASH EXPENDITURES (Per Council Book)	109	60
5	NET WORTH END OF MONTH	345	40
6	RECAPITULATION OF NET WORTH		
7	CASH IN BANK AND ON HAND	220	40
8	PETTY CASH	50	00
9	GOVERNMENT SECURITIES	75	00
10	OTHER		
11	NET WORTH END OF MONTH	345	40
12	AVERAGE DAILY STRENGTH DURING MONTH	180	
13	DIVIDEND DUE FOR MONTH (Line 12 x Rate % ) (Subject to change)	90	00
TOTAL AMOUNT OF ORDERS PLACED AND NOT PAID		100	00
REMARKS			
TYPED NAME OF UNIT FUND CUSTODIAN RICHARD B. MAY, Captain, Infantry		SIGNATURE <i>Richard B. May, Capt, Inf.</i>	
AMOUNT DIVIDEND TRANSFERRED BY CENTRAL POST FUND	DATE TRANSFERRED	CHECK NUMBER	DATE OF CHECK
		1200	9 Aug 66
TYPED NAME OF CENTRAL POST FUND CUSTODIAN VICTOR M. BRAVO, Major, Infantry		SIGNATURE <i>Victor M. Bravo, Maj, Inf.</i>	

SAMPLE

Figure 12-12.

for quarters, rations, and/or administration only (as reflected in the Record of Events Section of the Morning Report); and the number of foreign military personnel (as reflected in the Record of Events Section of the Morning Report). The dividend due for the month (line 13 of the statement) is computed by multiplying the average daily strength (line 12) by the monthly dividend rate established in CONUS and major oversea commands.

- (2) *Action by the central post fund custodian.* The original of DA Form 1758 will be returned to the custodian of the unit fund by the custodian of the serving Central Post Fund, after the latter has recorded, in the space provided therefor at the bottom of the form, the date, amount, and number of the Central Post Fund check representing the monthly dividend payment (fig. 12-12), and will be filed in the monthly record folder in the same manner as a deposit slip.

*h. Recording the purchase and redemption of securities.* Cash in excess of the current requirements of the unit will be invested in United States Government securities or Federal Government Agency securities. These securities will be registered, transferred, or redeemed in accordance with AR 230-8.

- (1) *Purchase of securities.* The purchase of securities will simultaneously be recorded on the journal page of the council book as both an Expenditure and a Receipt (fig. 12-7).
- (2) *Redemption of securities.* The redemption of securities will be recorded on the journal page of the unit fund council book by a reversal of the entry recording their purchase.
- (3) *Interest on securities.* Interest on securities will be recorded as income only when the cash is received.
- (4) *Price of securities.* Securities owned by the fund will always be recorded at their cost price.
- (5) *List of securities.* A list of securities owned and a description of each (including serial number and series, date of acquisition, and the purchase price) will be kept permanently on a separate page in the property section of the unit council book (fig. 12-3).

*i. Nonappropriated Fund Property Inventory (DA Form 1759).* Upon change of permanent custodians, an inventory of nonexpendable property on loan from other welfare funds will be made on DA Form 1759 (fig. 12-13), and accountability for the prop-



Company A  
2d Battalion (Mech), 76th Infantry  
Fort Benning, Georgia

15 November 1966

Minutes of Unit Fund Council Meeting

1. The council of the Unit Fund, Company A, 2d Battalion, 76th Infantry (Mech), met at 1300 hours on 5 May 1963 at Fort Benning, Georgia.
2. The following members were present:  
  
 Captain Richard D. May, Custodian  
 MSG William L. Moore  
 SFC John B. Johnson  
 SFC Thomas B. Foxtrot, Recorder
3. No members were absent.
4. MSG Moore, a member of the council and chairman of the committee planning the coming company party, reported on the estimated cost and final plans for the party, which will be held on 8 May 1967. These plans and cost estimates not to exceed \$200 were approved by the council.
5. A motion was made by SFC Johnson, and seconded by MSG Moore, that the unit fund purchase a "hi-fi" phonograph for the dayroom on a time payment basis. The motion was carried, and the custodian was given authority to take the necessary steps to secure the written approval of the battalion commander, and then to make the purchase provided the total does not exceed \$300.
6. The council verified the fact that the items of property listed on the Statement of Droppage dated 5 May 1963 were worn out due to fair wear and tear. It authorized the deletion of these items from the unit fund council book and signed the Statement of Droppage.
7. The general financial condition of the fund was found to be as follows:  
  

Assets.....	\$345.40
Liabilities .....	100.00
Net Worth .....	<u>\$245.40</u>
8. The meeting was adjourned at 1445 hours on 15 November 1966.

RICHARD D. MAY  
Captain, Infantry  
President

THOMAS B. FOXTROT  
SFC, Infantry  
Recorder

Figure 12-14. Suggestion for the Minutes of a Unit Fund Council Meeting.

f. The signature of the council president and the recorder. If the council president is not also the custodian of the fund, as when the field grade commander of a unit has appointed another officer to act as unit fund custodian, the minutes of the council meeting should also be signed by the custodian.

12-11. Filing of unit fund records. a. The monthly record folder. All records for each month's transactions (except those listed in paragraphs b, c, d, and e below) should be filed in one manila folder, known as the monthly record folder.

- (1) *Expenditures and receipts.* All documents evidencing expenditures from the unit fund (such as invoices, vouchers, receiving records, etc.) and receipts by the unit fund (such as deposit slips, the returned originals of the statement of operations and net worth, etc.) should be filed in chronological order on the right side of the monthly record folder.
- (2) *Miscellaneous fund records.* Reconciled bank statements (with canceled checks attached), duplicates of the statement of operations and net worth, minutes of the council meetings, and miscellaneous documents relating to the administration of the unit fund should be filed in chronological order on the left side of the monthly record folder.

*b. Property record folder.* A separate folder should be used to maintain the unit fund property records for the entire calendar year. Records pertaining to expendable property should be filed in chronological order on the right side of the property record folder. Those pertaining to nonexpendable property (such as duplicate receipts for property on loan, records of inventory, turn-in slips, etc.) should be filed on the left side of the folder.

*c. Statements of droppage.* Since it is necessary to keep a complete file of statements justifying property droppage for as long as the council book in which that property is recorded is still in use and since all other unit fund records are cut off at the end of the calendar year, all statements of droppage should be filed in chronological order in the front of the unit fund council book and disposed of in the same manner as the council book when it is filled.

*d. Inspector general inspection reports.* Reports of inspection and audit by the inspector general should be filed in the appropriate certificate pages of the cash and investment section in the council book. If possible, these reports should be affixed to the certificate pages with which they are filed.

*e. Statements of transfer.* Statements noting the transfer (permanent or temporary) of custodians should be filed in the certificate pages of the council book that were current at the time of transfer. They should also be affixed to the certificate pages with which they are filed.

**12-12. Disposition of unit fund records.** *a. Inactive file.* All unit records, except the council book and checkbook, will be cut off at the end of the calendar year and placed in the inactive file. The inactive file will be held for 1 year in the current files area. At the

end of that year, it will be transferred to the records holding area or appropriate oversea records center, where it will be held for 2 additional years and then destroyed.

*b. Disposition of the council book and checkbook.* The unit fund council book and checkbook will be used until they are filled. They will then be placed in the inactive file for the calendar year in which they are completely filled, and will be disposed of with that inactive file.

**12-13. Petty cash fund. a. General.** When the unit fund requires currency or coin for disbursement, a petty cash fund may be established, not to exceed \$50 (except where a large amount is authorized by the appropriate major commander).

*b. Establishing the petty cash fund.* When it is authorized by the unit fund council, a revolving petty cash fund is established by drawing a check (not to exceed the authorized amount) payable to "Custodian Unit Fund, ....." This transaction will be recorded on the journal page of the unit fund council book, as follows (fig. 12-7) :

- (1) The date of the check will be entered in the Day of Month column.
- (2) The amount of the check will be entered in both the Expenditures and Receipts columns, under Other Funds on the current journal page.
- (3) The check will then be cashed, and the proceeds held for use in the petty cash fund.

*c. Replenishing the petty cash fund.* At the close of the month or prior thereto if the petty cash fund needs to be replenished, then the procedure indicated in paragraph 108e(2) will be followed. The total amount of the expenditure will then be entered in the Expenditure column, under Other Funds on the current journal page of the council book. A check may then be drawn in the amount of the total expenditure (as shown on the voucher) to replenish the petty cash fund. The check will be drawn in the same manner as the check establishing the fund.

*d. Closing the petty cash fund.* See paragraph 5b(4), AR 230-21.

**12-14. Inspection and audit of the unit fund. a. Inspection of the fund.**

- (1) *Frequency of inspection.* An inspector general will inspect the unit fund at least once annually. It is also subject to inspection whenever the installation, organization, unit, or superior commander deems an inspection appropriate or necessary.

(2) *Scope of inspection.* Examination of the unit fund by an inspector general normally will consist of selective checks to determine whether or not the custodian and council have properly been discharging their responsibilities. However, a detailed examination of the fund will be made whenever the inspecting officer considers it necessary.

*b. Audit of the fund.*

(1) *Frequency of audit.* Audits of the unit fund will be conducted at least once annually. Audits will also be conducted under the following circumstances: when there is a large loss of cash or other assets (other than a normal operational loss); when the custodian is removed for negligence or cause; when the unit fund is dissolved; or when directed by responsible commanders.

(2) *Responsibility for audits.* The commanders responsible for the auditing of the unit funds are the commanding generals of CONUSAMDW, and the major oversea commanders having jurisdiction over the installations where the unit funds are located. However, this responsibility for performing the audit of unit funds may further be delegated to installation, division, or comparable commanders.

**12-15. Change of unit fund custodians.** *a. General.* The unit fund and its records will be transferred from one custodian to a successor custodian as indicated below.

*b. New custodian.* A new custodian will be designated when the custodian is absent from duty longer than 30 days.

*c. Acting custodian.* An acting custodian will be designated when the custodian is to be absent from duty for a period of 5 to 30 days unless an assistant custodian has been appointed. Responsibility for safeguarding the assets of the fund will be transferred by triplicate statement of transfer and receipt (fig. 12-15), and the original of this receipt will also be attached to the current certificate page of the council book.

*d. Interim custodian.* When a unit goes into combat or simulated combat and a consolidated fund custodian has not been appointed, an interim custodian (usually the battalion S1) will be designated to preclude the loss of fund-owned assets. The interim custodian is not authorized to make disbursements from the unit fund and, upon relief from combat, the fund will be returned to the custodian. The appointment and relief of an interim custodian is accomplished in a manner similar to the appointment and relief

of an acting custodian and the statement of transfer and receipt is filed in the same manner.

e. *Relief of the custodian.* When the custodian of the unit fund is relieved and a successor custodian is designated, transfer of accountability for the unit fund will be accomplished as follows:

- (1) *Financial statements.* The outgoing custodian will prepare and sign the following financial statements: statements of assets and liabilities, to include a statement of operations, or of receipts and disbursements since the end of the period covered by the last statement of opera-

Company A  
2d Battalion (Mech), 76th Infantry  
Fort Benning, Georgia

15 November 1966

Statement of Transfer and Receipt  
(Temporary Change)

1. The cash assets of the Unit Fund, Company A, 2d Bn (Mech), 76th Infantry, as of 15 November 1966, which are so stated in the unit fund records, are as follows:

Cash on Hand	\$ 50.00
Cash in the Bank	<u>\$220.40</u>
Total Cash Assets	<u>\$270.40</u>

2. I hereby transfer the responsibility for safeguarding the above listed cash assets and the property recorded in the unit fund council book to 1LT John R. Black, who will be acting custodian during my temporary absence.

*Richard D. May*  
RICHARD D. MAY  
Captain, Infantry  
Custodian

I hereby acknowledge receipt of the above described cash assets and unit fund property, for safeguarding during the temporary absence of CPT Richard D. May, the unit fund custodian.

*John R. Black*  
JOHN R. BLACK  
1LT, Infantry  
Acting Custodian

I hereby acknowledge that the cash assets listed above and the property described in the unit fund council book were returned to me on 22 November 1966 by 1LT John R. Black, the acting custodian during my temporary absence.

*Richard D. May*  
RICHARD D. MAY  
Captain, Infantry  
Custodian

NOTE: By substituting the words interim custodian for acting custodian, this sample can also be used for transfer to an interim custodian and retransfer to the regular custodian.

Figure 12-15. Suggested Statement of Transfer to Acting Custodian and Retransfer to Regular Custodian.



Company A  
2d Battalion (Mech), 76th Infantry  
Fort Benning, Georgia

15 November 1966

Statement of Transfer and Receipt  
(Permanent Change)

1. Assets and Liabilities.

a. Assets:

(1) Cash on Hand	\$ 50.00
(2) Cash in the Bank	\$220.00
(3) Government Securities	\$ 75.00
(4) Amount Due the Unit Fund	None
<b>Total Assets</b>	<b>\$345.40</b>

b. Liabilities:

(1) Outstanding Bills	\$ None
(2) TV Sales & Service (balance due on time purchase of TV set)	\$100.00
(3) Outstanding Checks:	

No	Date	Payer	Amount
96	20/9/66	Custodian, Unit Fund, Co A, 2d Bn (Mech) 76th Inf	\$15.35
		<b>Total Checks</b>	<b>\$15.35</b>
		<b>Total Liabilities</b>	<b>\$115.35</b>
		<b>Net Worth of Unit Fund</b>	<b>\$230.05</b>

2. <u>Cash Balance Shown in Final Bank Statement</u>	<u>\$235.75</u>
3. <u>Less Total of Outstanding Checks</u>	<u>\$ 15.35</u>
4. <u>Cash Balance Reflected in Council Book and Checkbook</u>	<u>\$220.40</u>

5. To the best of my knowledge and belief, the above record is a complete and accurate statement of the financial condition of the Unit Fund, Company A, 2d Bn (Mech), Infantry, revealing all outstanding liabilities and amounts due. Furthermore, all property recorded in the unit fund council book is on hand.

*Richard D. May*  
RICHARD D. MAY  
Captain, Infantry  
Retiring Custodian

I hereby receive and accept responsibility for the above described assets of the Unit Fund, Company A, 2d Bn (Mech), 76th Infantry, knowing the above statements of financial condition to be complete and accurate, to the best of my knowledge and belief, and having made inventory of all property recorded in the unit fund council book and found it to be present.

*John R. Black*  
JOHN R. BLACK  
1LT, Infantry  
Successor Custodian

Figure 12-16. Suggested Statement of Transfer and Receipt by Successor Custodian.

tions and net worth (fig. 12-16); statement of the bank balance as of the date of transfer (figs. 12-10 and 12-16); a reconciliation of the bank balance on the date of transfer with the balance shown in the unit fund checkbook, showing any unrecorded deposits or outstanding checks (figs. 12-11 and 12-16), and the custodian's portion of the certificate page in the cash and investment section of the unit fund council book (fig. 12-8).

- (2) *Inventory of nonexpendable property on loan.* An inventory of nonexpendable property on loan from other welfare funds will be made using DA Form 1759 (fig. 12-13).
- (3) *Letter to the bank cashier.* The retiring custodian will write a letter to the cashier of the bank in which the unit funds are deposited, stating that the fund is transferred and showing the signature of the successor custodian.
- (4) *Receipting for the fund.* The successor custodian will receipt for the fund and its property (fig. 12-16) after satisfying himself of the accuracy of the financial statements and property records. The statement of transfer and receipt should be prepared in triplicate, with the original being attached to the current certificate page in the unit fund council book and the duplicates going to the retiring and successor custodians. However, when an extensive audit is required, acceptance of the fund by the successor custodian may be contingent upon audit verification.

*f. Action upon death or mental incompetence of the custodian.*  
 In the event that the unit fund custodian is dead, mentally incompetent, or absent from duty at the time of property transfer, the installation commander will appoint a board of officers to inventory and transfer the unit fund property to a new custodian, in accordance with paragraph 37 of AR 735-5. The new custodian will sign for only that property that the board's inventory reveals is there.

**12-16. Action upon loss of cash or other assets.** *a. Responsibility for action.* The unit fund custodian or council will report immediately to the installation commander any known, suspected or alleged loss of cash or other assets and damage or destruction of fund-owned property, other than normal operating losses. The installation commander will then require an investigation of the alleged loss to be made expeditiously.

*b. Relief from accountability and responsibility without investigation.* The installation commander may waive formal investigation and relieve individuals of accountability and responsibility for the loss of fund-owned property, upon recommendation by the unit fund council, if the following conditions prevail:

- (1) There is no possibility of a conflict of self-interest or integrity on the part of any member of the unit fund council.

- (2) No probable basis exists for a tort claim and estimated maximum loss does not exceed \$500.
- (3) There is no indication of negligence, fraud, dishonesty, or willful misconduct.
- (4) There is no requirement in applicable insurance contracts for formal investigation to support the proof of loss to be submitted with any claim.

*c. Investigative procedures.* The investigation of the loss of fund-owned property will be conducted in accordance with AR 15-6 and AR 230-8 by an investigating officer or a board of officers, and a written report of the investigation will be made. This report will include findings as to the responsibility (if any) for the loss, and recommendations for appropriate action.

*d. Review and corrective action.* All reports of investigation will be reviewed by the installation commander for adequacy, completeness, and concordance of the recommendations with the facts in the findings. Where the loss does not exceed \$500, the installation commander will effect final review and determine the corrective action to be taken, including the determination of pecuniary liability and the initiation of action to secure restitution for loss. But when the loss exceeds \$500, the installation commander will forward the report to the next major commander, who will review it, determine the pecuniary liability (if any), and return it to the installation commander for appropriate action.

*e. Restitution for loss.* When pecuniary liability has been determined, the installation commander will notify the unit fund council, which will render immediately a statement of indebtedness to each person held pecuniarily liable. If the loss is covered by insurance, the council will file proof of loss with the appropriate underwriters. If liquidation of this indebtedness cannot be made by cash payment, collection from military personnel may be made under the provision of AR 230-8, or by a claim in favor of the United States under AR 27-17.

*f. Appeals.* Appeals and requests for reconsideration of approved investigation proceedings, by the individual(s) held pecuniarily liable for the loss, may be made as prescribed in AR 230-8.

**12-17. Dissolution of the unit fund.** When dissolved: The unit fund will be dissolved when the unit is inactivated or when its strength is reduced to zero.

### Questionnaire

1. What responsibility does the company commander have toward the unit fund.?
2. If the unit fund council cannot determine if a purchase is

authorized or unauthorized, what procedure should be followed?

3. Can contributions be made from the unit fund to charity organizations (e.g., Red Cross or March of Dimes)?

4. Explain the procedures for maintaining records on all non-expendable property, to include property on loan from other funds.

5. Who is responsible for approving the disposition of unit fund property?

6. What procedure must be followed when disposing of unit fund property, to include serviceable and unserviceable property?

7. What is the purpose of the Council Book (DD Form 251)?

8. When is the unit fund custodian required to prepare a Non-appropriated Fund Receipt and Disbursement Voucher (DA Form 2107)?

9. What is the maximum amount of money that can be established as a petty cash fund?

10. How often should the unit fund be audited?

### LINE OF DUTY INVESTIGATION REPORTS

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**13-1. LOD reports.** Examples of two types of Line of Duty Investigation reports are shown in figure 13-1 (Death) and figure 13-2 (Injury). As illustrated in these examples, all appropriate sections of DD Form 261 must be completed so that information provided is complete and comprehensive.

REPORT OF INVESTIGATION LINE OF DUTY AND MISCONDUCT STATUS (AR 600-10 or AFR 37-47)				DATE		
1. INVESTIGATION OF <input type="checkbox"/> INJURY <input type="checkbox"/> DISEASE <input checked="" type="checkbox"/> DEATH				16 July 1962		
2. TO: (Major Army or Air Force Command)				3. STATUS <input type="checkbox"/> REGULAR OR REG <input type="checkbox"/> MORE THAN 30 DAYS <input type="checkbox"/> 30 DAYS OR LESS		
4. LAST NAME - FIRST NAME - MIDDLE INITIAL BROWN, Benjamin V.				5. SERVICE NUMBER RA 19568734		6. GRADE PFC(E-3)
7. ORGANIZATION AND STATION OF INDIVIDUAL Armed Div, Fort Hood, Texas				8. CALL OR ORDERED TO AD FOR		
9. OTHER MILITARY PERSONNEL INVOLVED IN THE SAME INCIDENT (Last Name - First Name - Middle Initial)				10. MEDICAL DIAGNOSIS		11. DURATION (Applies ONLY to 3c and 3d)
None				Hanging (apparently self-inflicted)		Asphyxia due to strangulation (hanging)
12. BASIS FOR FINDINGS (As determined by investigation)				13. MEDICAL DIAGNOSIS		
Circumstances: (1) HOUR between 1900-2100 hrs				(2) DATE 21 June 1962		(3) PLACE West Richland, Washington
14. HOW SUSTAINED				15. MEDICAL DIAGNOSIS		
Hanging (apparently self-inflicted)				Asphyxia due to strangulation (hanging)		
16. ABSENT <input checked="" type="checkbox"/> WITH <input type="checkbox"/> WITHOUT AUTHORITY				17. INTENTIONAL MISCONDUCT OR NEGLECT <input type="checkbox"/> WAS <input type="checkbox"/> WAS NOT THE PROXIMATE CAUSE		
18. REMARKS				19. MENTALLY SOUND <input type="checkbox"/> WAS <input type="checkbox"/> WAS NOT		
1. All material witnesses were interviewed.						
2. There are no discrepancies in the evidence as to the duty status of Pfc Brown.						
3. This investigator considers the statements of all witnesses to be credible.						
4. The following comments on the part of the investigating officer are considered necessary to the conduct and efficiency of the investigation: The circumstances surrounding the death of _____						
Reverse side of bond paper may be used as a continuation.						
20. FINDINGS (Do not complete in death cases) <input type="checkbox"/> IN LINE OF DUTY <input type="checkbox"/> NOT IN LINE OF DUTY - NOT DUE TO OWN MISCONDUCT <input type="checkbox"/> NOT IN LINE OF DUTY - DUE TO OWN MISCONDUCT				ORGANIZATION AND STATION OF INVESTIGATING OFFICER		
				SIGNATURE AND TYPED NAME OF INVESTIGATING OFFICER		
				GRADE	BRANCH	SERVICE NUMBER
ACTION BY APPOINTING AUTHORITY				ACTION BY REVIEWING AUTHORITY		
HEADQUARTERS US Army Garrison		DATE		HEADQUARTERS FORT LEWIS,		DATE
(6006-00), Fort Lewis, Wash.		18 July 62		Fort Lewis, Washington		19 July 62
<input checked="" type="checkbox"/> APPROVED <input type="checkbox"/> DISAPPROVED				<input type="checkbox"/> APPROVED <input type="checkbox"/> DISAPPROVED		
(Reasons and substantiated findings are on reverse)				(Reasons and substantiated findings are on reverse)		
SIGNATURE AND TYPED NAME				SIGNATURE AND TYPED NAME FOR THE COMMANDER:		
ROBERT P FINCH				JOHN M CARTER		
GRADE LTC	BRANCH Inf	SERVICE NUMBER 0 506 710		GRADE 1LT	BRANCH AGC	SERVICE NUMBER 05 115 876
FOR ACTION OF OFFICE INDICATED IN ITEM 3						
SAMPLE						

DD FORM 261  
1 OCT 55

REPLACES EDITION OF 1 AUG 58. EXISTING SUPPLIES OF WHICH WILL BE USED UNTIL EXHAUSTED.

Figure 18-1.

REASONS FOR REVERSAL OF FINDINGS AND SUBSTITUTED FINDINGS  
statement of witnesses.

The back of this form may be used as a continuation of the remarks section, or bond paper may be used and signed by the Investigation Officer.

**SAMPLE**

Figure 13-1—Continued.

REPORT OF INVESTIGATION LINE OF DUTY AND MISCONDUCT STATUS <small>(AR 600-10 or AFR 25-67)</small>				DATE	
1. INVESTIGATION OF <input checked="" type="checkbox"/> INJURY <input type="checkbox"/> DISEASE <input type="checkbox"/> DEATH				25 January 1963	
2. TO: <small>(Major Army or Air Force Commander)</small>				3. STATUS <input type="checkbox"/> REGULAR OR LEAD	
4. LAST NAME - FIRST NAME - MIDDLE INITIAL <b>JOHNSON, Fred M.</b>				5. CALLED OR ORDERED TO AD FOR (1) <input type="checkbox"/> MORE THAN 30 DAYS (2) <input type="checkbox"/> 30 DAYS OR LESS	
5. SERVICE NUMBER <b>RA 19765321</b>				6. GRADE <b>Pvt (E-2)</b>	
7. ORGANIZATION AND STATION OF INDIVIDUAL <b>56th Signal Co (FSM), Fort Lewis, Washington</b>				7. <input type="checkbox"/> INACTIVE DUTY TRAINING <small>(Types)</small>	
8. OTHER MILITARY PERSONNEL INVOLVED IN THIS SAME INCIDENT <small>(Last Name - First Name - Middle Initial)</small>				8. <input type="checkbox"/> SHORT TOUR OF ACTIVE DUTY FOR TRAINING	
None				9. DURATION <small>(Applies ONLY to 2c and 3d)</small>	
SERVICE NUMBER				GRADE	DATE
GRADE				START	FINISH
YES				NO	
10. BASIS FOR FINDINGS <small>(As determined by investigation)</small>					
a. CIRCUMSTANCES <small>(1) HOUR</small> 1920		<small>(2) DATE</small> 19 Jan 63		<small>(3) PLACE</small> Room #5, Building #405 Fort Lewis, Washington	
b. NON SUSTAINED Self-inflicted cuts on both wrists using razor blade.				c. MEDICAL DIAGNOSIS Laceration of both wrists. SI: Patient cut both wrists with razor blade in barracks.	
11. <input checked="" type="checkbox"/> WAS <input type="checkbox"/> WAS NOT PRESENT FOR DUTY <small>(Do not complete a and 1 in death cases)</small>					
12. <input type="checkbox"/> INTENTIONAL MISCONDUCT OR NEGLECT <input checked="" type="checkbox"/> WAS <input type="checkbox"/> WAS NOT THE PROXIMATE CAUSE					
13. <input checked="" type="checkbox"/> WAS <input type="checkbox"/> WAS NOT MENTALLY SOUND					
14. REMARKS At about 1900 hours, 19 January 1963, Private (E-2) Fred M. Johnson, while sitting in his room in a state of despondency, decided to commit suicide. He slashed both of his wrists with a razor (Exhibit "F"). His despondency, apparently caused by his inability to adjust to Army life, is documented by his barracks mates (Exhibits G through K) and the Criminal Investigators statement (Exhibit L). Pvt Johnson was considered mentally sound by both the examining physician and the psychiatrist (Exhibit E). . . . etc. . . . Private Johnson has been furnished a full copy of the report of investigation. There is no doubt as to the creditability of . . . . . <i>Reverse side or bond paper may be used as a continuation.</i>					
15. FINDINGS <small>(Do not complete in death cases)</small>				16. ORGANIZATION AND STATION OF INVESTIGATING OFFICER	
<input type="checkbox"/> IN LINE OF DUTY				20th Ord Co (DS), Fort Lewis, Wash.	
<input type="checkbox"/> NOT IN LINE OF DUTY - NOT DUE TO OWN MISCONDUCT				SIGNATURE AND TYPED NAME OF INVESTIGATING OFFICER	
<input checked="" type="checkbox"/> NOT IN LINE OF DUTY - DUE TO OWN MISCONDUCT				Richard V. Hawk, Jr.	
ACTION BY APPOINTING AUTHORITY				GRADE      BRANCH      SERVICE NUMBER	
HEADQUARTERS 63d Ord Bn (M&S), Ft Lewis, Washington		DATE 25 Jan 63		2LT      Ord C      Oh 219 345	
APPROVED <input checked="" type="checkbox"/> DISAPPROVED <input type="checkbox"/>				ACTION BY REVIEWING AUTHORITY/DATE	
<small>(Reasons and substantiated findings are on reverse)</small>				HEADQUARTERS FORT LEWIS, Fort Lewis, Washington	
SIGNATURE AND TYPED NAME R. E. HONECK				DATE 26 Jan 63	
APPROVED <input checked="" type="checkbox"/> DISAPPROVED <input type="checkbox"/>				SIGNATURE AND TYPED NAME FOR THE COMMANDER:	
<small>(Reasons and substantiated findings are on reverse)</small>				F. F. DOUGLASS	
GRADE 1FC	BRANCH Ord C	SERVICE NUMBER 01 555 123	GRADE Major	BRANCH AGC	SERVICE NUMBER 05 625 086
FOR ACTION OF OFFICE INDICATED IN ITEM 2					
SAMPLE					

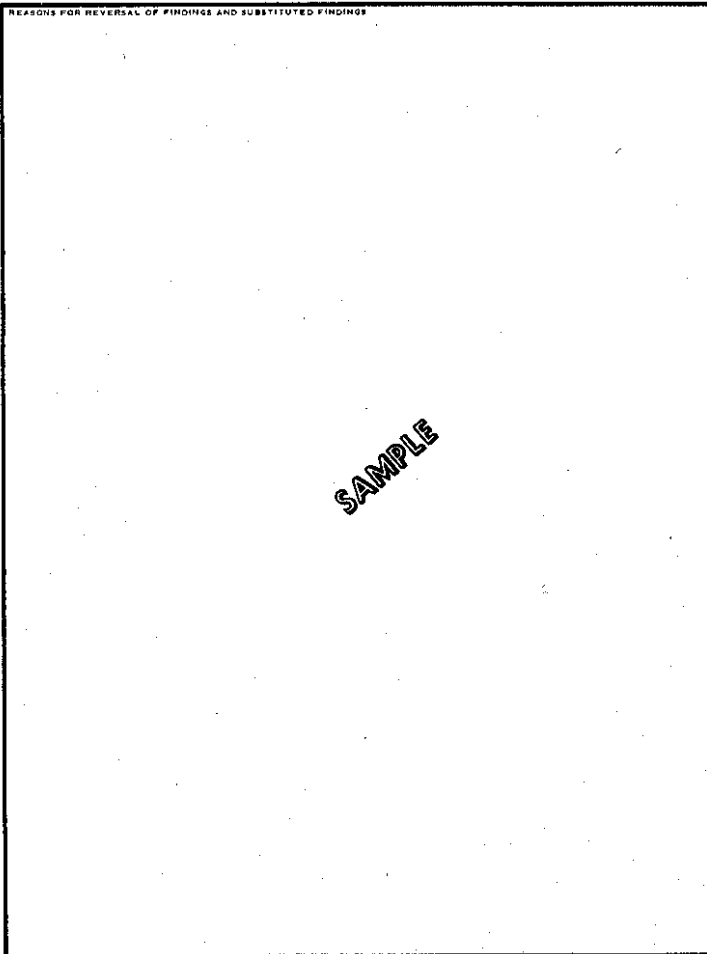
DD FORM 261  
1 OCT 62

REPLACES EDITION OF 1 AUG 58 EXISTING SUPPLIES OF WHICH WILL BE USED UNTIL EXHAUSTED.

Figure 13-2.



REASONS FOR REVERSAL OF FINDINGS AND SUBSTITUTED FINDINGS



SAMPLE

*Figure 13-2—Continued.*

INTELLIGENCE AND SECURITY

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14-1. Checklist. How long has it been since you have—

- a. Read AR 380-5 (para 5b(1))?
- b. Used your security inspection checklist?
- c. Reviewed your responsibilities with respect to aliens assigned to your unit (para 3-6, AR 600-200)?
- d. Examined your program for monitoring and reporting the conduct and after-duty hours activities of cleared personnel (para 17b, AR 604-5)?
- e. Checked on the investigative requirements for personnel in the Command Information Program (para 6, AR 604-20)?
- f. Closely scrutinized your access roster to reaffirm the need-to-know and clearance of all persons thereon (para 5, AR 380-5)?
- g. Checked to determine that each individual authorized access to classified defense information has been properly briefed and has executed a Briefing Certificate?
- h. Examined your manning chart to determine future losses in positions which require a security clearance? Have you initiated a request for security clearance for his replacement well in advance of the incumbent's departure?
- i. Checked to insure that the container you are using for the storage of classified defense information is authorized?
  - (1) Is this authorized container properly safeguarded and secured?
  - (2) Changed the combination of your security container?
- j. Questioned your Security Control Officer to determine his knowledge of his responsibilities? Checked to see that the Security Control Officer is in fact performing his duties?
- k. Conducted an after-hours inspection of your area of responsibility to determine proper safeguarding of—
  - (1) Classified Defense Information (AR 380-5)?
  - (2) FOR OFFICIAL USE ONLY Information (AR 345-15)?

- l.* Inventoried all classified documents in your unit?
- m.* Reviewed all classified documents for regrading instructions?
- n.* Checked with your personnel officer or battalion S2 to determine whether the DD Forms 98 and 398 of members of your unit have been screened to determine whether any are "qualified?"
- o.* Reviewed your mandatory training in intelligence subjects to insure—
  - (1) That the training has been conducted?
  - (2) That the training has been posted to the Individual Progress Record?
- p.* Reviewed your program for safeguarding of SOI and SSI while on field exercises?
- q.* Become familiar with next higher HQ SOP for additional requirements on intelligence and security matters.

## ADJUSTING THE SOLDIER TO HIS NEW CAREER

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**15-1. General.** The individual begins his military career in an Army training center or in a selected unit. To the new soldier this is the "front door" to the Army. Here he gets his first taste of military life. This is where he is indoctrinated in the fundamentals of military service and where he forms the thoughts, ideas, and habits that stay with him throughout his service—and that go with him when his service is terminated. From this starting point in his career, the soldier will develop in proportion to the effort made to "put him on the right track" and to the application of sound training practices during this vital period of adjustment.

**15-2. Criteria.** Essential to the smooth and orderly transformation of the individual from a citizen to a soldier is the organization and caliber of the training establishment. The commander of this training activity must be given the tools to work with and enough priority to insure assignment of the most competent officers and men. Personnel should be carefully selected, highly motivated, and imbued with the standards prescribed for basic combat training. A prerequisite for later command has its foundation in these criteria. Until an officer and noncommissioned officer has served in these capacities he is handicapped in the art of training units.

**15-3. Problems.** Trainer personnel will face many problems with their new soldiers. Trainees come from every walk of life, with all kinds of schooling and other civilian experience, and with a multitude of aptitudes, beliefs, and skills. From this complex mixture of raw material, the training unit commander has to turn out trained soldiers who are ready to undergo further training and ultimately become combat-ready fighters in the Army's combat-ready units.

**15-4. Guidance and assistance.** During this period of his training, the new soldier will have to learn how to live as a soldier with other soldiers. He will learn to accept discipline; to keep physically fit; to develop proper habits of eating, sleeping, recreation, and

sanitation; and to live harmoniously with his fellow soldiers. These things will not come easily to all trainees. Many will need lots of help and lots of guidance to overcome their troubles. Their leaders are the ones who can, and should, give them this assistance.

**15-5. The goal.** Although most new soldiers are being trained as replacements for other units, all training unit leaders will do well to look at their trainees this way: These are my men! I will train them as if I am going to fight along-side them and as if my life will some day be in their hands!

## INSPECTOR GENERAL

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**16-1. Mission.** The mission of an inspector general is to inquire into the report upon matters which pertain to the performance of mission and the state of discipline, efficiency, and economy of the command or installation. His sphere of activity embraces every phase of activity which is within the sphere of responsibility of his commander. As a confidential agent of his commander, he carries out investigations and inquiries as directed.

**16-2. Inspections.** The IG spends most of his time inspecting for the commander. An annual general inspection is made of each command and activity during each fiscal year. In addition to providing the major commander with an impartial appraisal of the unit, the IG inspection assists the unit commander in detecting his problem areas and taking corrective action. In this regard, the preparation for the IG inspection can be of great value in itself, providing the unit a focal point in calling attention to neglected areas which always creep in during the course of training, field exercises, and other unit activities.

**16-3. Complaints.** The Inspector General Complaints System has been established for the basic purpose of correcting injustices affecting individuals and of eliminating conditions determined to be detrimental to the efficiency or reputation of the Army.

**16-4. General.** In the conduct of AGI and in the administration of the IG complaints system, the following observations have been noted that often apply to junior commanders and young officers:

a. Too many junior officers are not familiar with the provisions of AR 600-20, "Army Command Policy and Procedure." Consequently, they are not aware of the extent or nature of their responsibility to their subordinates in such matters as exercise of military authority, private indebtedness, support of dependents, and handling of complaints and accusations. AR 600-20 has a wealth of important information concerning enlisted aspects of command, policies, and procedures, etc, which makes it a "Bible" for the junior commander.

b. The chain of command frequently breaks down at section or platoon level, and sometimes at company level. Get to know your men as individuals, talk to them often and insure that you are never isolated from them. (Reference: "Soldier's Guide for Self Direction.")

c. Don't permit your first sergeant or other NCO to administer punishment directly or in the guise of extra training.

d. Commanders sometimes fail to reward exemplary performance or recognize "in writing" deserving soldiers.

e. Commanders fail to document submarginal performance or conduct, and are then stymied in taking adverse action because the record will not support such action. Don't "transfer" your problems to another commander or give high efficiency and conduct ratings to good and bad soldiers alike.

f. Understand the Morning Report and insist that your first sergeant as well as the company clerk understand it. It is one of the most important Army documents (DA Form 1).

g. Get a solid knowledge of the administration of Military Justice, particularly Article 15. Judge each case on its merits, take prudent and timely action, and be sure the individual knows why the action is taken and his right of appeal.

h. Learn to effectively conduct inspections and detect problems.

i. Remember that what may seem an insignificant matter to you may be, in the eyes of the individual concerned, an insurmountable problem.

## REFERRAL AGENCIES

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**17-1. Guidelines.** *a.* Time is of essence in handling most personal problems encountered. The persistence of such problems almost inevitably makes solutions more difficult to achieve. The following list has been prepared to aid the small unit leader in the timely selection of an appropriate referral agency which can furnish technically competent assistance to individuals with problems their leaders are not qualified to treat. While not all such agencies are listed, those which handle the majority of problem cases encountered by the average company commander have been included.

*b.* The standard procedure for referrals to agencies listed is for the individual first to see his squad leader, who will refer the man to his platoon leader, who will then take the problem either to the first sergeant or to the company commander. There are three important reasons why this procedure should be used. One is simply that the individual must obtain permission to be absent from his unit. Absenting himself without permission will only compound his problems. The second reason is that many problems can be solved at a company level, if they are known. This does not preclude the possibility that a man may have a problem of such a nature that he will not discuss it with personnel at company level, nor does it imply that all problems can be solved at the company level. However, eliminating those problems that can be handled saves not only the individual, but the agencies concerned, a great deal of time and effort. A third reason is to keep the company commander informed as to the existence of problems and/or complaints in his unit. A lack of knowledge could become embarrassing for him in the event he were called by a referral agency for more information about a case.

**17-2. American Red Cross.** *a.* At a post, camp, or station level, all units are served by a central unit of the Red Cross. Overseas, or when a division is operating independently, a field director is



attached to the G1 Section of the infantry division. Further, if battalions are operating in a dispersed situation, an Assistant Field Director is attached to each battalion.

b. The Red Cross provides services to all personnel of any military establishment and their dependents.

c. Examples of cases handled:

- (1) Aid to those who need assistance in communicating with their families concerning their health and welfare.
- (2) Consultation and guidance on emergency personal and family financial or health problems, except those of a religious or moral nature, which are a chaplain's function.
- (3) Reports of specific home conditions, which are needed in the consideration of applications for emergency leave, morale leave, compassionate reassignment, deferment from oversea reassignment, and dependence or hardship discharge. (These reports must be requested by the commanding officer of the person concerned.)
- (4) Aid in obtaining Federal and State benefits available to Army personnel and their dependents.
- (5) Grants or loans to return home on account of sickness, death, or other grave emergencies in the immediate family, which includes only parents, brothers, sisters, wife, children, and persons *in loco parentis* (acting in lieu of parents). Such help is given only with approval of the commanding officer, and after the emergency condition has been verified by the Red Cross.
- (6) Loans or grants needed for basic maintenance, when allotments are delayed or interrupted, or when emergency needs arise.
- (7) In cases the Red Cross cannot handle, referrals will be made to local community referral agencies.

d. Examples of cases not handled:

- (1) Loans or grants to return home on account of the sickness or death of someone not in the immediate family.
- (2) Problems involving questions of law or legal rights, which should be referred to the Legal Assistance Officer or the Military Justice Section.
- (3) Problems which are basically moral or psychological, which should be referred to the chaplain or the psychiatrist, respectively.

e. Procedures for referring to Red Cross:

- (1) Unit chain of command.
- (2) Individual directly to Red Cross.
- (3) Appointment desired but not necessary.

*Notes.*

1. In cases where illness exists in the immediate family, the local Red Cross will contact the chapter located nearest the family. This contact may be made by wire, telephone, or letter, depending upon the seriousness of the reported illness.
2. A delay occurs when the military ARC chapter has to contact another chapter to verify the emergency. The service member should be advised in a briefing by the commander that requests for emergency leave or other compassionate reason should be initiated through the member's home chapter by a doctor or clergyman and that the soldier's family should be advised of the procedure to be followed. The proper procedure will save hours, if not days, of valuable time which may result in the serviceman being able to be at an emergency site on time. This applies particularly in an oversea situation.

**17-3. Army Emergency Relief.** *a.* Each unit commander and personnel officer initiates and handles Army Emergency Relief (AER) cases. The personnel officer refers cases to the post, camp, or station AER office.

*b.* The AER provides emergency loans and/or grants to military personnel and their dependents, when the Red Cross cannot assist.

*c.* Examples of cases handled:

- (1) Emergency loans when military personnel do not receive pay or allowances on schedule.
- (2) Emergency loans when military personnel lose their pay or other personal funds.
- (3) Loans to cover emergency medical, dental, or hospital expenses.
- (4) Loans to cover funeral expenses, not to exceed \$500.
- (5) Travel expenses when travel is due to an emergency.
- (6) Funds for emergency transportation of dependents to meet port calls.
- (7) Loans for payment of initial rent, or payment of rent to prevent eviction.
- (8) Loans or grants to prevent privation of dependents due to some emergency situation other than the ones described above.

*d.* Examples of cases not handled:

- (1) Loans to cover court fees, lawyer's fees, fines, income taxes, installment payments, or debts incurred while maintaining standards of living not commensurate with their pay and allowances.
- (2) Loans to cover emergency expenses which the Red Cross will help defray.

*e.* Procedures for referring to Army Emergency Relief:

- (1) Interview and approval of commanding officer.
- (2) Personnel officer verifies Expiration Term of Service (ETS), pay status, and administrative actions.
- (3) Referred to Red Cross. If Red Cross cannot assist, then referral back to AER.
- (4) Dependents, if living on an Army post, should apply to the AER officer. If living in a civilian community, they should apply to the local Red Cross chapter.

*Notes.*

1. Before AER can lend or grant money, the Red Cross must indicate that it cannot assist in the case. There is a space on the AER application form which requires an entry by the Red Cross to this effect. Consequently, the unit commander should send men in need of emergency financial aid to the Red Cross first, and if it cannot assist, referral will be made to the AER.
2. The Army Relief Society (ARS) is closely affiliated with the AER. The purpose of the ARS is to assist needy widows and orphans of Regular Army personnel.

**17-4. Personal affairs officer.** *a.* The unit personnel officer is normally designated as the personal affairs officer. In cases that he cannot handle, referral is made to post personal affairs officer (normally post personal affairs officer and post AER officer are the same).

*b.* The personal affairs officer will counsel military personnel about a wide range of matters classed as personal affairs.

*c.* Examples of cases handled:

- (1) Inquiries concerning insurance policies, companies, and salesmen.
- (2) Advice on absentee voting for service personnel and their dependents.
- (3) Problems concerning Soldier's Deposit or the Savings Bond Program.
- (4) Advice on retirement rights and benefits to those about to retire from active duty.
- (5) Survivor assistance to the dependents of deceased service personnel (for example, advice on funeral arrangement, survivor benefits, probating of will, etc.).

*d.* Examples of cases not handled:

- (1) Problems involving legal considerations, which should be sent to the legal assistance officer or the Military Justice Section.
- (2) Problems involving requests for loans or grants.

*e.* Procedures for referring to personal affairs officer:

- (1) Unit chain of command.
- (2) Individual directly to Personal Affairs Section.
- (3) Appointment desired but not necessary.

*Note.* It is critical for the commander to refer to the personal affairs officer those of his men who have questions on inservice loans, insurance, etc. After insurance is purchased, or a contract is signed, the personal affairs officer is powerless to help. In most installations, the personal affairs officer will also be the custodian of Army Emergency Relief funds. He also works closely with the Red Cross.

**17-5. Inspector general.** *a.* The inspector general (IG) is a detailed inspector general and is assigned for duty on the staff of the division commander.

*b.* The IG's office investigates many complaints of the individual soldier and military dependents. Some of these complaints are listed below.

*c.* Examples of cases handled:

- (1) Administration—partiality in administration, mistreatment of personnel.
- (2) Allegations—forced payments of donations, memberships, etc.
- (3) Disciplinary matters—mass punishments, etc.
- (4) Duties—degrading to NCO, excessive hours, excessive guard duty, partiality in assignments, protest of details (CQ, KP, etc.).
- (5) Discrimination—segregation.
- (6) Enlistment promises—not kept for schools, organizations, grade, MOS, etc.
- (7) Denial of permission to see IG.
- (8) Leave and pass—denial of leave or pass, passes unjustly withheld, restrictions on passes too stringent.
- (9) Mess and food—quality and quantity.
- (10) Pay and allowances—complaint about any type of pay or allowance; for example, failure to receive, deductions, etc.
- (11) Service and supply—dental and medical care denied, or inadequate; living conditions.

*d.* Examples of cases not handled:

- (1) Complaints of wrongs or appeals under Act 138, MCM.
- (2) Actions as result of report of survey (AR 735-11).
- (3) Actions in connection with courts-martial (UCMJ and AR 15-185).
- (4) Protest of type of discharge from military service (AR 15-180).

(5) Matters involving indebtedness and nonsupport (AR 600-20).

(6) Matters involving counterintelligence investigations (AR 381-130).

e. Procedures for referring to IG:

(1) Unit chain of command.

(2) Individual directly to IG.

(3) Individual by letter to IG (division level or higher).

*Note.* The preceding list of examples of cases handled is only a very condensed listing of referral matters brought to the IG. Actually, almost any type of complaint or problem may be a matter for the IG. For a more detailed list of types of complaints, consult the chief clerk of the division IG's office.

**17-6. Military Justice Branch.** a. The Military Justice Branch is a section of the Division Staff Judge Advocate Section. This section advises and assists military personnel on military justice matters.

b. Examples of cases handled:

(1) Timely appeal of punishment under the UCMJ, when the claim is that the punishment is not legal, or is unjust, or is disproportionate to the offense (para 134, MCM 1951).

(2) Requests for advice from military personnel confronted with civil criminal charges.

(3) Requests for advice as to the rights of suspects in criminal investigations before charges are preferred. After charges have been preferred, individuals may seek advice from the defense counsel of the Military Justice Section of the Division Staff Judge Advocate.

c. Procedures for referring to Military Justice Branch:

(1) Unit chain of command.

(2) Appointment made by the individual's commander with the Military Justice Branch.

**17-7. Legal assistance officer.** a. The Legal Assistance Section is a section of the Division Staff Judge Advocate Section. This section counsels military personnel and their dependents about their personal legal problems.

b. Examples of cases handled:

(1) Problems involving contracts and repossessions.

(2) Naturalization, citizenship, and adoption problems.

(3) Marital problems.

(4) Problems involving disputed debts.

(5) Any legal problem involving civilian law.

- (6) Tax problems.
- (7) Wills and powers of attorney.
- c. Procedures for referring to legal assistance officer.
  - (1) Unit chain of command.
  - (2) Individual directly to legal assistance officer.
  - (3) Appointment desired but not necessary.

*Notes.*

- 1. Legal assistance is normally given only in an established legal assistance office or at a hospital or place of confinement.
- 2. The legal assistance officer's advice is solely in his individual capacity as an attorney, and his views or opinions are not necessarily those of the Department of the Army or the U.S. Government.
- 3. Privileged communications exist between client and legal assistance officer.

**17-8. Claims Section.** *a.* The Claims Section is a branch of the Division Staff Judge Advocate Section. This section handles the administration and settlement of claims for or against the United States.

*b.* Examples of cases handled:

- (1) Damages done to household goods during transit or storage.
- (2) Damage of private property by military personnel.

*c.* Procedures for referring to claims officer: Usually battalion claims officer, for unit.

**17-9. Chaplain.** *a.* Chaplains are available for duty with each battalion of the division. The chaplain provides for every military man his church away from home, and is the individual's pastor or priest.

*b.* Examples of cases handled:

- (1) Marriage problems—before and after marriage.
- (2) Family problems—arising out of indebtedness and marital problems.
- (3) Problems of conscience.
- (4) Problems of adjustment to the service—to include homesickness.
- (5) Religious problems.
- (6) Problems involving a need for moral or spiritual motivation or encouragement from a moral or spiritual leader.

*c.* Examples of cases not handled:

- (1) Compassionate transfer cases, hardship discharge, and other similar cases. Although these are originated by the company, the chaplain can assist the men and commanding officer in this.

- (2) Emotional or physical disturbances that require psychiatric or medical help.

d. Procedures for referral to chaplain:

- (1) Unit chain of command.
- (2) Individual directly to chaplain.

17-10. **Psychiatrist.** a. The mission of the psychiatrist is to provide professional aid to military persons who have emotional problems.

b. Examples of cases handled:

- (1) Adjustment problems.
- (2) Marital difficulties of cadre and/or basic trainees.
- (3) Situational evaluation for change in job, assignment, profile, etc.
- (4) Psychotherapy of psychoneurotic patients.
- (5) Evaluation for administrative boards, hospitalization, security clearances, CID investigations, etc.

c. Examples of cases not handled:

- (1) Financial problems, in some cases, the underlying cause of the existing financial problems might be due to psychological or psychiatric factors and the individual is referred from another agency.
- (2) Problems involving question of law or legal rights.
- (3) Administrative matters, such as hardship discharge, where there are no psychiatric implications.

d. Procedures for referring to psychiatrist.

- (1) Unit chain of command.
- (2) May be referred by chaplain, JAG, hospital clinics.
- (3) Individual refers himself.
- (4) In tactical situations, individual is referred through medical channels, that is, battalion surgeon, to Division Clearing Station where the Neuropsychiatric Section is located.

**PUBLICATIONS:**

AR 20-1, "Inspector General Activities and Procedures," as amended.

AR 22-12, "Disciplinary Proceedings Subsequent to Exercise of Jurisdiction by Civil Authorities."

AR 27-20, "Basic Regulation."

AR 40-216, "Neuropsychiatry."

AR 165-20, "Duties of Chaplains and Commanders' Responsibilities."

AR 210-8, "Commercial Life Insurance Solicitation."

AR 600-30, "Character Guidance Program."

AR 608-series, "AR on Personal Affairs."

AR 600-200, "Enlisted Personnel System," as amended.

AR 635-89, "Homosexuals," as amended.

AR 635-212, "Discharge; Unfitness and Unsuitability" as amended.

AR 910-10, "Army Emergency Relief: Authorization, Organization, Operations and Procedures."

AR 940-10, "National Red Cross Service Program and Army Utilization," as amended.

DA Pamphlet 16-60, "The Chaplain as Counselor."

DA Pamphlet 360-502, "Your Personal Affairs."

DA Pamphlet 608-2, "The Army Personal Affairs Handbook."

FM 16-5, "The Chaplain."

Legal Assistance Digest, Office of The Judge Advocate General, Department of the Army, Washington, D. C.

Manual for Courts-Martial, United States, Department of the Army, Washington, D. C. May 1951.



## DISCHARGES

18-1. **Elimination of enlisted personnel.** *a.* Enlisted personnel may be discharged from the service prior to the expiration of their term of service for—

- (1) Misconduct (AR 635-206).
- (2) Unfitness and Unsuitability (AR 635-212).

*b.* Additionally, personnel may be eliminated from the service by action of a general court-martial or by resigning under the provisions of AR 635-200. (In the latter case only those enlisted personnel who have served a minimum of 3 years of an unspecified enlistment may exercise the right to resign in lieu of a board action or a court-martial.)

*c.* Discharges:

- (1) Types:

<i>Type</i>	<i>DD Form</i>	<i>Character of discharge</i>	<i>Type of Action</i>
Honorable	256A	Honorable	Administrative
General	257A	Under honorable conditions	Administrative
Undesirable	258A	Under conditions other than honorable	Administrative
Bad Conduct	259A	Under conditions other than honorable	General Court-Martial

- (2) Conditions of awarding:

- (a) For an honorable discharge to be awarded, the enlisted man's record must reflect a conduct rating of at least "GOOD," an efficiency rating of at least "FAIR," no general courts-martial, and not more than one special court-martial. If these conditions do not exist, subsequent honorable service or a decoration received after the condition arose can outweigh it and an honorable discharge may be awarded.
- (b) A general discharge may be awarded, when the en-

listed man's records reflect no general courts-martial, but more than one special court-martial.

(c) Undesirable discharges are awarded for misconduct, unfitness, and security reasons.

(d) Bad conduct and dishonorable discharges are awarded as a result of court-martial actions (para 14b, 15b, 127, MCM 1951).

d. Causes for elimination:

(1) Misconduct (AR 635-206): Fraudulent entry, conviction by civil court, AWOL, and desertion are causes for elimination under this heading. Elimination is effected when it is deemed inadvisable to try the individual concerned by court-martial, or where the statute of limitations for the particular offense has expired. The type of discharge awarded will be determined by the general court-martial convening authority.

(2) Unfitness (AR 635-212): Individuals may be discharged by reason of unfitness with an undesirable discharge, unless the particular circumstances in a given case warrant a general or honorable discharge, when it has been determined that an individual's military record is characterized by one or more of the following:

(a) Frequent incidents of a discreditable nature with civil or military authorities.

(b) Sexual perversion.

(c) Drug addiction or the unauthorized use or possession of habit forming narcotic drugs or marijuana.

(d) An established pattern of shirking.

(e) An established pattern showing dishonorable failure to pay just debts.

(3) Unsuitability (AR 635-212): Individuals may be discharged by reason of unsuitability with an honorable or general discharge when the individual's military record is characterized by one or more of the following: (Battalion commander can appoint board and approve discharge if recommended by the board).

(a) Inaptitude: Persons who are inapt due to lack of general adaptability, want of readiness or skill, unhandiness, or inability to learn.

(b) Disorders of intelligence, character and behavior.

(c) Apathy (lack of appropriate interest), defective attitudes, and inability to expend effort constructively.

(d) Enuresis. (When it exists with (b) above.)

(e) Chronic alcoholism.

- (f) Homosexuality (class III). Evidences homosexual tendencies, desires, or interest, but is without overt homosexual acts. (For other cases see AR 635-89.)
- (g) Three consecutive failures to meet minimum requirements in test designed to verify PMOS (para 2-35a(3), AR 600-200).
- (4) Offenses chargeable under the Uniform Code of Military Justice, 1951.

e. Commanders must be mindful that elimination proceedings should be taken only as a last resort. Reasonable attempts must be made to rehabilitate the individual or to reclassify or reassign him in an endeavor to make him adaptable to military life. A pure linear measurement of offenses should not be used as a criterion or elimination. Each individual case must be judged on its own merits because of the cost to the service (in losing the individual) and cost to the individual (in regard to losing Federal and State rights and social acceptance).

f. Steps for elimination:

- (1) Insure you have correct regulation.
- (2) Document case fully.
- (3) Follow regulations to letter.
- (4) Consult experts.

## SPECIAL PROBLEMS OF COMMAND

**19-1. General.** There are other special problems which the leader will encounter in all categories of units whether infantry, artillery, armor, engineers, combat support, technical, or administrative. Several of these recurring problems, with suggestions as to their handling, are discussed below. There are others, of course, and some may have a "newness" which will startle the commander. In each such case, the officer must find the way to proceed quietly and objectively to determine the facts, weigh them, and decide what action, if any at all, should be taken for the benefit either of the man or men concerned, his unit, or the broader good of the Army and the Nation. The officer's commission is a public trust; he is expected to choose a wise course of action, and have the courage to follow it.

**19-2. Absence without leave.** *a.* Commanders of companies will certainly be faced with the problem of absence without leave. It is the military example of "cutting classes," or staying away from work which the civilian chief calls "absenteeism." But in a military command it is far more serious. Skulking in battle is an aggravated form of AWOL. Like other problems it can be reduced greatly, if not entirely eliminated, by a sound approach.

*b.* Many times men are absent without leave when by asking they could easily have received permission to be away. The first essential is that all men understand clearly how and when they may obtain passes for short absences, and leaves for longer ones. As duty permits there should be readiness to grant this authority within the scope of regulations. Then when duty requires all to be on duty continuously the men will be better prepared mentally to accept the situation.

*c.* Instruction will constitute the preventing for a large portion of men. Good men cherish their standing in the eyes of their superiors and of their fellows. They must understand that such an absence is prejudicial to promotion or assignment to a re-

sponsible position. They should be made aware of the standing of the organization itself in this matter because senior commanders watch carefully the comparative standings of their units in AWOL and other transgressions. They must understand about loss of pay for the offense. The problem is reduced by being certain that sound, positive instruction is given about the gravity of the offense as to its individual effects, although it may not be eliminated by this method.

*d.* After a man returns from an unauthorized absence there must be an interview with the commander. What was the true reason for the absence? Did he understand the policy for leave or pass? Was he denied authority for absence? Was his reason an important one as to his personal affairs, or trivial, or an example of character weakness? The commander must strive to learn the cause and having done so, apply such corrective action as is indicated.

*e.* A series of such interviews is almost certain to disclose that men most prone to offend in this matter are those of lowest intelligence, education, ambition, or weakest in character. Patience in instruction of such men may be necessary.

*f.* Strong action must be taken as to repeated offenders who continue the practice despite instruction, sound appeals to pride, and milder punishments. Here will be found those most prone to skulking on the battlefield, or self-inflicted wounds. They are the ones most likely to be asleep when they should be alert to detect enemy action, or to turn back from a patrol. In such cases the only remaining action may be to let trials by court-martial run their course.

*g.* The commander must face this problem with wisdom and sound action.

**19-3. Debt and the commander's responsibility.** *a.* What is the responsibility of the commander? He has a duty to instruct because some men, even senior NCO and officers, contract obligations beyond their capacity to pay. He can be certain that the majority of "temptations" are disclosed, such as car, appliance, china, travel, book, insurance, clothing, etc. He can also prevent salesmen encroaching upon training time, or even the unit premises unless the salesman has an authorization in hand from appropriate authority.

*b.* When the damage is done, the commander may assist the person in financial difficulty to make a consolidated loan, save interest, and have repayment placed on an attainable basis. In some instances such loans may be obtained from the Red Cross, or Army Emergency Relief. This procedure includes opportunity to instruct in order to develop the "never again" attitude.

c. An associated administrative problem is the barrage of letters from creditors demanding collection assistance. There is a regulation which requires commanders to assist bona fide creditors in collecting amounts properly payable to them; and there is the accompanying duty of a commander to protect his men against fraudulent or incorrect claims. Some creditors resort to threats against the commander as well as the creditor. What course should a commander follow? He should require the creditor to provide a copy of the contract, or whatever written agreement or record he has to substantiate his claim, with a statement of all payments to date. He should consult the soldier (or the officer) to determine whether there is an agreement between creditor and debtor, and the serviceman's version of the indebtedness should be determined. Some cases may require guidance from the legal assistance officer. When the commander has satisfied himself that there is an indebtedness, and payment is in arrears, it becomes his duty to require or try to arrange a suitable method of payment. A soldier (or officer) may be punished for failure to pay his debts.

d. This is an unpleasant duty which falls to commanders of companies, and even to battalion commanders. It is a sign of our times and our ways. It is kept under control by training and by guidance before heavy debts are incurred. In any case, expect to encounter the problem and regard it as a continuous problem area which deserves constant checking into.

19-4. **Congressional letters.** A letter from a Congressman requires an immediate reply, usually within 36 hours. A congressional letter received at Fort Lewis assumes top priority over everything else and is given the personal attention of the Commanding General. A soldier has the prerogative to write his Congressman, but you as company commander can, in almost all cases, take care of a man's problem before he becomes so desperate that he feels he has nowhere else to turn. The Open Door Policy will usually prevent problems from increasing to such magnitude. The Open Door Policy provides that at least 1 day a week a company commander will "leave his door open" for a specific period to anyone and everyone in his command. However, this does not preclude this being done at other times. Normally if squad leaders, platoon sergeants, platoon leaders, first sergeants, and company commanders will take time to know their men and "give them an ear" to talk about their problems, the problem will usually be solved right then and there. If the man does not want to tell you his problem, make sure he knows he can go to the Chaplain, or the Community Services Agency, or even the "IG." Yes, even the "IG!" That's better than forcing him to write his Congressman. A

soldier has a right to go to any of these offices and you cannot stop him, but make sure that he understands that he must first make an appointment through the first sergeant. In the long run, continuous effective leadership in this vital area will prevent extra work on your part having to answer a congressional letter that need never have been written.

**19-5. The curbing of vulgar and profane language.** *a.* In the spring of 1965, the Chief of Staff, U.S. Army, General Harold K. Johnson, issued instructions to curb the use of vulgarity and profanity in the conduct of instruction and official, oral conversation in the Army and in part stated, "The use of off-color or suggestive stories has been justified to me as essential for establishing audience rapport or for rekindling interest in a presentation. I would only comment that any individual who must resort to such practices should review his ability as a public speaker or instructor."

*b.* The use of improper and obscene language is not acceptable in any person in the military service, and especially so in a leader of men. The use of such language degrades the user, is an unfavorable reflection on the service, and is offensive to those who are forced to listen to it. It is often said that only the ignorant find it necessary to express themselves in profane and vulgar language. Certainly the individual who resorts to its use is acknowledging his lack of knowledge of his own language, and perhaps even more important, he is consciously or unconsciously showing poor taste and lack of respect for others. The importance which is given to this matter is best illustrated by the fact that the use of language unbecoming the dignity and standards expected of military personnel is punishable under Articles 133 and 134 of the Uniform Code of Military Justice.

*c.* Young men of these years, as in all past eras, include an overwhelming majority of clean, decent people who find unpleasant the use by others of foul, vulgar, profane expressions. Indeed, some of its users do so under the mistaken impression that it affirms their own maturity and manhood. The caution stated by the Chief of Staff should bear great weight.

**19-6. The venereal problem.** A curse of mankind, shared by armies, is venereal infection resulting from unwise or foolish sexual contacts. The venereal rate of a command is one measure among many others of the leadership ability of the commander. It is a command responsibility to instruct men on the broad subject of morality and clean living as well as measures to avoid infection. However, if a man becomes infected he should report it at once so that he can be given medical treatment.

19-7. **The complaint problem.** *a.* The commander must be accessible to members of his unit who wish to state a complaint. Some of the complaints will be petty. Others may be deliberate attempts to injure the reputation of another with a charge which is without a foundation. There are other occasions, however, even in the best organizations, where genuine cause for dissatisfaction may occur. This is information which the commander must obtain lest the morale of his unit be seriously impaired. His men must know that they may state a cause for complaint to their commander with the knowledge that he will give them a hearing and correct the grievance if he is convinced of its truth. They must believe that he will wish to remove causes for proper dissatisfaction.

*b.* Poor soldiers find many causes for grievance. Good soldiers will seek to avoid making a complaint. But when ideas, suggestions, or reports are stated to the commander which affect the welfare, the efficiency, the morale of the unit, or any individual therein, it must be heard sympathetically. If the condition reported can be corrected or deserves correction, the action should be taken at once.

*c.* Delivery of mail: Homesickness may well be said to be the "occupational disease" of the American soldier. Next to food, the student of soldier psychology might place the prompt delivery of mail. Indeed, for the soldier with a wife, a son or daughter, a sweetheart or a beloved father or mother, mail may be of far greater lasting importance than food. Commanders of units must pay particular attention to this necessary task. They must see to it that the soldier's mail reaches him quickly and safely. They must make certain that none is lost and that chance of malicious opening and violation of privacy is reduced to the vanishing point. A letter from home is of the highest importance to the soldier as it serves to unite him for a moment with those he loves. For the most part, letters will quiet his apprehensions and dispel the worries which beset those who are far removed from their homes. Knowledge that all is well at home secures a peace of mind so strong that it justifies every effort a good mail service requires.

*d.* The commander is urged to check the method of receiving, guarding, and distributing the mail as it reaches his organization. Are the individuals charged with handling it completely trustworthy or are there unsolved complaints of rifled or stolen letters? Is the mail guarded scrupulously from the time of receipt until it is handed to the soldier, or is it allowed to lie about, subject to scrutiny and mishandling? Is it tossed promiscuously into a



milling throng with small regard to its actual delivery, or is it handed to the individual to whom addressed? Is it held for long hours after receipt to be distributed at the whim of some individual, or is the mail delivered as promptly as circumstances permit after receipt? Are registered and special delivery pieces handled with due regard to postal regulations? Are your receipts for these classes of mail maintained exactly as prescribed? The soldier treasures his packages from home. Are packages zealously guarded so that petty pilfering is surely prevented? These are all matters which are very important in the daily life of the soldier.

*e.* Importance of letters to parents: In a number of organizations, commanders make it a practice to write letters to parents of their men when important personal events have occurred in which they may take pride. The people of the United States are tremendously and vitally concerned about the progress of the Army to which they have given the services of their sons. Their impressions are formed by the reports they receive from their sons and their neighbors and friends. No amount of big-name announcements as to Army morale and conditions will offset the local effect of an unfavorable report from a personal acquaintance. The interest and satisfaction which can be developed by contact, even by letters, with the folks at home are worth the effort required.

*f.* Many company, battery, or platoon leaders write these letters. "Dear Mrs. Brown," they may write, "I am pleased to tell you that I have recommended your son for promotion to the grade of corporal. He has worked hard here and his record is splendid. He is quite a good soldier." Or this: "As you know, your son has been confined to the station hospital. I have visited him several times and have had frequent reports about his condition from his medical officer, the chaplain, and others. I can tell you now that he is well on the road to recovery, and his return to this organization will occur very soon. He is performing a service to his nation of which you and he, too, will always be proud." The American soldier is a young man. He is usually away from home for the first time. His parents are anxious that he perform his duties creditably.

*g.* Have you been present when a letter is received from a young soldier? Do you know it is discussed and passed around or read aloud to others? Can you not imagine the effect of a letter from a soldier's commander? Form the habit of writing personal letters to the parents of your soldiers on proper occasion. It

places a human touch on a relationship which is impersonal and detached.

*h.* Personal problems of soldiers: All soldiers have left interests, roots, or problems behind them which may require their attention or action while in the military service. At his home he would turn for advice to a parent, a friend, a lawyer, a minister or priest, or other person in whom he has trust and confidence. In the Army he will usually turn to his company commander, the "Old Man."

*i.* These occasions provide a fine opportunity for the commander to show his deep interest in the welfare of his men. He should adopt an impersonal and kindly attitude in hearing these problems. If the matter is confidential it must never be divulged improperly. When it is proper for him to do so, he should give the counsel he knows to be correct, or obtain the necessary information, or direct the soldier to an authority who can supply the information.

*j.* In many cases, after the officer has heard the soldier's problems he will need to refer him to another authority. The legal assistance officer for matters in his field; the American Red Cross field director for investigations and action about family conditions at home; the chaplain on many matters of religion, marriage, and human relationships; the surgeon if the problem is one of worry about health.

*k.* A good leader must have a genuine understanding of human relations. His tools are men, and therefore he must be able to deal with men. The necessary warmth of military leadership may be demonstrated when men carry their baffling personal problems to their commander for advice or solution.

**19-8. Summary.** There are no quick thumb rules or easily memorized axioms that will assure a junior leader of success. The superlative qualities which have been described are impossible for all leaders to have, and no leader has had all of them. The young leader will understand that diligence, patience, honor, integrity, devotion to a cause and to his men, when combined with knowledge, are all included. After progressing for a time with his first responsibility in command he will have learned that it is results in the execution of command that count. He will develop acceptance of a further truth: Army commanders must anticipate that someday they may lead troops in battle, and set about the development of the qualities which they must possess to meet this responsibility successfully. Then the young leader has adopted a sound course. There are visible rewards for success in

leadership. It may lead to promotion with increased pay, decorations, the finest assignments. But the greatest reward is the trust and approval of your officers and men, plus the invisible reward of satisfaction with being a leader who accomplishes the missions assigned.

## NONJUDICIAL PUNISHMENT

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**20-1. Uniform Code of Military Justice.** The Manual for Courts-Martial, United States, 1951, (MCM, US, 1951) became effective for all personnel of the Army, Air Force, Navy, and Coast Guard on 31 May 1951. This manual is the result of the Act of 5 May 1950 by the Congress of the United States, which prescribes a Uniform Code of Military Justice for all personnel in the armed forces regardless of service. The Code (abbreviated as UCMJ) consists of 11 parts. The Uniform Code of Military Justice, Article 15, (abbreviated as "Art 15") provides for the non-judicial punishment of military personnel by any commanding officer (AR 27-15).

**20-2. Factors to be considered by commanders in the disposition of charges.** As with any decision that is made, many factors must be considered in the disposition of charges, and the problem is complicated because one is dealing with a social situation which includes the discipline and morale of a unit as the needs of an individual human being.

a. Among the many factors concerning the accused, you should consider at least the following:

- (1) Seriousness of offense.
- (2) Mitigating and extenuating circumstances.
- (3) Age of accused.
- (4) Previous military and civilian criminal record.
- (5) Length of service.
- (6) Home conditions.
- (7) Appropriate corrective action to make offender a good citizen and soldier.
- (8) Mental condition of accused.

b. Among the factors concerning the military establishment the following military considerations should be considered:

- (1) Recommendation by subordinate commanders.
- (2) Disposition of similar offenses.

- (3) Standard of discipline in the command.
- (4) Sufficiency of admissible proof.
- (5) Quality of leadership in accused's unit.
- (6) Feasibility of trial.
- (7) Effect of decision on the command.
- (8) Whether separation from service is justified.
- (9) Whether ineptitude or unsuitability was basis for offense.
- (10) Whether administrative rather than judicial procedures should be resorted to.

**20-3. The preliminary inquiry.** *a.* When a commander exercising Article 15 jurisdiction (e.g., a company commander) is informed that a member of his command is accused or suspected of committing an offense against the Uniform Code of Military Justice, he will make an informal preliminary inquiry into the matter immediately, sufficiently thorough to enable him to make an intelligence disposition of the case.

*b.* In so doing, the commander will identify, apprehend, and if necessary, restrain the accused or suspected person; interrogate witnesses; make searches and seizures; examine and preserve evidence; and do anything else necessary to collect all relevant facts in the case. (See para 32, MCM, 1951.) In conducting the preliminary inquiry, the investigator must respect the rights which accused and suspected persons have under Article 31, UCMJ.

**20-4. Rights under Article 31.** *a.* No person subject to the Uniform Code of Military Justice will interrogate or request a statement from another person subject to the Code, regarding an offense of which the latter is accused or suspected, until the interrogator—

- (1) Reads Article 31, UCMJ, to the accused or suspect.
- (2) Explains the provisions thereof to him, to include—
  - (a) The nature of the accusation;
  - (b) That he does not have to make any statement (say or do anything) regarding the offense; and
  - (c) That any statement made by him may be used against him in a trial by court-martial.
- (3) Advises him that he has a right to consult counsel and have counsel with him during the interrogation.

*Note.* If at any time he desires counsel or indicates he wishes to remain silent, the interrogation will cease unless counsel is present.

- (4) Insures that the accused or suspected person fully understands these rights. (See Article 31(b), UCMJ.)

b. Finally, the interrogator must assure that no coercion, unlawful influence, or unlawful inducement is used to obtain a statement from the accused or suspect (Article 31(d), UCMJ).

20-5. **Disposition of the case.** After completing his preliminary inquiry, the accused or suspected person's immediate commander must then decide how best to dispose of the case. In so doing, he has four choices of action. He may—

- a. Dismiss the matter; or
- b. Impose nonpunitive measures (administrative reprimand or admonition, or reduction under provisions of AR 600-200); or
- c. Impose nonjudicial punishment (Article 15); or
- d. Prefer charges.

20-6. **Army rules for imposing administrative nonpunitive measures.** a. Who imposes: Any commanding officer who has power to impose appropriate measures.

b. Upon whom:

- (1) Any military person of his command whose conduct warrants admonition or reprimand, imposed as corrective action, not as punishment (para 128c, MCM, 1951).
- (2) Any enlisted person whose inefficiency (including consideration of misconduct); conviction by civil court; failure to complete training; or impending undesirable discharge warrants reduction in grade (AR 600-200).

c. How imposed: Orally or in writing (except that reductions must be effected by written communication, and announced in orders of the headquarters of the reduction authority).

20-7. **Procedure for imposing.** a. Determine that—

- (1) If admonition or reprimand is to be imposed the person has conducted himself in such a manner as to warrant the admonition or reprimand contemplated.
- (2) If reduction is to be imposed:
  - (a) The reduction you intend to impose is authorized.
  - (b) You are authorized to impose the reduction.

b. Advise the person—

- (1) Orally or in writing of the measures you intend to impose unless a reduction for inefficiency is contemplated.
- (2) In writing, if reduction for inefficiency is contemplated, of the action contemplated and the reasons therefor, and that he has a right to tender a resignation under paragraph 9-6 AR 635-200 in lieu of reduction, if he is an enlisted person who has served 3 or more years on an unspecified enlistment.
- (3) That he may submit matter in mitigation, extenuation,

or defense, but that he is not required to make a statement.

- (4) Of the exact measures, if any, which you finally decide to impose.
  - (5) Of his right to appeal, within 30 days from the date he was reduced, to the next higher commander if he was reduced for inefficiency or conviction by civil court. No appeals are allowed for reductions for other reasons.
- c. After imposing nonpunitive measures—
- (1) In the case of enlisted persons, announce any reduction in orders of your headquarters and forward correspondence and documents regarding such reduction to Personnel Section for inclusion in the person's 201 file (para 9, AR 640-10).
  - (2) In the case of officers and warrant officers, forward any correspondence and documents to Personnel Section for inclusion in the officer's 201 file (temporary records; para 10, AR 640-10; DA Form 201a; para 5d, AR 640-98; AR 600-31).
  - (3) Process any appeal that is made (Art. 138, UCMJ).

*Note.* After processing is completed, appeals must be forwarded to Headquarters, Department of the Army.

**20-8. Maximum nonpunitive measures.** a. For officers or warrant officers: Reprimand or admonition.

b. For enlisted persons:

(1) For inefficiency:

- (a) E-5—E-9: Reprimand or admonition, and reduction to the lowest enlisted grade\*, if imposed by the commander of a regiment, battle group, separate or detached battalion, or any similar or separate organization for which the grade of lieutenant colonel or higher is authorized and a field grade officer is actually in command, provided that such a commander has authority to promote to the grade now held by the person to be reduced.
- (b) E-4 and below: Reprimand or admonition, and reduction to the lowest enlisted grade\*, if imposed by a commander (including a company or comparable commander) who can promote to the grade now held by the person to be reduced.

*Note.* Inefficiency includes not only technical incompetence but misconduct affecting efficiency, failure to pay debts, and failure to graduate from NCO academy.

- (2) For conviction, or adjudication as a juvenile offender, by Civil Court:
- (a) E-5—E-9: Reprimand or admonition, and reduction to the lowest enlisted grade\*, if imposed by a commander of the type defined in (1) (a), above, subject to note below.
  - (b) E-4 and below: Reprimand or admonition, and reduction to the lowest enlisted in grade\*, if imposed by a commander of the type defined in (1) (b), above, subject to note below.

*Note.* Offense involved must be one which does not warrant undesirable discharge under AR 635-206. Reduction must be made within 30 days after notice of conviction or adjudication is received by the commander effecting the reduction. Reduction may be made without regard to whether the conviction is being appealed; however, if conviction is later reversed, the person concerned will be reappointed to the grade from which reduced or such higher grade to which he would have been appointed had he not been reduced.

- (3) Who, as students, fail to complete course successfully:
- (a) Aviator pilot trainees: Reduction to grade held upon date of entry will be imposed by school commandant.
  - (b) Officer candidates: Reduction to the grade held upon entrance into OCS, or such higher grade as the school commandant considers appropriate.
  - (c) Other students: Reduction to a grade commensurate with his ability, but not below Private First Class, E-3, or the grade held upon entry into the school, whichever is higher, if imposed by the school commandant or the authority who can promote to the grade from which reduced.
- (4) Who are awaiting an undesirable discharge: Reduction to the grade of Private E-1 will be imposed by the officer who has authority to reduce, upon the direction of the officer exercising general court-martial jurisdiction.

**20-9. Army rules for imposing nonjudicial punishment (Article 15, UCMJ).** *a.* Who imposes: Any commanding officer who has power to impose appropriate punishment. A warrant officer may now impose Article 15 punishment.

*b.* Upon whom: Any military person who does not demand trial by court-martial.

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\* A noncommissioned officer may be reduced to a specialist grade for inefficiency or civil court conviction, provided the latter grade is authorized in the specific MOS of the person's qualification.



c. How imposed:

- (1) Upon officers or warrant officers: By written communication, through channels, (use DA Form 2627-1) (fig. 20-2).
- (2) Upon EM: Orally or by written communication, but a written record is always made (use either DA Form 2627 or 2627-1, as applicable) (figs. 20-1 and 20-2).

20-10. Preliminary procedure for imposing punishment. a. Determine that—

- (1) The accused committed the offense.
- (2) The offense is properly punishable under Article 15, that is,
  - (a) the offense is minor (para 128b, MCM, 1951);
  - (b) the person has not been tried in a civil court for the same act or acts for which Article 15 punishment is being considered. If the person has been tried by a civil court he will not be punished under Article 15 (or tried by court-martial) for the same act or acts unless the officer exercising general court-martial jurisdiction over the person personally gives his approval to such action (AR 22-12).
- (3) Nonjudicial punishment is appropriate under the circumstances.
- (4) You have the power to impose the punishment which you deem appropriate.

b. Advise the accused—

- (1) Of the nature of the offense.
- (2) That you intend to impose punishment under Article 15, UCMJ, unless trial by court-martial is demanded.
- (3) That he has the right to demand trial by court-martial.
- (4) That he may submit any matters in mitigation, extenuation or defense (including the right to request you to interview certain witnesses).
- (5) In writing, if reduction is contemplated, that he has a right to tender a resignation under paragraph 9 AR 635-200 in lieu of reduction, if he is an enlisted person who has served 3 or more years on an unspecified enlistment.
- (6) That he is not required to make any statement regarding the offense, and that any statement made by him may be used as evidence against him in the event of a trial by court-martial (Article 31, UCMJ).

**20-11. Procedures for imposing punishment.** Give the accused a reasonable time to make up his mind and reply.

*a.* If CM is not demanded:

- (1) Determine, after a consideration of all the evidence, whether Article 15 punishment should be imposed or the allegation dismissed; and
- (2) If Article 15 punishment is warranted, advise the accused—
  - (a) Of the exact punishment imposed; and
  - (b) Of his right to appeal in writing to the next higher commander, in accordance with paragraph 135, MCM, 1951.

*b.* After imposing punishment:

- (1) In the case of enlisted persons, when the proceeding is orally conducted, the immediate commander will complete the Record of Proceedings Under Article 15, UCMJ (DA Form 2627) (fig. 20-1). Correspondence relating to the punishment will be attached to the record (AR 27-15).
- (2) In the case of officers, warrant officers, and enlisted personnel (when proceedings are in writing), the correspondence (DA Form 2627-1) (fig. 20-2) relating to the imposition of punishment will be disposed of under the provisions of paragraph 14*b*, AR 22-15.
- (3) Enforce, suspend, mitigate, or remit the punishment (AR 27-15).
- (4) Announce any reduction in orders of the headquarters of the reduction authority (para 8*e*(3) AR 27-15); and
- (5) Process any appeal that is made.

**20-12. Maximum punishments.** *a.* For officers or warrant officers.

- (1) All commanders may give—
  - (a) Reprimand or admonition, and
  - (b) Restriction for 30 days.
- (2) GCM authority or general officer in command may give—
  - (a) Reprimand or admonition,
  - (b) Restriction for 60 days or arrest in quarters for 30 days, and
  - (c) Forfeiture of one-half of 1 month's pay for 2 months or detention of one-half of 1 month's pay for 3 months.

*b.* For NCO (E-5—E-9) and Specialists (E-5—E-9).

- (1) Company grade CO may give—
  - (a) Admonition or reprimand,

- (b) Restriction for 14 days or extra duties for 14 days (see note 1), and
  - (c) Forfeiture of 7 days pay or detention of 14 days' pay.
- (2) Field grade CO may give—
- (a) Admonition or reprimand,
  - (b) Restriction for 60 days or extra duties for 45 days (see note 1),
  - (c) Forfeiture of one-half of 1 month's pay for 2 months or detention of one-half of 1 month's pay for 3 months, and
  - (d) Reduction in one grade.
- c. For other EM (E-1—E-4) (see note 3).
- (1) Company grade CO may give—
- (a) Admonition or reprimand,
  - (b) Restriction for 14 days or extra duties for 14 days (see note 1) or correctional custody for 7 days (see notes 2 and 3),
  - (c) Forfeiture of 7 days' pay or detention of 14 days pay, and
  - (d) Reduction in one grade.
- (2) Field grade CO may give—
- (a) Admonition or reprimand,
  - (b) Restriction for 60 days or extra duties for 45 days or correctional custody for 30 days (see notes 2 and 3),
  - (c) Forfeiture of one-half of 1 month's pay for 2 months or detention of one-half of 1 month's pay for 3 months, and
- d. Reduction in one or more grades.

#### REFERENCES:

AR 27-15, "Nonjudicial Punishment."  
The Manual for Courts-Martial United States 1951.

#### NOTES:

1. Restriction and extra duty may be combined but in such a case the total may not exceed the maximum allowed for extra duty.
2. A company grade or field grade commander must have a grant of authority from the GCM authority or a general officer in command prior to exercising the power to impose correctional custody.
3. An E-4 may not be placed in correctional custody, but an E-4 may be reduced to E-3 and placed in correctional custody as a part of the same punishment.

SUMMARIZED RECORD OF PROCEEDINGS UNDER ARTICLE 15, UCMJ		
This form will be used ONLY in cases involving enlisted personnel and then ONLY when no punishment OTHER THAN oral admonition or reprimand, restriction for 14 days or less, extra duties for 14 days or less, or a combination thereof has been imposed.		
NAME WALTER A. SMITH	SERVICE NUMBER US 12 345 567	GRADE Pfc (E-3)
ORGANIZATION 617th Ord Company	DATE OF BIRTH 22 April 1948	BASIC PAY PER MONTH \$37.00
<b>SECTION I - IMPOSITION OF PUNISHMENT</b>		
UNIT DESIGNATION AND STATION Hqs, 617th Ordnance Company, Fort Lewis, Washington		
1. On <u>15 November</u> <u>1966</u> , the above described individual, then appearing before me, was informed that a report had been made that (he) <u>(s/he)</u> did on or about <u>12 November</u> , <u>1966</u> , at <u>Fort Lewis, Washington</u> , <u>without proper authority</u> , <u>fail to go at the time prescribed to his appointed place of duty, to wit: guard mount</u> .		
<b>SAMPLE</b>		
2. After having been advised of (his) <u>(her)</u> rights under the provisions of Article 31, UCMJ, and being informed of my intention to impose nonjudicial punishment upon (him) <u>(her)</u> as to each offense(s) under the provisions of Article 15 unless (he) <u>(she)</u> expressly demanded trial by court-martial, <sup>3</sup> (he) <u>(she)</u> was further informed that if (he) <u>(she)</u> did not demand trial by court-martial, <sup>3</sup> (he) <u>(she)</u> should submit any matters in extenuation, mitigation, or defense which (he) <u>(she)</u> desired me to consider.		
2. No demand for trial by court-martial for the offense(s) described above was made. <sup>3</sup> Matters in extenuation, mitigation, or defense were <u>submitted and considered</u> <u>A, B</u> (not submitted) (submitted and considered)		
3. On <u>15 November</u> <u>1966</u> , the punishment(s) <sup>1</sup> specified below <u>(was)</u> <u>(were)</u> imposed: <u>oral reprimand</u> (Oral admonition) (reprimand) Restriction to _____ for _____ days, (suspended until _____) Extra duties for _____ days, (suspended until _____) Restriction to <u>COMPANY AREA</u> for <u>14</u> days and extra duties for <u>14</u> days to run concurrently (suspended until _____).		
4. <u>Pfc Walter Smith</u> was advised of (his) <u>(her)</u> right to appeal in accordance with para 155, MCM, 1951, and informed if (he) <u>(she)</u> desired to appeal, (his) <u>(her)</u> appeal should be directed to Commanding Officer _____ <u>43d Ordnance Group, Ft Lewis</u> <u>JOHN A JONES, Cpt, Ord Co</u> (Typed or printed name, grade and branch of officer imposing punishment) Commanding _____ <u>John A Jones</u> (Title)		

DA FORM 2627 FEB 64 THIS FORM AND DA FORMS 2627-1 AND 2627-2, 1 FEB 65, REPLACE DA FORM 759, 1 SEP 54, WHICH IS OBSOLETE FOR ARMY USE.

Figure 20-1.

Questionnaire

1. What are the types, degrees, and combinations of punishments I may impose?
2. What should I consider when administering Article 15?
3. Does a field grade commander have greater punishment power than a company grade commander? If so, what is the punishment power of the field grade commander?



RECORD OF PROCEEDINGS UNDER ARTICLE 15, UCMJ (AR 37-14)				
This form will be used in ALL cases involving officers and warrant officers, and in those cases involving enlisted personnel when punishment OTHER THAN oral admonition or reprimand, restriction for 14 days or less, extra duties for 14 days or less, or a combination thereof is considered appropriate punishment.				
NAME JOHN O. JACOBS	SERVICE NUMBER RA 32346152	BASIC PAY PER MONTH \$233.00	SEA OR FOREIGN DUTY PAY None	TOTAL PAY \$233.00
ORGANIZATION Company A, 3d Bn, 16th Inf	DATE OF BIRTH 15 Mar 1943	GRADE Cpl (E-4)	CONTRIBUTION TO QUARTERS ALLOWANCE (Class of Post 1511 (S) and (S) NCM, 1511) None	
<b>SECTION I - NOTIFICATION</b>				
ORGANIZATION AND STATION OF NOTIFYING OFFICIAL Hqs, Company A, 3d Bn, 16th Inf				
THRU	1	31 July 1966		
THRU	1	(Date)		
TO:	Cpl John O. Jacobs RA 32 346 152			
	(Grade, first name, middle initial, last name, Service No.)			
	Co A, 3d Bn, 16th Inf			
	(Organization)			
1. It has been reported that, on or about <u>15 July</u> <u>1966</u> , at <u>Fort Lewis, Washington</u> , you did, at <u>Fort Lewis, Washington</u> , behave yourself with disrespect towards <u>Lt John A. Edwards</u> , by <u>contemptuously turning from and leaving him while he, the said Lt Edwards, was talking to you.</u>				
SAMPLE				
2. It is <u>my</u> <sup>3</sup> intention <u>as</u> <sup>3</sup> Commanding <u>officer</u> <sup>3</sup> of this organization <u>(has delegated his Article 15 authority)</u> <sup>3</sup> to impose nonjudicial punishment upon you as to such offense <sup>6/8</sup> under the provisions of Article 15, UCMJ unless you expressly demand trial by court-martial <sup>5</sup>				
3. You are directed to acknowledge receipt of this communication in Section II of this form within <u>24 hours</u> <sup>3</sup> after your receipt thereof. <sup>6</sup> You may submit any matter in mitigation, extenuation, or defense. <span style="float: right;">(hours) (days)</span>				
4. You are hereby informed that under the provisions of Article 31, UCMJ, you are not required to make any statement regarding the offense <sup>6/8</sup> described above, and that any statement you may desire to make concerning the offense <sup>6/8</sup> may be used as evidence against you in a trial by court-martial.				
FOR THE COMMANDER: <sup>7</sup>				
<u>WALTER B. SLOVAK, Cpt, Inf</u>				
(Typed or printed name, grade and branch)				
<u>Commanding</u> <span style="float: right;"><i>Walter B. Slovak</i></span>				
(Title)				

DA FORM 2627-1  
1 MAR 66

REPLACES EDITION OF 1 FEB 63. SUPPLIES OF WHICH WILL BE ISSUED AND USED UNTIL 1 MAR 66 UNLESS SOONER EXHAUSTED.

Figure 20-2.

SECTION II - ACKNOWLEDGMENT OF NOTIFICATION	
THRU: _____	1 August 1966
THRU: _____	(Date)
TO: <u>Captain Walter B. Slovak</u>	
(Organization)	
I acknowledge receipt of the foregoing communication. Trial by court-martial <u>is not</u> <sup>3</sup> demanded. <sup>5</sup> (is) (is not)	
Matters _____ <sup>3</sup> in extension, mitigation, or defense <u>are</u> <sup>3</sup> submitted herewith (The following matters) (Matters) (are) (are not)	
<u>and are contained in Section V</u> <sup>3</sup> (and are attached hereto) (and are contained in Section V)	
<u>JOHN O. JACOBS, Cpl, RA 32 346 152</u> /s/ (Typed or printed name, grade and Service No.)	
SECTION III - IMPOSITION OF PUNISHMENT	
(If, at this time, it is determined that no punishment is warranted, the individual concerned shall be notified of this fact and the record destroyed.)	
THRU: _____	1 August 1966
THRU: _____	(Date)
TO: <u>Cpl John O. Jacobs RA 32 346 152</u>	
(Grade, first name, middle initial, last name, Service No.)	
<u>Co A, 3d Bn, 16th Inf</u>	
(Organization)	
1. The following punishment(s) <u>are</u> <sup>3</sup> hereby imposed: (is) (are)	
<u>You will forfeit \$30.00 of your pay and are reduced to the grade of Pfc (E-3). That portion of the punishment concerning reduction is suspended for 3 months, at which time, unless the suspension is sooner vacated, the reduction will be remitted without further action.</u>	
SAMPLE	
2. You are advised of your right to appeal in accordance with para 135, MCM, 1951. You are directed to indicate on Section IV of this form the date of receipt of this communication within <u>3 days</u> <sup>3</sup> after your receipt thereof and to make any appeal you may desire to make. <sup>6</sup> If you exercise your right to appeal, your appeal should be addressed	
to <u>Commanding Officer</u>	<u>3d Bn, 16th Infantry, Ft Lewis, Wash.</u> <sup>10</sup>
_____ (Title)	
<u>WALTER B. SLOVAK, Cpt, Inf</u> (Typed or printed name, grade and branch)	
_____ Commanding	<u>Walter B. Slovak</u> /s/
_____ (Title)	

Figure 20-2—Continued.

SECTION IV - ACKNOWLEDGEMENT OF IMPOSITION OF PUNISHMENT		
THRU:	Commanding Officer, Co A, 3d Bn, 16th Inf <u>I</u>	3 August 1966
THRU:	<u>I</u>	(Date)
TO:	Commanding Officer, 3d Bn, 16th Inf <u>II</u>	
I received the foregoing communication (Section III) on <u>1 August 1966</u>		
I <u>do</u> <sup>3</sup> appeal from this punishment. <sup>12</sup>		
(Do) (do not)		
I believe this punishment is too severe for the offense committed.		
<b>SAMPLE</b>		
13		
1001		
JOHN O. JONES, Cpl, RA 32 346 152		<u>John O. Jones</u>
(Typed or printed name, grade and Service Number)		
SECTION V		
THIS SPACE MAY BE USED FOR ADDITIONAL REMARKS AND CONTINUATION OF SECTIONS. THE CORRESPONDING SECTION BEING CONTINUED SHOULD BE INDICATED. THIS SPACE ALSO MAY BE USED FOR SUMMARIZING AND ORAL PROCEEDINGS. (See 132a, MCM, 1951.) IF ADDITIONAL SPACE IS REQUIRED, USE REVERSE SIDE OF THIS PAGE OR ATTACH ADDITIONAL SHEETS NUMBERING EACH SHEET CONSECUTIVELY STARTING WITH PAGE 5.		
Lt Edwards became angry with me because I had accidentally stepped on his shoes. He had no other reason to berate me but he was yelling at me so much that I couldn't take it. I am sorry for my actions but I did not mean any offense.		
(See Reverse Side)		

Figure 20-2—Continued.



SECTION V (CONTINUED)

SAMPLE

USE THE FOLLOWING INSTRUCTIONS WHERE THE CORRESPONDING NUMBER APPEARS ON THE FORM.

1/ Complete only if applicable. If record is transmitted through channels, intermediate commanders need only line out and initial.

2/ Insert language describing the nature of the alleged misconduct in the form of a concise statement of the offense charged in such terms that a specific violation or violations of the UCMJ is clearly stated. If more than one offense is involved, add language substantially as follows: "It has also been reported that on or about \_\_\_\_\_ at \_\_\_\_\_ you..." If additional space is required, use Section V.

3/ Insert applicable word(s).

4/ Strike out inapplicable word or letter.

5/ If the alleged offender is attached to or embarked in a vessel, he is not permitted to demand trial by court-martial in lieu of nonjudicial punishment. In such cases, all reference to a demand for trial by court-martial shall be lined out and an appropriate remark will be made in Section V indicating the official name of the vessel and that the alleged offender was attached to, or embarked in such vessel at the time nonjudicial punishment was imposed.

6/ The time within which acknowledgment of receipt is to be made should be determined in light of the circumstances of the case. The addressee may request an extension of time.

7/ If signed personally, strike out command line.

8/ Insert title of officer who is to impose the punishment and his organization.

9/ If punishment includes correctional custody, the officer imposing the punishment will state where the correctional custody will be served. (See para 2c(2), AR 27-15). If a punishment is suspended, the action should so state and should specify the duration of the suspension. (See para 134, MCM, 1951.) If punishment includes a written admonition or reprimand, this should be attached to this form and listed as an inclosure. If punishment includes a reduction, the reduction order (See para 5 a(3), AR 27-15) should be attached to this form and listed as an inclosure.

10/ Designate by title the next superior authority to whom the appeal should be directed. (See para 133, MCM, 1951 and AR 27-15)

11/ When no appeal is made, address to the officer who imposed the punishment(s). If an appeal is made, address to the officer specified in para 2, Section II.

12/ If desired, state the reasons for the appeal. If additional space is required, use Section V. Attach any documents desired to be considered to the back of this form and list the number of inclosures. If none, leave blank.

13/ In the event the person punished exercises his right to appeal, the superior authority shall utilize DA Form 2827-2 which, when completed, will be attached to this form.

Figure 20-2—Continued.

RECORD OF APPELLATE OR OTHER SUPPLEMENTARY ACTIONS UNDER ARTICLE 15, UCMJ (AR 27-12)		
NAME JOHN O JACOBS	SERVICE NUMBER RA 32 306 152	GRADE Cpl
ORGANIZATION Co A, 3d Bn, 16th Inf	DATE OF BIRTH 15 March 1943	BASIC PAY PER MONTH \$233.00
DATE PUNISHMENT IMPOSED 1 August 1966	PUNISHMENTS IMPOSED Reduction to Pfc (E-3) (Suspended for 3 mos) and forfeiture of \$30.00.	
PART I—RECORD OF ACTION ON APPEAL		
SECTION I—TRANSMITTAL TO JUDGE ADVOCATE (To be completed only if the appeal is to be forwarded to a judge advocate. See para 125, MCM, 1951, for a discussion of when an appeal MUST be forwarded to a judge advocate.)		
TO: <u>Commanding General</u> <u>Fort Lewis, Washington</u> <small>(Organization)</small>	<u>4 August 1966</u> <small>(Date)</small>	
ATTN: Judge Advocate Forwarded herewith for consideration and advice pursuant to the provisions of Article 15(e), UCMJ. FOR THE COMMANDER: SAMUEL P. ADAMS, Cpt, Inf <small>(Typed or printed name, grade and branch)</small> Adjutant <i>W Samuel P Adams</i> <small>(Title)</small>		
SECTION II - ACTION BY JUDGE ADVOCATE (To be completed only if the appeal is forwarded to a judge advocate)		
TO: <u>Commanding Officer, 3d Bn, 16th Inf</u> <u>Fort Lewis, Washington</u> <small>(Organization)</small>	<u>5 August 1966</u> <small>(Date)</small>	
I have considered the appeal in this case and <u>it is my opinion that the punishments were</u> <small>(Have advised you orally thereon) (If it is my opinion that _____)</small> legally imposed and were not unjust or disproportionate for the misconduct involved.		
<u>JAMES K. POOL, Cpt, JAGC</u> <small>(Typed or printed name, grade and branch)</small> <u>Hqs Fort Lewis</u> <small>(Organization)</small> <u>Asst Staff Judge Advocate</u> <i>W James K Pool</i> <small>(Title)</small>		
SECTION III - ACTION BY SUPERIOR ACTING ON THE APPEAL		
THRU: _____	<u>7 August 1966</u> <small>(Date)</small>	
THRU: <u>Commanding Officer, Co A, 3d Bn, 16th Inf</u>		
TO: <u>Cpl (E-4) John O. Jacobs</u>		
Appeal <u>denied</u> <small>(denied) (granted) (granted in part)</small>	<b>SAMPLE</b>	
Incl <sup>s</sup> <u>ROBERT O. JOHNSON, LTC, Inf</u> <small>(Typed or printed name, grade and branch)</small> <u>Commanding</u> <i>W Robert O Johnson</i> <small>(Title)</small>		

DA FORM 2627-2 REPLACES EDITION OF 1 FEB 65, SUPPLIES OF WHICH WILL BE ISSUED AND USED UNTIL 1 MAR 66 UNLESS SOONER EXHAUSTED.

Figure 20-3.

SECTION IV - ACKNOWLEDGMENT OF ACTION ON APPEAL	
TO: <u>Commanding Officer</u> <span style="float: right;">8</span> <u>Co A, 3d Bn, 16th Inf</u> <span style="float: right;">8 August 1966</span> <small>(Organization) (Date)</small> Received on <u>8 August 1966</u> <span style="float: right;">Contents noted.</span> <small>(Date)</small> <u>JOHN D. JACOBS, Cpl, RA 32 346 152</u> <span style="float: right;">/s/ <u>John D. Jacobs</u> 9</span> <small>(Typed or printed name, grade and Service No.)</small>	
PART II - RECORD OF SUPPLEMENTARY ACTIONS OTHER THAN ON APPEAL	
SECTION I - SUSPENSION, MITIGATION, REMISSION OR SETTING ASIDE OTHER THAN BY SUPERIOR ACTING ON AN APPEAL	
On _____, the punishment(s) <sup>10</sup> of _____	(Date)
<small>(was) (were) (suspended until) (mitigated to) (remitted) (set aside and all rights, privileges, and property affected restored) (by my order) (by order of)<sup>10</sup></small> _____, the officer who imposed the punishment) _____, the successor in command to the officer who	
Imposed the punishment) _____, as superior authority) _____ Incl <sup>6</sup>	
SECTION II - VACATION OF SUSPENSION	
The suspension of the punishment(s) <sup>10</sup> of <b>SAMPLE</b>	(Date)
imposed against _____ (is) (are) <sup>10</sup> <small>(Name of offender) (Current organization)</small> hereby vacated. The unexecuted portion(s) <sup>10</sup> of the punishment(s) <sup>10</sup> will be duly executed. _____ Incl <sup>6</sup>	
_____ <small>(Typed or printed name, grade and branch)</small>	
_____ <small>(Title and Organization)</small>	
PART III	
THIS SPACE MAY BE USED FOR ADDITIONAL REMARKS AND CONTINUATION OF SECTION I. IF ADDITIONAL SPACE IS REQUIRED, ATTACH ADDITIONAL SHEETS, NUMBERING EACH SHEET CONSECUTIVELY, STARTING WITH PAGE 2.	
USE THE FOLLOWING INSTRUCTIONS WHERE THE CORRESPONDING NUMBER APPEARS ON THE FORM.	
1/ If the authority acting on the appeal does not have a judge advocate assigned to his staff, the appeal should be forwarded to a judge advocate on the staff of the first superior authority whose staff includes a judge advocate. 2/ If signed personally, strike out command line. 3/ Complete only if applicable. If record is transmitted through channels, intermediate commanders need only line out and initial. 4/ Insert applicable word(s). 5/ State nature of action, if any, such as remission, suspension, mitigation, or setting aside and restoration. (See para 134, MCM, 1951.) 6/ Any other documents reflecting the action taken, such as	reduction or restoration orders (See para 8e(3), AR 27-12) should be attached hereto and listed as an inclosure. 7/ If appeal is acted on by an officer who has been delegated this authority, insert the following phrase: "Acting under delegation of authority made by Commanding _____" <small>(Organization)</small> 8/ Insert title of immediate commanding officer of the appellant. 9/ To be signed by appellant and dispatched to immediate commanding officer. 10/ Strike out inapplicable word(s) or letter(s). 11/ Insert the name, grade, and branch of the officer who vacated the suspended punishment.

Figure 20-3—Continued.

## SAVINGS BONDS AND SOLDIERS' DEPOSITS

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**21-1. Savings bonds.** *a.* The United States Government and the Department of the Army encourage all personnel to participate in the U.S. Savings Bond program. The purchase of U.S. Savings Bonds by payroll deduction is a convenient, automatic, easy, and secure way to save money and make money. This helps strengthen our national economy by curbing inflation and widely distributing the national debt. It benefits both the individual and the nation. You should encourage all personnel under your command to take part in this program. Series E Bonds are available through Class "B" or "B-1" Monthly Allotment in the following denominations:

<i>Cost</i>	<i>Maturity value</i>
\$ 18.75 .....	\$ 25
37.50 .....	50
56.25 .....	75
75.00 .....	100
150.00 .....	200
375.00 .....	500

*b.* A man can take out an allotment as low as \$6.25 per month to get an \$18.75 bond once a quarter. These bonds mature in 7 years, and if not cashed at that time will continue to mature at the rate of 4.15 percent per year. In case of emergency, a bond may be cashed at any time after 2 months from issue date.

**21-2. Savings deposits.** *a.* Any member of the Army on active duty outside the CONUS may deposit his savings in savings deposits in sums not less than \$5. Interest at the rate of 10 percent compounded quarterly will be paid. Deduction will be by allotment. Allotment must be made in even dollars and in amounts of not less than \$5. Repayment of soldiers' deposits plus accrued interest thereon, will be made under the following conditions:

- (1) Upon separation.
- (2) Upon discharge and immediate reenlistment.
- (3) Upon return to the CONUS.

- (4) For emergency withdrawals.
- (5) Upon death of the depositor.

b. Repayment of deposits with interest will be made by the Army Finance Center. An application for emergency withdrawal will be initiated by the soldier in the form of a military letter to his immediate commanding officer in accordance with paragraph 12-71, AR 37-104-2. The commanding officer will investigate, and approve or disapprove the action. If disapproved, the application will be returned. If approved, it will be indorsed to the finance center for payment.

*REFERENCES:*

DOD Military Pay and Allowances Entitlement Manual and AR 37-104-2.

AR 608-15, "Army Savings Program."

## COUNSELING

---

22-1. **General.** *a.* Counseling is talking over a problem with someone. It involves the clarification of a problem or assisting in its solution by discussion. The most effective counseling is that which encourages a person to arrive at his own solution. You accomplish this by exhibiting an interest in the problem and by encouraging the man to talk freely. Then, by injecting appropriate ideas and comments, you guide the man's thinking toward a logical solution to his problem. Counseling should help to develop in the individual the initiative to take care of himself—to stand on his own feet without being dependent on others.

*b.* The range of personal problems arising within a unit is vast and varied. Problems which may require counseling are those involving grievances pertaining to rank and promotion, job assignment, discrimination by others, financial problems, family troubles, and many other factors involving the individual's well-being. It is necessary that you help the individual solve his problems so his mind will be free from worry, enabling him to concentrate on the job at hand.

*c.* Practical understanding of human behavior is an invaluable asset to you in assisting your men in the solution of their problems. Always attempt to understand why a man thinks and acts the way he does before suggesting a course of action.

22-2. **Counseling program.** When initiating a counseling program, the following should be included:

*a.* All leaders within a unit should learn the functioning of, the need for, and the benefits derived from a counseling program.

*b.* Leaders should make themselves available at every practical opportunity to give guidance and assistance.

*c.* The soldier should be taught to seek assistance from his immediate leader, and not to violate the chain of command. Emergencies and special considerations will require occasional exceptions to this general policy.

**22-3. Considerations which prove effective in counseling.** *a.* Adopt a sincere, understanding, yet impartial attitude.

*b.* Use understandable words and phrases in your discussions.

*c.* Never talk down to your men.

*d.* Information secured during counseling should be held in confidence.

*e.* Make full use of assistance available from the staff, welfare services, and higher headquarters. You should know what channels to be followed and, if possible, know by name the individuals to whom referrals are made. When you put the soldier in direct contact with an appropriate agency or service, you strengthen the soldier's confidence in your ability and concern for his welfare. Continue to take an interest in the soldier's problems even after you have referred him to an agency. Some of these agencies or services are: Chaplain, Army Medical Service, American Red Cross, Legal Assistance Officer, Army Emergency Relief Society, Inspector General, Personnel Officer, Information Officer, Education Officer, and Finance Officer.

*f.* Special care should be exercised when counseling an individual who appears to have a deep-rooted adjustment problem. In such special cases, counseling by a leader who does not have the proper professional training can do more harm than good. Consequently, these individuals should be referred to the appropriate agency for their own welfare and for the good of the military service.

*g.* Avoid making decisions for the individual; guide the discussion in such a manner that the person being counseled will develop his own workable solution.

## UNIT MAIL ROOM

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**23-1. Unit postal officer responsibility.** The unit postal officer is responsible for the efficient operation of his unit's mail service. As applicable, his specific responsibilities include the following:

*a.* Active supervision of unit mail clerks.

(1) Read and explain paragraph 6 and 7 of AR 65-75 to unit mail clerks.

(2) See that mail is promptly delivered.

(3) Have hours of collection posted on all mail boxes on DD Form 1116 (Hours of Collection).

*b.* Checking daily accounting of registered, insured, and certified mail.

*c.* Inspection of unit mail room weekly to insure compliance with AR 65-75.

(1) Review personnel locator directory to insure it is up to date.

(2) Review postal records.

(3) Insure mail is being treated in the proper manner.

*d.* Reporting promptly known or suspected cases of loss, theft, destruction or other mistreatment of mail.

**23-2. Unit mail clerk responsibility.** Mail clerks will consult their unit postal officer and listed references on questions they do not fully understand.

*a.* All company mail clerks are responsible for—

(1) Safeguarding mail until delivery or other disposition is made.

(2) Insuring prompt delivery of mail.

(3) Assisting and advising members of their unit on postal matters.

*b.* Additional responsibilities second brigade mail clerks—

(1) Readdressing, indorsing, or forwarding undeliverable mail.



- (2) Rewrapping or otherwise repairing covers or wrappers on damaged mail.
- (3) Maintaining mail directory file.
- (4) Insuring delivery and maintenance of accurate records of all accountable mail.
- (5) Maintaining mail records in accordance with AR 65-75.

**23-3. Safeguarding mail.** *a.* Unit mail clerks may be held responsible for any loss brought about by their failure to handle properly, mail entrusted to their care.

*b.* One key to the mailroom, locked mail receiving boxes, safes, or other locked mail receptacle will be in the possession of the unit mail clerk or alternate. If combination locks are used on containers of registered mail, only one clerk will have the combination. Duplicate keys and copies of combinations assigned to each individual will be sealed in separate envelopes, indorsed as to contents and retained by the unit postal officer.

**23-4. Consolidated mail rooms.** When more than one company share postal facilities the responsibility of the company commander for the security and proper handling of his unit's mail remains the same.

**REFERENCES:**

AR 65-75, "Unit Mail Service," as amended.

## COMMUNICATIONS

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**24-1. Key to control.** *a.* Once a combat operation is in progress, your ability to communicate measures the amount of control you can exercise over the subordinate elements of your unit. In a fire fight, your ability to communicate usually determines the amount of support (artillery, air, medical, supply) you will get when and where you need it. The combat leader/commander must be able to effectively plan the use of, and employ the various means of communication available to him.

*b.* Your communications equipment is your lifeline in combat; check, test, and inspect it frequently, and particularly before any combat operation.

**24-2. Actions fundamental to maintaining good communications.** *a.* Command emphasis.

*b.* Effective preventive maintenance.

*c.* Don't depend entirely on any one means of communication; plan for alternate, secondary, and emergency means.

*d.* If longer range radios must net with shorter range radios, keep them within power range.

*e.* If extended-distance transmission with a low-power radio is a must, use a field expedient antenna such as the vertical half rhombic or wave antenna—they can double or triple the rated range of radios.

*f.* Keep your power supply warm; always carry spare batteries; include the normal time and method of battery resupply in your tactical SOP.

*g.* Cross train personnel in communications operations.

**24-3. Broadcasting plans.** *a.* Require authentication if you suspect another radio station to be fraudulent.

*b.* Report immediately the loss or compromise of an SOP item.

**24-4. PM indicators.** *a.* *Rubber.*

(1) Is it flexible?

(2) Is it clean?

(3) Is it free of cuts?

b. *Canvas.*

(1) Is it clean?

(2) Is it free of mildew and cuts?

(3) Is it unfrayed and serviceable?

c. *Handles and knobs.*

(1) Are they present?

(2) Are they securely fastened?

(3) Do they operate?

24-5. **General.** a. Is it clean?

b. Are signs of abuse present?

c. Are all components present?

d. Will this equipment perform its normal functions?

24-6. **Inspection.** a. An informed leader knows how to inspect his communication equipment. He knows his PM indicators and how to use them. The smart leader knows that inspection of communication equipment requires the use of common sense rather than a great technical knowledge. Every time you inspect personnel, weapons, and vehicles inspect your communication equipment.

b. How do you inspect communication equipment?

(1) Look.

(2) Listen.

(3) Feel.

(4) Use common sense.

c. To inspect radio and wire equipment, have it operational. Then look; is it clean, is it complete, does it appear to be operational? Next, operate the equipment. Does it operate as it should?

24-7. **Radio—field expedients.** Poor radio communication or lack of communication can be due to any one of a number of reasons and it is not always due to excessive distances or bad terrain. Poorly kept equipment and improper operation can be just as effective in preventing communication as excessive distances or mountainous terrain. It is imperative that the following precautions be observed at all times:

a. Read the technical manuals for the pertinent radio sets. They outline complete operating instructions and maintenance procedures.

b. Keep the radio set clean.

c. Keep the radio set dry.

d. Handle the set carefully.

e. Set up routine inspection and check procedure covering the following points:

- (1) Plugs and jacks should be clean.
- (2) Antenna insulators must be dry and clean.
- (3) Antenna connections must be tight.
- (4) Power connections must be tight.
- (5) Knobs and controls should operate easily without binding.
- (6) Motors, fans, etc., should run freely.
- (7) Dry cell batteries should be fresh.
- (8) When equipment is stored or not in use, remove the

batteries.

**24-8. Probable causes of poor radio communication.** When equipment is in good operating condition, lack of communication or poor communication can be caused by:

- a. Too great a distance between radio sets.
- b. Poor choice of location (siting) at one or both ends of the circuit.
- c. Bad terrain—hills and mountains.
- d. Noise and interference.
- e. Poor antenna installation.
- f. Poor frequency selection.

**24-9. General operating hints.** a. Use a handset or headset in place of a loudspeaker if the incoming signal is weak.

b. Make sure the microphone or handset is in good condition. Speak directly into the microphone; speak slowly and distinctly.

c. If set is in a vehicle, make sure the battery voltage is up. Keep engine running to charge battery.

d. Moving the set a few meters may improve the reception considerably.

e. Use CW in place of voice for increased range.

**24-10. Telephone TA-312/PT.** If telephone TA-312/PT fails, make these checks:

- a. Check the terminals for firm connections.
- b. Check selector switch position—if telephone is being used in field system the switch should be in the CBS or LB position. If in use with civilian system the switch should be in the CB position.

c. Check INT-EXT switch position—if using handset H-60/PT (part of the telephone) the switch should be in the INT position. If using auxiliary handset-headset H-144/U, the switch should be in the EXT position to signal the operator and placed in the INT position when call is completed.

d. Depress push-to-talk switch. Blow into transmitter. If no sound is heard in the receiver, check battery compartment. One battery cap should be up; the other down. If batteries are not

available, by talking loudly into the receiver you can communicate approximately 4 miles.

**24-11. Sound-powered telephones.** If sound-powered telephones fail to transmit, make these checks:

a. Check line terminals for proper connection.

b. Attempt to make contact by talking loudly into the receiver. Reduced-distance communications can be accomplished by this means.

*Note.* If you have performed all the checks and are still not able to communicate, call qualified communications personnel to assist you.

**24-12. Radio voice procedure.** a. Listen before transmitting.

b. Avoid excessive tuning and testing.

c. Message should be clear, concise, premeditated and, if possible, previously written.

d. Speak clearly, slowly, in natural phrases, and enunciate each word. If receiving operator must write, allow sufficient time for writing.

e. Always assume the enemy is listening.

f. If jammed, detune set and notify higher headquarters by alternate means.

g. Maintain whip antennas in a vertical position.

h. If radio is vehicular mounted, make sure the radio is turned off below starting vehicle.

i. Always try to use low power.

**24-13. Frequently used prowords.** a. *This is.* This transmission is from the station whose designation immediately follows.

b. *Over.* This is the end of my transmission to you and a response is necessary. Go ahead: transmit.

c. *Say again.* Say again all of your last transmission.

d. *Correction.* An error has been made in this transmission (or message indicated). The correct version is .....

e. *I say again.* I am repeating transmission or portion indicated.

f. *Roger.* I have received your last transmission satisfactorily.

g. *Wilco.* I have received your message, understand it and will comply.

h. *Out.* This is the end of my transmission to you and no answer is required or expected.

**24-14. All prowords and their meanings.** a. *All after.* The portion of the message to which I have reference is all that which follows . . . .

b. *All before.* The portion of the message to which I have reference is all that which precedes . . . .

*c. Break.* I hereby indicate the separation of the text from other portions of the message. (To be used when there is no clear distinction between the text and other portions of the message.)

*d. Correction.* An error has been made in this transmission. The correct version is . . . .

*e. Disregard this transmission.* This transmission is in error. Disregard it. (This proword shall not be used to cancel any message that has been completely transmitted and for which receipt has been received.)

*f. Do not answer.* Stations called are not to answer this call, receipt for this message, or otherwise to transmit in connection with this transmission. (When this proword is employed, the transmission shall be ended with the proword *out*.)

*g. Groups.* This message contains the number of groups indicated by the numeral following.

*h. I say again.* I am repeating transmission or portion indicated.

*i. I spell.* I shall spell the next word phonetically.

*j. Originator.* The originator of this message is indicated by the address designation immediately following . . . .

*k. Out.* This is the end of my transmission to you and no answer is required or expected.

*l. Over.* This is the end of my transmission to you and a response is necessary. Go ahead; transmit.

*m. Read back.* Repeat this entire transmission back to me exactly as received.

*n. Relay to.* Transmit this message to the address designations immediately following . . . .

*o. Roger.* I have received your last transmission satisfactorily.

*p. Say again.* Say again all of your last transmission.

*q. Silence.* "Silence" spoken three times means cease transmissions immediately. Silence will be maintained until instructed to resume. (When an authentication system is in force, all transmissions imposing silence shall be authenticated. Silence will be imposed only by the control station except in instances of emergency.)

*r. That is correct.* You are correct, or what you have transmitted is correct.

*s. This is.* This transmission is from the station whose designation immediately follows . . . .

*t. Time.* That which immediately follows is the time or date-time group of this message.

*u. Wait.* I must pause for a few seconds.

*v. Wait out.* I must pause longer than a few seconds.

*w. Wilco.* I have received your message, understand it, and will comply.

*x. Word after.* The word of the message to which I have reference is that which follows . . . .

*y. Word before.* The word of the message to which I have reference is that which precedes . . . .

*z. Wrong.* Your last transmission was incorrect. The correct version is . . . .

**24-15. Military messages.** Always attempt to incorporate the following characteristics into a tactical message:

*a. Clear.* A military message should be clearly written or spoken in language that is easily understood by all addressees of the message. The printing (wording) employed must be correct and easy to read (understand).

*b. Complete.* The message should be complete, thus avoiding mistaken guesses and assumptions by the recipient of the message. A technique to employ when writing (sending) a message is to answer the three questions of what, where, and when. In other words, what is the subject of the message, where did it occur, and when did it happen? When these three questions are applicable and they are answered, the message is complete.

*c. Concise.* Last but by no means least, the message should be written (spoken) in the briefest manner possible without sacrificing clarity and completeness.

**24-16. Communications security.** *a. Definition.* Communications security is the protection resulting from all measures designed to deny to unauthorized persons information of value which might be derived from your communications. Communications security consists of three basic parts: transmission security, cryptographic security, and physical security. As a company commander, your primary concern is in the field of transmission security.

*b. Responsibility.*

- (1) Communications security is a command responsibility. Every individual engaged in the preparation of material for transmission, or the actual transmission of material, is responsible for compliance with procedures governing preparation, transmission, and safeguarding of communications.
- (2) As a company commander, you are responsible for the implementation and execution of communications security policies and procedures established by higher command and service directives.

c. *Need for communications security.* In the rapidly changing battle situation with which the Army is faced, the demand for rapid, flexible, and secure communications cannot be over emphasized. Commanders must make frequent split-second decisions which must be disseminated promptly to troops. This requires a greater reliance on radio communications, thus increasing opportunities for unauthorized interception. It is imperative, therefore, that maximum communications security measures be taken to reduce the amount of intelligence information which is being derived from exploitation of intercepted communications.

d. *COMSEC checklist.* Adherence to the following DO's and DON'T's will enhance your communications security:

- (1) Do insure that all necessary personnel are trained in the use of COMSEC equipment and/or techniques.
- (2) Do enforce proper use of authentication systems.
- (3) Do employ only authorized authentication systems.
- (4) Don't use locally generated authentication systems.
- (5) Do enforce the proper use of authentication.
- (6) Don't assume that your radio transmissions are *not* being intercepted by the enemy.
- (7) Do use the most secure communications system available.
- (8) Do initiate COMSEC planning concurrent with all other planning.
- (9) Do change call signs and frequencies in a manner which cannot be predicted.
- (10) Do change call signs and frequencies simultaneously whenever practical.
- (11) Don't divulge new operating frequencies or call signs through the lack of COMSEC.
- (12) Do avoid the use of radio in intracommand post communications.
- (13) Do use nonelectrical means of communications whenever practical.
- (14) Don't use electrical communications when messengers will serve the same purpose. Messengers are considered the most secure means of communications.
- (15) Do use minimum power, minimum transmission times, proper site selection, and "machine-like" procedures.
- (16) *Don't paraphrase or attempt to talk around the subject; because if the intended recipient can understand, so can the enemy.*
- (17) Do insure that physical security standards are maintained for COMSEC materiel, i.e., authentication tables, operational codes, etc.



- (18) Don't forget the success of your mission and the loss of lives depends directly on your COMSEC program.
- (19) Do give COMSEC command emphasis.

**REFERENCE:**

FM 7-20, "Infantry Airborne Infantry Mechanized Infantry Battalions."

**Self-Analysis Questionnaire**

1. What actions can I take to maintain good communications with my subordinate elements?
2. When should I require another radio station to authenticate?
3. What should I do in the event of a loss or compromise of a classified signal document?
4. What are some indicators that I can look for when I inspect my signal equipment that will eliminate the effectiveness of the preventive maintenance in my unit?
5. How should I inspect my signal equipment?
6. What are some of the probable causes of poor radio communications?
7. When using radio communications, what should I know concerning the procedures that should be used or avoided?
8. What prowords are frequently used during radio transmissions and what do each of them mean?
9. What are the characteristics that should be incorporated into a tactical message?
10. What is the best source of information concerning the operation and maintenance of radio equipment?

**OVERSEA ENVIRONMENT**

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**25-1. Adjustment of the soldier to an oversea environment.**

*a.* The soldier who steps off the ship or plane upon his arrival overseas is faced with the problem of adjusting to two types of new environment, geographical and situational. In most instances, this will be his first trip outside the United States, specifically his first experience in a foreign country. But even if he has been overseas before, he will find many changes and feel the necessity of adjusting to these changes. As with all other problems in a command, it's the commander who is responsible to see that the soldiers become adjusted.

*b.* The new arrival should be indoctrinated in the customs of the country in which he is stationed. He should be encouraged to meet his new neighbors, learn their ways, study their language, and become familiar with their history. Commanders exercising the proper guidance and indoctrination can reap unending benefits from an effective orientation, not only through better community relations, but in higher morale of their troops. Once he has adjusted to his new surroundings, the strangeness of being in a foreign country will gradually wear off and he will become more productive as a soldier.

*c.* Being away from home may tend to lower the morale of the new arrival, but if his energies are directed into the right channels, all will benefit. Facilities for off-duty education are available and their use should be encouraged. For those who shy from "book-learning" but would like some practical acquaintance with geography, history, and local customs, the recreation and travel opportunities are unlimited, and as such as probably available to many for the first and last time. Each commander should guide and encourage his men to take maximum advantage of these unique opportunities.

*d.* Simultaneously with adjustment to his new geographical environment must come adjustment to his new situational environ-

ment. This transformation is one of attitude, in which the new arrival must be made to realize that he is no longer in a basic training or garrison situation. He must now apply the training principles and garrison experience he has gained. He must be made aware of the seriousness of his situation—that he is in the front line of defense against aggression. While there are many educational and recreational diversions overseas, the commander must keep the new arrival constantly alert to the necessity of keeping himself combat ready. The astute commander must not only be a leader and trainer of men, but a student of psychology and human nature as well. He must be able to instill in his men the feeling that they can enjoy their tours of duty overseas, benefit by the experience, and at the same time be prepared to assume more serious endeavors when called upon.

*e.* Each individual should be thoroughly indoctrinated concerning the importance of his job and how it fits into the "big picture." An individual who feels he occupies an important place in the organization will generally be more effective. He will have a better understanding of the heavy training requirements, of the need for field exercises, and of his small but important part in the free world's fighting forces.

*f.* You as a commander now have a new replacement. His future value in your unit depends on you. Proper orientation and a continuing program of profitable training, guidance, and information will help him and you. Without these, and left to his own devices in a local gasthaus or bar, he can become a disciplinary problem.

**252-2. Preparing the individual for his combat role.** *a.* The fundamental task of the commander is to prepare himself and his men for combat. This is a never-ending responsibility. The Army makes its initial investment in the basic combat training of the new soldier, the volunteer, who has enlisted for the Active Army or with Reserve forces and the man who has been inducted into the service of his country. As a first objective, the new soldier must master the fundamentals of combat training, regardless of his arm or branch of service or the later specialty in which he is to be trained. In this day commanders at all levels have a more exacting and challenging task in training the individual for his eventual role in a combat ready unit. At the outset, specialization must be resisted. Until the soldier has learned to move, to shoot, to communicate and, most important, to maintain himself and his equipment under simulated combat conditions he will not be qualified to move on to more advancing training. It is from this objective that all commanders derive a first-priority task—to

see that the new soldier gets the best training the Army has to offer.

b. Today's Army is getting a more experienced officer and non-commissioned officer to do the training, and a better all-around training establishment as a base for mobilization. Consequently, we are not protecting the Army's investment unless we accept the challenge to produce a better trained soldier in less time and at less cost.

25-3. Leadership in combat. a. *Willingness for combat of the American soldier.*

- (1) How do unfavorable attitudes developed in the soldier during training relate to his combat performance? Many commanders have stated: "Suppose that many combat soldiers did have unfavorable attitudes. What of it? They fought, didn't they?" The question still remains: How well did they fight in relation to their potential abilities?
- (2) The Department of the Army has conducted a series of studies on the willingness for combat of the American soldier. These studies support the belief that attitudes and performances during training are related to performance in combat, and that individuals who had the least satisfactory attitude during training later tended to be relatively poor combat soldiers. The results of these surveys also showed that at least 24 percent of the men said that they would rather not, or felt they could not, kill an enemy soldier. It is vitally important that the leader in training be sensitive to the men's attitudes and strive to build an attitude of confidence in their combat skills.
- (3) Further studies indicated that a large percentage of the available firepower in units was never fully developed. This failure to fire was due, in part, to the soldier's belief that firing his weapon would reveal his position and entail increased exposure. Other causes resulted from such fears as being wounded or disfigured or lack of confidence in his weapons, leaders, fellow soldiers, or in himself.

b. *Factors adversely affecting combat effectiveness.*

- (1) Factors adversely affecting the combat potential of a command include fear, panic, discouragement, isolation, and lack of confidence by the individual in himself, in his unit, or in his leaders. The presence of fear and a tendency to panic vary with changes in condition of the

troops, in degree of tactical success, and in the physical conditions on the battlefield. Normally, it is the commander of the small unit who must sense the development of situations which may be interpreted by the troops as critical, and who must take personal action to eliminate conditions which cause fear and panic. However, it is largely the commander of the major unit who trains and indoctrinates the small unit commander, and who initiates policies that later help him to counteract fear and panic.

- (2) The disruption of mutual support among elements of a combat unit sometimes results in the isolation of units on the battlefield. These conditions will adversely affect the combat effectiveness of a unit which is not prepared to meet them. Paragraph *h* below contains a discussion of these considerations.

*c. Fear.*

- (1) Fear, although it is an emotion that may at times cause a soldier to be incapacitated, it is nature's way of preparing the body for action. Body functioning is stepped up; sugar and adrenalin are released into the blood to act as fuel for the fight ahead; there is a temporary loss of any feeling of fatigue. Even blood clots more readily!
- (2) Nevertheless, it is sometimes difficult for a tense, frightened soldier to look upon fear in the light of body chemistry, especially if his period of fright is prolonged. He may become helpless and demoralized, or completely paralyzed by his fear.
- (3) Effective training and proper discipline minimize conditions of this type. Training will teach the soldier to respond from force of habit to specific battle orders, even though battle commands often cannot be given as in training. It will become second nature for him to carry out his own job as a member of the fighting team —to begin the action that will relieve his fear.

*d. Rumors.*

- (1) Rumors are essentially anonymous communications that are easily spread. Those which seem plausible under existing conditions circulate more rapidly. Rumors destroy confidence and create uncertainty. In combat, when soldiers may be uncertain and insecure, rumors may create an illusion that a critical situation exists whereas, in reality, none does. Thus rumors create a condition of

high susceptibility to emotional and irrational behavior. Individuals may become excited and may react in an unreasonable fashion even to weak suggestions. Over a short range period, rumors satisfy a need for information which troops experience in a state of expectation. In a long range, rumors erode the confidence of troops in their chain of command and in themselves. In this way, rumors both increase the stress felt by the individual soldier and decrease the potential effectiveness of the unit. Totally irrational rumors are short lived. However, rumors based on half-truths and those which are found to be completely true exist for longer periods and cause more harm.

- (2) A rumor that supports a suspicion or a hatred, verifies a fear, or expresses a hope will be repeated and reinforced by the emotions of the teller. When rumors spread rapidly and far, it means that hates, fears, or hopes are common to the many people doing the repeating. Rumors are repeated even by those who do not believe them because they provide a chance to express an emotion which would otherwise have to be suppressed.
- (3) Confidence sometimes varies between over-confidence and shaken confidence. Rumor causes violent fluctuations between these extremes. For this reason, rumors must be controlled. Effective rumor control requires an attentive ear to detect and identify rumors and specific action to discredit and eliminate them at the source. Rumors originated by the enemy necessitate counter-intelligence measures to determine their source. Specific control measures applicable to all rumors include—
  - (a) An effective information program.
  - (b) Disseminating information on plans and operations as completely as security requirements permit. Give the troops as many facts as possible.
  - (c) Finding out and attempting to eliminate the basic conditions creating uncertainty and frustrations before they accumulate.
  - (d) Keeping informed of current rumors in the unit. A long range program of instilling faith in the information passed out by the chain of command is better than a point-for-point rebuttal of rumors passed along the "grapevine." Soldiers want information. If factual information is not quickly supplied by the chain of command, then the "rumor campaigns" take over. The

obvious disadvantage of not replying directly to rumors is that rumors thus may be reinforced and given credibility.

- (e) Developing confidence in individuals toward their leaders.
- (4) Keeping men informed assumes a major role on the battlefield. A soldier who is well informed as to the situation and his mission is more effective than one who is uninformed. Also, men must know what is expected of them and what means they have at their disposal to assist them in accomplishing the mission. Troops who are aware beforehand of the enemy's capabilities exert a positive influence toward successful accomplishment of the mission.

*e. Panic.*

- (1) Panic develops when a soldier is overcome with fear. It may be evidenced by sudden flight or by freezing in place. Panic may develop in a group faced with sudden catastrophe or from a few individuals fleeing from danger in a critical situation. The critical situations responsible for the mass emotion of fear may be real, as in the case of fallout from a nuclear ground burst; or imaginary; in situations created by enemy propaganda and malicious gossip. The seeds of panic are always present in troops as long as they believe physical danger is near.
- (2) The emotion of fear reaches panic proportions only when individuals believe themselves incapable of overcoming a critical situation. When emotional tension is produced by a critical situation, individuals become excitable and highly susceptible to suggestion. Nothing is more likely to cause a unit in combat to panic than the sight of a few of its members in full and unexplained flight to the rear. Sudden and unexplained motion in the wrong direction is an open invitation to disaster. As panic spreads, a man will join a disorganized fleeing crowd without stopping to ask why they are running. When discipline breaks, only a small minority of the most hardy individuals will retain self-control. The others cannot stand fast if the circumstances appear to justify flight. The obvious fear among the panicked troops is evidence that there is something to be afraid of and to escape from.

- (3) Any suggested or observed movement may be interpreted as a means of escape and cause of sudden flight. This flight is not generally focused upon a known goal other than escape, but is rapidly canalized in a certain direction. Someone has to be the first to break and run. Studies of local panics during the Korean crisis revealed that lack of information was the real crux of the fear. This lack of information, when compounded with the sight of running men, led to panic. The leader can minimize the possibility of such a panic by keeping his men informed at all times. This in turn will enable them to use initiative and take positive action to halt the panic, restore the situation, and proceed with the accomplishment of the mission.
- (4) The emotion of fear is reinforced by escape action to such a degree that reason is greatly reduced. A soldier in panic runs without much rational thought. His fear is increased by the fears of his fleeing companions, and his field of attention is narrowed. He is forgetful of honor and discipline.
- (5) Troops in combat are continually in the presence of a situation threatening death or bodily harm. During such times of stress they are subject to all of the anxieties and fears conducive to panic. Experienced troops who are well trained, organized, disciplined, and led, seldom give way to panic because they are confident of their ability to master any situation regardless of its critical nature. This power to resist fear and panic fluctuates according to psychological and physiological conditions of the troops, the degree of tactical success, and the physical conditions of the battlefield. The leader must constantly measure and strengthen the confidence of his command. Leaders must realize that even experienced and well-trained troops have panicked in situations which, as a result of rumor or unfavorable circumstances, appeared beyond their control. They must sense the development of situations interpreted by the troops as critical and take action to eliminate or minimize conditions which contribute to panic.
- (6) Commanders should recognize and compensate for or minimize the following conditions that lead to uncertainty and panic:
  - (a) Physical conditions—scarcity of arms and ammuni-



tion, insufficient supporting weapons, fog, darkness, woods, baptism of fire, and introduction of new enemy weapons.

- (b) Physiological conditions—hunger, thirst, extreme climatic conditions, and exhaustion.
  - (c) Psychological conditions—danger (real or imaginary), anxiety, insecurity, ignorance of the military situation, tension, and expectant waiting.
  - (d) Moral conditions—homesickness, unexplained lack of mail, boredom, rumor, defeatist attitude, and lack of belief in the cause.
  - (e) Tactical conditions—destruction of organization, heavy losses, reverses, conflicting orders, and poor communications. Panic is rarely caused by the strength of enemy action. There is danger of panic in a withdrawal. For this reason, carefully control withdrawals at all times. During a rearward movement, keep troops fully informed within the limits of security, as to why they are withdrawing, and how and where the new battle area will be established.
  - (f) Leadership conditions—absence of leaders, loss of good leaders and lack of confidence in the ability of leaders.
- (7) The ultimate defense against panic lies in its prevention by means of effective leadership during training and in combat.
- (8) At the first sign of panic, immediate and decisive action must be taken. Unity of action is often restored by the prompt action of the leader of a few volunteers, who stands squarely in the path of flight and commands the men to turn back, without hesitating to manhandle those men who come within reach or to threaten the others with weapons. Likewise, to the soldier who is in terror and verging on panic, no influence can be more steadying than to see some other soldier near him, and especially the leader, retaining his self-control and doing his duty.
- (9) A logical course of action to control panic includes the following:
- (a) Decisive action on the part of the commander and his subordinate leaders.
  - (b) Presence of the commander and his display of a calm, confident attitude.
  - (c) Physical restraint on the part of the commander and

subordinate leaders to stop men who are in a state of panic.

(d) Threatening men with a weapon if all other means fail.

(e) Constant alertness for the development of conditions which produce panic.

f. *Spirit of the offensive.*

(1) The creation of a desire to close with and destroy the enemy is highly important in developing aggressiveness in military units. In a large measure it is gained by sound training, by the fostering of individual and unit confidence, and through success in combat. Aggressive action is essential to secure objectives with minimum combat losses. The problem of maintaining aggressiveness is intensified during periods of inactivity.

(2) Attainment of objectives sometimes depends on restoring the effectiveness of those units weakened by enemy action. With the rapid movement of modern warfare, it is imperative that ineffective men and equipment be replaced quickly. This entails efficient movement, proper reserve and support positions, and assignment of missions to units within their capabilities. To retain combat effectiveness, leaders should—

(a) Insure that the chain of command remains intact.

(b) Maintain momentum and utilize firepower fully.

(c) Instill in men an aggressive attitude and desire to destroy the enemy.

(d) Effectively use supporting fires to supplement organic firepower.

(e) Teach the unit to lean into supporting fires when attacking.

(f) Teach men to "talk it up" and support one another when moving.

(g) Constantly train to improve proficiency in weapon utilization and tactical maneuvers.

(h) Stress battlefield discipline and individual responsibilities.

(i) Set the example they desire their men to emulate.

g. *Restoration of fighting effectiveness.*

(1) The fighting effectiveness of a unit decreases after sustained action, heavy losses, or during prolonged defensive situations and periods of inactivity. Units suffering heavy losses in men and equipment require time

in a reserve position to absorb replacements and to reorganize.

- (2) One of the most effective means of restoring the confidence and esprit de corps of a unit which has failed or performed poorly in battle is to have it carry out creditably a similar or commensurate task. The situation may dictate additional training or a change in command.
- (3) The following actions will help to rebuild confidence, esprit de corps, and insure the maintenance of combat effectiveness:
  - (a) Keep informed on the status of personnel, weapons, equipment, and training so replacements of personnel and equipment are made rapidly, and provisions are made for the proper integration of new men.
  - (b) Personally observe units in action in order to assess better their capabilities. Require additional training of units if the situation warrants.
  - (c) Stress improvement of battle techniques and disseminate proven methods to the units.
  - (d) Carefully observe the physical, emotional, and mental state of the troops. Disseminate information on enemy casualties, the number of prisoners captured, and the amount of enemy equipment destroyed.
  - (e) Improve the health and welfare of the troops by emphasizing discipline in the field to reduce unnecessary losses from all causes. These may include trench-foot, disease, and poor field sanitation as well as enemy fire.
  - (f) Insure that the chain of command remains intact by prompt replacement of commanders lost in action.
  - (g) Orient troops on the situation, pointing out that inactivity or defense is always a prelude to offensive combat.
  - (h) Commend and reward aggressiveness on the part of individuals and units. Express confidence in the unit's combat ability.
  - (i) Provide for and insure the proper use of the fire support plan.

*h. Support of isolated units.*

- (1) The effect of enemy action sometimes results in the isolation of units on the battlefield. The possibility of enemy action disrupting communication in conjunction with expected battlefield dispersion, will require that

subordinate commanders be capable of independent action. Small units must be trained for such situations. This can best be accomplished by requiring them to carry out mission-type orders while operating under conditions of decentralized authority. In such situations, units must be assured the commander fully appreciates their position and is confident of their ability to extricate themselves from the situation to perform their mission creditably. To prevent a deterioration of confidence and aggressiveness, the commander must furnish every possible support to isolated units.

(2) Some specific steps include:

- (a) Never let a unit think it has been abandoned.
- (b) Immediately furnish all possible fire support.
- (c) Make a positive attempt to assist the isolated unit.
- (d) Reconstitute a chain of command if necessary.
- (e) Keep the unit informed of all actions being taken to assist it.

#### REFERENCES:

- FM 21-5, "Military Training, Management."
- FM 21-6, "Techniques of Military Instruction."
- FM 21-13, "Soldier's Guide," as amended.
- FM 21-30, "Military Symbols."
- FM 33-5, "Psychological Operations."

By Order of the Secretary of the Army:

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