



MOUNTED RIFLEMAN COUNSELING GUIDE

Message from the 74th Regimental Commander to Leaders of the 3d Cavalry

Many leaders will receive this guide and ask why it is necessary. They will say, “I don’t need a guide to know my Troopers. I do that already.” What we are seeing in the Regiment is that our current standard for “knowing our Troopers” is too low. This fact has become evident in the wake of several serious incidents, where “post-blast investigation” revealed facts about the Trooper that several echelons of leaders should have known.

For instance, it is unacceptable for a leader not to know that a Trooper has separated from his wife and for months has continued to live off post. It is also unacceptable for a leader not to know if a Trooper pays child support or has designated someone other than his spouse to receive death benefits/SGLI. Conversely, I expect our leaders to know their Troopers’ personal goals and map out a plan to meet them. As much as we think we are practicing engaged leadership, and although we can never mitigate risk to zero...we can always improve.

Using this guide, I expect 3d Cavalry Regiment leaders to achieve the following guidance:

- Leaders will **prioritize engaged leadership** through daily interactions and formal counseling, and do so at the expense of METL training, when necessary.
- Leaders will actively gather critical information from personnel documents and associated agencies to “connect the dots” of their Troopers’ lives. **This effort is decisive in identifying risk and setting conditions for that Trooper’s success.**
- Leaders will go beyond the superficial discussion that too often characterizes “counseling.” They will **ask hard, often uncomfortable questions** seeking information and answers that will improve—and possibly save—the lives of their subordinates.
- Leaders will use the Army’s Composite Risk Management Worksheet (DA Form 7566) as the primary tool to document identified risk, develop risk mitigation measures, and develop an implementation plan. Every Trooper will have an individual CRM Worksheet.
- First Sergeants will be personally responsible for Trooper transitions within the formation, for both Troop-to-Troop and intra-Regimental/intra-post moves. Managing these transitions, especially with medium and high risk Troopers is critical to mitigating risk.
- Finally, leaders will compliment the effort to reduce risk with a corresponding campaign **to inspire Troopers to live the Army Values.** Leaders will seek, identify, and emphasize strengths, help Troopers achieve personal and professional goals, and continue to display an example worthy of emulation. They accomplish this feat through effective counseling, and as such leaders, primarily NCOs, will institute a counseling training program to ensure all leaders understand how to properly counsel subordinates. **Proper counseling is the linchpin to everything within this document.**



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AFZC-RCO

10 June 2013

MEMORANDUM FOR 3d Cavalry Regiment

SUBJECT: Mounted Riflemen Counseling Guide (MRCG)

1. REFERENCES

- a. Army Doctrine Reference Publication 6-22, Army Leadership, August 2012
- b. Field Manual 6-22, Army Leadership, Appendix B, Counseling, October 2006
- c. Commander's Handbook for Unit Leader Development, May 2012
- d. Comprehensive Soldier Fitness Goal Book, June 2011
- e. Guide for Use of the U.S. Army Soldier and Leader Risk Reduction Tool (USA SLRRT)
- f. Regimental Transition Standard Operating Procedure, 23 January 2013

2. APPLICABILITY. This guide applies to all 3d Cavalry Leaders and Troopers.

3. STATEMENT OF MILITARY PURPOSE AND NECESSITY. Troopers are the heart and soul of any US Army unit. The 3d Cavalry Regiment is no different. America provides our Army its sons and daughters whom we are responsible for equipping, training, and deploying to fight and win the nation's wars. Over the past several months the Regiment has lost Troopers to fatal incidents that were clearly "high risk" but not readily identified by either their first line supervisor or their Troop Commander. Official 15-6 investigations identified leadership failures pertaining to the inability to identify and correlate (connect the dots) the risk indicators which were present. My intent is for Platoon level leadership be able to identify and correlate / fuse (connect the dots) risk data points and classify high, medium, and low risk Troopers. Once identified the Platoon leadership executes an enduring risk-mitigation program which educates and empowers leaders to take care of their Troopers and ultimately protect the force. The two goals of the MRCG are to lower the medium / high risk Troopers and to continue to provide a prosperous low risk population to succeed. This is really about knowing your Troopers so you can take care of them.

4. POLICY:

a. New Troopers, regardless of rank, will be counseled by first line supervisors within seven days of reporting to a new unit within the Regiment. All units will assign two days per month for counseling and packet updates, and annotate the designated days on the Squadron and Regimental calendars. Monthly, first line supervisors will counsel Troopers (using the SLRRT as a tool to guide conversation), complete a new DA 4856, update the Composite Risk Management worksheets, and review other portions of the Comprehensive Counseling Packet (CCP). Quarterly, supervisors ensure all aspects of the CCP are up to date and visit subordinate off-post housing. Based on the skill level of leadership, time spent with subordinates, and the risk level of the identified Trooper, subordinate leaders may accept risk in areas not specified above. However, the Regimental standard is that within 24 hours of an incident, a 100% complete CCP is presented to the chain of command for review, with no documents more than 90 days old.

b. Troopers moving inside of the Regiment to various formations will be personally handed off from 1SG to 1SG with his/her Comprehensive Counseling Packet with them to the gaining unit in accordance Regimental Transition SOP. The gaining unit will assign him to a first line leader (NCO) who will conduct an assessment and counsel the Trooper as they enter into the unit. The intent is the Comprehensive Counseling Packet moves with the Trooper just as his APFT, weapons qualification, and driver's license.

c. The MRCG is a critical tool and guide which provides the leaders at the squad, platoon, and T/C/B level the means to identify and fuse multiple indicators and then assess potential challenges and opportunities in the personal and professional lives of their Troopers. It requires leaders to ACT and be proactive in helping set goals for achievement and to identify risk to be mitigated. Doing these things through active and aggressive leadership will greatly enhance the readiness of our formation and build resiliency in our Troopers and Families.

Brave Rifles!

JOHN B. RICHARDSON IV
COL, AR
Commanding

Situational Vignette

It's Friday and PFC Jones arrives to the Troop and is assigned to your squad. PFC Jones is a 22-year-old male and is a recent graduate of the 11B OSUT training at Fort Benning, GA. 3d Cavalry Regiment is his first assignment and at first glance he appears to be squared away. PFC Jones' professional bearing is outstanding, his haircut is a high and tight, and his uniform looks immaculate. You quickly scan through his inprocessing packet and pull out his OSUT APFT card, noticing his score of 300. PFC Jones' first impressions are sealed, but things are not always what they seem. PFC Jones is married and informs you his wife didn't accompany him to Fort Hood. PFC Jones tells you he is residing off Ft Hood in an apartment located on Rancier. You ask him if he needs anything prior to the weekend and he responds no. As you watch him walk to his vehicle, you notice he is getting into a 2013 GMC Yukon with a young lady sitting in the passenger seat and driving off.

Here is what you wish you knew about him. PFC Jones is married, but it's not a "real" marriage. Rather, it is an arranged marriage to get the BAH, which he is splitting with a person he knows back home. PFC Jones is staying with a SPC Johnson who only requires him to pay the "water bill" in lieu of rent. SPC Johnson is in 2nd Brigade / 1CD and is being chaptered out of the Army for patterns of misconduct due to multiple positive drug tests. Further, PFC Jones has a motorcycle and keeps it at a storage facility for safe keeping. PFC Jones's experience in motorcycle riding dates back years so he doesn't feel it's necessary to do any additional training. The young lady you see in his Tahoe is his real girlfriend whom he just met at a local pub in Harker Heights. PFC Jones' DD93 instructs his sister is to be notified of his death and receive his remains but, PFC Jones' father is the beneficiary of his SGLI. He doesn't like to reveal information about himself to anyone...he doesn't feel that it is anyone's business but his own. To PFC Jones, this is a job and only a job, not a profession.

Why don't we know these facts about PFC Jones?

Would it help us take care of him, and be best for the unit, if we knew PFC Jones better?

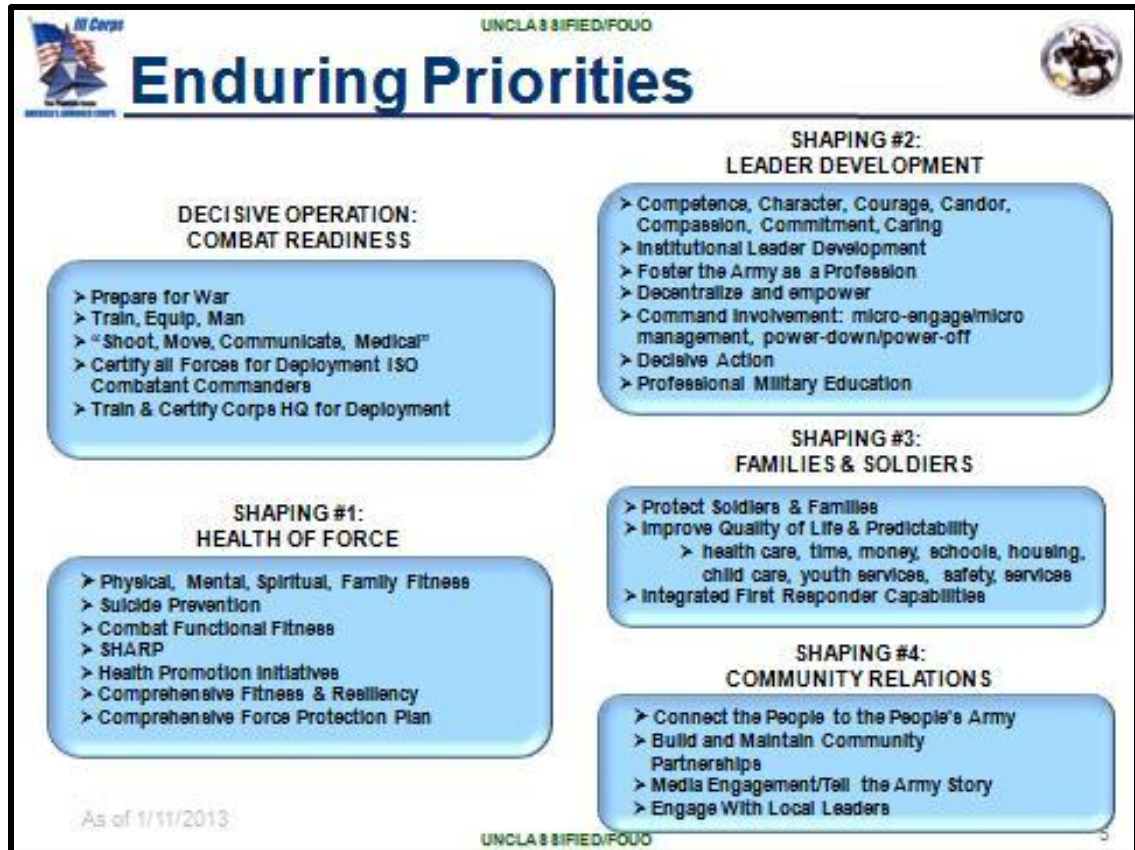
Who should ask him these deeper questions?

What tools should PFC Jones' leaders use to get to know him?

... What must we do?

The “Why”

In December 2012, updated III Corps “Enduring Priorities” guidance from the Commanding General directed units to apply renewed emphasis on Shaping Operation #1: Health of the Force.



The slide is titled "III Corps Enduring Priorities" and includes the text "UNCLASSIFIED//FOUO" at the top. It features four main sections, each with a list of bullet points:

- DECISIVE OPERATION: COMBAT READINESS**
 - > Prepare for War
 - > Train, Equip, Man
 - > “Shoot, Move, Communicate, Medical”
 - > Certify all Forces for Deployment ISO Combatant Commanders
 - > Train & Certify Corps HQ for Deployment
- SHAPING #2: LEADER DEVELOPMENT**
 - > Competence, Character, Courage, Candor, Compassion, Commitment, Caring
 - > Institutional Leader Development
 - > Foster the Army as a Profession
 - > Decentralize and empower
 - > Command Involvement: micro-engage/micro management, power-down/power-off
 - > Decisive Action
 - > Professional Military Education
- SHAPING #1: HEALTH OF FORCE**
 - > Physical, Mental, Spiritual, Family Fitness
 - > Suicide Prevention
 - > Combat Functional Fitness
 - > SHARP
 - > Health Promotion Initiatives
 - > Comprehensive Fitness & Resiliency
 - > Comprehensive Force Protection Plan
- SHAPING #3: FAMILIES & SOLDIERS**
 - > Protect Soldiers & Families
 - > Improve Quality of Life & Predictability
 - > health care, time, money, schools, housing, child care, youth services, safety, services
 - > Integrated First Responder Capabilities
- SHAPING #4: COMMUNITY RELATIONS**
 - > Connect the People to the People’s Army
 - > Build and Maintain Community Partnerships
 - > Media Engagement/Tell the Army Story
 - > Engage With Local Leaders

At the bottom left, it says "As of 1/11/2013" and at the bottom right, "UNCLASSIFIED//FOUO".

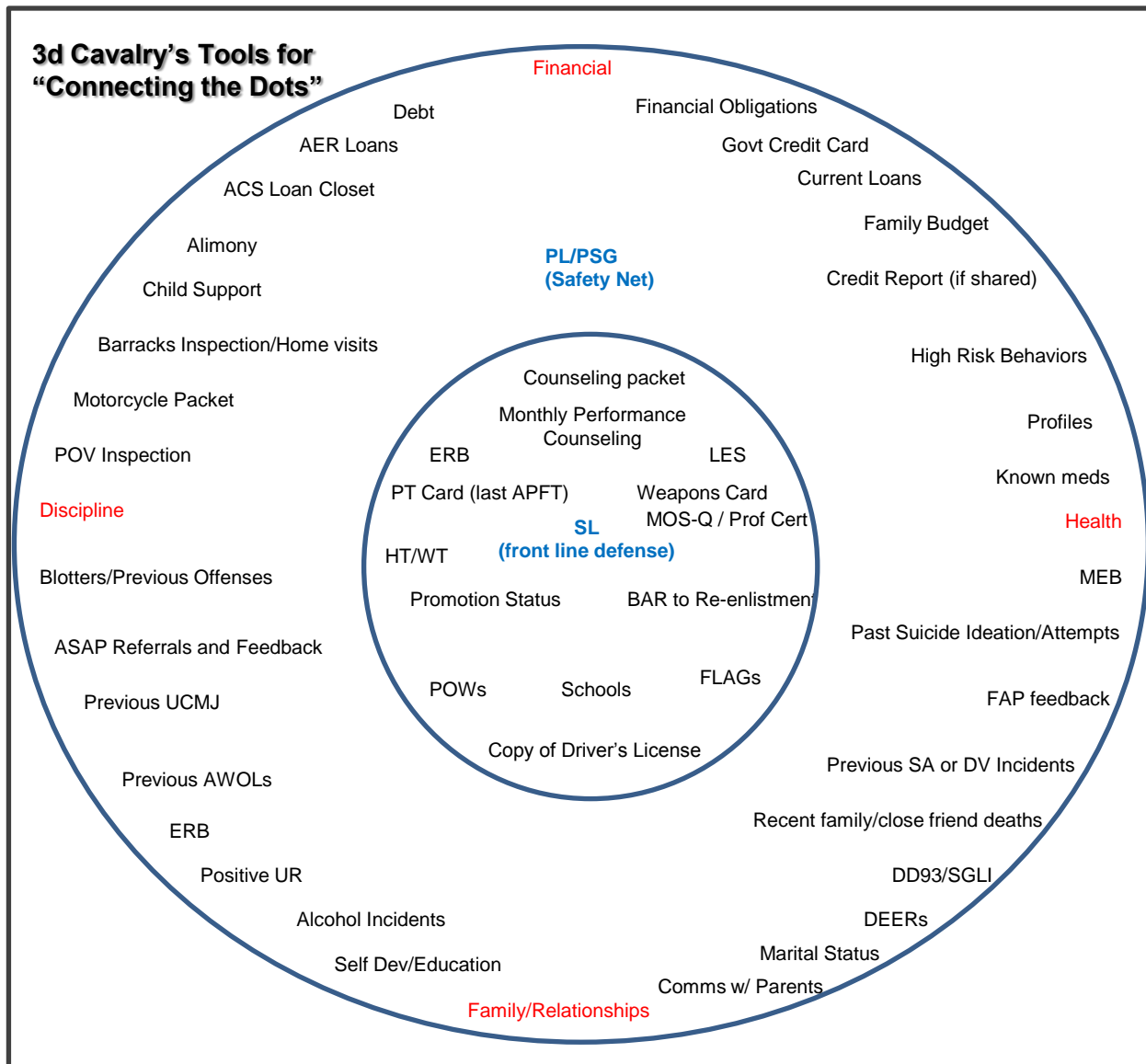
Additionally, in first quarter FY13 the 3d Cavalry Regiment experienced an increasing trend of serious incidents across multiple categories, including an unfortunate Soldier death.

In response, the 74th Commander of the Regiment directed the staff and subordinate commanders to review the junior leader engagement and risk mitigation procedures currently in place. The resulting mission analysis revealed a fundamental problem in the Regiment.

Problem Statement:

“We currently lack the ability to identify and correlate risk indicators, and then take action to mitigate the risk to maintain good order and discipline and protect the force.”

It became clear that leaders at many levels were not engaging Soldiers to the level that would adequately identify risk. We were also not leveraging the multitude of available data to build a holistic picture of the Soldier. In short, we were not “connecting the dots.” For example, upon inspection, a commander found discrepancies between DD93 and ERB data that pointed to clear risk indicators in the area of Family/Relationships that the first-line supervisor was not aware of.



In response, the Regimental Commander directed the staff to develop a “comprehensive counseling and risk mitigation guide” that would achieve the following endstate:

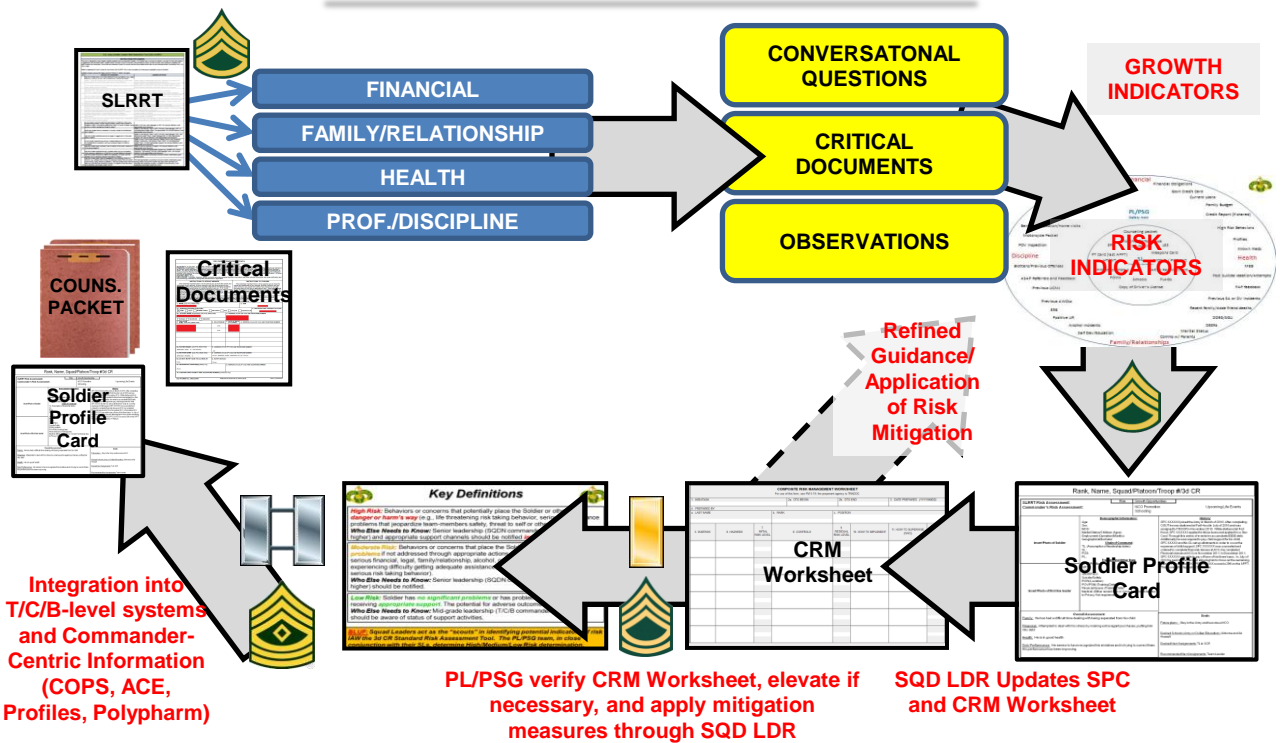
Endstate:

“Enable platoon-level leadership to objectively identify, correlate/fuse risk data points and classify high, medium, and low risk Troopers; and execute an enduring and evolving risk-mitigation program that educates and empowers leaders to take care of their Soldiers and protect the force. Hold accountable those that do not.”

The Regimental Staff and Commanders looked to develop a program that would reinforce current regulations and policies, use the US Army Soldier and Leader Risk Reduction Tool (SLRRT) as a foundation, place appropriate emphasis on goal-setting and growth, and then integrate the elements into a comprehensive counseling and risk assessment program. At the heart of the process are the Squad Leaders, the first line of experienced professionals in the platoon, who engage Soldiers through counseling dialogues, training interactions, and on/off duty mentorship. It is their job to “know the Soldier.” While Squad Leaders have countless methods to do so, the Regimental Staff and Commanders decided to codify three primary avenues into the MRCG counseling process: conversational questions based on the SLRRT; critical administrative documents that tell the Soldier’s “story”; and observations by leaders and peers.

This slide represents the initial concept that guides squad leaders through the process of assembling critical documents, and observing and engaging Soldiers to identify growth and risk indicators, then making a recommendation to the Platoon leadership for verification.

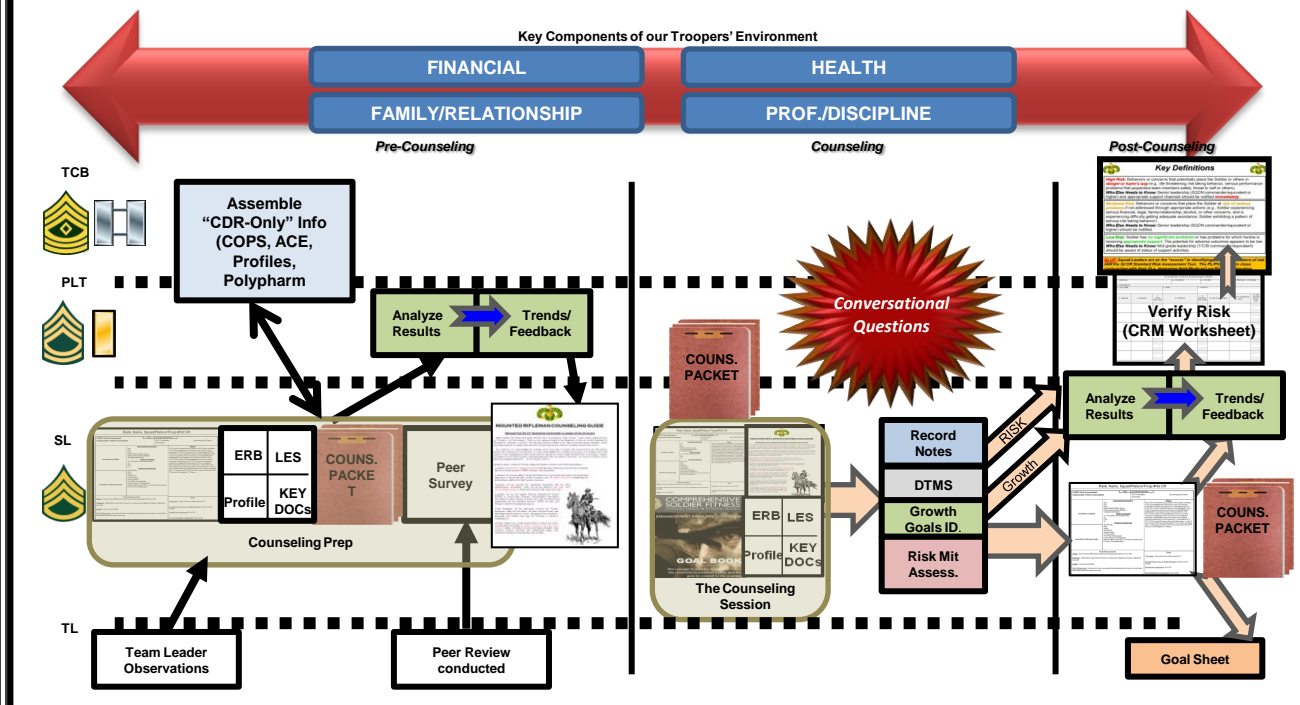
Initial 3d CR Risk Reduction Process



In this slide, the process begins with the Leader-Soldier counseling interaction as the leader looks for indicators of growth and risk along four key categories: Financial, Family/Relationship, Health, and Professional/Discipline. (Note: the SLRRT questions are arranged along these categories). He then makes risk/growth recommendations to the platoon leadership, who verify those recommendations and assist the squad leaders in executing a mitigation/growth plan with the Soldier. This process is a key component of the MRCG, but does not capture the pre-counseling effort the Squad Leader must perform, essentially a “map reconnaissance” of the Soldier. Chief in that effort is leveraging commander-level resources to identify behavioral and administrative indicators of risk, such as inconsistencies in financial data or a past history of UCMJ offenses. Additionally, integrating the existing risk mitigation tool (the CRM Worksheet) provides a method for the first-line leader to formally capture risk indicators and clearly convey the mitigation plan to the platoon leadership for verification.

After further development, the resulting Implementation Concept for the MRCG segments the counseling process into three critical phases to capture risk and growth in our Soldiers: Pre-Counseling Actions; the Counseling Session; and Post-Counseling Integration.

Implementation Concept: An Enduring and Ongoing Series of Conversations



Vision: “Scouts Out!”

When implementing this guide, a key perspective to adopt is that the Squad Leader is a scout, engaging and observing his squad for indicators of both risk and opportunities for growth. This guide primarily focuses on discovering/mitigating risk, and it is the Squad Leader’s job to identify risk indicators and recommend an assessment of that risk to the platoon and T/C/B leadership. To do so, he incorporates observations from every member of the squad, scours administrative data, assesses on/off-duty activities, and personally engages every Soldier.

The Squad Leader must know his Soldiers to a level that may feel uncomfortable (for both leader and Soldier). He must ask the “question behind the question” and not settle for a superficial response. The following questions represent the level of uncomfortable detail a leader must reach with a Soldier to find the underlying risk indicator:

- “What recent losses have occurred recently in your family and friends? How do you think it has affected you?”
- “What event sparked your last negative counseling?”
- “How is your relationship with your spouse?”
- “How many credit cards do you have open? What is your budget plan?”
- “What medications are you currently taking?”

While he will trust that the Soldier is providing honest and forthright answers, the Squad Leader must verify those answers using a host of available tools at multiple echelons. Failing to do so not only puts the Soldier at risk due to inexperience, complacency, or misjudgment...it also creates the potential to degrade the unit’s effectiveness and morale in the wake of a discipline failure or serious incident. We owe it to our Soldiers and our teams to engage at the deepest level possible, ask the hard questions, and remain knowledgeable and creative in applying methods to mitigate risk.

This guide is arranged to provide sequential instruction on the counseling process (Pre-Counseling Actions, the Counseling Session, and Post-Counseling Integration) as well as provide a host of resources that all leaders can use to mitigate risk and maximize growth opportunities.

The “What”

The MRCG integrates several key documents (some preexisting and some new) into an ongoing, dynamic, interactive counseling process. Previous sections provided the background and conceptual framework for the MRCG. This section will detail the specifics of the components of the MRCG, including the Comprehensive Counseling Packet, the Soldier Profile Card, CRM worksheet, and critical administrative documents, then give an explanation of how to use each document as part of a complete counseling process.

References:

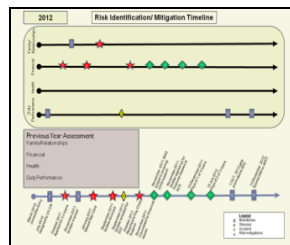
The foundational references that support the MRCG include:

- ADP 6-22, Army Leadership, August 2012
- FM 6-22, Army Leadership, Appendix B, Counseling, October 2006
- Commanders Handbook for Unit Leader Development, May 2012
- The US Army Soldier and Leader Risk Reduction Tool (USA SLRRT)
- The US Army Soldier and Leader Risk Reduction Guide
- The Comprehensive Soldier Fitness Goal Book, June 2011
- Composite Risk Management DA Form 7566, APR 05

Comprehensive Counseling Packet. The primary tool available remains the trifold counseling packet, with the DA Form 4856 as the most essential document. Leaders at all levels must continue to capture performance and assessment input on the DA Form 4856 and Appendix B of FM 6-22 guides that process. The MRCG introduces the Comprehensive Counseling Packet as the Regimental standard and describes it in Attachment 1. Leaders may also include the following Soldier Profile Card in the packet.



Soldier Profile Card. The Soldier Profile Card is a useful tool to consolidate the Soldier’s key administrative data and provide a history of life events that affect the Soldier’s overall resiliency, job performance, financial health, and so on. Leaders maintain this tool as a snapshot of each Soldier, then use it to convey risk assessments to the platoon leadership. Units may adapt it to meet their specific needs (i.e. adjust the data fields or embed a picture of the Soldier’s off-post quarters), as well as adjust the milestone timeline slide to fit the Soldier’s unique situation. A good practice is to keep a timeline for each year of the Soldier’s career, capturing highs and lows to paint a picture for the current and future commands. Leaders, however, are encouraged to utilize discretion regarding how much the timeline captures based on the age, experience, and maturity of the Soldier. (The Critical Document Overview Section will provide details of the Soldier Profile Card.)

A screenshot of the Soldier Profile Card form, which is a structured document with various fields for personal and professional information.

US Army Soldier and Leader Risk Reduction Tool (SLRRT). This is the Army's current personnel risk assessment tool. It is the centerpiece for the MRCG's questioning methodology and the foundation of this Regiment's counseling approach. It provides an "If, Then" framework to assist the leader in both identifying risk and mitigating it through action.



The SLRRT is not a document to simply hand to the Soldier for completion. The leader must subjectively answer the SLRRT questions based on observations, interactions, and counseling, then make a subjective risk assessment based on the SLRRT risk definitions.

SLRRT Definitions of Risk:

High Risk: Behaviors or concerns that potentially place the Soldier or others in **danger or harm's way** (e.g., life threatening risk taking behavior, serious performance problems that jeopardize team-members safety, threat to self or others).

Who Else Needs to Know: Senior leadership (SQDN commander/equivalent or higher) and appropriate support channels should be notified **immediately**.

Moderate Risk: Behaviors or concerns that place the Soldier at **risk of serious problems** if not addressed through appropriate actions (e.g., Soldier experiencing serious financial, legal, family/relationship, alcohol, or other concerns, and is experiencing difficulty getting adequate assistance; Soldier exhibiting a pattern of serious risk taking behavior).

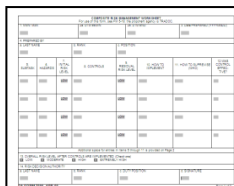
Who Else Needs to Know: Senior leadership (SQDN commander/equivalent or higher) should be notified.

Low Risk: Soldier has **no significant problems** or has problems for which he/she is receiving **appropriate support**. The potential for adverse outcomes appears to be low.

Who Else Needs to Know: Mid-grade leadership (T/C/B commander/equivalent) should be aware of status of support activities.

The MRCG incorporates 100% of the SLRRT questions, but also provides a collection of conversational questions the leader can reference to augment his subjective assessment. These questions are found in the MRCG Companion. **The conversational questions are intended as a reference tool and counselors should not ask the questions verbatim during counseling;** the leader can use his judgment on how best to engage the Soldier, keeping in mind that they may arrive at risk indicators only after thorough and lengthy questioning. The ultimate goal of this tool is to facilitate a conversation between the leader and Soldier that identifies risk and growth opportunities, neither of which may be immediately obvious. Answers to the questions do not need to be documented during every counseling, but doing so is suggested for Soldiers that a leader is unfamiliar with.

Composite Risk Management (CRM) Worksheet. CRM worksheet enables the leader to identify Soldier risk factors and forces the leader to document the actual mitigation measures taken at the Squad, Platoon, or Troop level. The worksheet also demonstrates how the control measures are implemented, and who is responsible for ensuring it happens and accountable for following up.



Digital Training Management System (DTMS). DTMS is a powerful tool that leaders can use to log their Soldiers' training, administrative, and performance data. Doing so can be time intensive but allows leaders to better "see" their formations. Updating DTMS not only complies with the Army's standard but also gives the Soldier credit for the training he/she receives.

Critical Administrative Document References

Reference the following attachments to aid in analyzing critical Soldier administrative documents.

This is a complex administrative form with multiple sections, including 'Personal Information', 'Service Information', and 'Remarks'. It contains various fields for data entry and checkboxes.

DD 93/ SLGV Guide

This is a detailed financial statement form titled 'DEFENSE FINANCE AND ACCOUNTING SERVICE MILITARY PAY AND ALLOWANCE STATEMENT'. It features a large table with columns for 'PAY COMPONENT', 'AMOUNT', and 'STATUS', along with summary sections at the bottom.

LES Guide

This is a 'ROUTED RECORD SHEET' form with a grid layout. It is divided into several sections, each with a title and a list of items to be reviewed or processed, such as 'SECTION 1 - Assignment Information' and 'SECTION 2 - Security Data'.

ERB Guide

This is an 'OFFICER RECORD BOOK' form, a large grid used for tracking officer activities and performance. It includes columns for dates and various performance metrics.

ORB Guide

This is 'THE UNIT COMMANDER'S FINANCE REPORT (UCFR)'. It features a flowchart at the top and a table below with columns for 'DATE', 'DRAIVE', 'STATUS', 'NET PAY', 'ADJ', 'PAY', 'BAL', 'SIZES', 'ETS', 'DAB', 'OBA', 'COLA', and 'NET'. Below the table is a 'Legend' section with detailed instructions.

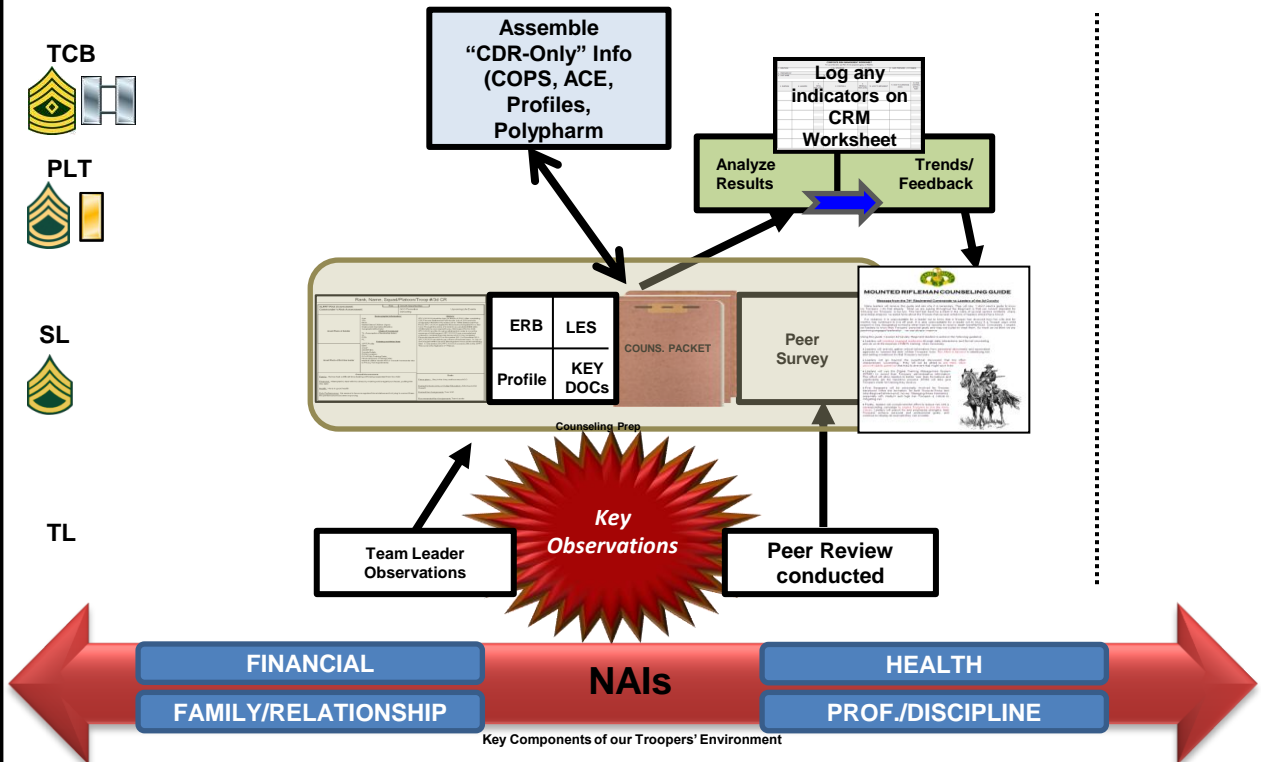
UCFR Guide

This is a 'COMPLETE RISK MANAGEMENT WORKSHEET'. It includes a header with 'NAME', 'DATE', and 'TIME'. The main body is a grid with columns for 'Hazard', 'Severity', 'Likelihood', and 'Control Measures'. It also includes a section for 'Risk Assessment' and 'Control Measures'.

CRM Worksheet

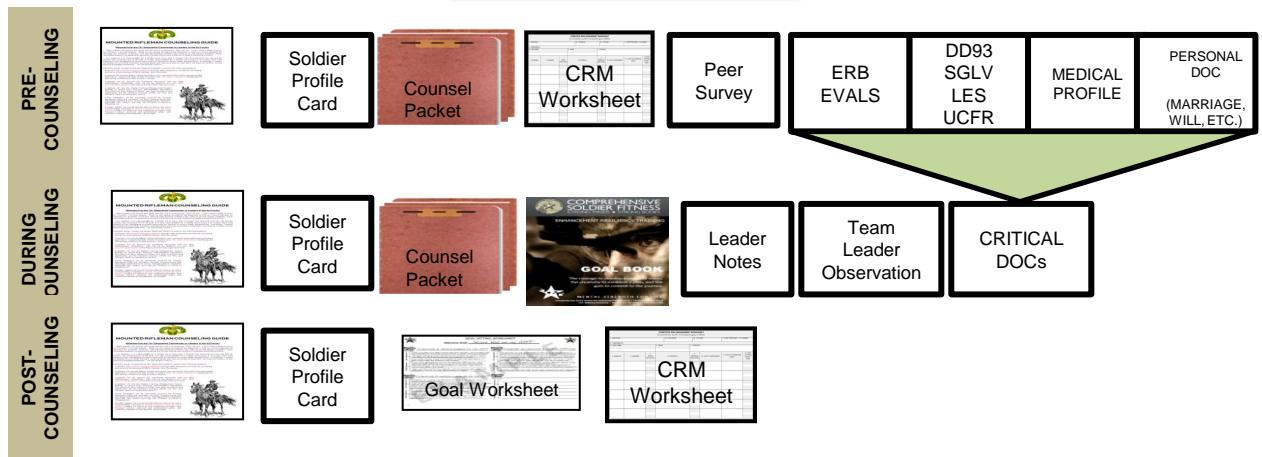
The "How": Guidelines for Pre Counseling

Pre Counseling



The Pre-Counseling phase represents a fundamental change to the current counseling standard and can be decisive in identifying risk indicators. During the Pre-Counseling phase, the Squad Leader accesses available resources/agencies, including commander-only resources, to perform a “map reconnaissance” of the squad’s Soldiers. He uses the information to build the Soldier Profile Card and Comprehensive Counseling Packet for each Soldier, taking into account the feedback from Team Leader observations and the optional Peer Survey the squad can complete (see Annex 12). The leader also assembles critical administrative documents and analyzes/compares information to identify inconsistencies and indicators. If any risk indicators are immediately present, the leader can capture them in the CRM Worksheet (See Annex 2).

Gathering the Tools



Below are the recommended Critical Administrative Documents and associated Reference Guides:

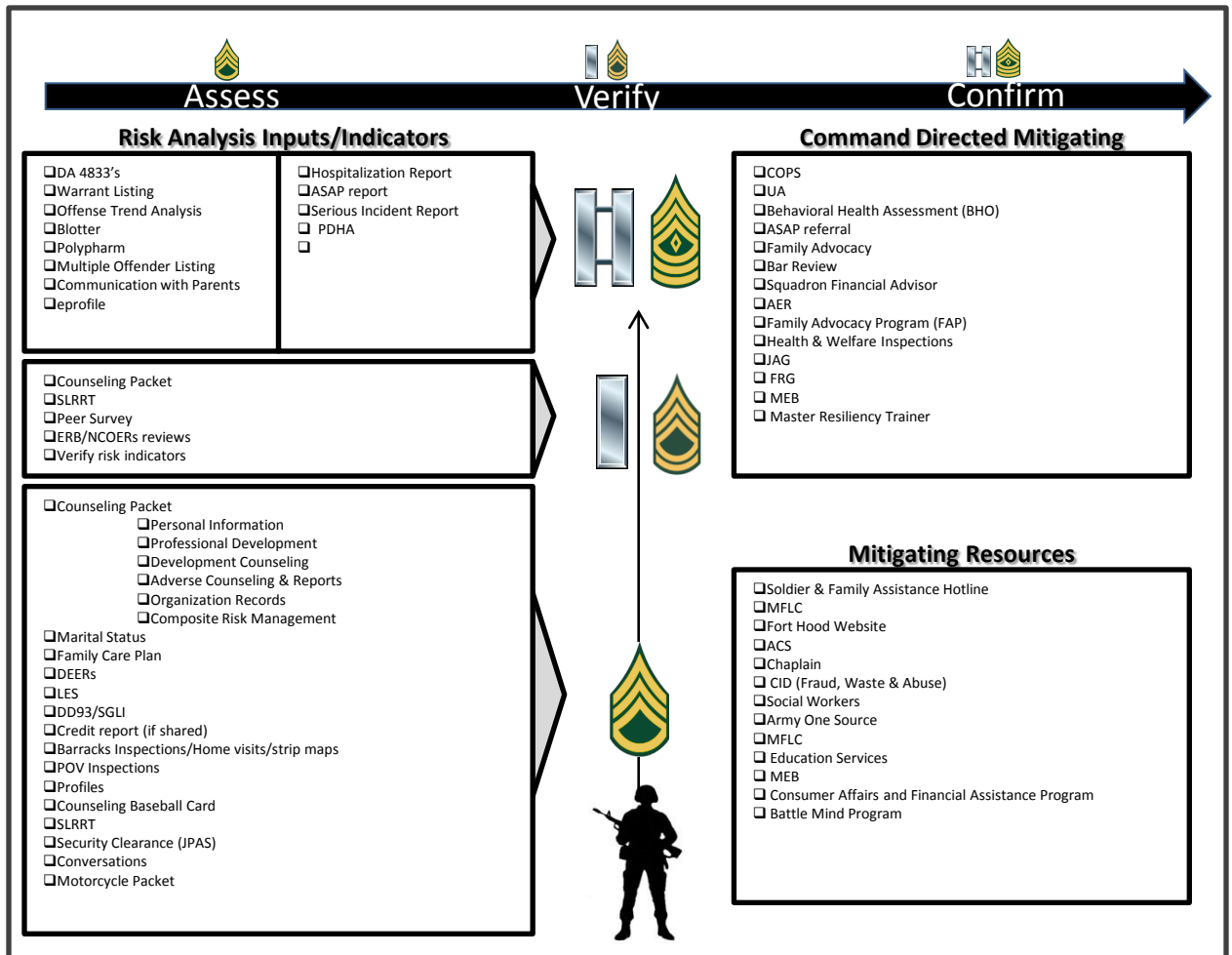
Critical Administrative Documents

- ERB/ORB
- DD 93/SGLI
- LES
- UCFR
- DTMS Training Record
- Previous Counseling/Evaluations
- Medical Profile
- Composite Risk Management Worksheet
- SLRRT

Reference Guides

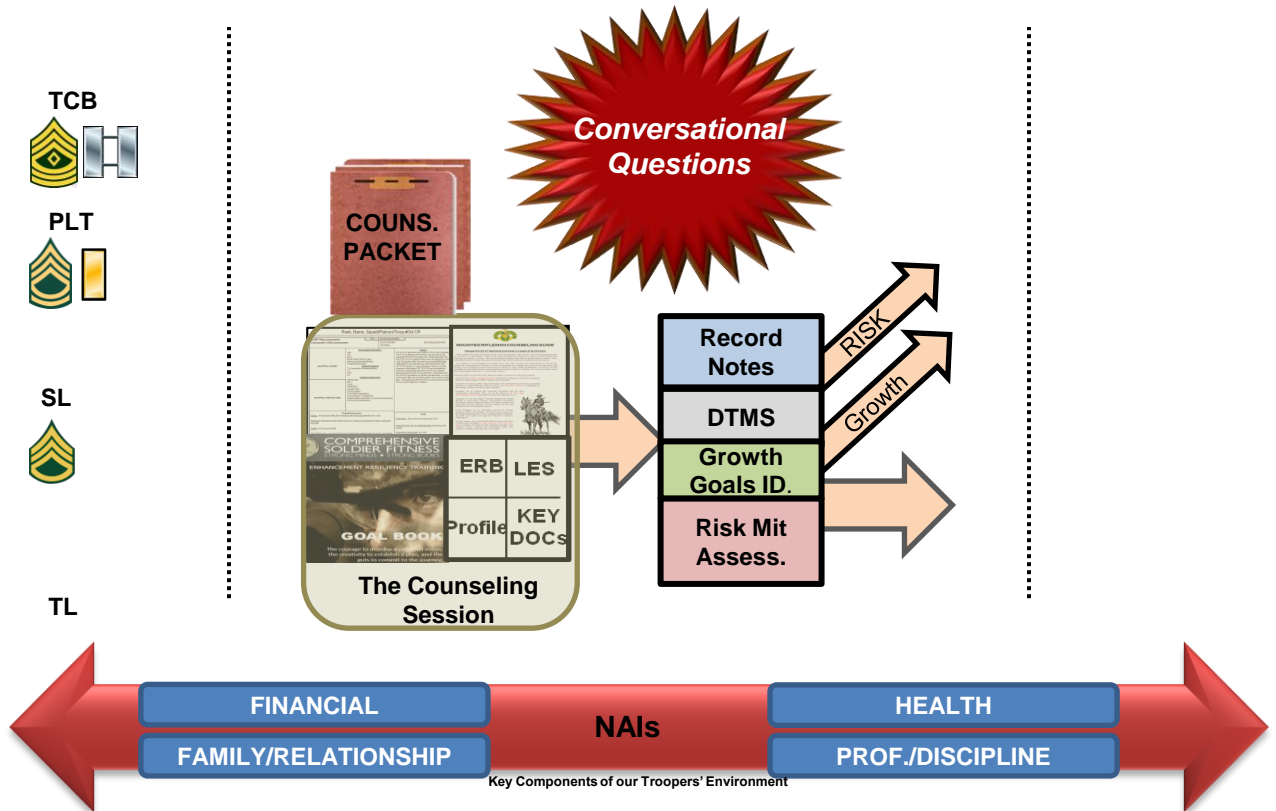
- MRCG
- ERB/ORB Reference Guide
- DD93/SGLI Reference Guide
- LES Reference Guide
- UCFR Reference Guide
- 4833 Actions in UCMJ Guide
- CSF Goal Book

Some outside agency resources can be invaluable in painting the picture of Soldier life, but are only accessible to commanders. Examples of these are the ASAP report, the outstanding police warrant report, and the poly-pharmacy report. It is the commander's job to serve as the conduit between this powerful information pool and the subordinate leaders who directly supervise the Soldiers. The following slide captures many of the resources available at multiple echelons:



The “How”: Counseling

Counseling



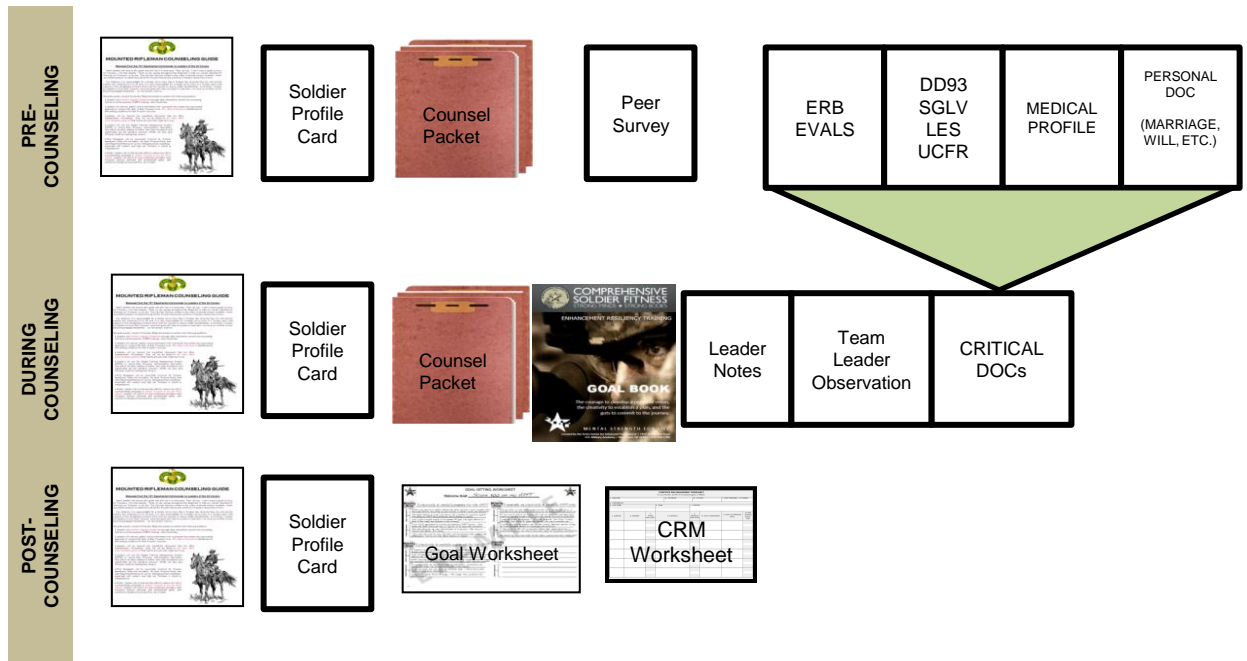
Prior to the actual counseling session, a leader must prepare in several ways. First, the leader must have the necessary documents physically available for reference. These documents include the Comprehensive Counseling Packet, the Soldier Profile Card, Critical Administrative Documents (SGLV, DD 93, etc), the Soldier Profile Card, the Comprehensive Soldier Fitness Goal Book, and counseling aids (MRCG, ADRP 6-22, USA SLRRT). The leader must be intimately familiar with these documents, drawing preliminary connections and developing questions.

Counseling Packet Security

Packets contain numerous sources of Personal Identifiable Information. Leaders must meet the following storage criteria;

- 1. A GSA–approved security container**
- 2. Where lock–bar cabinets are used, the padlock will be secured to the hasp in the locked position, or the padlock will be locked and placed inside the cabinet**
- 3. All other storage criteria will be in accordance with AR 380-5 section 7-4, paragraph 3**

Gathering the Tools



Preparation does not stop at physical preparation. The leader determines the time and location of the counseling, and use the unit training calendar to solidify and protect the time period. The time and location reflect the mood the leader tries to create, such as disciplinary counseling conducted before the duty day in an office and goal setting done over lunch. Additionally, a leader should determine a deliberate strategy or road map for how he wants the counseling to progress, such as a direct or indirect approach.

A counseling session should rarely be a one way conversation from the leader to the Soldier, but rather an opportunity for the leader to learn and understand the Soldier through a two-way dialogue. Therefore, the Soldier should do most of the talking and the leader to merely prompt. Regardless of the strategy or techniques used, the qualities of a good leader remain unchanged: display respect for the Soldier, self-awareness, cultural awareness, empathy, and credibility. Every counseling session includes a risk mitigation pillar and a growth pillar. Typically, counseling for a high-risk Soldier includes a larger risk-mitigation pillar and counseling for a low-risk Soldier focuses more on growth. Eye contact, a body posture that reflects the desired mood, and non-verbal recognition cues, together known as active listening, are instrumental in any counseling session. Note taking is critical to capture the discussion for future reference.

Generally, a good counseling session follows this format: open the session with a clear purpose statement; discuss the identified issues; develop a plan of action together, including leader responsibilities and assessment criteria; and close the session by summarizing the key points and ensuring the subordinate understands what was discussed and agrees to the plan of action. Should the leader identify any risk indicators that require immediate attention (e.g. suicidal thoughts), he should deviate from the counseling plan and conduct immediate mitigation using related and available resources (e.g. chaplain, behavioral health, etc.). Likewise, if the Soldiers makes statements that could be criminally/administratively self-incriminating, the leader should halt the session and refer to the commander to issue a rights warning.

The Comprehensive Soldier Fitness Goal Book is a valuable tool to guide the Soldier through the process of identifying priorities, setting personalized goals, and mapping out plans to achieve those goals. Additionally, the Army Career Tracker on the Soldier's personal Army Training Network "My Training Dashboard" page can assist both Soldier and leader in achieving personal and professional goals.

The Comprehensive Counseling Packet

The Comprehensive Counseling Packet (CCP) is the Regimental standard for leader books. The CCP consists of a red counseling packet folder with two brown inserts. As such, the packet consists of six sections. Each section, numbered from front to back, will consist of the below specified items at a minimum. Subordinate members of the NCO chain of support can add to the CCP, but they should keep in mind that the CCP's intent is a quick reference of the major documents that help explain a Soldier's life and not a book that details everything a Soldier does or fails to do.

Section 1: Personal Information

- Soldiers Privacy Act Statement
- RCSM Counseling Folder Standards
- Personal Data Sheet
- ERB/ORB
- Enlisted Records Brief
- LES
- DD-93 (Record of Emergency Data)
- SGLV
- Profile*
- Family Care Plan*
- EFMP*
- Strip map to quarters

Section 2: Professional Development

- Personal Goal Sheet
- Professional Development Model by MOS
- Criteria for Promotion
- DA-3355 (Promotion Point Worksheet)
- DA-3595-R (Record Fire Scorecard)
- DA-705 (APFT Scorecard)
- DA-5500 (Body Fat Worksheet)*

Section 3: NCOER/Developmental Counseling

- Performance Counseling
- Professional Growth Counseling
- Event Counseling
- DA-2166-8-1 (NCOER Support Form)*
- Previous NCOER*
- NCO Rating Scheme*

Section 4: Adverse Counseling*

- Adverse Counseling Roster
- DA-4856 (Adverse Counseling)
- Blotter Extract
- Serious Incident Report
- Article 15(s)
- Bar to Reenlistment
- Flag Report

Section 5: Organizational

- Training Certificates
- Hand Receipts
- OCIE Statement
- CIF Record
- DA-3078 (Personal Clothing Request)
- DA-4986 (Personal Property Record)

Section 6: Composite Risk Management

- 3d CR Risk Assessment Tool
- 3d CR Residence Visitation Memo
- 3d CR Motorcycle Statement of Understanding
- State Motorcycle Endorsement Codes
- III Corps POV Inspection Form
- TRiPS Report

*If necessary

COMPREHENSIVE SOLDIER FITNESS

STRONG MINDS ★ STRONG BODIES

Goal Book

Step 1: Define your dream
This is your "Outcome Goal"

Step 2: Know where you are right now
This is your "Gut Check Moment"

Step 3: Decide what you need to develop
These are your "Priorities"

Step 4: Make a plan for steady improvement
These are your "Action and Belief Statements"

Step 5: Set and pursue short-term goals
These are your "Daily To-Do's"

Step 6: Commit yourself completely
These are your "Force Multipliers"

Step 7: Continually monitor your progress
This is your "Personal Goal IPR"

YOUR PERSONALLY MEANINGFUL OUTCOME GOAL

Your 1st Priority Area

- ✓ 3 to 5 action statements aimed at this priority
- ✓ 3 to 5 belief statements to bring to your actions

Your 2nd Priority Area

- ✓ 3 to 5 action statements aimed at this priority
- ✓ 3 to 5 belief statements to bring to your actions

Your 3rd Priority Area

- ✓ 3 to 5 action statements aimed at this priority
- ✓ 3 to 5 belief statements to bring to your actions

Your 4th Priority Area

- ✓ 3 to 5 action statements aimed at this priority
- ✓ 3 to 5 belief statements to bring to your actions

Summary statement, unit motto, or relevant quote

I am the Complete Warrior

Caring father and Role Model for Son

- I play with my son at least one hour every day.
- I use positive and meaningful language when I communicate with him.
- I give my son self-esteem by making him feel loved, accepted, and encouraged.
- I read books or sing songs to him every day.
- I teach him about ethics, morality, and the Bible.
- At every opportunity, I tell him, "I Love You."
- I participate in caring for my son by assisting with bathing, diaper changes, and feedings.
- My son and I have a strong and unending relationship based on trust, respect, and love.

Compassionate and Dedicated Husband

- I always treat my spouse with respect.
- I tell my spouse I love her and express my appreciation for her commitment to our family every day.
- I allow for open communication with my spouse in regards to her experiences and feelings.
- I use respectful language when I communicate with my spouse.
- I coordinate our family activity each week to guarantee quality time outside the home.
- I plan two weeks of family vacation each year, focusing on quality lifetime experiences for our family.
- I stay relaxed at all times when I am with my spouse.
- My spouse and I have a strong and unending relationship based on trust, respect, and love.

Strong and Supremely Fit

- I lift four times a week and hit every body part at least once a week.
- I lift with superior form, focus, and explosiveness.
- I become stronger and more fierce with each perfectly executed repetition.
- I conduct cardio training at least three times per week, gaining strength and endurance with each training session.
- I stretch after every workout, ensuring my muscles are prepared for recovery.
- I push through the burn when I run the staircases and the hills around post.
- I am as powerful as an ox...I handle myself in the arena!
- I play hard... Pass the Mashed Potatoes!

Best Field Artillery Officer in Year Group

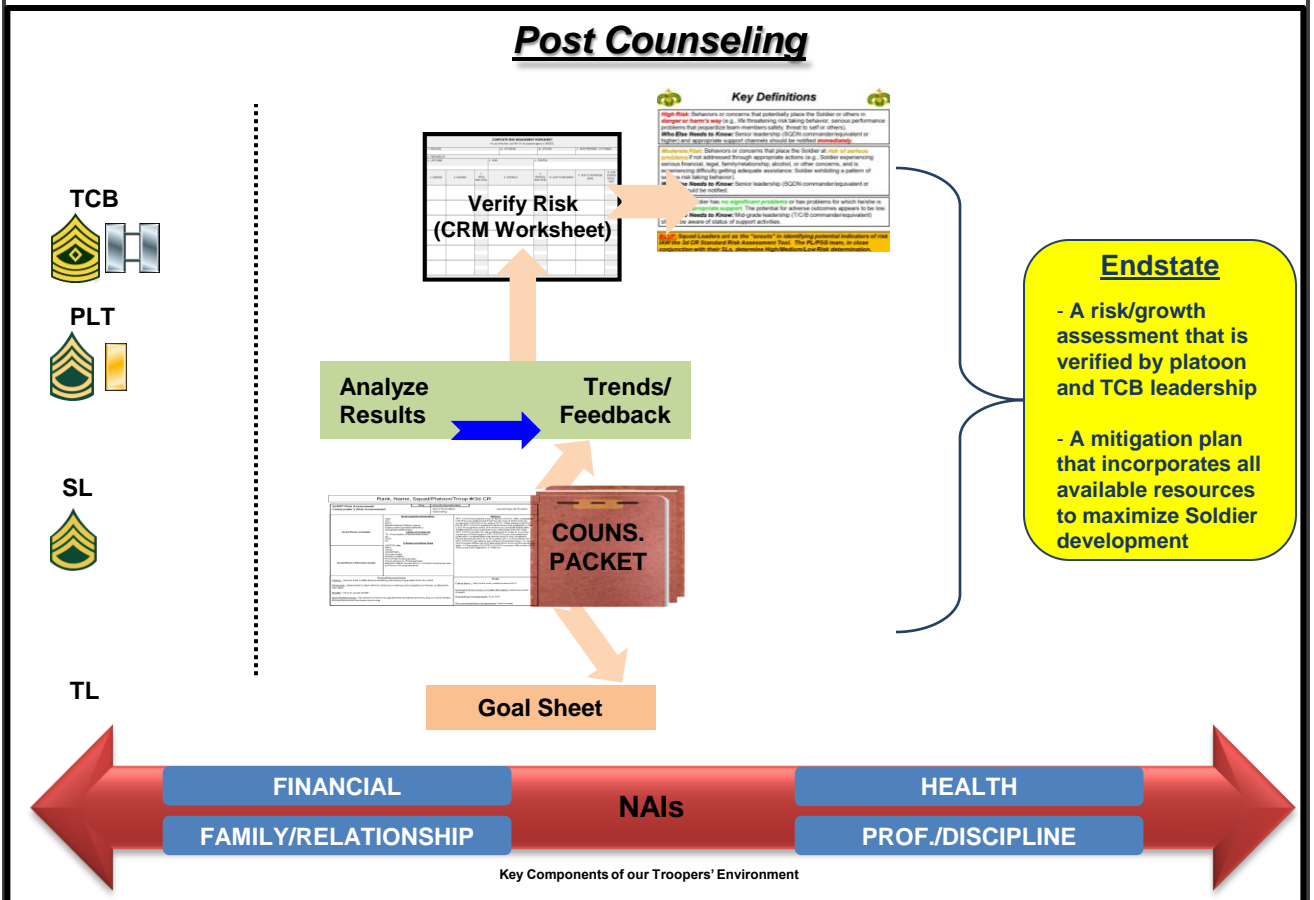
- I lead by example, seizing the moral high ground and choosing the harder right.
- I check my baggage at work and give 100%, 100% of the time.
- I remain focused and vigilant until the battle is won both in person or at war.
- I am a determined and dedicated leader in the valley and I am a humble and effective leader on the mountainside.
- I treat my co-workers with courtesy and respect.
- I am not satisfied with the status quo, and I constantly seek to improve myself and my organization.
- I am strong enough to handle success and man enough to handle my critics.
- I treat all my Soldiers with respect and dignity because they are my brothers.

Army Training Network "My Training Dashboard": <https://atiam.train.army.mil/mthp/>

Mounted Rifleman Counseling Guide

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The “How”: Post-Counseling



The counseling session does not end with the conclusion of discussion. The leader consolidates and reviews his notes while they are still fresh in his mind, then updates pertinent documents like the Soldier Profile Card and DTMS. After analyzing the counseling results and comparing it with past performance and other sources of input, the leader completes the CRM Worksheet and decides on a recommendation of risk (Low/Medium/High), based on the SLRRT definitions. The leader may wish to revisit input from the Soldier's peers or team leader and then writes his assessment in the appropriate block in the Soldier Profile Card. Ultimately, the leader must also capture his thoughts in the DA Form 4856, which serves as the official record of the counseling.

When he has completed his administrative updates, the leader schedules a dialogue with the platoon leadership to review Comprehensive Counseling Packet. The dialogue includes an overview of the discussion, a recommendation of the Soldier's risk status (using the CRM Worksheet), and the plan of action. The plan of action should incorporate resources from multiple echelons and leverage the command-directed mitigation option for selected individuals (e.g. command-directed ASAP, restriction to the post, etc.).

The Squad Leader can only make a recommendation of risk. The platoon leadership is the first level that can formally classify a Soldier's risk and must notify the T/C/B leadership of any Medium and High Risk Soldiers.

Thoughts from the 74th: What Is a “Good Soldier”

Ultimately a “Good Soldier” is more than one who meets or exceeds all Army Standards, more than one who is where they are supposed to be, when they are supposed to be, in the proper uniform, and physically and mentally prepared to accomplish the mission at hand.

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

If the Soldier is a Leader (NCO/Officer) they lead by example all the above and have the moral courage and professional obligation to enforce the standards of the profession.

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

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



MOUNTED RIFLEMAN COUNSELING GUIDE ANNEXES (JUNE 2013)





INTRODUCTION

The MRCG Annexes are designed to help supervisors learn, know, and understand their Soldiers by “connecting the dots.” These annexes complement ADP 6-22, Army Leadership, and FM 6-22, Army Leadership, Appendix B, Counseling, as a series of tools to assist in proper counseling. They are not a substitute for Army doctrine. **The only two mandatory documents are the SLRRT and the CRM.** All leaders must reference the SLRRT prior to counseling to generate ideas for how the counseling sequence should flow, and fill out the SLRRT during the counseling session. Leaders do have to complete a CRM for a subordinate after every counseling session. Updates can be made on the hardcopy if only a few minor changes are made and the subordinate is not high risk. The profile card is encouraged, but not mandatory.

ACT NOW

SEE YOUR CAREER COUNSELOR
RIDE WITH THE 3rd CAVALRY
AND PROTECT THE NATION


PATRICK K. AKUNA, JR.
1st REGIMENTAL COMMAND SERGEANT MAJOR


JOHN B. RICHARDSON IV
74th COLONEL OF THE REGIMENT

SLRRT Financial

Does the Soldier have financial or employment concerns, such as inability to cover basic monthly expenses, home foreclosure, difficulty meeting child support payments, or inability to repay loans?

Conversational Questions

1. Describe your military pay compensation. This will indicate whether or not the Soldier understands how military pay compensation plan?
2. How much do you save each month? Why?
3. How much are you paying for rent? Do you think that is too much?
4. Walk me through your monthly expenses and budget.

Assessment Suggestions

Assessment Level	Activity	Mitigation
LOW	Created a comprehensive budget and abides by it	
	Has multiple incomes and few dependent	
MEDIUM	Attended a budget class	
	Does not pay off credit cards monthly	
HIGH	Has loans over 15% interest	
	Lives beyond his means	

Remarks:

Note any additional identified risk activities and mitigation factors below, and explain overall assessment of the Soldier on this SLRRT.

SLRRT Health

Has the Soldier experienced an accident, injury, illness, or medical condition that resulted in current fitness for duty limitations?

Conversational Questions

1. Describe in your own words what you think the physical requirements are for the military job you have. What does the medical recovery plan look like? What does the Soldier's personal plan look like?
2. Have/will you had surgery in the past/next year? For what?
3. On a scale of one to ten, how would you rank your health? Why?

Assessment Suggestions

Assessment Level	Activity	Mitigation
LOW	Performs all physical duties without trouble	
	No planned surgeries	
MEDIUM	Can perform most MOS core tasks	
	Minor surgeries planned in the future	
HIGH	On a long term profile for an illness or surgery recovery	
	Cannot accomplish an MOS core task	

Remarks:

Note any additional identified risk activities and mitigation factors below, and explain overall assessment of the Soldier on this SLRRT.

SLRRT Health

Is the Soldier experiencing any difficulties getting the assistance he needs either on- or off-post?

Conversational Questions

1. What services do you feel the Army, Fort Hood, and 3d Cavalry Regiment adequately provide to assist with health concerns of you and your family? How could we do it better? Why?
2. Where do you and your family receive health services? On or off post? Location? Describe the services given and your satisfaction in services received?
3. What appointments have you had the most trouble with? Why?
4. How are you treated by others because of your health appointments?

•The majority of off-post providers are psychiatry or pain management related; therefore a counselor should consider if the Soldier is on polypharmacy (four or more daily medications, must have a profile stating such, and is on the RSURG's memo to commanders) and if the Soldier had a recent admission for psychiatry, surgery, trauma, or another medical emergency (verifiable with the RSURG)

Assessment Suggestions

Assessment Level	Activity	Mitigation
LOW	No serious complaints about medical/health related services	
	No recurrent health concerns	
MEDIUM	Has reoccurring problems with medical/health related services	
	Large family and/or young children	
HIGH	EFMP	
	Shunned by others because of appointments	

Remarks:

Note any additional identified risk activities and mitigation factors below, and explain overall assessment of the Soldier on this SLRRT.

SLRRT Health

Does the Soldier have a current medical profile (temporary or permanent)?

Conversational Questions

1. How do you feel about having a profile?
2. What is your profile for and what does it restrict you from? (compare with actual profile)
3. How does your chain of command prevent a stigma being attached to those on profile?

Assessment Suggestions

Assessment Level	Activity	Mitigation
LOW	Few tasks affected by profile	
	Mood not affected by profile	
MEDIUM	Profile is used as an excuse to get out of key training	
	Profile prohibits PT with unit	
HIGH	Core MOS tasks prohibited by profile	
	Profile prohibits participation in enjoyable recreation for a prolonged period	

Remarks:

Note any additional identified risk activities and mitigation factors below, and explain overall assessment of the Soldier on this SLRRT.

SLRRT Health

Does the Soldier have any concerns about medical care, medications, or supplements he is taking?

Conversational Questions

1. What is your opinion about the doctor's diagnosis of your current condition?
2. How does your current medications and/or supplements affect your work performance and/or your relationships (both personal and professional)?
3. Is the care you are receiving/have received beneficial? What do you want to change about it?
4. Describe the medications you are currently taking?
5. Illustrate any problems you or your family have experienced getting follow-up appointments or prescription medication refills?

*The term "polypharmacy" is used to describe use of four or more medications at one time. If a Soldier is described as polypharmacy, the Soldier must have a polypharmacy profile and be on the RSURG's polypharmacy list. The list and profile are verifiable with the RSURG.

Assessment Suggestions

Assessment Level	Activity	Mitigation
LOW	Well informed about the limitations his medications place on him	
	Work performance not affected	
MEDIUM	Dislikes his medication or ordered to take medication	
	Problems with refills	
HIGH	Irregularly takes medication	
	Mood, performance, and/or relationships negatively affected	

Remarks:

Note any additional identified risk activities and mitigation factors below, and explain overall assessment of the Soldier on this SLRRT.

SLRRT Health

Is the Soldier currently experiencing problems related to sleep (e.g. trouble falling asleep, trouble staying sleep, performance problems related to sleep, using alcohol or other substances to fall asleep)?

Conversational Questions

1. How much do you sleep on average per night? (7-9 is optimal) Is that more or less than normal? Is that amount enough?
2. How often do you have trouble getting your standard amount of sleep? What do you think are the reasons?
3. What have you done to try to get more sleep? Is it working?

Assessment Suggestions

Assessment Level	Activity	Mitigation
LOW	No trouble falling asleep	
	Regularly gets seven or more hours of sleep	
MEDIUM	Regularly uses prescription drugs to fall asleep	
	Has had spells of sleeplessness	
HIGH	Less than five hours of sleep per night	
	Performance significantly impacted by lack of sleep	

Remarks:

Note any additional identified risk activities and mitigation factors below, and explain overall assessment of the Soldier on this SLRRT.

SLRRT Health/Spiritual

Does the Soldier tend to withdraw or socially isolate himself from others?

Conversational Questions

1. Describe your fire team / squad you are assigned to. Illustrate how you view yourself inside of that team?

1. Who do you hang out with in your unit?
2. What are your hobbies? Does anyone else in the unit do them?
3. Are you an introvert or an extrovert? When would you spend time with a group vs. spending time by yourself?

Assessment Suggestions

Assessment Level	Activity	Mitigation
LOW	Regularly socializes with squad-mates outside of work	
	Participates in weekend activities	
MEDIUM	Rarely leaves his room	
	Dislikes several squad-mates	
HIGH	Few, if any, friends in the area	
	Participates in extreme sports	

Remarks:

Note any additional identified risk activities and mitigation factors below, and explain overall assessment of the Soldier on this SLRRT.

SLRRT Health

Has the Soldier exhibited excessive anger or aggression in the past three months?

Conversational Questions

1. After a stressful day, how do you typically relax?
2. Describe your behavior around your family and friends when you are frustrated. Illustrate any coping mechanisms you use when dealing with the frustration?
3. Describe how you deal with your anger?
4. Expound how you think your anger affects your work performance or relationships (professional and personal)?

Assessment Suggestions

Assessment Level	Activity	Mitigation
LOW	Conscious of his anger and controls it appropriately	
	Familiar with anger reduction techniques	
MEDIUM	Acknowledges anger affects his mood/work	
	Uses physical coping mechanisms (i.e. punching bag)	
HIGH	Anger leads to regrettable decisions	
	Does not deal with anger; lets anger build up	

Remarks:

Note any additional identified risk activities and mitigation factors below, and explain overall assessment of the Soldier on this SLRRT.

SLRRT Health

Has the Soldier experienced any condition that may be considered cruel, abusive, oppressive, or harmful, to include hazing or assault?

Conversational Questions

1. Take a few minutes to characterize and describe your fire team / squad. Illustrate your professional relationships with each?
2. How would you describe your relationship with your parents/family?
3. Describe your fire team / squad's interpretation of the Army's values?
4. Who is your roommate? How would you describe him? Illustrate any points of contention you may have with your roommate?

Assessment Suggestions

Assessment Level	Activity	Mitigation
LOW	Well accepted by squad-mates	
	Morally opposed to hazing	
MEDIUM	Some confrontations with squad-mates	
	Experienced hazing personally	
HIGH	Routinely harassed by squad-mates	
	Poor relationship with parents	

Remarks:

Note any additional identified risk activities and mitigation factors below, and explain overall assessment of the Soldier on this SLRRT.

SLRRT Health

Has the Soldier deployed to a location where there was hostile fire or they received hazardous duty pay?

Does the Soldier have any current deployment related concerns?

Conversational Questions

1. How has your reintegration with friends and family been?
2. What has been your toughest struggle since you came back?
3. Expand on any instances you may have experienced the following: fear, anxiety, lack of focus, sadness, changes in your sleep schedule, crying spells, or nightmares?
4. What are your thoughts on deploying? Do you want to deploy? Why?

Assessment Suggestions

Assessment Level	Activity	Mitigation
LOW	At peace with the deployment	
	Has an active support network	
MEDIUM	Experienced direct combat	
	Diagnosed with PTSD	
HIGH	Wounded in combat	
	Lost someone close	

Remarks:

Note any additional identified risk activities and mitigation factors below, and explain overall assessment of the Soldier on this SLRRT.

SLRRT Health

Has the Soldier experienced difficulty coping with a loss (e.g. death of a close friend, family member, team member, social group)?

Conversational Questions

1. What recent losses have occurred recently in your family and friends? How do you think it has affected you?
2. What steps have you taken to help cope with your loss? Are they working?
3. How has your family taken the loss?

Assessment Suggestions

Assessment Level	Activity	Mitigation
LOW	Experienced death before	
	Frequently talks to friends and family about his loss	
MEDIUM	Dependent not coping with loss well	
	Regrets associated with the loss	
HIGH	Lost someone close	
	First loss of someone close	

Remarks:

Note any additional identified risk activities and mitigation factors below, and explain overall assessment of the Soldier on this SLRRT.

SLRRT Family/Relationships

Is the Soldier experiencing serious marital/relationship issues or immediate family concerns, such as serious illness in a family member?

Conversational Questions

1. Characterize your personal relationships at home in regards to boyfriend/girlfriend, spouse, parents, and friends?
2. When a contention arises in one of your personal relationships, who do you seek out to talk to?
3. What do you think you would do if your worst case scenario happened?

Assessment Suggestions

Assessment Level	Activity	Mitigation
LOW	Capable of keeping work and personal life separate	
	Active support network	
MEDIUM	Breakup with girlfriend	
	Serious argument with spouse/girlfriend	
HIGH	Divorce not friendly	
	Recent unfavorable diagnosis to self or family member	

Remarks:

Note any additional identified risk activities and mitigation factors below, and explain overall assessment of the Soldier on this SLRRT.

SLRRT Family/Relationships

Has the Soldier been involved in any incident of domestic violence or child abuse/neglect?

Conversational Questions

1. Describe any experience you may have with both domestic violence and child abuse/neglect both in your childhood and your adulthood?
2. Illustrate any personal relationship disagreement / argument where the intensity of your anger tempted you to act in a violent manner?

Assessment Suggestions

Assessment Level	Activity	Mitigation
LOW	Had a happy childhood	
	Had good grades growing up	
MEDIUM	A close friend or family member was abused	
	Grew up in foster homes	
HIGH	Received/committed abuse	
	Left family before	

Remarks:

Note any additional identified risk activities and mitigation factors below, and explain overall assessment of the Soldier on this SLRRT.

SLRRT Family/Relationships

Has anyone (e.g. spouse, other family member, friends, fellow Soldier) expressed concern about the Soldier's behavior?

Conversational Questions

1. How do you think others describe you?
2. Depict any conversations you have had with friends, family members, or fellow Soldiers in regards to your personal and professional behavior?
3. Describe how you think your friends, family members, or fellow Soldiers would approach you or your chain of command if they thought you were in trouble / harm?
4. What part about you do you want to change?

Assessment Suggestions

Assessment Level	Activity	Mitigation
LOW	Has a realistic opinion of himself	
	Does not want to change anything major about himself without a realistic plan	
MEDIUM	Complains frequently	
	Approached about his behavior before	
HIGH	Spouse/friend alerted the chain of command about his behavior	
	Recently displayed erratic/unusual behavior	

Remarks:

Note any additional identified risk activities and mitigation factors below, and explain overall assessment of the Soldier on this SLRRT.

SLRRT Family/Relationships

Has the Soldier expressed any suicidal thoughts or actions, or expressed a desire to harm others?

Conversational Questions

1. Describe any instances where you have felt sad, lonely, low self-esteem, guilt, worthlessness, or difficulty in concentrating, remembering details, and making decisions (symptoms of depression). Did this occur in the past 30, 60, 90 days?
2. What do you think about when you are depressed?
3. Explain any time you were aggressively seeking approval in such a way that it made you the center of attention?

Assessment Suggestions

Assessment Level	Activity	Mitigation
LOW	No signs of depression	
	No change to patterns	
MEDIUM	Sees behavioral health about suicidal thoughts	
	Craves attention, negative or positive	
HIGH	Aggressively expresses thoughts of suicide	
	Self inflicted injuries	

Remarks:

Note any additional identified risk activities and mitigation factors below, and explain overall assessment of the Soldier on this SLRRT.

SLRRT Professional/Discipline

Has the Soldier been command referred for any assistance (e.g. legal, financial, spiritual, alcohol, family/relationship, behavioral health, other)?

Conversational Questions

1. Are you willing to expand on the last time you talked with a Chaplain, MFLC, and counselor? Would you care to discuss with me what you talked about?
2. What type of support have you felt like you needed from a professional?

Assessment Suggestions

Assessment Level	Activity	Mitigation
LOW	Completed in the past and no signs of remission	
	Major stabilizing life changes between referral and present (happily married, promoted)	
MEDIUM	Currently attending	
	Appealing referral	
HIGH	Referred because of negative behavior	
	Shows no sign of remorse	

Remarks:

Note any additional identified risk activities and mitigation factors below, and explain overall assessment of the Soldier on this SLRRT.

SLRRT Professional/Discipline

Has the Soldier been unsuccessful in meeting military requirements of standards (e.g. duty performance, PT, battle, weight control, weapons qualification, MOS training)?

Conversational Questions

1. When was the last good conduct medal you were awarded?
2. When is your reenlistment window and what are your intentions/plans?
3. What are your commander's current training requirements? Illustrate any challenges you have in meeting those training requirements?
4. Where do you feel you could improve as a professional?

Assessment Suggestions

Assessment Level	Activity	Mitigation
LOW	Created a plan to overcome his failure	
	Failed due to temporary condition (medical, family)	
MEDIUM	Previously failed an Army standard	
	Wants to stay in the Army but showing no visible efforts to meet Army standards	
HIGH	Currently failing to comply to Army standards	
	FLAGGED and/or barred	

Remarks:

Note any additional identified risk activities and mitigation factors below, and explain overall assessment of the Soldier on this SLRRT.

SLRRT Professional/Discipline

Has the Soldier received negative counseling or evaluations since arriving at the current unit or organization?

Conversational Questions

1. What event sparked your last negative counseling?
2. What was your last positive counseling for?
3. Describe both the last meaningful positive and negative counseling you received?

Assessment Suggestions

Assessment Level		Mitigation
LOW	First/minor counseling incident, admits wrongdoing, accepts responsibility fully	
	Wants to move forward and recover from the incident and prove himself in the future	
MEDIUM	Not sure the Army was the right choice but not certain of what he wants to do	
	Is not sure a recovery is possible but believes in trying	
HIGH	Multiple/major counseling refuses to accept any responsibility	
	Dislikes the Army, wants out immediately	

Remarks:

Note any additional identified risk activities and mitigation factors below, and explain overall assessment of the Soldier on this SLRRT.

SLRRT Professional/Discipline

Has the Soldier been denied promotion or attendance to schools, or barred from reenlistment for any reason?

Conversational Questions

1. What have some of the Army professional schools/training opportunities that you want to attend? What has prevented you from attending/participating?
2. Illustrate where you think your professional performance currently resides in regards to your rank?
3. How would you compare your opportunities in the current civilian sector to a career in the Army?

Assessment Suggestions

Assessment Level	Activity	Mitigation
LOW	Has effectively identified the problem and is actively addressing it	
	Demonstrated tangible progress towards overcoming bar	
MEDIUM	Identified problem but is not addressing It appropriately	
	Not certain the Army is the correct career choice	
HIGH	Has not identified or admitted that there is a problem to be addressed.	
	Dislikes the Army and is certain of ETS	

Remarks:

Note any additional identified risk activities and mitigation factors below, and explain overall assessment of the Soldier on this SLRRT.

SLRRT Professional/Discipline

Is the Soldier currently undergoing a UCMJ action?

Conversational Questions

1. How are you dealing with the stress of your most recent UCMJ or disciplinary action?
2. Are you receiving support? (i.e. TDS, chaplain, chain of command, family)

Assessment Suggestions

Assessment Level	Activity	Mitigation
LOW	First/minor UCMJ violation, admits wrong doing, accepts responsibility	
	Cares about the Army and wants to be a good Soldier	
MEDIUM	Not sure the Army was the right choice but not certain of what he wants to do	
	Is not sure a recovery is possible but believes in trying	
HIGH	Multiple/Major UCMJ violation and refuses to accept any responsibility	
	Dislikes the Army; wants out immediately	

Remarks:

Note any additional identified risk activities and mitigation factors below, and explain overall assessment of the Soldier on this SLRRT.

SLRRT Professional/Discipline

Has the Soldier received a citation for speeding (ten mph over the limit) or reckless driving in the past six months?

Conversational Questions

1. State the last time you were pulled over by law enforcement?
2. How much over the speed limit do you normally drive? Why?
3. What type of car(s) do you own? Why did you buy it?

Assessment Suggestions

Assessment Level	Activity	Mitigation
LOW	Owens low/standard performance vehicle	
	Has not received moving violation in past 24 months	
MEDIUM	Owens above average performance vehicle	
	Received a moving violation in the past 24 months.	
HIGH	On-post driving privileges revoked previously	
	Received multiple moving violations in the past 24 months	

Remarks:

Note any additional identified risk activities and mitigation factors below, and explain overall assessment of the Soldier on this SLRRT.

SLRRT Professional/Discipline

Has the Soldier been cited for engaging in risky behavior while in a vehicle (e.g. texting while driving, not utilizing a hands-free cell phone while driving, riding without a seatbelt)? Has the Soldier been informed that such activities are inherently unsafe, in violation of law and policy, and potentially punishable under UCMJ?

Conversational Questions

1. When was the last time you were counseled about the effects of reckless driving on yourself and others?
2. What is the current cell phone policy on Ft. Hood and in the State of Texas?
3. What is the punishment for being caught for violating these laws?

Assessment Suggestions

Assessment Level	Activity	Mitigation
LOW	Does not own or drive a car.	
	Shows clear understanding of Ft. Hood cell phone driving policy and adheres to it.	
MEDIUM	Shows moderate understanding of the Ft. Hood cell phone driving policy and adheres to it.	
	Believes policy is too strict and does not agree with it.	
HIGH	Previous violation of cell phone driving Law/Policy.	
	Shows no understanding or willingness to comply with Law/Policy	

Remarks:

Note any additional identified risk activities and mitigation factors below, and explain overall assessment of the Soldier on this SLRRT.

SLRRT Professional/Discipline

Does the Soldier drive a motorcycle? If yes, does the Soldier have the required privately operated motorcycle (POM) training IAW AR 385-10 and post requirements?

Conversational Questions

1. How many times have you attended motorcycle training? When and where did you participate?
2. What are the minimum standards to operate a motorcycle on post?
3. What are the differences between riding your motorcycle the minimal standards on- and off-post?

Assessment Suggestions

Assessment Level	Activity	Mitigation
LOW	Displays clear understanding of motorcycle policies and adheres to them	
	Has been a motorcycle operator longer than 24 months	
MEDIUM	Displays baseline understanding of motorcycle policies and adheres to them	
	Has been a motorcycle operator for six to 24 months	
HIGH	Has no clear understanding of motorcycle policies	
	Has been a motorcycle operator for less than six months	

Remarks:

Note any additional identified risk activities and mitigation factors below, and explain overall assessment of the Soldier on this SLRRT.

SLRRT Professional/Discipline

Does the Soldier engage in any other potentially hazardous recreational activities while off-duty (e.g. skydiving, riding all-terrain vehicles, rock climbing)?

Conversational Questions

1. What are some of your hobbies?
2. What are some activities that you would like to get involved in?
3. Expound on the legal training requirements in these activities?

Assessment Suggestions

Assessment Level	Activity	Mitigation
LOW	Does not participate in high risk activities	
	Participates in one high risk activity with previous training and experience	
MEDIUM	Participates in multiple high risk activities with previous training and experience	
	Moderately participates in high risk activities with training and previous experience	
HIGH	Participates in a high risk activity(ies) with no training and limited or no experience	
	Previously hurt in a high risk activity	

Remarks:

Note any additional identified risk activities and mitigation factors below, and explain overall assessment of the Soldier on this SLRRT.

SLRRT Professional/Discipline

AR 190-11 requires all privately owned weapons that are brought onto military installations be properly registered with the Provost Marshall. Is the Soldier in compliance with the provisions of AR 190-11 as they apply to registration of privately owned weapons? If yes, has the Soldier attended an approved firearms safety class/course?

Conversational Questions

1. Describe the number and type of personally owned weapons you have. In what state did you received a carry and conceal license?
2. How often do you participate in shooting activities off-post (going to a range, completion, friend's property)?
3. Explain the current Fort Hood policy on privately owned weapons?

Assessment Suggestions

Assessment Level	Activity	Mitigation
LOW	Displays clear understand of Ft. Hood policy and adheres to it	
	Firearms recreation is purpose (i.e. hunting, skeet, competition)	
MEDIUM	Not completely clear on Ft. Hood Gun policy, may have accidentally violated it	
	Limited firearms experience but still owns firearm	
HIGH	Carries weapon in vehicle or on person off post for personal defense but has no Concealed Carry License	
	No firearms experience prior to military	

Remarks:

Note any additional identified risk activities and mitigation factors below, and explain overall assessment of the Soldier on this SLRRT.

SLRRT Professional/Discipline

Has the Soldier ever been involved in alcohol or drug related incidents (in the past three years) and/or tested positive on a urinalysis? Refer to Army Substance Abuse Program at the time of incident and closely monitor Soldier's progress.

Conversational Questions

1. When was the last time you were selected for a drug / alcohol test?
2. Describe any time your friends or family members were involved in Substance Abuse?
3. Are any of your current friends or family members involved in Substance Abuse?
4. Do you think you will ever do it again? Why?

Assessment Suggestions

Assessment Level	Activity	Mitigation
LOW	Takes full responsibility for actions/ wants to stay in the Army	
	No/Low contact with Alcohol/Drug situations or individuals	
MEDIUM	Tries to mitigate/reduce personal responsibility for actions	
	Completed Army Substance Abuse Program	
HIGH	Takes no responsibility for action blames the Army or others	
	Maintains routine contact with Drug/Alcohol situations or individuals	

Remarks:

Note any additional identified risk activities and mitigation factors below, and explain overall assessment of the Soldier on this SLRRT.

Composite Risk Management

COMPOSITE RISK MANAGEMENT WORKSHEET											
For use of this form, see FM 5-19; the proponent agency is TRADOC.											
1. MSN/TASK				2. DTG END				3. DATE PREPARED (YYYYMMDD)			
b. POSITION											
5. SUBTASK	6. HAZARDS	INITIAL RISK LEVEL	8. CONTROLS	9. RESIDUAL RISK LEVEL	10. HOW TO IMPLEMENT	11. HOW TO SUPERVISE (WHO)	12. WAS CONTROL EFFECTIVE?				
	<div style="border: 1px solid black; padding: 5px; width: 100%;">Identify one hazard or potential hazard. Example: owns a pistol.</div>		<div style="border: 1px solid black; padding: 5px; width: 100%;">State the risk level if the controls are fully implemented</div>								
	<div style="border: 1px solid black; padding: 5px; width: 100%;">Identify how the hazard can be reduced. Example: increase proficiency in pistol handling.</div>		<div style="border: 1px solid black; padding: 5px; width: 100%;">Determine how to implement the controls. Example: Has used a pistol since age 9 and take a handgun safety class NLT 01 MAY.</div>	<div style="border: 1px solid black; padding: 5px; width: 100%;">Determine how the supervisor will track the implementation of the control. Example: Trooper turns in class certificate to Team Leader NLT 03 MAY.</div>		<div style="border: 1px solid black; padding: 5px; width: 100%;">Supervisor makes an assessment at the next counseling session.</div>					
Additional space for entries in Items 5 through 11 is provided on Page 2.											
13. OVERALL RISK LEVEL AFTER CONTROLS ARE IMPLEMENTED (Check one)											
<input type="checkbox"/> LOW <input type="checkbox"/> MODERATE <input type="checkbox"/> HIGH <input type="checkbox"/> EXTREMELY HIGH											
14. RISK DECISION AUTHORITY											
a. LAST NAME			b. RANK		c. DUTY POSITION			d. SIGNATURE			

The Art and Science of Mitigating Risk

The CRM is both a science and an art. It is a science since certain risks are hazardous based on fact and trackable actions can be done to mitigate risks. It is an art because some activities have the potential to be riskier than others based on Trooper skill level and experience, both of which are more subjective than objective. Additionally, not all mitigation techniques have a direct correlation, and are thus more effective with some Troopers than others.

Soldier Profile Card

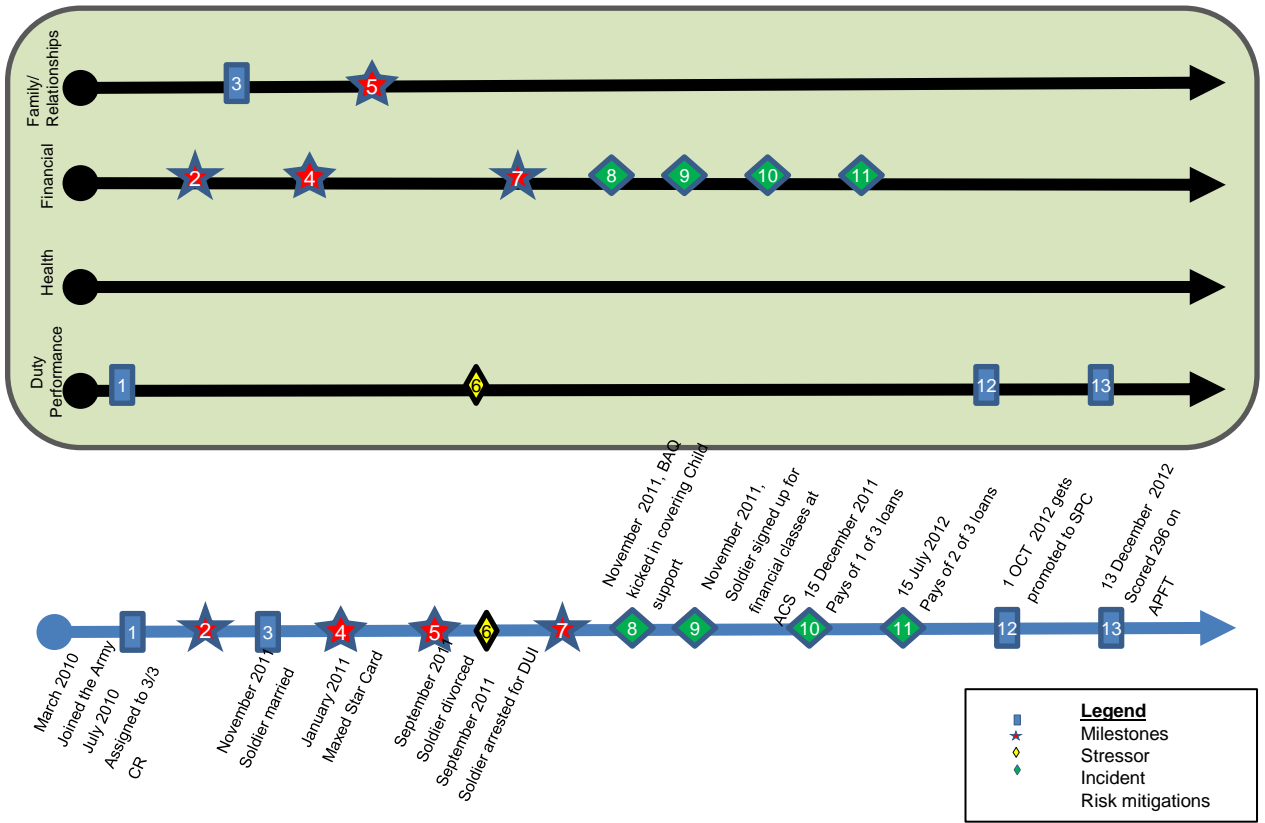
Rank, Name, Squad/Platoon/Troop #/3d CR

SLRRT Risk Assessment:		Risk	Growth Opportunities	
Commander's Risk Assessment:			NCO Promotion Schooling	Upcoming Life Events
<p style="text-align: center;">Insert Photo of Soldier</p>	<p style="text-align: center;">Demographic Information:</p> <p>Age: Sex: MOS: Marital Status/Children (Ages): Deployment (Operation/Months): Geographical Bachelor:</p> <p style="text-align: center;">Chain of Command</p> <p>TL: (Assumption of leadership dates) SL: PSG: PL:</p>	<p style="text-align: center;">History:</p> <p>SPC XXXXXX joined the Army in March of 2010. After completing OSUT he was stationed at Fort Hood in July of 2010 and was assigned to TROOP in November 2010. While stationed at Fort Hood, SPC XXXXXX applied for three loans and applied for a Star Card. Through this series of events he accumulated \$\$\$\$ debt. Additionally he was required to pay child support for his child.</p> <p>SPC XXXXX and his SL set up allotments in order to cover the expenses of child support. SPC XXXXXX was counseled and ordered to complete financial classes at ACS. He completed Financial classes at ACS on November 2011. In December 2011, SPC XXXXXX was able to pay off one of his three loans. In July of 2012 he paid off the second, allowing him to focus on the remaining debt. 13 December 2012 PFC XXXXXX scored a 296 on the APFT. This score is the highest in 3rd Platoon.</p>		
<p style="text-align: center;">Insert Photo of first line leader</p>	<p style="text-align: center;">Training and Other Data</p> <p>Leave Days: APFT/Profile: MRT: ASAP: SHARP/EO: Suicide/Safety: POW (Location): POV/POM (Training Date): Financial Issues (Training Date): Medical: (Either remark N/A or Consult Commander due to Privacy Act requirements)</p>			
<p style="text-align: center;">Overall Assessment</p> <p>Family: He has had a difficult time dealing with being separated from his child</p> <p>Financial: Attempted to deal with his stress by making extravagant purchases, putting him into debt</p> <p>Health: He is in good health</p> <p>Duty Performance: He seems to have recognized his mistakes and is trying to correct them. His performance has been improving.</p>		<p style="text-align: center;">Goals</p> <p>Future plans : Stay in the Army and become a NCO</p> <p>Desired Schools (Army or Civilian Education): Airborne and Air Assault</p> <p>Desired Next Assignments: TL in 3CR</p> <p>Recommended Next Assignments: Team Leader</p>		

Risk Identification/ Mitigation Timeline (only key events)



Full Timeline (all noteworthy events)



Comments:



DEPARTMENT OF THE ARMY
HEADQUARTERS, 3d CAVALRY REGIMENT
BUILDING 9001, BATTALION AVENUE
FORT HOOD, TEXAS 76544



AFZC-R-RCO

10 June 2013

MEMORANDUM FOR All leaders, 3d Cavalry Regiment, Fort Hood, Texas 76544

SUBJECT: Soldier Transition Standard Operating Procedure (SOP)

1. The purpose of this memorandum is to establish an SOP which creates the framework for the execution of Soldier transitions between Troops, Companies, and Batteries or intra-Regimental and intra-post moves.
2. Similar to transitions between different phases of an operation, Soldier transitions between units requires careful coordination. Valuable understanding and insight into a Soldier's performance and character may be lost if not properly shared between losing and gaining units. If a proper transition does not take place, a leader's ability to mitigate risks that affect the health and discipline of the force will be hindered. If we don't get this right, units will continue to expend organizational energy reacting to serious incidents related to health and discipline rather than preventing incidents which known factors may have helped to predict. Leaders must ensure this understanding is passed on to the new unit when a Soldier transition occurs.
3. To facilitate the transition and understanding of the Trooper's personal situation, first line leaders (CPL and above) will utilize the Mounted Rifleman Counseling Guide (MRCG) to help identify and mitigate risks that a Soldier may have and which could negatively impact the health and discipline of the force. The MRCG will be completed when a Soldier arrives to the unit and will be reviewed as a part of monthly counseling.
4. First line supervisors (CPL and above) will brief their respective supervisors on key issues identified in the MRCG prior to any transition or unit to unit move of a Trooper. This will ensure that supervisors are aware of events going on in their Soldiers' lives. This also provides the new chain of command the opportunity to gain important insight and guidance from the Trooper's previous chain of command.
5. In order to ensure proper transition of Soldiers between units within the Regiment, squad leaders will conduct the following actions, verified by PSG:

A MRCG file must be completed by the losing unit and transferred to the gaining unit.

Training completed will be documented in the Digital Training Management System (DTMS) to ensure training records are transferred to the gaining unit.

Important details of the Soldier's MRCG must be briefed to the losing squadron's Command Sergeant Major to facilitate discussion between the squadrons at the Sergeant Major level.

The losing unit's First Sergeant will personally accompany the transitioning Soldier and deliver the MRCG to the gaining unit's First Sergeant to ensure a proper hand off between units is accomplished. Personal face to face hand off of the Trooper and his/her MRCG is the critical component of the transfer and cannot be delegated below the 1SG level. This is 1SG to 1SG transfer is non-negotiable.
6. The point of contact for this memorandum is the undersigned at 254-288-5601.

JOHN B. RICHARDSON IV
COL, AR
Commanding



DEPARTMENT OF THE ARMY
HEADQUARTERS, 3d CAVALRY REGIMENT
BUILDING 9001, BATTALION AVENUE
FORT HOOD, TEXAS 76544



AFZC-RCSM

10 June 2013

MEMORANDUM FOR RECORD

SUBJECT: Standards for counseling packets

1. All leaders will maintain a counseling folder on their Troopers IAW this Regimental SOP, as per page 17 of the MRCG.
2. These counseling folders are to be secured in a secure location when not being utilized, as per page 15 of the MRCG.
3. All counseling folders will be assembled and maintained in the following manner:
 - a. A red multi-tab folder will be utilized for this purpose.
 - b. Tab 1 will consist of the Soldiers Privacy Act Statement, Counseling Folder Standards, the Troopers Personal Date Sheet, Sponsorship Worksheet, ERB, LES, DD-93, SGLV, Profiles if applicable, Family Care Plan if applicable, EFMP if applicable and a Strip Map from the unit CP to the Troopers barracks room or quarters. The barracks strip map will include building number, floor, and room number. The quarter's strip map will include address.
 - c. Tab 2 will consist of a Personal Goal Sheet, the MOS Professional Development Model (ACT), Criteria for Promotion, Promotion Point Worksheet (DA Form 3355), Record Fire Score Card, APFT Scorecard, and if applicable the Body Fat Worksheet (DA Form 5500).
 - d. Tab 3 will consist of the Trooper's Developmental Counseling to include Performance, Professional Growth, and Event Counseling. For NCOs Tab 3 will also consist of the NCOER Support Form (DA Form 2166-8-1), NCOs previous NCOER, and the NCOs Rating Scheme.
 - e. Tab 4 will consist of the Adverse Counseling Roster. If applicable it will also consist of Troopers Adverse counseling (DA Form 4856-E), Blotter Extract, SIRs, Article 15, Bar to Reenlistment, and Flag Report.
 - f. Tab 5 will consist of Training Certificates, Hand Receipts, CIF Records, Personal Clothing Request (DA Form 3078), and Personal Property Record (DA Form 4986). NCOs in the grade of E-5/SGT and above will have a current signed copy of the OCIE Clothing and Accountability Statement.
 - g. Tab 6 will consist of the 3CR Risk Assessment tool, 3CR Motorcycle Statement of Understanding, State Motorcycle Endorsement Codes, III CORPS POV Inspection Form, TRiPS Report, and Residence Visitation memo.
 - h. The counseling folder will be identified by 3d Cavalry Regiment Cover Sheet that can be tailored to accommodate specific unit integrity.
4. The counseling folder will be reviewed periodically. **Squad/Section Leaders will review their team's folders monthly. Squad/Section Leaders will have their counseling folders reviewed by their Platoon Sergeant quarterly and the results issued in a special counseling.** The Commander or First Sergeant reserves the right to inspect counseling folders at any time. Platoon Sergeants or equivalent will turn their counseling folders into the Regimental Command Sergeant Major when performing Regimental Staff Duty. Squad/Section Leaders will turn their counseling folders into the Squadron CSM when they assume Squadron Staff Duty, and Team Leaders will turn their counseling folders into the First Sergeant when assuming Troop Charge of Quarters. CSMs and 1SGs are to focus their packet reviews on the counseling forms and content, not on format or other aesthetics.
5. Leaders will be held strictly accountable for these folders. Success or failure in the upkeep of these folders will be annotated on the appropriate periodic counseling and/or NCOER.
6. POC for further information is the undersigned at 254-287-0598.

PATRICK K. AKUNA JR.
CSM, USA
Regimental Command Sergeant Major

DD Form 93 – Personal Information & Notification

RECORD OF PRIVACY	SECTION 2 - BENEFITS RELATED INFORMATION																				
<p>PRIVACY AUTHORITY: 5 USC 552, 10 USC 685, 1475 to 1480 and 2771, 38 USC 562 PRINCIPAL PURPOSES: This form is used by military personnel and as civilians, when applicable. For military personnel, it is used to designate death. It is also a guide for disposition of that member's pay and allowances (personnel) (the Service member desires to be notified in case of emergency process in the event of an emergency and/or the death of the member. may not be applicable. ROUTINE USES: None. DISCLOSURE: Voluntary; however, failure to provide accurate personal information may result in the processing of benefits to designated beneficiaries if applicable.</p> <p>INSTRUCTIONS TO SERVICE MEMBER This extremely important form is to be used by you to show the names and addresses of your spouse, children, parents, and any other person(s) you would like notified if you become a casualty (other family members or friends), and to designate beneficiaries for certain benefits if you die. IT IS YOUR RESPONSIBILITY to keep your Record of Emergency Data up to date to show your desires as to beneficiaries to receive certain death payments, and to show changes in your family or other personnel listed, for example, as a result of marriage, civil court action, death, or address change.</p> <p>IMPORTANT: This form is divided into two sections: Section 1 - Emergency Contact Information and Section 2 - Benefits Related Information. READ THE INSTRUCTIONS ON PAGES 3 AND 4 BEFORE COMPLETING THIS FORM.</p> <p style="text-align: center;">SECTION 1 - EMERGENCY CONTACT INFORMATION</p> <p>1. NAME (Last, First, Middle Initial) _____ 2. SSN _____</p> <p>3a. SERVICE/CIVILIAN CATEGORY <input checked="" type="checkbox"/> ARMY <input type="checkbox"/> NAVY <input type="checkbox"/> MARINE CORPS <input type="checkbox"/> AIR FORCE <input type="checkbox"/> DoD <input type="checkbox"/> CIVILIAN <input type="checkbox"/> CONTRACTOR b. REPORTING UNIT CODE/ID/STATION _____</p> <p>4. SPOUSE NAME (if applicable) (Last, First, Middle Initial) _____ b. ADDRESS (include ZIP Code) AND TELEPHONE NUMBER _____ <input type="checkbox"/> SINGLE <input type="checkbox"/> DIVORCED <input type="checkbox"/> WIDOWED</p> <p>5. CHILDREN a. NAME (Last, First, Middle Initial) b. RELATIONSHIP c. DATE OF BIRTH (YYYYMMDD) d. ADDRESS (include ZIP Code) AND TELEPHONE NUMBER</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 30%;">[REDACTED]</td> <td style="width: 15%;">SOB</td> <td style="width: 15%;">[REDACTED]</td> <td style="width: 40%;">[REDACTED]</td> </tr> <tr> <td>[REDACTED]</td> <td>SOB</td> <td>[REDACTED]</td> <td>[REDACTED]</td> </tr> </table> <p>6a. FATHER NAME (Last, First, Middle Initial) _____ b. ADDRESS (include ZIP Code) AND TELEPHONE NUMBER _____ ERSHINE JORD W (Deceased) 00</p> <p>7a. MOTHER NAME (Last, First, Middle Initial) _____ b. ADDRESS (include ZIP Code) AND TELEPHONE NUMBER _____ ERSHINE SANDRA L 16040 AIRPORT ROAD LANSHIRE MI 48066</p> <p>8a. DO NOT NOTIFY DUE TO ILL HEALTH _____ b. NOTIFY INSTEAD _____ None None</p> <p>9a. DESIGNATED PERSON(S) (Military only) _____ b. ADDRESS (include ZIP Code) AND TELEPHONE NUMBER _____ None</p> <p>10. CONTRACTING AGENCY AND TELEPHONE NUMBER (Contractors only) _____</p>	[REDACTED]	SOB	[REDACTED]	[REDACTED]	[REDACTED]	SOB	[REDACTED]	[REDACTED]	<p>SECTION 2 - BENEFITS RELATED INFORMATION</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th style="width: 30%;">BENEFICIARY(IES) FOR DEATH GRATUITY</th> <th style="width: 20%;">RELATIONSHIP</th> <th style="width: 30%;">ADDRESS (include ZIP Code) AND TELEPHONE NUMBER</th> <th style="width: 20%;">PERCENTAGE (%)</th> </tr> <tr> <td>[REDACTED]</td> <td>MOTHER</td> <td>[REDACTED]</td> <td>50</td> </tr> <tr> <td></td> <td>WIFE</td> <td>[REDACTED]</td> <td>50</td> </tr> </table> <p>12a. BENEFICIARY(IES) FOR UNPAID PAY/ALLOWANCES (Military only) NAME AND RELATIONSHIP _____ b. ADDRESS (include ZIP Code) AND TELEPHONE NUMBER _____ c. PERCENTAGE (%) _____ 100</p> <p>13a. PERSON AUTHORIZED TO DIRECT DISPOSITION (PAD) (Military only) NAME AND RELATIONSHIP _____ b. ADDRESS (include ZIP Code) AND TELEPHONE NUMBER _____</p> <p>14. CONTINUATION/REMARKS Insurance: NONE NA General Remarks: NON-MEDICAL ATTENDANT: [REDACTED]</p> <p>15. SIGNATURE OF SERVICE MEMBER/CIVILIAN (include rank, rate, or grade if applicable) _____ 16. SIGNATURE OF WITNESS (include rank, rate, or grade as appropriate) _____ 17. DATE SIGNED (YYYYMMDD) _____ RANK: sfc RANK: _____ 20110705</p> <p style="text-align: center;">DD FORM 93 (BACK), JAN 2008</p> <p style="text-align: right;">Submit</p>	BENEFICIARY(IES) FOR DEATH GRATUITY	RELATIONSHIP	ADDRESS (include ZIP Code) AND TELEPHONE NUMBER	PERCENTAGE (%)	[REDACTED]	MOTHER	[REDACTED]	50		WIFE	[REDACTED]	50
[REDACTED]	SOB	[REDACTED]	[REDACTED]																		
[REDACTED]	SOB	[REDACTED]	[REDACTED]																		
BENEFICIARY(IES) FOR DEATH GRATUITY	RELATIONSHIP	ADDRESS (include ZIP Code) AND TELEPHONE NUMBER	PERCENTAGE (%)																		
[REDACTED]	MOTHER	[REDACTED]	50																		
	WIFE	[REDACTED]	50																		

Ensure the administrative information in "SECTION 1 - EMERGENCY CONTACT INFORMATION" matches the Soldier's ORB/ERB, LES, and SGLV.

Spouse and children must be enrolled in DEERS to add them on to the DD93.

Ensure the number of dependents listed on the DD93 match ORB/ERB, and LES.

All dependents must be added.

If the dependent addresses are different from the Soldier's address; this may indicate marital or custody concerns.

If the "Do Not Notify Due to Ill Health" has a name listed question the Soldier. The Soldier may have a family member or next of kin that is sick and may require your assistance.

The areas with the Soldier's parental information is important. It lets us know how far their family is located and if the Soldier remains in contact with the parents.

SGLV 8286 SGLI Election and Certificate

Prudential
Office of Servicemembers' Group Life Insurance

Servicemembers' Group Life Insurance Election and Certificate

1. About You

Print Name (First, Middle, Last) [Redacted] Rank, title or grade [Redacted] Social Security Number [Redacted]

Current Amount of SGLI Coverage \$400,000 Duty Location [Redacted] Branch of Service [Redacted]

2. About Your Coverage

I am completing this form to: (Check all that apply)

- Name or update my SGLI beneficiary. *You must complete sections 3 and 5.*
- Increase or restore my SGLI coverage to \$400,000. *You must complete sections 3, 4, & 5.*
- Reduce my SGLI coverage to \$ [Redacted]. *You must complete sections 3 & 5.*
- Decline (cancel) SGLI coverage. *You must complete section 5.*

Coverage is available in increments of \$50,000 up to a maximum of \$400,000.

3. About Your Beneficiaries *Complete this section unless you are declining coverage.*

Primary Name and Address	Social Security Number (if available)	Relationship to you	Share to each (% or \$ amounts)	Payment Option (Lump sum* or 36 equal monthly payments)
1. [Redacted]	[Redacted]	Spouse	10%	Lump sum
2. [Redacted]	[Redacted]	Spouse	10%	Lump sum
3. [Redacted]	[Redacted]	Spouse	10%	Lump sum
4. [Redacted]	[Redacted]	Spouse	10%	Lump sum
Secondary				
1. [Redacted]	[Redacted]	Spouse	0%	Lump sum
2. [Redacted]	[Redacted]	Spouse	0%	Lump sum
3. [Redacted]	[Redacted]			
4. [Redacted]	[Redacted]			

Have more beneficiaries? Check the box and complete Supplemental SGLI Beneficiary Form, SGLV 8286S.

If you do not name beneficiaries above, your insurance will be paid by law (see page 3).

Prudential
Office of Servicemembers' Group Life Insurance

Servicemembers' Group Life Insurance Supplemental SGLI Beneficiary Form

1. About You

Last Name, First, Middle [Redacted] Rank, title or grade [Redacted] Social Security Number [Redacted]

Current Amount of SGLI Coverage \$400,000 Duty Location [Redacted] Branch of Service [Redacted]

2. About Your Beneficiaries

The beneficiaries listed below are in addition to those listed on my completed SGLV 8286.

Name and Address	Social Security (if available)
Primary	
1. [Redacted]	[Redacted]
2. [Redacted]	[Redacted]
3. [Redacted]	[Redacted]
4. [Redacted]	[Redacted]
Secondary	
1. [Redacted]	[Redacted]
2. [Redacted]	[Redacted]
3. [Redacted]	[Redacted]
4. [Redacted]	[Redacted]

Service Member [Redacted] Date: 06/28/2011

* If the insured elects the lump sum payment option, the insured will be given the option of receiving by check. Alliance is not available for United States and its territories, and other payees.

Prudential Insurance Company of America, 100 Broad Street, Newark, NJ 07102-3777. Check clearing is provided by Prudential Insurance Company of America. Prudential Insurance Company of America is not an Equal Opportunity Employer. Prudential Insurance Company of America is a member of the Prudential Financial Group.

Page 1 of 1

Ensure the administrative information in the section "About You" match the Soldier's ORB/ERB, LES, and DD93.

Question any amount less than \$400,000. If Soldier declines SGLI coverage than you must counsel him/her.

Primary Beneficiaries-spouse and children enrolled in DEERS. This should match ORB/ERB, LES, and DD93.

If married and the Soldier's spouse is not the primary beneficiary inquire why. If LES shows Soldier has dependents but is not listed above then inquire why.

It is very unusual if a married Soldier decides to allot the insurance only to their parents and/or children.

The new SGLV 8286 combines the old SGLV 8286 and SGLV 8285 forms together into one 2-page form. If the "Have more beneficiaries?" box is checked on the SGLV8286 on the left then the Supplemental SGLI Beneficiary Form on the right, SGLV8286S is required.

LES

DEFENSE FINANCE AND ACCOUNTING SERVICE MILITARY LEAVE AND EARNINGS STATEMENT										
ID	NAME (Last, First, MI)	SOC. SEC. NO.	GRADE	PAY DATE	YRS SVC	ETS	BRANCH	ADSN/DSSN	PERIOD COVERED	
	[REDACTED]	[REDACTED]	E5	030710	07	141205	ARMY	4818	1-30 APR 11	
ENTITLEMENTS		DEDUCTIONS		ALLOTMENTS		SUMMARY				
Type	Amount	Type	Amount	Type	Amount	*Amt Fwd				
A	BASE PAY	2620.20	FEDERAL TAXES	140.45	NMCRS ALLOTMENT	179.40	+Tot Ent			5942.74
B	BAS	325.04	FICA-SOC SECURITY	110.05	TRICARE DENTAL	31.72	-Tot Ded			1967.92
C	BAH	1980.00	FICA-MEDICARE	37.99	BANK ACCT ALLOT	350.00	-Tot All			3256.12
D	FLY PAY	190.00	SGLI	27.00	BANK ACCT ALLOT	715.00	=Net Amt			718.70
E	COLA	627.50	AFRH	.50	PRIVATIZED HOUSING	1080.00	-Cr Fwd			.00
F			PARTIAL PAY	521.50			=ECM Pay			718.70
G			PARTIAL PAY	521.50						
H			PARTIAL PAY	521.50						
I			SGLI FAM/POUSE	5.00						
J			TSP	131.01						
K			DEBT	368.34						
L			MD MONTHLY PAY	598.98						



- Entitlements increase Soldier's pay.
- Types: (Basic Pay and BAS apply to everyone)
- Base Pay: Based on Soldier's rank/time in service
- BAS: Entitlement that covers meals that the government **does not** provide. Therefore, Soldiers living in the barracks have their BAS deducted from their pay (unless, they have an approve exception to policy 4187).
- Clothing Allowance (enlisted only): Covers cost of replacing uniforms (paid annually at the end of the month in which the Soldier entered active duty).
- The following entitlements are conditional (certain conditions must be met). This list is not inclusive.
- BAH/BAQ: Based on rank and dependency status. No BAH/BAQ if in family govt quarters. Partial BAH/BAQ if in the barracks.
- Other entitlements such as Family Separation Allowance, Flight Pay, Hostile Fire Pay, Hardship Duty Pay, COLA, along with authorized bonuses (before taxes) will also appear in this column.

UNDESIGNED BUDGET TO PAY BEYOND 8 APR. HOWEVER, AFTER THE BUDGET WAS SIGNED YOU RECEIVED PAYMENT FOR 9-15 APR AS A CASUAL PAY, MAKING YOUR MID-MONTH APRIL 2011 WHOLE. -REVIEW YOUR LES EVERY MONTH TO ENSURE YOU ARE RECEIVING THE CORRECT PAY AND ENTITLEMENTS. IF NOT, SEE YOUR COMMANDER AND PAYMASTER TODAY. -WOUNDED, INJURED, OR ILL? SHARE YOUR CONCERNS. CALL WOUNDED SOLDIER AND FAMILY HOTLINE AT 1-800-984-8523. -DFAS IS NOW ON FACEBOOK AT WWW.FACEBOOK.COM/DEFENSEFINANCEANDACCO

MIL PAY ALLOW DEBT BAL \$81.06
 TOTAL INDEBTEDNESS \$261.00(111)
 PARTIAL PAYMENT TO EFT 110413
 PARTIAL PAY 110415(097)
 CANCEL PARTIAL PAY 110415(101)
 RESUME INDEBTEDNESS 110412(102)
 RESUME INDEBTEDNESS 110412(102)
 RESUME INDEBTEDNESS 110412(102)
 BAH BASED ON WIDEP, ZIP 99703
 BANK USAA FEDERAL SAVINGS BANK
 ACCT # [REDACTED]
 COLA LOCATION - FAIRBANKS ALASKA

WWW.DFAS.MIL

DFAS Form 702, Jan 02

LES

DEFENSE FINANCE AND ACCOUNTING SERVICE MILITARY LEAVE AND EARNINGS STATEMENT										
ID	NAME (Last, First, MI)	SOC. SEC. NO.	GRADE	PAY DATE	YRS SVC	ETS	BRANCH	ADSN/DSSN	PERIOD COVERED	
			ES	030710	07	141205	ARMY	4818	1-30 APR 11	
ENTITLEMENTS		DEDUCTIONS		ALLOTMENTS		SUMMARY				
Type	Amount	Type	Amount	Type	Amount	*Amt Fwd				
A	BASE PAY 2620.20	FEDERAL TAXES 140.45		NMCRS ALLOTMENT 179.40		+Tot Ent 5942.74				
B	BAS 325.04	FICA-SOC SECURITY 110.05		TRICARE DENTAL 31.72		-Tot Ded 1967.92				
C	BAH 1980.00	FICA-MEDICARE 37.99		BANK ACCT ALLOT 350.00		-Tot All 3256.12				
D	FLY PAY 190.00	SGLI 27.00		BANK ACCT ALLOT 715.00						
E	COLA 627.50	AFRH 50		PRIVATIZED HOUSING 1080.00						
F		PARTIAL PAY 521.50				=Net Amt 718.70				
G		PARTIAL PAY 521.50				-Cr Fwd .00				
H		PARTIAL PAY 521.50				+ECM Pay 718.70				
I		FAM/POUSE 5.00								
J		TSP 131.01								
K		DEBT 368.34								
L		MID-MONTH-PAY 596.08								
M										
N										
						DIEMS	RETPLAN			
						030710	CHOICE			
						3256.12				
WAGE PERIOD		WAGE YTD		M/S		Ex		Add'l Tax		Tax YTD
2679.19		9780.96		M 02				.00		490.60
STATE TAXES		St		Wage Period		Wage YTD		M/S		Tax YTD
AK						.00		Ex		.00
FTR		Depns		2D JFTR		BAS Type		Charity YTD		TPC
AK849		5						.00		152YMAB0
THRIFT SAVINGS PLAN (TSP)		Base Pay Rate		Base Pay Current		Spec Pay Rate		Spec Pay Current		Inc Pay Current
		5		.00		0		.00		0
		TSP YTD Deductions		Deferred		Exempt				
		524.04		524.04		.00				
		YTD DEDUCT		4122.58						
UNTINGSERVICE. TAX EXEMPT LV BAL = 9.0. MIL PAY/ALLOW DEBT BAL \$204.16 MIL PAY/ALLOW DEBT BAL \$112.50 MIL PAY/ALLOW DEBT BAL \$81.66 TOTAL INDEBTEDNESS \$261.00(111) PARTIAL PAYMENT TO EFT 110413 PARTIAL PAY 110415(097) CANCEL PARTIAL PAY 110415(101) RESUME INDEBTEDNESS 110412(102) RESUME INDEBTEDNESS 110412(102) RESUME INDEBTEDNESS 110412(102) BAH BASED ON WIDEP, ZIP 99703 BANK USAA FEDERAL SAVINGS BANK ACCT # [REDACTED] COLA LOCATION - FAIRBANKS ALASKA										

This informs you what is coming out of the Soldier's pay: taxes, social security, Medicare, SGLI, FSGLI, mid month pay, TSP, debts, meal deductions and anything that results in money taken out of a Soldier's pay.

The deductions column is considered the negative portion of a Soldier's pay. Any amount in this column represents the amount of money deducted from the Soldier.

Any indebtedness a Soldier owes to the government will be shown here along with the type of indebtedness. Indebtedness may be an indicator of financial, marital, or other issues. Monitor closely since too many deductions may result in a "no pay" to a Soldier.

Article 15 will read "DEBT" and will only show as an Article 15 deduction on the UCFR; it will be annotated with an amount on the last column title "C/M ART 15".

When debts are posted to a Soldier's pay record, there will annotations in the 'REMARKS' section of the LES.

UNTINGSERVICE.
 TAX EXEMPT LV BAL = 9.0.
 MIL PAY/ALLOW DEBT BAL \$204.16
 MIL PAY/ALLOW DEBT BAL \$112.50
 MIL PAY/ALLOW DEBT BAL \$81.66
 TOTAL INDEBTEDNESS \$261.00(111)
 PARTIAL PAYMENT TO EFT 110413
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 BAH BASED ON WIDEP, ZIP 99703
 BANK USAA FEDERAL SAVINGS BANK
 ACCT # [REDACTED]
 COLA LOCATION - FAIRBANKS ALASKA

LES

DEFENSE FINANCE AND ACCOUNTING SERVICE MILITARY LEAVE AND EARNINGS STATEMENT															
ID	NAME (Last, First, MI)		SOC. SEC. NO.	GRADE	PAY DATE	YRS SVC	ETS	BRANCH	ADSN/DSSN	PERIOD COVERED					
	[REDACTED]		[REDACTED]	E5	030710	07	141205	ARMY	4818	1-30 APR 11					
ENTITLEMENTS			DEDUCTIONS			ALLOTMENTS			SUMMARY						
Type	Amount		Type	Amount		Type	Amount		+Amt Fwd						
A	BASE PAY	2620.20	FEDERAL TAXES	140.45	NMCRS ALLOTMENT	179.40	+Tot Ent					5942.74			
B	BAS	325.04	FICA-SOC SECURITY	110.05	TRICARE DENTAL	31.72	-Tot Ded					1967.92			
C	BAH	1980.00	FICA-MEDICARE	37.99	BANK ACCT ALLOT	350.00	-Tot AIR					3256.12			
D	FLY PAY	190.00	SGLI	27.00	BANK ACCT ALLOT	715.00	=Net Amt					718.70			
E	COLA	627.50	AFRH	.50	PRIVATIZED HOUSING	1080.00	-Cr Fwd					.00			
F	PARTIAL PAY	521.50	PARTIAL PAY	521.50			=ECM Pay					718.70			
G															
H															
I															
J															
K															
L															
M															
N															
O															
TOTAL		5942.74	1967.92		3256.12										
LEAVE	BF Bal	Emd	Used	Cr Bal	ETS Bal	Lv Lost	Lv Paid	Use/Lose	FED TAXES	Wage Period	Wage YTD	M/S	Ex	Add'l Tax	Tax YTD
	35.0	17.5	10	42.5	150.5	.0	.0	.0	2679.19	9780.96	M	02	.00	.00	490.60
FICA TAXES	Wage Period	Soc Wage YTD	Soc Tax YTD	Med Wage YTD	Med Tax YTD	STATE TAXES	St	Wage Period	Wage YTD	M/S	Ex	Tax YTD			
	2620.20	19480.80	448.20	10480.80	151.96	AK		.00	.00	\$	00	.00			
PAY DATA	BAQ Type	BAQ Depn	VHA Zip	Rent Amt	Share	Stat	JFTR	Depns	2D JFTR	BAS Type	Charity YTD	TPC	PACIDN		
	WIDEP	8SPOUSE	99703	.00	1	R	AK849	5			.00		152YMAB0		
THRIFT SAVINGS PLAN (TSP)	Base Pay Rate	Base Pay Current	Spec Pay Rate	Spec Pay Current	Inc Pay Current	Inc Pay Current	Bonus Pay Rate	Bonus Pay Current							
	5	.00	0	.00	0	.00	0	.00	Exempt						
TSP YTD Deductions				Deferred				Exempt							

MEAL DEDUCTION
 \$213.00



- Soldiers who reside in the barracks and are required to utilize the dining facility for all meals.
- These Soldiers will see a MEAL DEDUCTION entry under the deduction column of their LES. The arrow indicates an example of what a meal deduction looks like and where it would show however; this Soldier does not live in the barracks.
- The current rate for meal deductions is \$7.10 per day and is based on the actual number of days in the month.
 - February 1-29 \$7.10 x 29 days = \$205.90
 - March 1-31 \$7.10 x 31 days = \$220.10
- If a Soldier is on Subsisted-in-Kind (SIK) because he/she lives in the barrack and have to use the dining facility, they will receive the full rate of BAS when on leave, TDY, or PCS (these are called status changes).
 - The rationale for this is because that Soldier will not be able to utilize the dining facility. The net effect is a temporary increase to the Soldier's pay as no meal deduction occurs when they are in one of the statuses above.

LES

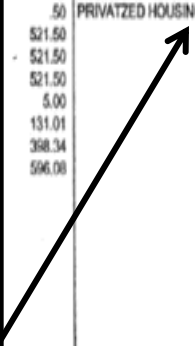
DEFENSE FINANCE AND ACCOUNTING SERVICE MILITARY LEAVE AND EARNINGS STATEMENT									
ID	NAME (Last, First, MI)	SOC. SEC. NO.	GRADE	PAY DATE	YRS SVC	ETS	BRANCH	ADSN/DSSN	PERIOD COVERED
	[REDACTED]	[REDACTED]	ES	030710	07	141205	ARMY	4818	1-30 APR 11
ENTITLEMENTS		DEDUCTIONS		ALLOTMENTS		SUMMARY			
Type	Amount	Type	Amount	Type	Amount	+Amt Fwd			
A	BASE PAY 2620.20	FEDERAL TAXES	140.45	NMCRS ALLOTMENT	179.40	+Tot Ent 5942.74			
B	BAS 325.04	FICA-SOC SECURITY	110.05	TRICARE DENTAL	31.72	-Tot Ded 1967.92			
C	BAH 1980.00	FICA-MEDICARE	37.99	BANK ACCT ALLOT	350.00				
D	FLY PAY 190.00	SQLI	27.00	BANK ACCT ALLOT	715.00	-Tot All 3256.12			
			50	PRIVATIZED HOUSING	1080.00				
			521.50			=Net Amt 718.70			
			521.50			-Cr Fwd .00			
			5.00			+ECM Pay 718.70			
			131.01						
			368.34						
			596.08						
		1967.92		3256.12					
Use/Lose	FED TAXES	Wage Period	Wage YTD	M/S	Ex	Add'l Tax	Tax YTD		
.0		2679.19	9780.96	M	02	.00	490.60		
YTD	Med Tax YTD	STATE TAXES	St	Wage Period	Wage YTD	M/S	Ex	Tax YTD	
0	151.96	AK		.00	.00	\$	00	.00	
Stat	JFTR	Depns	2D JFTR	BAS Type	Charity YTD	TPC	PACIDN		
R	AK849	5			.00		152YMAB0		
Spec Pay Current	Inc Pay Current	Inc Pay Current	Bonus Pay Rate	Bonus Pay Current					
.00	0	.00	0	.00					
Deferred		Exempt							
524.04		.00							
YTD DEDUCT 4122.58									
UNTINGSERVICE.									
TAX EXEMPT LV BAL = 9.0.									
				MIL PAY/ALLOW DEBT BAL		\$204.16			
				MIL PAY/ALLOW DEBT BAL		\$112.50			
				MIL PAY/ALLOW DEBT BAL		\$81.66			
				TOTAL INDEBTEDNESS		\$261.00(111)			
				PARTIAL PAYMENT TO EFT		110413			
				PARTIAL PAY		110415(097)			
				CANCEL PARTIAL PAY		110415(101)			
				RESUME INDEBTEDNESS		110412(102)			
				RESUME INDEBTEDNESS		110412(102)			
				RESUME INDEBTEDNESS		110412(102)			
BAH BASED ON WIDEP, ZIP 99703									
BANK USAA FEDERAL SAVINGS BANK									
ACCT # [REDACTED]									
COLA LOCATION -									
FAIRBANKS ALASKA									
WWW.DFAS.MIL									

IF YOU RECEIVED YOUR MID-MONTH PAY, YOU WERE PAID FROM 1-8 APR 11 BECAUSE OF AN UNSIGNED BUDGET TO PAY BEYOND 8 APR. HOWEVER, AFTER THE BUDGET WAS SIGNED YOU RECEIVED PAYMENT FOR 9-15 APR AS A CASUAL PAY, MAKING YOUR MID-MONTH APRIL 2011 WHOLE. -REVIEW YOUR LES EVERY MONTH TO ENSURE YOU ARE RECEIVING THE CORRECT PAY AND ENTITLEMENTS. IF NOT, SEE YOUR COMMANDER AND PAYMASTER TODAY.

-WOUNDED, INJURED, OR ILL? SHARE YOUR CONCERNS. CALL WOUNDED SOLDIER AND FAMILY HOTLINE AT 1-800-984-8523.

-DFAS IS NOW ON FACEBOOK AT WWW.FACEBOOK.COM/DEFENSEFINANCEANDACCO

- Allotments are a method by which a Soldier directs the payroll office (DFAS) to send money from their account to a financial institution, person, or company of a Soldier's choice.
- There are various types of allotments. Popular allotments are mortgage/house, car, credit card, court ordered child support, alimony, and AER payments.
- Other types of allotments are charitable contributions, insurance premiums, thrift saving plan deposits, garnishments, union or other organizational dues.
- Allotments can be set up through MyPay on AKO or through finance.
- Too many allotment may also indicate the Soldier has a debit problem and should be referred to the Command Financial Specialist.



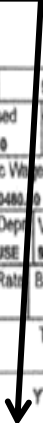
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DEFENSE FINANCE AND ACCOUNTING SERVICE MILITARY LEAVE AND EARNINGS STATEMENT															
ID	NAME (Last, First, MI)	SOC. SEC. NO.	GRADE	PAY DATE	YRS SVC	ETS	BRANCH	ADSN/DSSN	PERIOD COVERED						
	[REDACTED]	[REDACTED]	E5	030710	07	141205	ARMY	4818	1-30 APR 11						
ENTITLEMENTS		DEDUCTIONS			ALLOTMENTS			SUMMARY							
Type	Amount	Type	Amount	Type	Amount	*Amt Fwd					.00				
A	BASE PAY	2620.20	FEDERAL TAXES	140.45	NMCRS ALLOTMENT	179.60	*Tot Est					5942.74			
TOTAL										5942.74	1967.92	3254.12			
										DIEMS	RETPLAN				
										030710	CHOICE				
<p>The LEAVE row will indicate marital status however; some Soldier although married will chose to enter single for tax deduction purposes. This Soldier has "M" for married.</p> <p>The "PAY DATA" row will indicate if the Soldier receives BAQ with dependents and "BAQ Depn" show what type of dependent entitles the Soldier to BAQ. Spouse will be the default BAQ Dependent when there is more than one dependent.</p>															
LEAVE	BF Bal	End	Used	Cr Bal	ETS Bal	Lv Lost	Lv Paid	Use/Lose	FED TAXES	Wage Period	Wage YTD	M/S	Ex	Add'l Tax	Tax YTD
	35.0	7.5	10	42.5	150.5	.0	.0	.0	2679.19	9790.06	M	02		.00	490.60
FICA TAXES	Wage YTD	Soc Wage YTD	Soc Tax YTD	Med Wage YTD	Med Tax YTD	STATE TAXES	St	Wage Period	Wage YTD	M/S	Ex	Tax YTD			
	2620.20	19480.80	440.20	10480.80	151.96	AK		.00	.00	\$	\$.00			
PAY DATA	BAQ Type	BAQ Depn	VHA Zip	Rent Amt	Share	Stat	JFTR	Depns	2D JFTR	BAS Type	Charity YTD	TPC	PACIDN		
	WIDEP	SPOUSE	99703	.00	1	R	AK049	5			.00		152YMAB0		
THRIFT SAVINGS PLAN (TSP)	Base Pay Rate	Base Pay Current	Spec Pay Rate	Spec Pay Current	Inc Pay Current	Inc Pay Current	Bonus Pay Rate	Bonus Pay Current							
	5	.00	0	.00	0	.00	0	.00							
	TSP YTD Deductions			Deferred			Exempt								
	524.04			524.04			.00								
REMARKS:	YTD ENTITLE 23726.92				YTD DEDUCT 4122.56										
<p>IF TSP ELECTION AMT EXCEEDS NET AMT DUE, TSP WILL NOT BE DEDUCTED.</p> <p>-IF YOU RECEIVED APRIL MID-MONTH PAY, YOU WERE PAID FROM 1-8 APR 11 BECAUSE OF AN UNSIGNED BUDGET TO PAY BEYOND 8 APR. HOWEVER, AFTER THE BUDGET WAS SIGNED YOU RECEIVED PAYMENT FOR 9-15 APR AS A CASUAL PAY, MAKING YOUR MID-MONTH APRIL 2011 WHOLE.</p> <p>-REVIEW YOUR LES EVERY MONTH TO ENSURE YOU ARE RECEIVING THE CORRECT PAY AND ENTITLEMENTS. IF NOT, SEE YOUR COMMANDER AND PAYMASTER TODAY.</p> <p>-WOUNDED, INJURED, OR ILL? SHARE YOUR CONCERNS. CALL WOUNDED SOLDIER AND FAMILY HOTLINE AT 1-800-684-8523.</p> <p>-DFAS IS NOW ON FACEBOOK AT WWW.FACEBOOK.COM/DEFENSEFINANCEANDACCO</p> <p>UNTINGSERVICE.</p> <p>TAX EXEMPT LV BAL = 9.0.</p> <p>MIL PAY/ALLOW DEBT BAL \$204.16</p> <p>MIL PAY/ALLOW DEBT BAL \$112.50</p> <p>MIL PAY/ALLOW DEBT BAL \$81.66</p> <p>TOTAL INDEBTEDNESS \$261.00(111)</p> <p>PARTIAL PAYMENT TO EFT 110413</p> <p>PARTIAL PAY 110415(097)</p> <p>CANCEL PARTIAL PAY 110415(101)</p> <p>RESUME INDEBTEDNESS 110412(102)</p> <p>RESUME INDEBTEDNESS 110412(102)</p> <p>RESUME INDEBTEDNESS 110412(102)</p> <p>BAH BASED ON WIDEP, ZIP 99703</p> <p>BANK USAA FEDERAL SAVINGS BANK</p> <p>ACCT # [REDACTED]</p> <p>COLA LOCATION - FAIRBANKS ALASKA</p>															
													WWW.DFAS.MIL		

LES

DEFENSE FINANCE AND ACCOUNTING SERVICE MILITARY LEAVE AND EARNINGS STATEMENT																
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	[REDACTED]		[REDACTED]	ES	030710	07	141205	ARMY	4818	1-30 APR 11						
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C	BAH	1980.00	FICA-MEDICARE	37.99		BANK ACCT ALLOT	350.00		-Tot Ded 1967.92							
D	FLY PAY	190.00	SGLI	27.00		BANK ACCT ALLOT	715.00									
E	COLA	627.50	AFRH	.50		PRIVATIZED HOUSING	1080.00		-Tot All 3256.12							
F			PARTIAL PAY	521.50					=Net Amt 718.70							
G			PARTIAL PAY	521.50												
H			PARTIAL PAY	521.50					-Cr Fwd .00							
I			SGLI LEARNER/POUSE	5.00					=ECM Pay 718.70							
				131.01												
				368.34												
				596.08												
TOTAL			5942.74			1967.92			3256.12							
LEAVE	BF Bal	Emd	Used	Cr Bal	ETS Bal	Lv Lost	Lv Paid	Use/Lose	FED TAXES	Wage Period	Wage YTD	M/S	Ex	Add'l Tax	Tax YTD	
	35.0	17.5	10	42.5	150.5	.0	.0	.0	2679.19	9780.96	M	02	.00	490.60		
FICA TAXES	Wage Period	Soc Wage YTD	Soc Tax YTD	Med Wage YTD	Med Tax YTD	STATE TAXES	St	Wage Period	Wage YTD	M/S	Ex	Tax YTD				
	2620.20	19480.00	440.20	10400.80	151.96	AK		.00	.00	\$	\$.00				
PAY DATA	BAQ Type	BAQ Depr	VHA Zip	Rent Amt	Share	Stat	JFTR	Depns	2D JFTR	BAS Type	Charity YTD	TPC	PACIDN			
	WIDEP	8POUSE	99703	.00	1	R	AK849	5			.00		152YMAB0			
THRIFT SAVINGS PLAN (TSP)	Base Pay Rate	Base Pay Current	Spec Pay Rate	Spec Pay Current	Inc Pay Current	Inc Pay Current	Bonus Pay Rate	Bonus Pay Current								
	5	.00	0	.00	0	.00	0	.00								
	TSP YTD Deductions				Deferred		Exempt									
	524.04				524.04		.00									
REMARKS:														YTD ENTITLE	YTD DEDUCT	
														23726.92	4122.58	
<p>IF TSP ELECTION AMT EXCEEDS NET AMT DUE, TSP WILL NOT BE DEDUCTED.</p> <p>-IF YOU RECEIVED APRIL MID-MONTH PAY, YOU WERE PAID FROM 1-8 APR 11 BECAUSE OF AN UNSIGNED BUDGET TO PAY BEYOND 8 APR. HOWEVER, AFTER THE BUDGET WAS SIGNED YOU RECEIVED PAYMENT FOR 9-15 APR AS A CASUAL PAY, MAKING YOUR MID-MONTH APRIL 2011 WHOLE.</p> <p>-REVIEW YOUR LES EVERY MONTH TO ENSURE YOU ARE RECEIVING THE CORRECT PAY AND ENTITLEMENTS. IF NOT, SEE YOUR COMMANDER AND PAYMASTER TODAY.</p> <p>-WOUNDED, INJURED, OR ILL? SHARE YOUR CONCERNS. CALL WOUNDED SOLDIER AND FAMILY HOTLINE AT 1-800-684-8523.</p> <p>-DFAS IS NOW ON FACEBOOK AT WWW.FACEBOOK.COM/DEFENSEFINANCEANDACCO</p>														UNTINGSERVICE. TAX EXEMPT LV BAL = 9.0. MIL PAY/ALLOW DEBT BAL \$204.16 MIL PAY/ALLOW DEBT BAL \$112.50 MIL PAY/ALLOW DEBT BAL \$81.66 TOTAL INDEBTEDNESS \$261.00(111) PARTIAL PAYMENT TO EFT 110413 PARTIAL PAY 110415(097) CANCEL PARTIAL PAY 110415(101) RESUME INDEBTEDNESS 110412(102) RESUME INDEBTEDNESS 110412(102) RESUME INDEBTEDNESS 110412(102) BAH BASED ON WIDEP, ZIP 99703 BANK USAA FEDERAL SAVINGS BANK ACCT # [REDACTED] COLA LOCATION - FAIRBANKS ALASKA		

The remarks will inform you of any changes that were posted to a Soldier's pay record. Usually, reading the remarks can help you better understand the LES.



ERB Guide

Top line provides name, rank, component, last four social security number, primary MOS and date of rank.

ENLISTED RECORD BRIEF															
BRIEF DATE		NAME		RANK - DOR		PMOS		SSN		COMPONENT					
20060306				1		25B				REGULAR					
SECTION I - Assignment Information				SECTION II - Security Data				SECTION III - Service Data				SECTION IV - Personal/Family Data			
OS/Deployment Combat Duty				PSI Status XXXXX Fld Det PS Stat XXXXX				BASD 19941023				PEBD XXXXX			
Start-End Date				PSI Invest INIT XXXXX				ETS XXXXX				DIEMS XXXXX			
19970123-19980116				PSI Invest Compli XXXXX				#Days Lost				AGCM Dt XXXXX			
19950523-19951122												AGCM Elig Dt XXXXX			
SECTION V - Foreign Language				Language				Read				Listen			
Dwell Time				DEROS				DOR				DOR			
Start				9980116				SGT				MSG - 1SG			
Month - Days				99 Mo 2 Days				19980202							
Date Dependents Arrive				OS XXXXX				Level Completed				3 YR COL			
PMOS				25B				SQI				0			
SMOS				88M				PDSI/YRMO				i			
Bonus MOS				XXXXX				ASI				00			
Bonus Enlist Elig Dt				XXXXX				ASVAB				Test # / D			
Promotion Points/YRMO				XXXXX				FOOD				XX TECH XX			
Prev Promotion Points/YRMO				XXXXX				ADMIN				XX FA XX			
Prom Seq#				XXXXX				COMMO				XX			
Prom Select Dt				XXXXX				CMBT				XX MECH XX			
Promotion MOS				XXXXX				MAINT				XX			
ASVAB				Test # / D				ASVAB17				19950301			
GT				XX ELEC XX				Delay Separation Reason				XXXXX			
ADMIN				XX FA XX				AEA / Dt				. XXXXX			
CMBT				XX MECH XX				Flag Code				XXXXX			
Delay Separation Reason				XXXXX				Flag				Start Dt			
AEA / Dt				. XXXXX				Flag Expiration Dt				XXXXX			
Flag Code				XXXXX											

SECTION II Security verify that Soldier has requisite level

SECTION III Service data will let you know the day the Soldier joined the Army.
BASD- Basic active service date, this date establishes the beginning of creditable service for retirement purposes (a DA 1506 with supporting documents submitted through finance is required to change this data).
PEBD - Pay Entry Basic Date,
BESD - Basic Entry Service Date, ETS - Expiration Term of Service, DIEMS - Date Initial Entry Military Service, the first time a person committed to military service, this includes entry into the delayed entry program. REEN PROHIB - Reenlistment eligibility code, TIME LOST - Lists periods, in turns of time when a Soldier did not receive credit for svc. AGCM/DT - Army Good Conduct Medal date, AGCM ELIG DT - Eligibility date for the next award of the Good Conduct Medal (3 year

SECTION I Assignment Information will give let you know if there are any deployments - how long and number of times. Maximum six most recent overseas tours (AR 614-30).

Dwell time should reflect 0 Mo 0 D while SM is deployed.

PMOS - Primary MOS awarded

SMOS - Secondary MOS awarded (Same as above if applicable)

BONUS MOS - The MOS the Soldier received an enlistment/re-enlistment bonus. Therefore, on the Unit Manning Report, slot the Soldier against this PMOS.

BONUS ENL ELIG DATE - Bonus enlistment eligibility date.

PROMOTION POINTS/YRMO - The number of promotion points a Soldier who is competing for promotion to SGT or SSG and the effective year and month.

PREV PROMOTION POINTS/YRMO - The previous number of promotion points a Soldier who is competing for promotion to SGT or SSG and the effective year and month.

PROM SEQ # - promotion sequence number, the number given to a senior NCO when selected for promotion to SFC and higher.

PROMOTION MOS - promotion MOS (the promotable MOS for a Soldier identified for promotion).

SQI - Special Qualification Identifier, this is MOS immaterial, meaning that any MOS can obtain any SQI.

ASI - Additional Skill Identifier, a code used to identify any additional skills pertinent to the Soldier's MOS obtained through military schooling.

AEA/DT - Assignment Eligibility Availability code and the expiration date

FLAG CODE/FLAG START DT/FLAG EXPIRATION DT - Contains information on Suspension of Favorable Personnel Actions (FLAG) currently invoked against a Soldier

ERB Guide

ENLISTED RECORD BRIEF													
BRIEF DATE 20060306		NAME		RANK - DOR		PMOS 1 25B		SSN		COMPONENT REGULAR			
SECTION I – Assignment Information				SECTION II – Security Data				SECTION III – Service Data				SECTION IV – Personal/Family Data	
OS/Deployment Combat Duty				PSI Status XXXXX Fld Det PS Stat XXXXX				BASD 19941023 PEBD XXXXX BESD XXXXX				Date of Birth 19730720 Birthplace XXXXX	
Start-End Date CT M O T S T T				PSI Invest INIT XXXXX				ETS XXXXX DIEMS XXXXX Reenl Elig/Prohil XX				Country of Citz XXXXX Sex/Race XXXXX	
19970123-19980116 KS 12 3 3 S				PSI Invest Compl XXXXX				#Days Lost AGCM Dt XXXXX AGCM Elig Dt XXXXX				No of Dependent Adults/Children Religion XXXXX	
19950523-19951122 CU 6 1 0								DOR PVT 19920308 19931103 19941202				Marital Status XXXXX Spouse Birthplace/Citz XXXXX	
				SECTION V – Foreign Language				SECTION VII – CIVILIAN Education				PULHES 111111 Height/Weight XXXXX	
Dwell Time DEROS				Language Read Listen Speak				Level Completed 3 YR COLL Yr 1999				EFMP Dt #Cmd Sponsored 0	
Start 19980116								DES/G 60 OR MORE SEM HRS COL CRED Yr XXXXX				Physical Category XXXXX APFT P/F Dt XXXXX	
Month - Days 98 Mo 2 Days								Institution Discipline XXXXX Yr XXXXX				Last Physical Exam 20040602 MMRB Results/Dt XXXXX	
Date Dependents Arrived OS XXXXX				SECTION VI – Military Education				Number Of Semester Hours Completed 111				Home of Record XXXXX	
PMOS 25B SQI 0				DLAB				Technical Certification				Mailing Address XXXXX	
SMOS 88M PDSI/YRMO /				MEL/MES BNCOC/GRADUATED				Course Name Dt Certified Dt Expires				Mil Spouse SSN/MPC XXXXX	
Bonus MOS XXXXX ASI 00				Course Year				SECTION VIII – Awards and Decorations				Sve Comp / DoC XXXXX	
Bonus Enlist Elig Dt XXXXX				SYS ADMINTWK MGR SCTY 2003				MSM 1				SECTION X - Remarks	
Promotion Points/YRMO XXXXX				BASIC NCO CRS (BNCOC) 2003				ARCOM 3					
Prev Promotion Points/YRMO XXXXX				INFO ASSURANCE CRT PRG 2002				AAM 10					
Prom Seq# XXXXX Prom Select Dt XXXXX				SUPPORT OP CRS PHASE I 2000				JMWUA 1					
Promotion MOS XXXXX				MANAGER DEV CRS 2000				CGMUC 1					
ASVAB Test # / Dt ASVAB17 / 19950301				DEFENSE REUTILIZ MKT 2000				AGCM 3					
ST XX ELEC XX FOOD XX TECH XX				SUPERVISOR DEV 2000				NDSM 1					
ADMIN XX FA XX COMMO XX				ACTION OFCR DEVPT CRS 2000				HSM 1					
CMBT XX MECH XX MAINT XX				DEF DIST MGT CRS 2000				NVPDR 2					
Delay Separation Reason XXXXX				PROTEC SEC & CONF DOCS 2000				ASR 1					
AEA / Dt XXXXX				COMBAT LIFE SAVERS CRS 1997				OSR 1					
Flag Code Flag Start Dt Flag Expiration Dt				PRIMARY LDRSHP DEV CRS 1997				CSOR 1					
XXXXX XXXXX XXXXX				Correspondence Courses				MOVSM 1					
				Total # of Hours 626				GWTSM 1					
								DRVMECH 1					

SECTION IV Personal/Family Data- will let you know date of birth, birthplace, gender/race, number of adult and child dependents, marital status, spouse's date of birth, PULHES, height/weight, home of record and mailing address (mailing address should be the same as dependent addresses unless the officer is a geographical bachelor). All data in red font must be the same on their DD93/SGLV, LES.

No. (#) dependent adults/children- Dependents must be enrolled in DEERS before they can be added. The dependents enrolled in DEERS should be the same number of spouse and/or child(ren) on the officer's DD93 and SGLV. If not, you should ask the officer why it is different and does he/she need to make any changes.

Spouse birthplace/city- This will be a state and US or country if born outside of US; i.e., Michigan/US or Germany.

Mailing address- Current mailing address; not the unit address; however, overseas may use APO/FPO unit addresses. The mailing address on the ORB and DD3955 need to match.

PUHLES= (P= physical capacity, U= upper extremities, L= lower extremities, H= hearing, E= eyes, S= psychiatric) This data is updated via MEDPROS. If not each category is not a "1" across, see if the commander is tracking a profile, MMRB, or MEB.

ERB Guide

ENLISTED RECORD BRIEF															
BRIEF DATE		NAME		RANK - DOR		PMOS		SSN		COMPONENT					
20060306						1 25B				REGULAR					
SECTION I - Assignment Information				SECTION II - Security Data				SECTION III - Service Data				SECTION IV - Personal/Family Data			
OS/Deployment Combat Duty				PSI Status XXXXX Fld Det PS Stat XXXXX				BASD 19941023 PEBD XXXXX BESD XXXXX				Date of Birth 19730720 Birthplace XXXXX			
Start-End Date				PSI Invest INIT XXXXX				ETS XXXXX DIEMS XXXXX Reenl Elig/Prohil XX				Country of Citz XXXXX Sex/Race XXXXX			
19970123-19980116				PSI Invest Compl XXXXX				#Days Lost				No of Dependent Adults/Children			
19950523-19951122								PV1 PV2 PFC SPC - CPL				Religion			
								DOR				XXXXX			
								DOR 19971001 20000401				Marital Status XXXXX Spouse Birthplace/Citz XXXXX			
								DOR SGM - CSM				PULHES XXXXX Height/Weight XXXXX			
Dwell Time				DEFROS				SECTION VII - CIVILIAN Education				111111			
Start 19980116				DROS				Level Completed 3 YR COLL				EFMP Dt #Cmd Sponsored 0			
Month - Days 98 Mo 2 Days				19980202				DES/G 60 OR MORE SEM HRS COL CRED				Physical Category XXXXX APFT P/F Dt XXXXX			
Date Dependents Arrived OS XXXXX				DLAB				Institution XXXXX Yr XXXXX				Last Physical Exam 20040602 MMRB Results/Dt XXXXX			
PMOS 25B SQI 0				SECTION VI - Military Education				Discipline XXXXX Yr XXXXX				Home of Record XXXXX			
SMOS 88M PDSI/YRMO /				MEL/MES BNCOC/GRADUATED				Number Of Semester Hours Completed 111				Mailing Address XXXXX			
Bonus MOS XXXXX ASI 00				Course Year				Technical Certification				Date of Record XXXXX			
Bonus Enlist Elig Dt XXXXX				SYS ADMNTWK MGR SCTY 2003				Course Name Dt Certified Dt Expires				Mailing Address XXXXX			
Promotion Points/YRMO XXXXX				BASIC NCO CRS (BNCOC) 2003				SECTION VIII - Awards and Decorations				Mil Spouse SSN/MPC XXXXX			
Prev Promotion Points/YRMO XXXXX				INFO ASSURANCE CRT PRG 2002				MSM 1				Svc Comp / DoC XXXXX			
Prom Seq# XXXXX Prom Select Dt XXXXX				SUPPORT OP CRS PHASE I 2000				ARCOM 3				Emergency Data Verified Date XXXXX			
Promotion MOS XXXXX				MANAGER DEV CRS 2000				JMWIA 1				SECTION X - Remarks			
ASVAB Test # / Dt ASVAB17 / 19950301				DEFENSE REUTILIZ MKT 2000				CGMUC 1				HIV YRMO XXXXX			
ST XX ELEC YY FOOD YY TECH YY				SUPERVISOR DEV 2000				AGCM 3				RGMAT AFL XXXXX			
ADMIN XX FA XX COMMO XX				ACTION OFCR DEVPT CRS 2000				NDSM 2				Date Last Photo XXXXX			
CMBT XX MECH YY MAINT YY				DEF DIST MGT CRS 2000				KDSM 1							
Delay Separation Reason XXXXX				PROTEC SEC & CONF DOCS 1997				HSM 1							
AEA / Dt XXXXX				COMBAT LIFE SAVERS CRS 1997				NDFDR 2							
Flag Code XXXXX				PRIMARY LDRSHIP DEV CRS 1997				ASR 1							
Flag Start Dt XXXXX				Correspondence Courses				OSR 1							
Flag Expiration Dt XXXXX				Total # of Hours - 626				MOVSM 1							
								GWTSM 1							
								DRUMECH 1							
Date of Loss XXXXX		Date of Last PCS XXXXX		SECTION IX - Assignment Information				Date of Last NCOER XXXXX							
ASGT	FROM	MO	UNIT NO	ORGANIZATION	STATION	LOC	COMD	DUTY TITLE	DMOS	ASI	LANG				
PROJ															
Current	20051003		W6ED41	ISA EREC	INDIANAPO	XXXXXX	MP	NCOIC SOFTWARE BR	25B40	00					
1st Prev	20050201	8	W6ED41	ISA EREC	INDIANAPO	XXXXXX	MP	NCOIC SOFTWARE BRANCH	25B40	00	YY				
2nd Prev	20041020	3	W6ED41	ISA EREC	INDIANAPO	XXXXXX	MP	INFO SYS SUPV	25B40	00	YY				
3rd Prev	20031002	12	W6ED41	ISA EREC	INDIANAPO	XXXXXX	MP	SR INFO SYS MGR	74B30	00	YY				
4th Prev	20021004	12		AUTOMATION EREC	INDIANPLS	XXXXXX	MP	INFO SYS SUPV	74B30	00	YY				
5th Prev	19990601	40		HHC TH ID	FT CARSON	XXXXXX	FC	COM GENERAL'S DRIVER	88M30	00	YY				
6th Prev	19980203	16		2ND TRANS CO	FT CARSON	XXXXXX	FC	HVY WHL VEH OPR	88M20	00	YY				
7th Prev	19970801	6		728TH MP BN HHD	KOREA	XXXXXX	P8	DETACHMENT/TRNG NCO	95B20	00	YY				
8th Prev	19970123	6		728TH MP BN HHD	KOREA	XXXXXX	P8	VEHICLE DRIVER	88M10	00	YY				
9th Prev	19960416	9		704TH MSB AIG TEAM	FT CARSON	XXXXXX	FC	MOTOR TRANSPORT OPR	88M10	00	YY				
10th Prev	19950313	13		B CO 704TH MSB	FT CARSON	XXXXXX	FC	MOTOR TRANSPORT OP	88M10	00	YY				
11th Prev															
12th Prev															
13th Prev															
14th Prev															
15th Prev															
16th Prev															
17th Prev															

SECTION V Foreign Language - Foreign languages that the Soldier has or had proficiency in; requires DA Form 330 to add or change. Listen/Speak/Read- date. YMPTL- Year and month last tested

SECTION VI Top line of section VI is the MEL/MES (military education level/status)- Highest military education level achieved for career development.
 Military education- Course name/year, maximum of 10 schools/courses recorded in this block. Should include all courses attended. All courses must be 40hrs or more.

SECTION VII Highest civilian education level completed. Accredited school ,official transcripts are required for updating. Display examples: associates, bachelors, masters.

ERB Guide

ENLISTED RECORD BRIEF

BRIEF DATE #0060306		NAME		RANK - DOR		PMOS 1 25B		SSN		COMPONENT REGULAR					
SECTION I - Assignment Information				SECTION II - Security Data				SECTION III - Service Data				SECTION IV - Personal/Family Data			
OS/Deployment Combat Duty				PSI Status XXXXX Fld Det PS Stat XXXXX				BASD 19941023 PEBD XXXXX BESD XXXXX				Date of Birth 19730720 Birthplace XXXXX			
Start-End Date				PSI Invest INIT XXXXX				ETS XXXXX DIEMS XXXXX Reenl Elig/Prohil XX				Country of Citz XXXXX Sex/Race XXXXX			
8970123-19960116 KS 12 3 S				PSI Invest Compl XXXXX				#Days Lost				AGCM Dt XXXXX AGCM Elig Dt XXXXX			
19950523-19951122 CU 6 1 O								PVT				PV2 PFC SPC - CPL			
								DOR				19920308 19931103 19941202			
								SGT				SSG SFC MSG - 1SG			
								DOR				19971001 20000401			
								DOR				SGM - CSM			
Dwell Time				DEROS								SECTION VII - CIVILIAN Education			
Start 19980116				DROS								Level Completed 3 YR COLL			
Month - Days 98 Mo 2 Days				19980202								DES/SG @ OR MORE SEM.HRS.COOL CRED			
Date Dependents Arrived OS XXXXX				DLAB								Yr 1999			
PMOS 25B SQI 0												Institution XXXXX Yr XXXXX			
PMOS 88M PDSI/YRMO /												Institution XXXXX Yr XXXXX			
Bonus MOS XXXXX ASI 00												Discipline XXXXX			
Bonus Enlist Elig Dt XXXXX												Number Of Semester Hours Completed 111			
Promotion Points/YRMO XXXXX												Technical Certification			
Prev Promotion Points/YRMO XXXXX												Course Name Dt Certified Dt Expires			
Prom Seq# XXXXX Prom Select Dt XXXXX															
Promotion MOS XXXXX												SECTION VIII - Awards and Decorations			
ASVAB Test # / Dt ASVAB17 / 19950301												MSM 1			
ST XX ELEC YY FOOD YY TECH YY												ARCOM 3			
ADMIN YY FA YY COMMO YY												AAM 10			
CMBT YY MECH YY MAINT YY												JMUUA 1			
Delay Separation Reason XXXXX												CGMUC 1			
AEA / Dt XXXXX												AGCM 3			
Flag Code Flag Start Dt Flag Expiration Dt												NDSM 2			
XXXXX XXXXX XXXXX												KDSM 1			
												HSM 1			
												NDFDR 2			
												ASR 1			
												OSR 1			
												C3SOR 1			
												MOVSM 1			
												GWTSM 1			
												DRVMECH 1			
Date of Loss XXXXX				Date of Last PCS XXXXX				Date of Last NEGER XXXXX							
SECTION IX - Assignment Information															
ASGT	FROM	MO	UNIT NO	ORGANIZATION	STATION	LOC	COMD	DUTY TITLE	DMOS	ASI	LANG				
PROJ	Current	20051003	W6ED41	ISA EREC	INDIANAPO	X	MP	NCOIC SOFTWARE BR	25B40	00	YY				
	1st Prev	20050201	8 W6ED41	ISA EREC	INDIANAPO	X	MP	NCOIC SOFTWARE BRANCH	25B40	00	YY				
	2nd Prev	20041020	3 W6ED41	ISA EREC	INDIANAPO	X	MP	INFO SYS SUPV	25B40	00	YY				
	3rd Prev	20031002	12 W6ED41	ISA EREC	INDIANAPO	X	MP	SR INFO SYS MGR	74B30	00	YY				
	4th Prev	20021004	12	AUTOMATION EREC	INDIANPLS	X	MP	INFO SYS SUPV	74B30	00	YY				
	5th Prev	19990601	40	HHC 7TH ID	FT CARSON	X	FC	COM GENERAL'S DRIVER	88M30	00	YY				
	6th Prev	19980203	16	2ND TRANS CO	FT CARSON	X	FC	HVY WHL VEH OPR	88M20	00	YY				
	7th Prev	19970801	6	728TH MP BN HHD	KOREA	X	P8	DETACHMENT/TRNG NCO	95B20	00	YY				
	8th Prev	19970123	6	728TH MP BN HHD	KOREA	X	P8	VEHICLE DRIVER	88M10	00	YY				
	9th Prev	19960415	9	704TH MSB AUG TEAM	FT CARSON	X	FC	MOTOR TRANSPORT OPR	88M10	00	YY				
	10th Prev	19950313	13	B CO 704TH MSB	FT CARSON	X	FC	MOTOR TRANSPORT OP	88M10	00	YY				
	11th Prev														
	12th Prev														
	13th Prev														
	14th Prev														
	15th Prev														
	16th Prev														
	17th Prev														
	18th Prev														
	19th Prev														
	20th Prev														
	21st Prev														
	22nd Prev														
	23rd Prev														

SECTION VIII Awards and Decorations

A max of 16 awards and 8 badges by precedence will be shown on the ORB.

Note: Some awards will not be coded, such as most foreign awards/badges, regimental and state issued awards. Copies of award certificates or orders awarding special skill badges are required to add awards or badges. No documentation is needed to add service awards such as the Army Service Ribbon or National Defense Service Medal.

ERB Guide

ENLISTED RECORD BRIEF																													
BRIEF DATE 20060306			NAME			RANK - DOR 1			PMOS 25B		SSN		COMPONENT REGULAR																
SECTION I - Assignment Information					SECTION II - Security Data					SECTION III - Service Data					SECTION IV - Personal/Family Data														
OS/Deployment Combat Duty					PSI Status XXXXX Fld Det PS Stat XXXXX					BASD 19941023		PEBD XXXXX		BESD XXXXX		Date of Birth 19730720		Birthplace XXXXX											
Start-End Date					PSI Invest INIT XXXXX					ETS XXXXX		DIEMS XXXXX		Reenl Elig/Profil XX		Country of Citz XXXXX		Sex/Race XXXXX											
19970123-19980116					PSI Invest Compli XXXXX					# Days Lost		AGCM Dt XXXXX		AGCM Elig Dt XXXXX		No of Dependent Adults/Children		Religion											
19950523-19951122										Pv/T		Pv/2		PFC		SPC - CPL													
KS 12 3 3 S					SECTION V - Foreign Language					DOR		19920308		19931103		19941202		XXXXX		XXXXX									
CU 6 1 0										Language		Read		Listen		Speak		DOR		19971001		20000401							
C 0 0																SGT		SSG		SFC		MSG - 1SG		Marital Status					
O 1 6																DOR		SGM - CSM						Spouse Birthplace/Citz					
R 1 12										SECTION VII - CIVILIAN Education					PULHES														
TOT: 18										Level Completed 3 YR COLL					Yr 1999					EFMP Dt									
Dwell Time					DEROS					Institution					Yr XXXXX					Physical Category									
Start 19980116					DROS					Discipline					Yr XXXXX					Last Physical Exam									
Month - Days					98 Mo 2 Days					19980202					Number Of Semester Hours Completed					111					Home of Record				
Date Dependents Arrived OS					XXXXX					DLAB					DES/G 60 OR MORE SEM HRS COL CRED					Yr 1999					APFT P/F Dt				
PMOS 25B					SQI 0					SECTION VI - Military Education					Institution					XXXXX					XXXXX				
SMOS 88M					PDSI/YRMO /					MEL/MES_BNCOCC/GRADUATED					Discipline					XXXXX					XXXXX				
Bonus MOS XXXXX					ASI 00					Course					Year					2003					Last Physical Exam				
Bonus Enlist Elig Dt					XXXXX					SYS ADMINTWK MGR SCTY					2003					20040602					MMRB Results/Dt				
Promotion Points/YRMO					XXXXX					BASIC NCO CRS (BNCOCC)					2002														
Prev Promotion Points/YRW					XXXXX					INFO ASSURANCE CRT PRG					2000														
Prom Seq# XXXXX					Prom Select Dt XXXXX					SUPPORT OP CRS PHASE I					2000														
Promotion MOS XXXXX										MANAGER DEV CRS					2000														
ASVAB Test # / Dt					ASVAB17 / 19950301					DEFENSE REUTILIZ MKT					2000														
GT XX ELEC YY					FOOD XX TECH XX					SUPERVISOR DEV					2000														
ADMIN XX FA XX					COMMO XX					ACTION OFCR DEVPNT CRS					2000														
CMBT XX MECH XX					MAINT XX					DEF DIST MGT CRS					2000														
Delay Separation Reason					XXXXX					PROTEC SEC & CONF DOCS					1997														
AEA / Dt					XXXXX					COMBAT LIFE SAVERS CRS					1997														
Flag Code					XXXXX					PRIMARY LDRSHP DEV CRS					1997														
XXXXX					XXXXX					XXXXX																			
										Correspondence Courses																			
										Total # of Hours					626														
Date of Loss					XXXXX					Date of Last PCS					XXXXX					Date of Last NEGER					XXXXX				
SECTION IX - Assignment Information																													
ASGT	FROM	MO	UNIT NO	ORGANIZATION	STATION	LOC	COMD	DUTY TITLE	DMOS	ASI	LANG																		
PROJ	Current	20051003	W6ED41	ISA EREC	INDIANAPO		MP	NCOIC SOFTWARE BR	25B40	00																			
1st Prev	20050201	8	W6ED41	ISA EREC	INDIANAPO		MP	NCOIC SOFTWARE BRANCH	25B40	00	YY																		
2nd Prev	20041020	3	W6ED41	ISA EREC	INDIANAPO		MP	INFO SYS SUPV	25B40	00	YY																		
3rd Prev	20031002	12	W6ED41	ISA EREC	INDIANAPO		MP	SR INFO SYS MGR	74B30	00	YY																		
4th Prev	20021004	12		AUTOMATION EREC	INDIANPLS		MP	INFO SYS SUPV	74B30	00	YY																		
5th Prev	19990601	40		HHC 7TH ID	FT CARSON		FC	COM GENERAL'S DRIVER	88M30	00	YY																		
6th Prev	19980203	16		2ND TRAINS CO	FT CARSON		FC	HVY WHL VEH OPR	88M20	00	YY																		
7th Prev	19970801	6		728TH MP BN HHD	KOREA		P8	DETACHMENT/TRNG NCO	95B20	00	YY																		
8th Prev	19970123	6		728TH MP BN HHD	KOREA		P8	VEHICLE DRIVER	88M10	00	YY																		
9th Prev	19960415	9		704TH MP AUG TEAM	FT CARSON		FC	MOTOR TRANSPORT OPR	88M10	00	YY																		
10th Prev	19950313	13		B CO 704TH MSB	FT CARSON		FC	MOTOR TRANSPORT OP	88M10	00	YY																		
11th Prev																													
12th Prev																													
13th Prev																													
14th Prev																													
15th Prev																													
16th Prev																													

Section IX - Assignment History -Maximum of 20 assignments reflected by a change in organization (to include deployments), duty title or duty MOS.

Current- current assignment; the unit number and organization cannot be changed for the current assignment only the duty title and from date can be adjusted or changed.

From- Date assigned to current unit or position.

MO- # Months in assignment

Unit No.- This will be the first four characters of the Unit identification code (UIC) for TDA units. For MTOE units a four digit numerical unit designation will be used; i.e. 0003 for 3d CR

Organization- Description of unit of assignment. 19 Characters maximum (current cannot be changed).

Station- Post, camp, station or city of assignment; this will always be the home station of the unit and will not change if/when the unit deploys. It will only read an overseas location if a unit's home station is there, not for TCS deployments such as OIF, AEF, OND.

ERB Guide

ENLISTED RECORD BRIEF

BRIEF DATE / NAME 20060306		RANK - DGR 1		PMOS 25B	SSN	COMPONENT REGULAR	
SECTION I - Assignment Information		SECTION II - Security Data		SECTION III - Service Data		SECTION IV - Personal/Family Data	
OS/Deployment/Combat Duty	#S - 1	PSI Status xxxxx	Fld Det PS Stat xxxxy	RASD 19941023	PFRD xxxxx	RFSD xxxxx	Date of Birth 19730720 Birthplace xxxxx

Section IX - Assignment History - LOC- Location of assignment

COMD- Two letter code representing the major command of assignment.

Duty title- This will be the duty position held during the time period of the assignment as found on the units MTOE or TDA document. Duty titles recorded should match the duty title on the Evaluation for the same period. The duty title may be abbreviate to fit into the allotted space. Duty title will reflect deployments IAW MILPER MSG 09-183. For a deployed Soldier the duty title will annotate FWD and two digit country code i.e. Platoon Leader FWD (IZ) ; this is the only place where TCS deployments will be annotated in Section IX.

DMOS - Duty MOS during the assignment. Same rules apply as for duty title.

Date of last NCOER- This will be the thru date of the last NCOER for the Soldier posted to the interactive web response system (IWRS).

Date of Loss xxxxxx		Date of Last PCS xxxxxx		SECTION IX - Assignment Information				Date of Last NCOER xxxxxx				
ASGT		FROM	MO	UNIT NO	ORGANIZATION	STATION	LOC	COMD	DUTY TITLE	DMOS	ASI	LANG
PROJ	Current	20051003		W6ED41	ISA EREC	INDIANAPO	H H H H H	MP	NCOIC SOFTWARE BR	25B40	00	
	1st Prev	20050201		W6ED41	ISA EREC	INDIANAPO	H H H H H	MP	NCOIC SOFTWARE BRANCH	25B40	00	YY
	2nd Prev	20041020		W6ED41	ISA EREC	INDIANAPO	H H H H H	MP	INFO SYS SUPV	25B40	00	YY
	3rd Prev	20031002		W6ED41	ISA EREC	INDIANAPO	H H H H H	MP	SR INFO SYS MGR	74B30	00	YY
	4th Prev	20021004		12	AUTOMATION EREC	INDIANPLS	H H H H H	MP	INFO SYS SUPV	74B30	00	YY
	5th Prev	19990601		40	HHC 7TH ID	FT CARSON	H H H H H	FC	COM GENERAL'S DRIVER	88M30	00	YY
	6th Prev	19980203		16	2ND TRANS CO	FT CARSON	H H H H H	FC	HVY WHL VEH OPR	88M20	00	YY
	7th Prev	19970801		6	728TH MP BN HHD	KOREA	H H H H H	P8	DETACHMENT/TRNG NCO	95B20	00	YY
	8th Prev	19970123		6	728TH MP BN HHD	KOREA	H H H H H	P8	VEHICLE DRIVER	88M10	00	YY
	9th Prev	19960415		9	704TH MSB AUG TEAM	FT CARSON	H H H H H	FC	MOTOR TRANSPORT OPR	88M10	00	YY
	10th Prev	19950313		13	B CO 704TH MSB	FT CARSON	H H H H H	FC	MOTOR TRANSPORT OP	88M10	00	YY
	11th Prev											
	12th Prev											
	13th Prev											
	14th Prev											
	15th Prev											
	16th Prev											
	17th Prev											
	18th Prev											
	19th Prev											
	20th Prev											
	21st Prev											
	22nd Prev											
	23rd Prev											
	24th Prev											

ERB Guide

ENLISTED RECORD BRIEF																							
BRIEF DATE 20060306			NAME			RANK - DOR 1			PMOS 25B		SSN		COMPONENT REGULAR										
SECTION I - Assignment Information				SECTION II - Security Data				SECTION III - Service Data				SECTION IV - Personal/Family Data											
OS/Deployment Combat Duty				PSI Status XXXXX Fld Det PS Stat XXXXX				BASD 19941023 PEBD XXXXX BESP XXXXX				Date of Birth 19730720 Birthplace XXXXX											
Start-End Date				PSI Invest INIT XXXXX				ETS XXXXX DIEMS XXXXX Reel Elig/Prohl XX				Country of Citz XXXXX Sex/Race XXXXX											
19970123-19980116				PSI Invest Compl XXXXX				#Days Lost				No of Dependent Adults/Children											
19950523-19951122				SECTION V - Foreign Language				DOR				Religion											
CT MOTS TT				Language Read Listen Speak				PVT				PULHES											
KS 12 3 S								PV2				111111											
CU 6 1 O								PFC				Height/Weight											
# # M								SPC - CPL				XXXXX											
C 0 0								DOR				Marital Status											
O 1 6								19920308 19931103 19941202				XXXXX											
R 1 12								SGT				Spouse Birthplace/Citz											
TOT: 18								DOR 19971001 20000401				XXXXX											
Dwell Time								SGM - CSM				Spouse Birthplace/Citz											
DEROS												XXXXX											
Start								SECTION VII - CIVILIAN Education				PULHES											
Month - Days								Level Completed 3 YR COLL				111111											
99 Mo 2 Days								DESG 60 OR MORE SEM HRS COL CRED				EFMP Dt											
19980116								Yr 1999				#Cmd Sponsored 0											
19980202								Institution				Physical Category											
Date Dependents Arrived OS XXXXX				DLAB				Yr XXXXX				APFT P/F Dt											
PMOS 25B SQI 0				SECTION VI - Military Education				Discipline XXXXX				XXXXX											
SMOS 88M PDSI/YRMO /				MEL/MES BNCOC/GRADUATED				Yr XXXXX				Last Physical Exam											
Bonus MOS XXXXX ASI 00				Course				Discipline XXXXX				20040602											
Bonus Enlist Elig Dt XXXXX				Year				Number Of Semester Hours Completed				111											
Promotion Points/YRMO XXXXX				SYS ADMNTWK MGR SCTY				Technical Certification				Home of Record											
Prev Promotion Points/YRMO XXXXX				2003				Course Name				Dt Certified											
Prom Seq# XXXXX Prom Select Dt XXXXX				2003				Dt Expires				XXXXX											
Promotion MOS XXXXX				2002								Mailing Address											
ASVAB Test # / Dt				2000								XXXXX											
ASVAB17 / 19950301				2000								MIL Spouse SSN/MPC XXXXX											
ST XX ELEC XX FOOD XX TECH XX				2000								Svc Comp / DoC XXXXX											
ADMIN XX FA XX COMMO XX				2000								Emergency Data Verified Date XXXXX											
CMBT XX MECH XX MAINT XX				2000								SECTION X - Remarks											
Delay Separation Reason XXXXX				2000								HIV YRMO XXXXX											
AEA / Dt				2000								RGM AFL XXXXX											
Flag Code				2000								Date Last Photo XXXXX											
Flag Start Dt				2000																			
Flag Expiration Dt				2000																			
XXXXX				XXXXX				XXXXX															
Date of Loss				Date of Last PCS				SECTION IX - Assignment Information				Date of Last NCOER											
XXXXX				XXXXX				XXXXX				XXXXX											
ASGT		FROM		MO		UNIT NO		ORGANIZATION		STATION		LOC		COMD		DUTY TITLE		DMOS		ASI		LANG	
PROJ		Current		20051003		W6ED41		ISA EREC		INDIANAPO		XXXXX		MP		NCOIC SOFTWARE BR		25B40		00		YY	
1st Prev		20050201		8		W6ED41		ISA EREC		INDIANAPO		XXXXX		MP		NCOIC SOFTWARE BRANCH		25B40		00		YY	
2nd Prev		20041020		3		W6ED41		ISA EREC		INDIANAPO		XXXXX		MP		INFO SYS SUPV		25B40		00		YY	
3rd Prev		20031002		12		W6ED41		ISA EREC		INDIANAPO		XXXXX		MP		SR INFO SYS MGR		74B30		00		YY	
4th Prev		20021004		12				AUTOMATION EREC		INDIANPLS		XXXXX		MP		INFO SYS SUPV		74B30		00		YY	
5th Prev		19990601		40				HHC 7TH ID		FT CARSON		XXXXX		FC		COM GENERAL'S DRIVER		88M30		00		YY	
6th Prev		19980203		16				2ND TRANS CO		FT CARSON		XXXXX		FC		HVY WHL VEH OPR		88M20		00		YY	
7th Prev		19970801		6				728TH MP BN HHD		KOREA		XXXXX		P8		DETACHMENT/TRNG NCO		95B20		00		YY	
8th Prev		19970123		6				728TH MP BN HHD		KOREA		XXXXX		P8		VEHICLE DRIVER		88M10		00		YY	
9th Prev		19960416		9				704TH MSB AUG TEAM		FT CARSON		XXXXX		FC		MOTOR TRANSPORT OPR		88M10		00		YY	
10th Prev		19950313		43				B CO 704TH MSB		FT CARSON		XXXXX		FC		MOTOR TRANSPORT OP		88M10		00		YY	
11th Prev																							
12th Prev																							
13th Prev																							
14th Prev																							
15th Prev																							
16th Prev																							
17th Prev																							
18th Prev																							
19th Prev																							
20th Prev																							
21st Prev																							
22nd Prev																							
23rd Prev																							
24th Prev																							

Section X - Remarks

HIV YRMO - Date of last HIV Test

RGM AFL- regimental affiliation

Date Last Photo- YYYYMM of last photo that is on file.

If named Soldier Printed, will show DA Photo

ERB Guide

Marital Status and number of dependents must match DD93/SGLV and LES

ENLISTED RECORD BRIEF															
BRIEF DATE 20060306			NAME			RANK - DOR 1			PMOS 25B		SSN		COMPONENT REGULAR		
SECTION I - Assignment Information				SECTION II - Security Data				SECTION III - Service Data				SECTION IV - Personal/Family Data			
Deployment Combat Duty Start-End Date: 9970123-19980116 9950523-19951122 CT: KS, CU MOT: 12, 6 STT: 3, 1 #S: 1, 0 #M: 0, 6 #R: 1, 12 TOT: 18				PSI Status: XXXXX PSI Invest: XXXXX PSI Invest Cor: XXXXX Id Det PS Stat: XXXXX #Days Lost: XXXXX				BASD: 19941023 ETS: XXXXX PVT, PV2, PFC, SPC, CPL DOR: 19971001 SGT, SSG, SFC, MSG - 1SG 19920308, 19931103, 19941202 19971001, 20000401 SGM - CSMA				Date of Birth: 19730720 Birthplace: XXXXX Country of Citz: XXXXX Sex/Race: XXXXX No of Dependent Adults/Children: XXXXX Religion: XXXXX Marital Status: XXXXX Spouse Birthplace/Citz: XXXXX PULHES: 111111 Height/Weight: XXXXX # of Dependents: 0			
Dwell Time Start: 9980116 Month - Days: 99 Mo 2 Days DROS: 19980202				SECTION V - Foreign Language Language: Read, Listen, Speak				SECTION VII - CIVILIAN Education Level Completed: 3 YR COLL DESG: 60 OR MORE SEM HRS COL CRED Institution: XXXXX Discipline: XXXXX Yr: 1999				Physical Category: XXXXX Last Physical Exam: 2004062 Home of Record: XXXXX Mailing Address: XXXXX Mil Sp: XXXXX Svc C: XXXXX Emerg: XXXXX			
Date Dependents Arrived: OS XXXXX PMOS: 25B, SQI SMOS: 88M, PDSI/YRMO Bonus MOS: XXXXX, ASI				SECTION VI - Military Education DLAB MEL/MES: BNCOC/GRADUATED Course: _____ Year: _____				SECTION VIII - A MSM: 1 ARCOM: 3 AAM: 10 IMIA: 1 CGMUC: 3 AGCM: 3 NDSM: 2 KDSM: 1 HSM: 1 NOPDR: 2 ASR: 1 OSR: 1 OSGOR: 1 MOVSM: 1 GWFSM: 1 DRVMECH: 1				SECTION IX - Remarks HIV YRMO: XXXXX RGMT AFL: XXXXX Date Last Photo: XXXXX			
Delay Separation Reason: XXXXX AEA / Dt: XXXXX Flag Code: XXXXX Flag Start Dt: XXXXX Flag Expiration Dt: XXXXX				Correspondence Courses Total # of Hours: 626				SECTION IX - Assignment Information Date of Loss: XXXXX Date of Last PCS: XXXXX Date of Last NCOER: XXXXX				Date of Last Photo: XXXXX			
ASGT	FROM	MO	UNIT NO	ORGANIZATION	STATION	LO	COMD	DUTY TITLE	DMOS	ASI	LANG				
PROJ	Current	20051003	W6ED41	ISA EREC	INDIANAPO	MP		NCOIC SOFTWARE BR	25B40	00					
	1st Prev	20050201	8 W6ED41	ISA EREC	INDIANAPO	MP		NCOIC SOFTWARE BRANCH	25B40	00	YY				
	2nd Prev	20041020	3 W6ED41	ISA EREC	INDIANAPO	MP		INFO SYS SUPV	25B40	00	YY				
	3rd Prev	20031002	12 W6ED41	ISA EREC	INDIANAPO	MP		SR INFO SYS Mgr	74B30	00	YY				
	4th Prev	20021004	12	AUTOMATION EREC	INDIANPLS	MP		INFO SYS SUPV	74B30	00	YY				
	5th Prev	19990601	40	HHC 7TH ID	FT CARSON	FC		COM GENERAL'S DRIVER	88M30	00	YY				
	6th Prev	19980203	16	2ND TRANS CO	FT CARSON	FC		HVY WHL VEH OPR	88M20	00	YY				
	7th Prev	19970801	6	728TH MP BN HHD				ATTACHMENT/TRNG NCO	95B20	00	YY				
	8th Prev	19970123	6	728TH MP BN HHD				VEHICLE DRIVER	88M10	00	YY				
	9th Prev	19960415	9	704TH MSB AUG TEAM				MOTOR TRANSPORT OPR	88M10	00	YY				
	10th Prev	19950313	13	B CO 704TH MSB				MOTOR TRANSPORT OP	88M10	00	YY				
	11th Prev														
	12th Prev														
	13th Prev														
	14th Prev														
	15th Prev														
	16th Prev														
	17th Prev														
	18th Prev														
	19th Prev														
	20th Prev														
	21st Prev														
	22nd Prev														
	23rd Prev														
	24th Prev														

Significant number of deployments and low dwell time may be indicators of high risk

Security Clearance Current - 5yrs if not inform the commander and have officer see S2.

If DOR goes backwards in time, then have a discussion with the officer and confirm with the commander.

PUHLES if not 111111 inform the commander

All on OMPF/Photo

ORB Guide

Top line provides officer's branch, rank, name, component, social security number, and date of rank.

ORB TYPE		BRIEF DATE		FUNCTIONAL CATEGORY		DESIG DATE		CNTL BRANCH		AR		COMPONENT		AD GRADE-ADOR		SSN		NAME			
2900		20111213		MANEUVER FIRES AND EFFECTS		20061206		BR DTU/EXPIRES				RA		MAJ		20070301		[REDACTED]			
OFFICER RECORD BRIEF AR600-8-104 CMAAOF- R1																					
SECTION I - Assignment Information						SECTION II - Security Data						SECTION III - Service Data						SECTION IV - Personal/Family Data			
OVERSEAS/DEPLOYMENT / COMBAT DUTY						INVEST SSBI						BASD Current PPN Ead Current Tour						Date of Birth Birthplace			
End Date CT MO S T NUMBER OF TOURS						DTEINV 20090811 DTPSCG 20090922						Basic Date of Apt Cohort Yr Gp Source of Orig Apt						Country of Cit Sex/Racial			
20110812 IZ 12 1 C Short- 1 Long- 0						CLNC						19980530 FY1997 USMA						US M /WHITE,NOT HISP			
20040310 IZ 11 1 C						SECTION V - Foreign Language						Mo/Days Afcs Mo/Afs Type of Orig Apt						No of Dependent Religion			
DROS DEROES						Language L S R YMPPL						172/01 172 USAR						Adults/Children METH-PROT-CH			
20101222 NA												Curr Svc Agrmt/Expr Date Date of Proj/Mand Ret						01/05 MARRIED Spouse Birthplace/Cit			
eMILPO Tour Data												VOL INDEF /20140523						COLORADO/US			
CBT- 2 OPN- 0 RES- 0												2LT-W01 1LT-CW2 CPT-CW3 MAJ-CW4						Pulses/Date Height/Weight			
Dwell Start 20110812												PDOR 19980530 19991130 20011201 20070301						111111/20110523 70/170			
Dwell Mo-Days 4Mo 3D												LTC-CW5 COL BG MG						Home of Record at Ead TEXAS			
						DLAT 112						PDOR						Mailing Address			
												TDOR LTG GEN						[REDACTED]			

SECTION I Assignment Information will give let you know if officer has been deployed, how long, and number of times. Maximum six most recent overseas tours (AR 614-30). For officers/WOs with prior enlisted service, overseas tours as enlisted will be shown. Dwell time should reflect 0 Mo 0 D while SM is deployed.

Skills- This section reflects an officer's additional skill identifiers (ASI) i.e. 5P for an airborne qualified officer, or 5K for an instructor.

SECTION II Security data-all officers must have a security if they do not, inform the Commander.

SECTION III Service data will let you know the day the officer joined the Army, the year he/she commissioned, the type of commission and the date of rank each time the officer was promoted. BASD- Basic active service date, this date establishes the beginning of creditable service for retirement purposes (a DA 1506 with supporting documents submitted through finance is required to change this data). Cohort Yr Gp- Fiscal year entered service as an officer/warrant officer. MO Days AFCS- Active service as an officer (months/days) computed to the end of the fiscal year. MO AFS- Total active duty (includes enlisted time) (months/days) computed to the end of the fiscal year. CURR SVC AGRMT/Expr Date-(USAR) Date individuals incurred service expires not applicable to RA officers. It important to look at rank to know if an officer is on track for promotion or passed over for promotion.

ORB Guide

US.ARMY.MIL										OFFICER RECORD BRIEF										AR600-8-104		CMAAOF- R1											
ORB TYPE 2900		BRIEF DATE 20111213		FUNCTIONAL CATEGORY MANEUVER FIRES AND EFFECTS				DESIG DATE 20061206		CNL BRANCH BR DTU/EXPIRES		AR		COMPONENT RA		AD GRADE/ADJ MAJ		SSN 20070301		NAME [REDACTED]													
SECTION I - Assignment Information										SECTION II - Security Data										SECTION III - Service Data										SECTION IV - Personal/Family Data			
OVERSEAS / DEPLOYMENT / COMBAT DUTY										INVEST SSB1										BASD 19980530 Current PPN D5 Ead Current Tour 19980530										Date of Birth [REDACTED] Birthplace TEXAS			
End Date 20110812		CT IZ		MO 12		S 1		T C		NUMBER OF TOURS Short- 1 Long- 0				DTEINV 20090911		DTPCSG 20090922		Basic Date of Apt 19980530		Cohort Yr Gp FY1997		Source of Orig Apt USMA		Country of Cit US		Sex/Redcat M /WHITE,NOT HISP							
20040310		IZ		11		1		C		DROS DEROS 20101222 NA				SECTION V - Foreign Language										No of Dependent Adults/Children 01/02 Religion METH-PROT-CH									
eMILPO Tour Data										Language L S R YMPTL										Mo/Days Afcs 172/01										Type of Orig Apt USAR			
CST- 2 OPN- 0 RES- 0										Curr Svc Agmt/Expr Date VOL INDEF /20140523										Date of Proj/Mand Ret										Marital Status MARRIED Spouse Birthplace/Cit COLORADO/US			
Dwell Start 20110812										DLAT 112										PDOR 19980530 19991130 20011201 20070301										Pulhes/Date 111111/20110823 Height/Weight 70/170			
Dwell Mo-Days 4Mo 3D										PDOR LTC-CW5 COL BG MG										Home of Record at Ead TEXAS													
Date Dependents Arrived OS										SECTION VI - Military Education										SECTION VII - Civilian Education										SECTION X - Remarks			
Career Field Information - Commissioned/AMEDD/Warrant										50% CSC/ILE GRAD										LEVEL COMPLETED MASTERS													
BR Code/MedMos1/Pmos 19		Fncd Area/MedMos2/Smos		SECTION VIII - Awards and Decorations										Mailing Address [REDACTED]																			
BRAOC/MedMos3/Pmos Sg A		Fncd Aoc/Smos SGI		Course Year														INSTITUTION NC, U NC, CHAPEL HILL MA A YR 2007															
Skills 5K 5P 5X 6P		ARMOR		ILE COMMON CORE 2010										INSTITUTION NY, USMA, WEST POINT BS A YR 1999																			
Basic Branch/PMOS		ARMOR		CAS3 2002										INSTITUTION HISTORY																			
Functional Area SMOS		ARMOR MCCC		AR BOLC 1998										INSTITUTION NY, USMA, WEST POINT BS A YR 1999																			
Career Track X Single		Dual		MSTR FITNESS TRNR CRS 1998										INSTITUTION HISTORY																			
Primacy X Branch		Functional Area		AIRBORNE 1998										INSTITUTION DISCIPLINE YR																			
Prev Branch/MOS														SECTION VIII - Awards and Decorations																			
Prev Functional Area 59														BSM- 2 GWOTE- 1																			
Control Career Management Field 02A00														MSM- 2 GWOTS- 1																			
Projected Career Management Field 19200														ARCOM- 5 ASR- 1																			
Geographic Orientation														AAM- 2 OSR- 2																			
AASD AVIATOR QUALIFICATIONS														VUA- 1 CAB- 1																			
Pilot Status TOPEC As Of														NDSM- 2 PRCHTAD-																			
Rating Status																																	
Rating Date																																	

SECTION IV Personal/Family Data- will let you know date of birth, birthplace, gender/race, number of adult and child dependents, marital status, spouse's date of birth, PULHES, height/weight, home of record and mailing address (mailing address should be the same as dependent addresses unless the officer is a geographical bachelor). All data in red font must be the same on their DD93/SGLV, LES.

No. (#) dependent adults/children- Dependents must be enrolled in DEERS before they can be added. The dependents enrolled in DEERS should be the same number of spouse and/or child(ren) on the officer's DD93 and SGLV. If not, you should ask the officer why it is different and does he/she need to make any changes.

Spouse birthplace/city- This will be a state and US or country if born outside of US; i.e., Michigan/US or Germany.

Mailing address- Officer's current mailing address; not the unit address; however, overseas officers may use APO/FPO unit addresses. The mailing address on the ORB and DD3955 need to match.

PUHLES= (P= physical capacity, U= upper extremities, L= lower extremities, H= hearing, E= eyes, S= psychiatric) This data is updated via MEDPROS. If not each category is not a "1" across, see if the commander is tracking that officer may have a profile, MMRB, or MEB.

ORB Guide

U.S. ARMY.MIL				OFFICER RECORD BRIEF				AR600-8-104 CMAAOF- R1				
ORB TYPE 2900	BRIEF DATE 20111213	FUNCTIONAL CATEGORY MANEUVER FIRES AND EFFECTS	DESIG DATE 20061206	CNTL BRANCH AR	COMPONENT RA	AD GRADE-ADOR MAJ	SSN 20070301	NAME				
SECTION I - Assignment Information OVERSEAS/DEPLOYMENT / COMBAT DUTY			SECTION II - Security Data			SECTION III - Service Data			SECTION IV - Personal/Family Data			
End Date	CT	MO	S	T	NUMBER OF TOURS	INVEST	SSBI	BASD	Current PPN	Ead Current Tour	Date of Birth	Birthplace
20110812	IZ	12	1	C	Short- 1 Long- 0	DTEWV	20060811	19980530	D5	19980530		TEXAS
20040310	IZ	11	1	C		CCNC	20090922	Basic Date of Apt	Enlist Yr Sp	Source of Org Apt	Country of Cit	Sex/Redcat
						SECTION V - Foreign Language			No of Dependent Adults/Children			Religion
						Language			Date of Proj/Mand Ret			Spouse Birthplace/Cit
						L S R YMPTL			Date of Org Apt			METH-PROT-CH
						eMILPO Tour Data			Date of Proj/Mand Ret			Spouse Birthplace/Cit
						CST- 2 OPN- 0 RES- 0			Date of Proj/Mand Ret			Spouse Birthplace/Cit
						Dwell Start 20110812			Date of Proj/Mand Ret			Spouse Birthplace/Cit
						Dwell Mo-Days 4Mo 3D			Date of Proj/Mand Ret			Spouse Birthplace/Cit
Date Dependents Arrived OS				DLAT 112				SECTION VI - Military Education				
Career Field Information - Commissioned/AMEDD/Warrant				50% CSC/ILE GRAD				SECTION VII - Civilian Education				
BR Code/MedMos/1Pmos				Course				LEVEL COMPLETED				
BRAOC/MedMos/3Pmos Sq				Year				MASTERS				
Skills 5K 5P 5X 6P				ILE COMMON CORE				INSTITUTION				
Basic Branch/PMOS				CAS3				DISCIPLINE				
Functional Area SMOS				ARMOR MCCC				INSTITUTION				
Career Track				AR BOLC				DISCIPLINE				
Primary				MSTR FITNESS TRNR CRS				INSTITUTION				
Prev Branch/MOS				AIRBORNE				DISCIPLINE				
Prev Functional Area								SECTION VIII - Awards and Decorations				
Control Career Management Field								BSM- 2 GWOTE- 1				
Projected Career Management Field								MSM- 2 GWOTS- 1				
Geographic Orientation								ARCOM- 5 ASR- 1				
ASFD								AAM- 2 OGR- 2				
Pilot Status								VUA- 1 CAB- 1				
Rating Date								NDSM- 2 PROHBAD-				
								ICMCS- 2				
Date of Last PCS				SECTION IX - Assignment Information				Date of Last OER				
20100504								20110822				
ASGT	FROM	MO	UNIT NO	ORGANIZATION	STATION	LOC	COMD	DUTY TITLE	DMOS	DATE LAST PHOTO TAKEN		
PROJ										78544		
Current	20110823		0003	AR SQ 01 HHT	FT HOOD	1	FX	SQDN EXECUTIVE OFFICER	19A000000	[REDACTED]		
1st Prev	20110101	08	0003	HQ, 1/3 ACR	FT HOOD	1	FX	SQDN OPS OFFICER FWD(IZ)	19A000000			
2nd Prev	20100821	04	0003	HQ, 3D ACR	FT HOOD	1	FX	REGIMENTAL PLNR FWD (IZ)	19C000000			
3rd Prev	20100504	04	0003	HQ, 3D ACR	FT HOOD	5	FX	REGIMENTAL PLANNER	19C000000			
4th Prev	20090915	10	W1FB	HQ, USMA STAFF & FACULTY	W POINT	1	NY	ASSISTANT PROFESSOR	01A005K00			
5th Prev	20070915	24	W1FB	HQ, USMA STAFF & FACULTY	W POINT	1	NY	INSTRUCTOR	01A005K00			
6th Prev	20040310	14	0010	A TRP, 1-10 CAV	FT HOOD	5	FX	TROOP COMMANDER	19C000000			
7th Prev	20030525	10	0010	A TRP, 1-10 CAV	FT HOOD	5	FX	TROOP COMMANDER FWD (IZ)	19C000000			
8th Prev	20030327	02	0004	HHC, 4ID (M)	FT HOOD	5	FX	ASST TRNG OFF FWD (IZ)	19A000000			
9th Prev	20020525	09	0004	HHC, 4ID (M)	FT HOOD	5	FX	ASST TRNG OFF	19A0 0000			
10th Prev	20010821	04	0068	HHC, 1-68 AR	FT CARSON	5	CO	BATTALION S4	12B000000			
11th Prev	20011201	02	0068	C CD, 1-88 AR	FT CARSON	5	CO	CO EXECUTIVE OFFICER	12B003M00			

SECTION V Foreign Language - Foreign languages that the officer has or had proficiency in; requires DA Form 330 to add or change. Listen/Speak/Read- date. YMPTL- Year and month last tested

SECTION VI Top line of section VI is the officers MEL/MES (military education level/status)- Highest military education level achieved for career development. Example entries include: ILE GRAD, CCC GRAD, OBC GRAD, and WOADV GRAD. Military education- Course name/year, maximum of 10 schools/courses recorded in this block. Should include all courses attended while as an officer and/or those attended as an enlisted Soldier which are open to both enlisted Soldiers and officers. NCOES does not go on your ORB. All courses must be 40hrs or more.

SECTION VII Level completed- Highest civilian education completed. Accredited school ,official transcripts are required for updating. Display examples: associates, bachelors, masters. Only branch managers can enter degrees above the level of a bachelors for officers. Institution/discipline/degree/program source code/YR- Degree completion information, comes from official transcripts.

ORB Guide

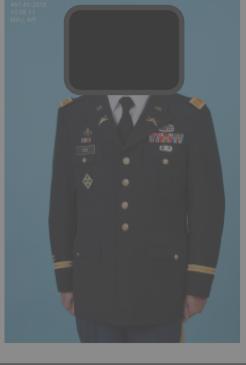
U.S. ARMY MIL										OFFICER RECORD BRIEF										AR600-8-104		CMAAOF- R1																																															
ORB TYPE		BRIEF DATE		FUNCTIONAL CATEGORY				DESIS DATE		CNTL BRANCH		AR		COMPONENT		AD GRADE-ADOR		SSN		NAME																																																	
2900		20111213		MANEUVER FIRES AND EFFECTS				20061206		BR DTU/EXPIRES				MAJ		20070301																																																					
SECTION I - Assignment Information										SECTION II - Security Data										SECTION III - Service Data										SECTION IV - Personal/Family Data																																							
OVERSEAS/DEPLOYMENT / COMBAT DUTY										INVEST SSSI										BASD 19980530										Date of Birth																																							
End Date CT MO S T NUMBER OF TOURS										DTEWY 20060811 DTSPCG 20090922										Current PPN D5										Ead Current Tour 19980530										Country of Cit US																													
20110812 IZ 12 1 C Short- 1 Long- 0										CUNC 20060811										Basic Date of Apt 19980530										Cofort Yr Gp FY1997										Source of Org Apt USMA										Religion METH-PROT-CH																			
20040310 IZ 11 1 C DROS NA										SECTION V - Foreign Language										Mo/Days Afes 172J01										Mo/Afs 172										Type of Org Apt USAR										No of Dependent Adults/Children 01/02																			
20101222										Language										L S R YMPFL										Curr Svc Agmt/Expr Date										Date of Proj/Mand Ret										Marital Status MARRIED										Spouse Birthplace/Cit COLORADO/US									
eMILPO Tour Data																				VOL INDEF /20140523																				Pulhes/Date 111111/20110823										Height/Weight 70/170																			
CBT- 2 OPN- 0 RES- 0																				2LT-W01										1LT-CW2										CPT-CW3										MAJ-CW4										Home of Record at Ead TEXAS									
Dwell Start 20110812																				POOR 19980530										19991130										20011201										20070301										Mailing Address									
Dwell Mo-Days 4Mo 3D																				LTC-CW5										COL										BG										MG										[Redacted]									
Date Dependents Arrived OS										DLAT 112										TDOR										LTG										GEN										[Redacted]																			
Career Field Information - Commissioned/AMEDD/Warrant										SECTION VI - Military Education										SECTION VII - Civilian Education										SECTION VIII - Awards and Decorations										SECTION X - Remarks																													
BR Code/MedMos1/Pmos 19										Fnctl Area/MedMos2/Smos										50% CSC/ILE GRAD										LEVEL COMPLETED										MASTERS										[Redacted]																			
BRAOC/MedMos3/Pmos Sq A										Fnctl Aoo/Smos SQI										Course										Year										INSTITUTION NO, U NC, CHAPEL HILL										MA A YR 2007										[Redacted]									
Skills 5K 5P 5X 6P										ILE COMMON CORE										2010										DISCIPLINE HISTORY										NY USMA, WEST POINT										BS A YR 1998										[Redacted]									
Basic Branch/PMOS ARMOR										ARMOR MCCC										2002										INSTITUTION DISCIPLINE HISTORY										NY USMA, WEST POINT										BS A YR 1998										[Redacted]									
Functional Area SMOS										AR BOLD										1998										INSTITUTION DISCIPLINE										YR										[Redacted]																			
Career Track X Single Dual										MSTR FITNESS TRNR CRS										1998										INSTITUTION DISCIPLINE										YR										[Redacted]																			
Primacy X Branch Functional Area										AIRBORNE										1998										INSTITUTION DISCIPLINE										YR										[Redacted]																			
Prev Branch/MOS																																																		[Redacted]																			
Prev Functional Area 59																																																		[Redacted]																			
Control Career Management Field 02A00																																																		[Redacted]																			
Projected Career Management Field 19Z00																																																		[Redacted]																			
Geographic Orientation																																																		[Redacted]																			
ASED AVIATOR QUALIFICATIONS																																																		[Redacted]																			
Rating Status																																																		[Redacted]																			
Date of Last PCS 20100504										SECTION IX - Assignment Information										Date of Last OER 20110822										Org Zip Code 78544										[Redacted]																													
ASGT FROM MO UNIT NO ORGANIZATION STATION LOC COMD DUTY TITLE DMOS																																								[Redacted]																													
PROJ																																								[Redacted]																													
Current 20110823 0003 AR SQ 01 HHT FT HOOD 1 TX FC SQDN EXECUTIVE OFFICER 19A00000																																								[Redacted]																													
1st Prev 20110101 08 0003 HQ, 1/3 ACR FT HOOD 1 TX FC SQDN OPS OFFICER FWD(IZ) 19A00000																																								[Redacted]																													
2nd Prev 20100821 04 0003 HQ, 3D ACR FT HOOD 1 TX FC REGIMENTAL PLNR FWD (IZ) 19C00000																																								[Redacted]																													
3rd Prev 20100504 04 0003 HQ, 3D ACR FT HOOD 5 TX FC REGIMENTAL PLANNER 19C00000																																								[Redacted]																													
4th Prev 20090915 10 W1FB HQ, USMA STAFF & FACULTY W POINT 1 NY MA ASSISTANT PROFESSOR 01A005K00																																								[Redacted]																													
5th Prev 20070915 24 W1FB HQ, USMA STAFF & FACULTY W POINT 1 NY FA INSTRUCTOR 01A005K00																																								[Redacted]																													
6th Prev 20040310 14 0010 A TRP, 1-10 CAV FT HOOD 5 TX FC TROOP COMMANDER 19C00000																																								[Redacted]																													
7th Prev 20030525 10 0010 A TRP, 1-10 CAV FT HOOD 5 TX FC TROOP COMMANDER FWD (IZ) 19C00000																																								[Redacted]																													
8th Prev 20030327 02 0004 HHC, 4ID (M) FT HOOD 5 TX FC ASST TRNG OFF FWD (IZ) 19A00000																																								[Redacted]																													
9th Prev 20020525 09 0004 HHC, 4ID (M) FT HOOD 5 TX FC ASST TRNG OFF 19A0 0000																																								[Redacted]																													
10th Prev 20010821 04 0068 HHC, 1-68 AR FT CARSON 5 CO FC BATTALION S4 12B00000																																								[Redacted]																													
11th Prev 20001201 09 0068 C CO, 1-68 AR FT CARSON 5 CO FC CO EXECUTIVE OFFICER 12B003M00																																								[Redacted]																													
12th Prev 20000106 10 0068 HHC, 1-68 AR FT CARSON 5 CO FC BATTALION S4 12B00000																																								[Redacted]																													
13th Prev 19990106 12 0068 D CO, 1-68 AR FT CARSON 5 CO FC TANK PLATOON LEADER 12B003M00																																								[Redacted]																													
14th Prev																																								[Redacted]																													
15th Prev																																								[Redacted]																													

SECTION VIII Awards and Decorations

A max of 16 awards and 8 badges by precedence will be shown on the ORB.

Note: Some awards will not be coded, such as most foreign awards/badges, regimental and state issued awards. Copies of award certificates or orders awarding special skill badges are required to add awards or badges to your ORB. No documentation is needed to add service awards such as the Army Service Ribbon or National Defense Service Medal.

ORB Guide

U.S. ARMY MIL										OFFICER RECORD BRIEF										AR600-8-104		CMAAOF- R1							
ORB TYPE 2900		BRIEF DATE 20111213		FUNCTIONAL CATEGORY MANEUVER FIRES AND EFFECTS				DESIG DATE 20061206		CNTL BRANCH AR		COMPONENT RA		AD GRADE-ADOR MAJ		SSN 20070301		NAME											
SECTION I - Assignment Information										SECTION II - Security Data					SECTION III - Service Data					SECTION IV - Personal/Family Data									
OVERSEAS/DEPLOYMENT / COMBAT DUTY										INVEST SSBI					BASD 19990530					Date of Birth [REDACTED]									
End Date		CT		MO		S		T		DTEWV 20000811					DTPSCG 20090922					Ead Current Tour 19980530									
20110812		IZ		12		1		C		Short- 1 Long- 0					Basic Date of Apt 19990530					Country of Cit US									
20040310		IZ		11		1		C		DROS 20101222					Mo/Days Aftes 172D1					Source of Org Apt USMA									
										DEROS NA					Mo/Afs 172					Type of Org Apt USAR									
										Language					L S R YMPTL					No of Dependent Adults/Children 01/02									
										eMILPO Tour Data					Curr Svcs Agmt/Expr Date VOL/NOEF					Date of Proj/Mand Ret 2/21/0523									
										CBT- 2 OPN- 0 RES- 0					2LT-W01					1LT-CW2									
										Dwell Start 20110812					Dwell Mo-Days 4Mo 3D					CPT-CW3					MAJ-CW4				
										Date Dependents Arrived OS					DLAT 112					PDROR					19990530				
										Career Field Information - Commissioned/Warrant					50% CSC/ILE GRAD					19991130					20011201				
										BR Code/MedMos1/Pmos 19					SECTION VI - Military Education					LTC-CW5					COOL				
										BRAOC/MedMos3/Pmos Sq A					Course					TDOR					BG				
										Fncnl Area/MedMos2/Smos 19					50% CSC/ILE GRAD					GEN					MG				
										Fncnl Aoc/Smos SQ1					Year					MAJ-CW4					GEN				
										Skills 5K 5P 5X 6P					LEVEL COMPLETED					MASTERS					A YR 2007				
										Basic Branch/PIMOS ARMOR					INSTITUTION DISCIPLINE					NO, U NC, CHAPEL HILL HISTORY					MA A YR 2007				
										Functional Area SMOS					INSTITUTION DISCIPLINE					NY, USMA, WEST POINT HISTORY					BS A YR 1998				
										Career Track X Single					INSTITUTION DISCIPLINE					YR					YR				
										Primacy X Branch					SECTION VII - Civilian Education					SECTION VIII - Awards and Decorations					SECTION X - Remarks				
										Prev Branch/MOS					BSM- 2 GWOTE- 1					MSM- 2 GWOTS- 1					ARCOM- 5 ASR- 1				
										Prev Functional Area 59					AAM- 2 OGR- 2					VUA- 1 CAB- 1					NDSM- 2 PRCHTBAD- 2				
										Control Career Management Field 02A00					ICMCS- 2														
										Projected Career Management Field 19200																			
										Geographic Orientation																			
										ASFD																			
										Pilot Status																			
										Rating Date																			
SECTION IX - Assignment Information										Date of Last PCS 20100504					Date of Last OER 20110822					Org Zip Code 76544									
ASGT	FROM	MO	UNIT NO	ORGANIZATION	STATION	LOC	COMD	DUTY TITLE		DMOS																			
PROJ																													
Current	20110823		0003	AR SQ 01 HHT	FT HOOD	1 TX	FC	SQDN EXECUTIVE OFFICER		19A00000																			
1st Prev	20110101	08	0003	HQ, 1/3 ACR	FT HOOD	1 TX	FC	SQDN OPS OFFICER FWD (IZ)		19A00000																			
2nd Prev	20100821	04	0003	HQ, 3D ACR	FT HOOD	1 TX	FC	REGIMENTAL PLNR FWD (IZ)		19C00000																			
3rd Prev	20100504	04	0003	HQ, 3D ACR	FT HOOD	5 TX	FC	REGIMENTAL PLANNER		19C00000																			
4th Prev	20090915	10	W1FB	HQ, USMA STAFF & FACULTY	W POINT	1 NY	MA	ASSISTANT PROFESSOR		01A005K0																			
5th Prev	20070915	24	W1FB	HQ, USMA STAFF & FACULTY	W POINT	1 NY	FA	INSTRUCTOR		01A005K0																			
6th Prev	20040310	14	0010	A TRP, 1-10 CAV	FT HOOD	5 TX	FC	TROOP COMMANDER		19C00000																			
7th Prev	20030525	10	0010	A TRP, 1-10 CAV	FT HOOD	5 TX	FC	TROOP COMMANDER FWD (IZ)		19C00000																			
8th Prev	20030327	02	0004	HHC, 4ID (M)	FT HOOD	5 TX	FC	ASST TRNG OFF FWD (IZ)		19A00000																			
9th Prev	20020525	09	0004	HHC, 4ID (M)	FT HOOD	5 TX	FC	ASST TRNG OFF		19A0 0000																			
10th Prev	20010821	04	0068	HHC, 1-68 AR	FT CARSON	5 CO	FC	BATTALION S4		12B00000																			
11th Prev	20001201	09	0068	C CO, 1-68 AR	FT CARSON	5 CO	FC	CO EXECUTIVE OFFICER		12B003M00																			
12th Prev	20000106	10	0068	HHC, 1-68 AR	FT CARSON	5 CO	FC	BATTALION S4		12B00000																			
13th Prev	19990106	12	0068	D CO, 1-68 AR	FT CARSON	5 CO	FC	TANK PLATOON LEADER		12B003M00																			
14th Prev																													
15th Prev																													
16th Prev																													
17th Prev																													
18th Prev																													
19th Prev																													
DA FORM 4037										RECSTA: G		PPA: MK		CURUPC: G2LT0		MPCAD: 0		PSC-CODE: UB04											

SECTION IV Assignment History- Maximum of 20 assignments reflected by a change in organization (to include deployments), duty title or duty MOS. If an officer had a break in service; his/her prior AD commissioned or warrant officer service can be added to their assignment history. This does not include periods of active duty for training, national guard, reserve, or enlisted time.

Current- current assignment; the unit number and organization cannot be changed for the current assignment only the duty title and from date can be adjusted or changed.

From- Date assigned to current unit or position.

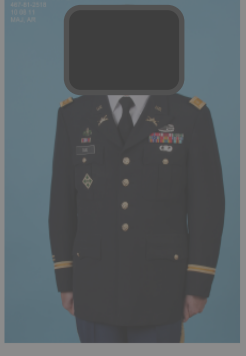
MO- # Months in assignment

Unit No.- This will be the first four characters of the Unit identification code (UIC) for TDA units. For MTOE units a four digit numerical unit designation will be used; i.e. 0003 for 3d CR

Organization- Description of unit of assignment. 19 Characters maximum (current cannot be changed).

Station- Post, camp, station or city of assignment; this will always be the home station of the unit and will not change if/when the unit deploys. It will only read an overseas location if a unit's home station is there not, for TCS deployments such as OIF, AEF, OND

ORB Guide

U.S. ARMY MIL										OFFICER RECORD BRIEF										AR600-8-104		CMAAOF- R1									
ORB TYPE		BRIEF DATE		FUNCTIONAL CATEGORY				DESIG DATE		CNTL BRANCH		AR		COMPONENT		AD GRADE-ADOR		SSN		NAME											
2900		20111213		MANEUVER FIRES AND EFFECTS				20061206		BR DTU/EXPIRES				RA		MAJ		20070301													
SECTION I - Assignment Information										SECTION II - Security Data										SECTION III - Service Data				SECTION IV - Personal/Family Data							
OVERSEAS/DEPLOYMENT / COMBAT DUTY										INVEST SSSI										BASD 19980530				Current PPN D5				Ead Current Tour 19980530			
End Date		CT		MO		S		T		NUMBER OF TOURS		DTEINV		20000811		DTPSCG		20090922		Basic Date of Apt 19980530		Colort Yr Gp FY1997		Source of Orig Apt USMA		Date of Birth		Birthplace			
20110812		IZ		12		1		C		Short- 1 Long- 0		CLINC								Mo/Days Aftes 17201		Mo/Afs 172		Type of Orig Apt USAR		Country of Cit US		Sex/Redcat M /WHITE,NOT HISP			
20040310		IZ		11		1		C		DROS		DEROS		SECTION V - Foreign Language										No of Dependent Adults/Children 0102		Religion METH-PROT-CH					
										20101222		NA		Language		L S R		YMP TL		Curr Svc Agmt/Expr Date		Date of Proj/Mand Ret		Marital Status MARRIED		Spouse Birthplace/Cit COLORADO/US					
										eMILPO Tour Data										VOL INDEF		/20140523				Pulhes/Date 111111/20110823		Height/Weight 70/170			
										CBT- 2 OPN- 0 RES- 0										2LT-W01		1LT-CW2		CPT-CW3		MAJ-CW4		Home of Record at Ead TEXAS			
										Dwell Start 20110812		Dwell Mo-Days 4Mo 3D								PDOR		19980530		19991130		20011201		20070301		Mailing Address	
										Date Dependents Arrived OS		Career Field Information - Commissioned/AMEDD/Warrant		DLAT 112						LTC-CW5		COL		BG		MG					
										BR Code/MedMos1/Pmos 19		Fncnl Area/MedMos2/Smos 19		SECTION VI - Military Education																	
										BRAOC/MedMos3/Pmos Sq A		Fncnl Aoc/Smos SQI		50% CSC/ILE GRAD		Course		Year		TDOR		LTG		GEN							
										Skills 5K 5P 5X 6P		Basic Branch/PMOS ARMOR		ILE COMMON CORE		2010		LEVEL COMPLETED		MASTERS											
										Functional Area SMOS		Career Track X Single		Dual		1998		INSTITUTION DISCIPLINE		NY USMA, WEST POINT HISTORY		BS		A YR 1998							
										Primacy X Branch		Functional Area		1996		INSTITUTION DISCIPLINE		YR													
										Prev Branch/MOS		Prev Functional Area 59		Control Career Management Field 02A00		Projected Career Management Field 19200															
										Geographic Orientation		ASFD		AVIATOR QUALIFICATIONS																	
										Pilot Status Aircraft		Qual Aircraft		Qual Aircraft		Qual Aircraft		Qual Aircraft		Qual Aircraft		Qual Aircraft		Qual Aircraft		Qual Aircraft		Qual Aircraft		Qual Aircraft	
										Rating Date																					
										SECTION IX - Assignment Information										Date of Last PCS 20100504		Date of Last OER 20110822		Org Zip Code 76544							
ASGT	FROM	MO	UNIT NO	ORGANIZATION	STATION	LOC	COMD	DUTY TITLE		DMOS																					
PROJ																															
Current	20110823		0003	AR SQ 01 HHT	FT HOOD	1 TX	FC	SQDN EXECUTIVE OFFICER		19A00000																					
1st Prev	20110101	08	0003	HQ, 1/3 ACR	FT HOOD	1 TX	FC	SQDN OPS OFFICER FWD (IZ)		19A00000																					
2nd Prev	20100821	04	0003	HQ, 3D ACR	FT HOOD	1 TX	FC	REGIMENTAL PLNR FWD (IZ)		19C00000																					
3rd Prev	20100504	04	0003	HQ, 3D ACR	FT HOOD	5 TX	FC	REGIMENTAL PLANNER		19C00000																					
4th Prev	20090915	10	W1FB	HQ, USMA STAFF & FACULTY	W POINT	1 NY	MA	ASSISTANT PROFESSOR		01A005K00																					
5th Prev	20070915	24	W1FB	HQ, USMA STAFF & FACULTY	W POINT	1 NY	FA	INSTRUCTOR		01A005K00																					
6th Prev	20040310	14	0010	A TRP, 1-10 CAV	FT HOOD	5 TX	FC	TROOP COMMANDER		19C00000																					
7th Prev	20030525	10	0010	A TRP, 1-10 CAV	FT HOOD	5 TX	FC	TROOP COMMANDER FWD (IZ)		19C00000																					
8th Prev	20030327	02	0004	HHC, 4ID (M)	FT HOOD	5 TX	FC	ASST TRNG OFF FWD (IZ)		19A00000																					
9th Prev	20020525	09	0004	HHC, 4ID (M)	FT HOOD	5 TX	FC	ASST TRNG OFF		19A0 0000																					
10th Prev	20010821	04	0068	HHC, 1-68 AR	FT CARSON	5 CO	FC	BATTALION S4		12B00000																					
11th Prev	20001201	09	0068	C CO, 1-68 AR	FT CARSON	5 CO	FC	CO EXECUTIVE OFFICER		12B003M00																					
12th Prev	20000106	10	0068	HHC, 1-68 AR	FT CARSON	5 CO	FC	BATTALION S4		12B00000																					
13th Prev	19990106	12	0068	D CO, 1-68 AR	FT CARSON	5 CO	FC	TANK PLATOON LEADER		12B003M00																					
14th Prev																															
15th Prev																															
16th Prev																															
17th Prev																															
18th Prev																															
19th Prev																															

SECTION IV Assignment History continued-

LOC- Location of assignment

COMD- Two letter code representing the major command of assignment.

Duty title- This will be the duty position held during the time period of the assignment as found on the units MTOE or TDA document. Duty titles recorded on the ORB should match the duty title on the officers OER for the same period. The duty title may be abbreviate to fit into the allotted space. Duty title will reflect deployments IAW MILPER MSG 09-183. For a deployed Soldier the duty title will annotate FWD and two digit country code i.e. Platoon Leader FWD (IZ) ; this is the only place where TCS deployments will be annotated in Section IX.

DMOS - Duty AOC during the assignment. Same rules apply as for duty title.

Date of last OER- This will be the thru date of the last OER for the officer posted to the interactive web response system (IWRs).

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Marital Status and number of dependents must match DD93/SGLV and LES

Security Clearance Current – 5yrs if not inform the commander and have officer see S2.

PUHLES if not 111111 inform the commander

Significant number of deployments and low dwell time may be indicators of high risk

All on OMPF/ Photo

SECTION I - Assignment Information				SECTION II - Security Data				SECTION III - Service Data				SECTION IV - Personal/Family Data			
End Date	CT	MO	S	NUMBER OF TOURS	DTEIN	DTPOG	DTPOG	BASO	Current PPN	Ead Current Tour	Date of Birth	Birthplace	No of Dependent		Religion
20110812	IZ	12	1	Short- 1 Long- 0	CLNC	20100411	20090922	19980530	D5	19980530	[REDACTED]	TEXAS	Country of Cit	M	/WHITE,NOT HISP
20040310	AZ	11	1	DROS	SECTION V - Foreign Language			Basic Date of Apt	Color Yr Op	Source of Org Apt	Marital Status	Spouse Birthplace/Cit	Pulhes/Date		Height/Weight
				20101222	Language	L	S	19980530	FT1997	USMA	111111/20110823	COLORADO/US	111111/20110823		170/170
eMILPO Tour Data				50% CSC/ILE GRAD				SECTION VII - Civilian Education				SECTION VIII - Awards and Decorations			
CMT- 2 OPN- 0 RES- 0				Course				LEVEL COMPLETED				BISM- 2 GWOTE- 1			
Dwell Start 20110812				Year				INSTITUTION				MSM- 2 GWOTS- 1			
Dwell Mo-Days 4Mo 3D				Year				DISCIPLINE				ARCOM- 5 ASR- 1			
Date Dependents Arrives				Year				INSTITUTION				AAM- 2 OSR- 2			
Career Field Information				Year				DISCIPLINE				VUA- 1 CAB- 1			
BR Code/MedMos/Imos				Year				INSTITUTION				NDSM- 2 PRCHTB			
BRAOC/MedMos/Imos Sq				Year				DISCIPLINE				ICMCS- 2			
Skills				Year				SECTION VIII - Awards and Decorations				SECTION IX - Remarks			
Basic Branch/PMOS				Year				BISM- 2 GWOTE- 1				PUHLES if not 111111 inform the commander			
Functional Area SMOS				Year				MSM- 2 GWOTS- 1				All on OMPF/ Photo			
Career Track				Year				ARCOM- 5 ASR- 1				Significant number of deployments and low dwell time may be indicators of high risk			
Primacy				Year				AAM- 2 OSR- 2				Marital Status and number of dependents must match DD93/SGLV and LES			
Prev Branch/MOS				Year				VUA- 1 CAB- 1				Security Clearance Current – 5yrs if not inform the commander and have officer see S2.			
Prev Functional Area				Year				NDSM- 2 PRCHTB				PUHLES if not 111111 inform the commander			
Control Career Management Field				Year				ICMCS- 2				All on OMPF/ Photo			
Projected Career Management Field				Year				SECTION VIII - Awards and Decorations				SECTION IX - Remarks			
Geographic Orientation				Year				BISM- 2 GWOTE- 1				Significant number of deployments and low dwell time may be indicators of high risk			
ASFD				Year				MSM- 2 GWOTS- 1				Marital Status and number of dependents must match DD93/SGLV and LES			
Pilot Status				Year				ARCOM- 5 ASR- 1				Security Clearance Current – 5yrs if not inform the commander and have officer see S2.			
Rating Date				Year				AAM- 2 OSR- 2				PUHLES if not 111111 inform the commander			
Date of Last PCS				Year				VUA- 1 CAB- 1				All on OMPF/ Photo			
ASGT				Year				NDSM- 2 PRCHTB				Significant number of deployments and low dwell time may be indicators of high risk			
FROM				Year				ICMCS- 2				Marital Status and number of dependents must match DD93/SGLV and LES			
MO				Year				SECTION VIII - Awards and Decorations				SECTION IX - Remarks			
UNIT NO				Year				BISM- 2 GWOTE- 1				Significant number of deployments and low dwell time may be indicators of high risk			
PROJ				Year				MSM- 2 GWOTS- 1				Marital Status and number of dependents must match DD93/SGLV and LES			
Current				Year				ARCOM- 5 ASR- 1				Security Clearance Current – 5yrs if not inform the commander and have officer see S2.			
1st Prev				Year				AAM- 2 OSR- 2				PUHLES if not 111111 inform the commander			
2nd Prev				Year				VUA- 1 CAB- 1				All on OMPF/ Photo			
3rd Prev				Year				NDSM- 2 PRCHTB				Significant number of deployments and low dwell time may be indicators of high risk			
4th Prev				Year				ICMCS- 2				Marital Status and number of dependents must match DD93/SGLV and LES			
5th Prev				Year				SECTION VIII - Awards and Decorations				SECTION IX - Remarks			
6th Prev				Year				BISM- 2 GWOTE- 1				Significant number of deployments and low dwell time may be indicators of high risk			
7th Prev				Year				MSM- 2 GWOTS- 1				Marital Status and number of dependents must match DD93/SGLV and LES			
8th Prev				Year				ARCOM- 5 ASR- 1				Security Clearance Current – 5yrs if not inform the commander and have officer see S2.			
9th Prev				Year				AAM- 2 OSR- 2				PUHLES if not 111111 inform the commander			
10th Prev				Year				VUA- 1 CAB- 1				All on OMPF/ Photo			
11th Prev				Year				NDSM- 2 PRCHTB				Significant number of deployments and low dwell time may be indicators of high risk			
12th Prev				Year				ICMCS- 2				Marital Status and number of dependents must match DD93/SGLV and LES			
13th Prev				Year				SECTION VIII - Awards and Decorations				SECTION IX - Remarks			
14th Prev				Year				BISM- 2 GWOTE- 1				Significant number of deployments and low dwell time may be indicators of high risk			
15th Prev				Year				MSM- 2 GWOTS- 1				Marital Status and number of dependents must match DD93/SGLV and LES			
16th Prev				Year				ARCOM- 5 ASR- 1				Security Clearance Current – 5yrs if not inform the commander and have officer see S2.			
17th Prev				Year				AAM- 2 OSR- 2				PUHLES if not 111111 inform the commander			
18th Prev				Year				VUA- 1 CAB- 1				All on OMPF/ Photo			
19th Prev				Year				NDSM- 2 PRCHTB				Significant number of deployments and low dwell time may be indicators of high risk			
20th Prev				Year				ICMCS- 2				Marital Status and number of dependents must match DD93/SGLV and LES			

SECTION X Remarks

This is the area of the ORB used to annotate additional pertinent information that is not covered in other sections, examples commonly found are:

MO Prior enl svc- # of months of prior enlisted service

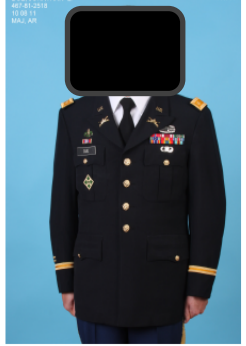
Date Last Photo- YYYYMM of last photo that is on file.

Medical certification data, applies to AMEDD officers only.

Enrolled in the MACP (Married Army Couples Program).

Assignment Preferences- X'd out for Promotion Board ORBs.

RGMT AFL- regimental affiliation



THE UNIT COMMANDER'S FINANCE REPORT (UCFR)

Compare Net Pay to Allotments

Verify Status of any debt.

GR	NAME	SSAN	STATUS	NET PAY	ALMTS	BAQ	BAS	PAY OPT	LV BAL	BAL DUE US	INCEN PAY	ETS	BAH	OHA	COLA	C/M ART 15
E4			ON STATION	3,119.21	81.30	W/D	STND	CHEK	60.5	0		141103	76544			2529.90
E6			ON STATION	1040.63	3,383.43	W/D	STND	CHEK	67.5	2,932.00		250531	76544			
O2			ON STATION	4,753.03	110.00	W/D	OFF	CHEK	48.0				76544			
E3			ON STATION	1,474.41	0	QTR	STND	CHEK	15			141008				

Legend:

GR – Basic Pay Grade

NAME – Soldiers Name

SSAN – Social Security Account Number

STATUS – MBR Duty Status ON STATION = Present for Duty; AWOL= Absent W/O Leave; DEST= Deserted;

CONF= Confinement; FILD= Filed Duty

NET PAY-Next Month Monthly Net Pay; EM = MBR Paid End of Month Only

ALMTS – Total Of Monthly Allotments

BAQ (BAH on LES) – W/D = With DEP; W/O = Without DEP; QTR = Partial Rebate (Barracks)

*** BAQ Column with "W/O" and no zip code in BAH Column = BAH Differential (MBR Living in barracks and paying child support).

Refer to attached "With – BAQ Diff" entitlement page

BAS – STND = ENLISTED; OFF = OFFICER. MBRs living in barracks with meal deductions are on "Will meal collection" report

PAY-OPT – CHEK = Checking account; SAVE = Savings account; ADDR = Local Address

LV BAL – Leave Balance at End of Next Month

Compare Quarters Status (On Post/Off Post/Quarters) To BAH/BAS type receiving

Will show an amount if Soldier has an Article 15

BAL DUE US – Amount Owed or Indebtedness at end of month

INCEN PAY – Yes = MBR receiving incentive pay

ETS – Expiration of Term of Service

BAH – Zip Code of BAH MBR receiving

*** If blank and MBR has "W/O" in BAH Column = BAH Differential***

OHA – Overseas Housing Allowance WD# = With Dep and Number Sharing Rent; W/O = Without DEP

COLA – Cost of Living Allowance. W/O = Without DEP; B/C = Barracks COLA; WD# = With DEP and the Number of DEP Which COLA is AUTH

C/M ART 15 – Collection For Court Martial or Article 15

The UCFR is designed to give the unit commander a one line rollup of a Soldier's pay status.

Harnessing the Knowledge of Peers

No matter how much effort a leader exerts, he may never be able to learn enough about a subordinate. Some subordinates put up a wall between themselves and their leader, making it extremely difficult for leaders to understand them. In these instances, leaders can harness the knowledge of that Soldier's peers. Peers often know more about each other than most leaders ever will. The methods in which leaders harness the knowledge of peers is limited only to that leader's imagination. Below are a few techniques that leaders can use to acquire peer feedback on subordinates:

- Peer survey (see below).
- Ask subordinates to anonymously fill out a note card in regard to a specific query. Example: *"Write down who you think will get in trouble this weekend."*
- Small group discussions.

Peer Survey Questions

Which Troopers are most likely to get arrested within the next three months?

Which Troopers are most likely to get hurt during a personal recreational activity?

Which Troopers is the least responsible Troopers off-duty?

Which Troopers are most likely to get in a fight with their spouse/girlfriend?

Which Troopers are most likely to get in a fight?

Which Troopers drink too much?

Which Troopers are most likely to use illegal drugs?

Which Troopers have financial trouble?

Which Troopers have recently gotten in trouble off-duty and the chain of command does not know about it but should?

Which Troopers have behavioral health problems, are not seeking help, and should seek help?

Which Troopers are most likely to hurt themselves?

Which Troopers outside of your Platoon do you believe are at risk?

Army Readiness Assessment Program

ARAP is a Web-based initiative that provides battalion-level commanders with data on their formation's readiness posture through five segments:

Process Auditing - Assesses the processes used to identify hazards and correct problems

Reward Systems - Assesses the unit's program of rewards and discipline to reinforce proper behavior and correct risky actions

Quality Control - Places emphasis on high standards of performance

Risk Management - Assesses the health of unit processes

Command and Control - Assesses leadership, communication, and policies as they relate to Composite Risk Management (CRM)

Designed for use by **battalion-sized units**, the program asks several questions of battalion commanders.

Following the survey administration (the assessment phase), the commander receives **one-on-one feedback** on key issues regarding command climate, safety culture, resource availability, workload, estimated success of certain safety intervention programs, and other factors relating to their unit's overall readiness.

The screenshot shows the USACR/Safety Center Home Page. The page is organized into several sections:

- Navigation:** USACR/SAFETY CENTER HOME, ABOUT US, HELP, CONTACTS & FEEDBACK, Search, and GO.
- Header:** ARMY STRONG, U.S. ARMY COMBAT READINESS/SAFETY CENTER, ARMY SAFE IS ARMY STRONG.
- Left Sidebar:** ACCIDENT REPORTING & INVESTIGATION, SAFETY STATISTICS & REPORTS, SAFETY TRAINING, COMPOSITE RISK MANAGEMENT, GROUND SAFETY, AIR SAFETY, PRIVATELY OWNED VEHICLE SAFETY, ARMY SAFETY AWARDS.
- Main Content:** Messages from Leadership (Knowledge magazine), Latest PLRs, Daily Accident Statistics, Top Training Links, Top USACR/Safety Center Tools (TRIPS, ReportIt, GRAT, RMIS, Online Training).
- Bottom Left:** A red oval highlights the ARAP logo and text: ARAP Army Readiness Assessment Program - Learn the safety culture and climate within your organization.

Additional Risk Mitigation Resources

<http://www.211.org/>

<http://www.militaryonesource.com/skins/MOS/home.aspx>

<http://www.usa4militaryfamilies.dod.mil/>

<http://www.benefits.gov/>

<http://www.military.com/>

<http://www.militaryhomefront.dod.mil/>

<http://www.vba.va.gov/VBA/>

<http://wtc.army.mil/aw2/>

<http://www.disability.gov/>

<http://www.myarmyonesource.com/default.aspx>

<http://www.aerhq.org/>

<http://www.dol.gov/dol/topic/unemployment-insurance/>

https://www.hnfs.com/content/hnfs/home/tn/common/contact_us.html/pp/content/hnfs/home/tn/bene/res/bene_forms.html

<http://hmd.humana-military.com/South/phonenumbers.asp>

<http://www.operationmilitarykids.org/public/home.aspx>

<https://www.militarymentalhealth.org/Welcome.aspx>

<http://www.ptsd.va.gov/>

<http://www.ptsdmanual.com/>

Fort Hood Resources

SUBJECT	AGENCIES	POINTS OF CONTACT	PHONE
Training Support Center	DPTMS	Bldg. 230	287-4593
Deployment Training Team	G-3 Training	Bldg. 1001	286-5694
Unit Safety and Risk Management	III CORPS Safety	Bldg. 1001	287-2074
Vehicle & Motorcycle Safety		Bldg. 1001	288-6886
Physical Security	DES SGM	Bldg. 23020	287-2511
Directorate of Emergency Services	DES SGM	Bldg. 23020	287-2511
Installation Security (INFOSEC/PERSEC)	DPTMS	Bldg. 1001	553-2224
Equal Opportunity	EO	Bldg. 1001	287-6242
Sexual Harassment or Assault Response and Prevention	SHARP	Bldg. 14	319-4671
Inspector General	IG	Bldg. 18010	287-3415
Substance Abuse Program	ASAP	Bldg. 36045	287-3378
Drug Awareness/Sexual Assault Investigations	CID	Bldg. 2200	287-2722
Legal	SJA	Bldg. 1001	288-3421
Soldier Medical Readiness MEDPROS	MEDCEN	Bldg. 36001	286-7235
SIR/CCIR Standards	G-3 Operations	Bldg. 1001	287-1994
First Sergeants Barracks Program	DPW	Bldg. 18010	287-4535
Family Housing	DPW	Bldg. 18010	287-3704
Personnel Actions	MSE G-1	Bldg. 1001	286-5793
Financial Readiness	ACS	Bldg. 121	287-4227
Financial Reports	DMPO	Bldg. 2805	288-1050

Fort Hood Resources Cont.

SUBJECT	AGENCIES	POINTS OF CONTACT	PHONE
Comprehensive Soldier Fitness	III CORPS	Bldg. 1001	368-9103
Soldier Risk Assessment Tool	III CORPS	Bldg. 1001	5543-3216
Introduction to Operational Fitness	Health Promotion	Bldg. 1001	288-0379
Carl R Darnall Army MEDCEN	MEDCEN	Bldg. 36000	553-6037/6002
Patient Privacy and Appointment Management	MEDCEN	Bldg. 36000	553-1854
Injury Prevention	MEDCEN	Bldg. 36000	288-8040
Behavioral Health	MEDCEN	Bldg. 36000	535-3579
Traumatic Brain Injury	MEDCEN	BLDG 40022	287-8179
Suicide Prevention and Suicide Intervention	Chaplains Office	Bldg. 9406	286-6748
Medical Management Center	MEDCEN	Bldg. 36000	251-1017
MRB/MEB/PEB Process &	MEDCEN	Bldg. 36010	285-6587
Integrated Disability Eval Sys	MEDCEN	Bldg. 36010	288-8935
Warrior Transition Brigade	MEDCEN	Bldg. 3506	287-9649
Red Cross (Emergency Notification Process)	Red Cross	Bldg. 8640	287-0400
Casualty Assistance	AG	Bldg. 36042	553-0163
Survivor Outreach Services	ACS	Bldg. 121	553-0376
Soldier and Family Readiness Branch	ACS	Bldg. 121	287-0348
Family Readiness Group/Fund Raising	ACS	Bldg. 121	288-5155
Family Advocacy & Victim Services	ACS	Bldg. 121	288-1431
Family & MWR Support to Units	DFMWR	Bldg. 194	287-4339
Child and Youth Services	MWR	Bldg. 194	288-0290