



**DEPARTMENT OF THE ARMY
HEADQUARTERS
U.S. ARMY MANEUVER SUPPORT CENTER AND FORT LEONARD WOOD
FORT LEONARD WOOD, MISSOURI 65473-5000**

FLW Regulation
No 350-6

17 July 2002

Training
INITIAL ENTRY TRAINING (IET) POLICIES AND ADMINISTRATION

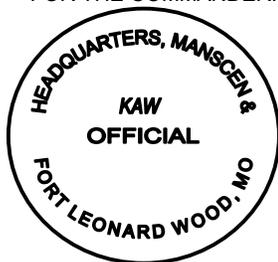
Summary. This regulation prescribes policies and procedures for Basic Combat Training (BCT), One Station Unit Training (OSUT) and Advanced Individual Training (AIT) conducted at Fort Leonard Wood (FLW) and will be used in conjunction with United States Army Training and Doctrine Command (TRADOC) Regulation 350-6.

Applicability. This regulation applies to all initial entry training conducted at FLW, and other training activities under the control of Headquarters (HQ), United States Army Maneuver Support Center and Fort Leonard Wood (MANSCEN & FLW). Exemption from provisions of this regulation may be requested from HQ, MANSCEN, ATTN: ATZT-PTM-P. Specific paragraphs and subparagraphs of this regulation are punitive and may constitute a violation of a lawful general regulation. Military personnel may be subject to disciplinary action under Uniform Code of Military Justice (UCMJ), Article 92. Federal civilian employees may be subject to disciplinary action under applicable personnel regulations, and contractor personnel to administrative action, including being barred from post. In accordance with Interservice Training Review Organization (ITRO) Interservice Support Agreements (ISSAs), UCMJ jurisdiction over United States Navy (USN), United States Marine Corps (USMC) and United States Air Force (USAF) members assigned to service detachments at FLW pursuant to ITRO, who violate this regulation, will rest with their respective service detachments and chains of command.

Supplementation. Issue of supplements to this regulation by subordinate commands is prohibited unless approved by HQ, MANSCEN.

Suggested Improvements. The proponent agency of this regulation is the Directorate of Plans, Training, and Mobilization (DPTM). Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) to Commander, MANSCEN, ATTN: ATZT-PTM-P, Fort Leonard Wood, MO 65473-8936.

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*This supersedes FLW Reg 350-6, 10 June 1996, and FLW Reg 350-12, 28 April 1998.

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Chapter 1 INTRODUCTION

- 1-1. Purpose. This regulation prescribes United States Army Maneuver Support Center and Fort Leonard Wood guidance, policies, and responsibilities for managing and conducting BCT, OSUT and AIT. Information contained within this regulation will be used in conjunction with TRADOC Reg 350-6, Enlisted Initial Entry Training (IET) Policies and Administration.
- 1-2. References and Forms. The required and related references and referenced forms are listed in appendix A.
- 1-3. Explanation of Acronyms, Brevity Codes and Abbreviations. Acronyms, brevity codes and abbreviations used in this regulation are explained in the glossary.
- 1-4. Responsibilities.
- a. Headquarters MANSCEN will -
 - (1) Ensure policies for the development and conduct IET courses, as established by higher headquarters, are effectively implemented and executed.
 - (2) Centrally manage the MANSCEN training program to prioritize, schedule and allocate resources to ensure mission accomplishment.
 - b. Director of Plans, Training, and Mobilization will -
 - (1) Support and monitor all training programs conducted on the installation to include ITRO courses.
 - (2) Schedule Cadre Training/Support Cadre/Installation and Staff Cadre Training courses.
 - c. School Commandants and/or Directors are responsible for implementing the policies and procedures outlined herein.
 - d. The MANSCEN Director of Training Development (DOTD) is responsible for the course development of Chemical (Chem), Engineer (Engr), and Military Police (MP) OSUT and AIT training.
 - e. Commandants, Chemical and Military Police schools, Assistant Commandant, Engineer School, and Commander, 3d Training Brigade, will conduct designated programs of instruction (POI). The 3d Chem Brigade, 58th Transportation Battalion, conducts POI training developed by the Transportation School. Commandants, Assistant Commandant or designated representative will establish a quality assurance program IAW TRADOC Reg 350-70 to evaluate the effectiveness of training programs for which they are proponent.
 - f. IET brigade commanders are responsible for establishing programs governing the awarding, carrying and displaying of IET platoon banners and achievement streamers.
 - g. Directorate of Morale, Welfare and Recreation (DMWR) will provide technical assistance for the conduct of training on human relations and substance abuse prevention. Army Community Services staff personnel are available to assist and provide subject matter expert training in areas under its purview.
 - h. The Office of the Staff Judge Advocate (OSJA), and the Law Division, MP School, is responsible for all Geneva Convention and Military Justice teaching issues.
 - i. MANSCEN Equal Opportunity Office will provide technical assistance on equal opportunity and prevention of sexual harassment.

Chapter 2 GENERAL

- 2-1. Philosophy.
- a. Training must be tough, imaginative, intense, realistic and standards based. Standard is defined by a product that must be achieved IAW proponent and Army requirements for soldierization, character development, and technical and tactical competence. We must also emphasize tactical realism and battlefield survival techniques in everything we do.
 - b. We must ensure that we are looking behind the training indicators to see whether the most effective training possible is being done. Training indicators from the end-of-phase tests, Army Physical Fitness Test (APFT), Basic Rifle Marksmanship (BRM), sensing sessions, phased testing for BCT and within course tests of AIT/OSUT are important to detect trends. After Action Reviews (AAR) identify strengths, weaknesses and lessons learned. Additional information is provided in TRADOC Reg 350-6, Chapter 2.
 - c. Training cadre must possess a positive attitude and competency to influence the soldier to attain high standards of performance.
- 2-2. Conduct of Training.
- a. Under the decentralized training concept, company commanders are responsible for the conduct and makeup of all unit-taught training required by the POI. The Training Support Battalion and instructional departments of the U.S. Army Chemical, Engineer and Military Police Schools and subordinate brigades are staffed and equipped to conduct or assist unit commanders in meeting POI requirements.
 - b. The objectives of training are established by applicable POIs.
 - c. The training day begins with wake-up not earlier than 0430. No training will be scheduled on Sundays or Federal Holidays. However, exceptions, when absolutely necessary, must be approved at the General Officer level. Brigade commanders may authorize the use of post assets for the conduct of core training on Saturdays when necessary. Such requirement must be coordinated with the supporting activity.
- 2-3. Constructive Credit. The IET requirements are established to produce the high quality soldier demanded in today's Army. Only in extraordinary circumstances will constructive credit for these requirements be granted. Brigade commanders may, after thorough review of the circumstances and make-up attempts, grant constructive credits to an entire class or an individual soldier for a missed training event.
- 2-4. Modifications to Training Programs.
- a. Tasks to be trained must be taught in adherence to the approved POI unless higher authority (POI Proponent) has granted approval for a specific change.
 - b. Recommendations for changes are encouraged as they play a vital part in the continuing POI review and update process. Any recommended change or permanent deviation to an approved training program at FLW must be submitted to the POI proponent.
 - c. Requests for changes to or trials of POI must include what the unit activity wants to change or test; how the change or test will be conducted; and what the change or test is expected to accomplish.
- 2-5. Training Support Packages (TSP).

a. A TSP for individual training is a complete package integrating training products/materials necessary to train one or more critical tasks. A TSP is required for all periods of POI training and will be used in the conduct of instruction. The POI for BCT with supporting TSPs can be found at: <ftp://192.153.150.25/IET/>. See TRADOC Reg 350-6, Chapter 3, for additional information.

b. Training Support Packages should be reviewed periodically by using units and instructors to verify applicability to the training situation. Proposed changes/modifications will be forwarded to MANSCEN DOTD or proponent for BCT, Transportation and ITRO training.

2-6. Conduct of Physical Fitness Training (PFT) and Army Physical Fitness Test (APFT).

a. PFT and APFT will be conducted in accordance with AR 350-41, FM 21-20 and TRADOC Reg 350-6, Chapter 4.

b. PFT and APFT sessions will not start before 0500 hours. The brigade commander must approve exceptions to this policy.

2-7. Security of Weapons and Ammunition During Training. Commanders are responsible for preparing unit standing operating procedures (SOP) governing security of weapons/munitions during training in accordance with AR 190-11. In addition, IET soldiers will be under close and constant supervision by drill sergeants and cadre members during all ammunition and weapons handling procedures/training.

2-8. Soldier Welfare.

a. Commanders will be knowledgeable of TRADOC Reg 350-6 and all FLW regulations/directives concerning soldier welfare.

b. IET soldiers will be briefed on the unit policies within 48 hrs of their arrival at the unit.

c. Unit policies will be readily available for the IET soldier to read and should be posted in the billeting area.

d. FLW Form 1445-R (I Am A Soldier) will be maintained in the soldiers file. See appendix B, figure B-1.

2-9. Mental Health. Mental health is a training and readiness priority. Depression and suicide are serious problems with which leaders must be able to deal properly, confidently and professionally as a team, drawing on available expertise when needed. Leaders at all levels must play an active and sensitive role in exercising appropriate care and compassion for their soldiers in training. Positive leadership, careful listening and deep concern for others are vital to suicide prevention. Leaders must know their personnel, their concerns, and never hesitate to obtain help for those in need. Commanders will ensure that all leaders attend suicide prevention and awareness training. The role of the drill sergeants, chain of command, chaplains and medical personnel working together is critical to ensure proper evaluations and actions for each individual undergoing mental stress or demonstrating suicidal tendencies. Refer to the Mental Health Evaluation Process flowchart, appendix C, figure C-1, as a guide for leaders who face mental health challenges. Additional information is available in TRADOC Reg 350-6, paragraph 3-38.

2-10. Spiritual Fitness. Spiritual Fitness is important to the total fitness of soldiers. Religious services are offered within each training brigade and throughout the installation. Soldiers in initial entry training will be afforded the opportunity to attend the service of their choice. Unit commanders will ensure that schedules of the various denominational services are posted in each barracks so that soldiers may be informed of times and locations. Chaplains are available to assist soldiers and leaders as may be needed.

2-11. Drill Sergeant Nutrition Education and Consumption of Meals.

a. All Drill Sergeants will receive one hour of nutrition education annually.

b. Classes will be scheduled for company-sized units (or larger) with the Nutrition Clinic dietician. Scheduling of two or more classes annually is acceptable and recommended to ensure all assigned Drill Sergeants receive the required training.

c. The Army provides nutritionally balanced meals to IET soldiers. Cadre members, drill sergeants, and dining facility personnel will not restrict or prohibit consumption of food portions or drinks served IET soldiers. Units will schedule sufficient time for the IET soldiers to consume their meals.

2-12. Sexual Harassment, Separate and Secure (PUNITIVE).

a. A violation of paragraph 2-12 of this chapter constitutes a violation of a lawful general regulation that subjects military personnel to disciplinary action under Manual for Courts-Martial United States, Uniform Code of Military Justice (UCMJ), Article 92. Federal civilian employees may be subject to disciplinary action under applicable personnel regulations, and contractor personnel to administrative action, including being barred from post. In accordance with ITRO Interservice Support Agreements, UCMJ jurisdiction over USN, USMC and USAF members assigned to service detachments at FLW pursuant to ITRO, who violate this regulation, will rest with their respective service detachments and chain of command.

b. IET and sexual activity/harassment are incompatible. The rigors of IET demand the soldier's full attention. Further, gender integrated living conditions require that soldiers feel a sense of security and freedom from sexual misconduct. Therefore, sexual activity between IET soldiers is prohibited and will not be tolerated. Sexual misconduct is defined as any action that involves a non-professional social relationship of a personal nature between soldiers in the IET environment. This includes, but is not limited to:

- (1) Dating.
- (2) Any type of sexual activity.
- (3) Any touching of a sexual nature.
- (4) Hugging or kissing.
- (5) Hand holding or physical caressing.
- (6) Meeting privately and intimately with another trainee.
- (7) Entering into the sleeping area of trainees of the opposite sex unless authorized by unit SOP.
- (8) Entering into latrines designated for members of the opposite sex.
- (9) Correspondence between cadre members and trainees.

c. Sexual harassment will not be tolerated. Sexual harassment discrimination destroys unit cohesion and morale. Sexual harassment is defined in AR 600-20, Army Command Policy, paragraph 7-4.

d. Sexual misconduct, whether consensual or non-consensual, and sexual harassment between IET soldiers are punishable under the UCMJ. Violations may result in punitive action.

e. A separate and secure environment will be maintained in accordance with TRADOC Reg 350-6, chapter 2.

2-13. Marching Cadence. Marching cadence must be in good taste and not offensive to one's person, family or military service. The following items are prohibited when singing cadence:

- a. Vulgarity or obscenities.
- b. Verse or words that contain sexual overtones, glamorize the use of alcohol or drugs and/or are degrading to persons, other units or military service.

2-14. Medical Profiles.

a. Soldiers having either a temporary/permanent medical profile will participate in the maximum amount of training permitted by their profile. The profiles will be recorded on DA Form 3349 (Physical Profile) or FLW Form 576 (Trainee Sick Slip). The following is additional guidance concerning temporary profiles:

(1) The Commander, 43d Adjutant General (AG) Battalion (Bn) (Reception), will not assign soldiers with temporary profiles to a BCT/OSUT/AIT unit without concurrence of the gaining unit.

(2) Commanders will establish procedures to ensure that soldiers are not removed from training unnecessarily. Close coordination between medical officers and unit commanders will take place to ensure that a soldier is not retained in BCT/OSUT/AIT needlessly.

(3) Commanders will ensure that soldiers do not participate in any training that will violate the conditions of the soldier's profile and cause additional injury.

(a) All profiles will be reviewed by unit drill sergeants to determine alternate methods of at least maintaining the soldier's physical fitness. Soldiers with medical waivers are to be closely monitored. Every effort will be made to exercise non-injured body parts and rehabilitate injuries IAW sick slip/profile guidance. For additional details on medical/dental treatment and profiles see TRADOC Reg 350-6, chapter 3 and appendix H.

(b) Once a soldier is taken off of profile, recovery time is IAW standards established in FM 21-20. Emphasis should be placed on a gradual reconditioning of the soldier coming off profile to prevent re-injury.

b. Soldiers graduating from BCT with a temporary profile will not be shipped to their AIT units. Additional information is available in TRADOC Reg 350-6, chapter 3.

2-15. Fitness Training Company (FTC). The FTC is an installation-support physical training unit assigned to the 43d AG Bn. This paragraph establishes policies and procedures for the fitness improvement and rehabilitation training programs operated by the FTC on FLW.

a. Physical Conditioning Unit (PCU). The PCU conducts initial fitness assessments on all IET soldiers who process through the 43d AG Bn enroute to BCT and OSUT on FLW. Soldiers who fail to meet the minimum IET fitness standard as defined by TRADOC Reg 350-6, appendix H, are assigned to the PCU for up to 4 weeks of fitness improvement training.

(1) Upon achieving the IET fitness standard, soldiers will be shipped to the next available BCT/OSUT unit. DA Form 705 (Army Physical Fitness Test Scorecard) used to track the soldier's progress at the PCU, will accompany the soldier to training.

(2) Soldiers who fail to show physical improvement and/or proper motivation after 4 weeks in the PCU will be processed for appropriate administrative actions IAW AR 635-200.

b. Physical Training Rehabilitation Program (PTRP). The PTRP is therapeutic in nature and designed to help injured soldiers recover and rebuild their physical fitness level so they can successfully complete training. The PTRP is a medical-referral program, with final enrollment approval resting with the soldier's battalion commander. A specific rehabilitation and training regimen is developed for each soldier assigned to the PTRP by GLWACH Physical Therapy Department and a drill sergeant. While assigned, PTRP soldiers will also receive continued soldierization training and common core sustainment training. The program is available for BCT/OSUT/AIT soldiers from FLW, Fort Belvoir, VA, Panama City, FL, and Gulfport, MS, Naval Training Center. Soldiers are reassigned and transferred to the FTC. Upon medical clearance and achievement of phase APFT requirement, soldiers are new started within the brigade from which they came. TRADOC Reg 350-6, chapter 4 and appendix H, contain additional information of the PTRP.

(1) Identifying Candidates for PTRP. Unit commanders will identify soldiers whose medical condition prevents them from preparing for or participating in a mandatory event and who will not be able to continue training and to graduate. It is recommended that soldiers be given 7 days trial training when appropriate. If the condition does not resolve, the unit will send the soldier to the Consolidated Troop Medical Clinic (CTMC) PT Clinic with instructions to "evaluate for PTRP." The physical therapist will evaluate the soldier and make a recommendation for PTRP based on the following criteria: soldier was injured in training; injury is severe enough to warrant removal from training to heal properly; and soldier is likely to fully recover and complete physical training requirements. Soldiers whose profiles will not cause them to miss significant training will remain in their company and train to the limits of their profile.

(2) Assignment to PTRP. If the physical therapist determines that assignment to the PTRP is medically substantiated, they will annotate their recommendation on the soldier's sick/profile slip and will also contact the unit via telephone and/or email. Unit commanders will counsel the soldier concerning the recommendation and determine the soldier's motivation to overcome the injury. The unit commander will also consider the quality of the soldier's performance history. The unit will prepare a New Start packet recommending PTRP and submit the packet for approval. Battalion commanders are the approval authority for enrollment in PTRP. Once approved by the battalion commander, enrollment of recommended soldier is mandatory. Units will coordinate with the Military Personnel Office (MILPO) for reassignment orders. Soldiers will be out-processed completely from the losing unit prior to being in-processed into the PTRP. Reassignments to the FTC will be completed within 48 hours of the unit receiving the PTRP recommendation IAW TRADOC Reg 350-6. The physical therapist simultaneously notifies the soldier's unit and PTRP of the recommendation. The PTRP staff will contact the unit within 24 hours to coordinate transfer of the soldier to PTRP. Soldiers will be transported to PTRP by the losing unit.

(3) Successful Completion of PTRP. Soldiers will rehabilitate and train within the limits of their medical condition code until recovered. There is no time limit providing continuous progress is made and soldier has the motivation to continue. When a soldier is medically cleared for full training, they will take a diagnostic APFT. When a soldier successfully achieves training-phase APFT standards, they are re-evaluated by the physical therapist. If cleared for return to full duty by physical therapist, FTC will coordinate with the sending unit's Bde/Bn S3 to determine what company the soldier will return to. Assignment orders will be coordinated with MILPO. PTRP will deliver the soldier to the designated training company.

(4) Failure to Meet Standards. The PTRP staff will meet weekly with medical clinicians to discuss each individual soldier's physical progress. Soldiers who fail to make normal physical

progress will be referred to the FTC Commander for appropriate administrative actions IAW AR 635-200.

c. APFT Completion Program (APFT-C). The APFT-C conducts intense fitness improvement training for soldiers who fail to pass their end-of-cycle APFT. The program is available for training cycle graduates, minus APFT, from BCT/OSUT/AIT units at FLW.

(1) Enrollment in APFT-C. Units will coordinate directly with the APFT-C staff to enroll a soldier in the program. Soldier should be transferred to the FTC as soon as possible after it is determined that the soldier will not graduate with their training class. Soldiers are attached (not reassigned) to the FTC. Enrollment requires DA Form 4187 (Personnel Action) signed by the first LTC in the chain of command, DA Form 4856 (Developmental Counseling Form) completed by company commander and a copy of the soldier's DA Form 705 (Army Physical Fitness Test Scorecard). National Guard and US Army Reserve Liaison counseling is required only if soldier has a mandatory release date (MRD). Soldier's training packet, Phase II issue and personal items will remain with sending unit. Clothing Issue Facility (CIF) should be cleared prior to attachment to the FTC.

(2) Successful Completion of APFT-C. Upon achieving the training-phase APFT graduation standard, soldiers will be released from attachment on DA Form 4187 back to the sending unit for shipment to follow-on training, permanent party or home station, as appropriate. The DA Form 705, used to track the soldier's progress at the APFT-C, will accompany the soldier back to the sending unit.

(3) Failure to Meet Standards. Soldiers who fail to achieve training-phase APFT graduation standards and who fail to show physical improvement and/or proper motivation after 4 weeks in the APFT-C will be released back to the sending unit for appropriate administrative actions IAW AR 635-200. Soldiers who make physical progress and display the proper motivation may be extended in the APFT-C program beyond 4 weeks.

d. Additional information concerning the PCU of FTC is contained in TRADOC Reg 350-6, appendix H.

2-16. Make-up Training.

a. Company commanders are responsible to ensure that each graduating IET soldier has met the training objectives and possesses the skills and knowledge required by the POI.

b. In addition to attainment of the central training objectives, every IET soldier is required to meet the qualification requirements specified in the course Student Evaluation Plan (SEP) or other appropriate course documentation to include requirements listed in TRADOC Reg 350-6.

c. Make-up training may be accomplished in the following ways:

(1) Attend a regularly scheduled class with another unit (e.g. nuclear, biological, chemical (NBC)). Coordination must be made with Training Support Battalion, 3d Training (Tng) Brigade, to ensure class space for make-up training is available when necessary.

(2) Attend an abbreviated class (not reinforcement training) conducted by a cadre member as long as all the instructional material is covered and the soldier meets the training objectives.

(3) If the soldier attained the skill and knowledge in a following period of instruction the soldier will be considered made-up (e.g., Drill and Ceremonies (D&C) period 3 can make up D&C period 2).

d. Based on TRADOC scheduling guidance issued each year, no course length will be extended to observe a training holiday. Training time lost due to a local training holiday will be made-up on Saturdays or other non-prime training time. In no case will time lost because of local training holiday be dropped from the POI or training days added to the course length.

2-17. Retraining and Holding Unit (RHU).

a. The Retraining and Holding Unit (RHU) facilitates the rapid discharge of soldiers for Maneuver Support Center IET units in order to reduce training distracters by centralizing all required resources and streamlining current processes.

(1) The Retraining Platoons develops soldiers inculcated in the Army values and trained to soldierization standard by immersing the soldier in Army Values in order for their continued service in the Army.

(2) The Holding Platoon is responsible for control, processing and transfer of soldiers to the transition point for final separation.

b. Approval authority for transfer of soldiers to the RHU is the battalion commander, which may not be delegated without assumption of command orders. Soldiers who arrive at the RHU without assignment instructions in the correct format will be turned away. The most current Retraining and Holding Unit Memorandum of Instruction is the accepted policy document with information on operating procedures including transfer of soldiers into and out of the RHU.

c. Soldiers unable to attain training standards should first be provided remedial training, IAW TRADOC Reg 350-6, Chapter 3, to enable them to remain in cycle, rather than given a new start. This may include coaching, special instruction and formal make up training.

2-18. Rite of Passage. Commanders are encouraged to conduct a special rite of passage ceremony in conjunction with successful initial-entry training course completion that adds pride, esprit de corps and a sense of belonging to soldiers as they emerge from trainee status and are welcomed into their regiments.

2-19. New Starts for IET Soldiers.

a. New start policies will be included in the initial unit briefings. The soldier will be instructed that failure to meet required standards, missing three or more consecutive training days, or an excessive amount of training could result in receiving a new start.

b. Requests for new starts will be initiated by the company commander on DA Form 4187 and submitted to the battalion commander for approval. Copies of the approved DA Form 4187 will be provided the MILPO. Additional procedures are listed in TRADOC Reg 350-6, Chapter 3.

c. Guidance on retraining or reclassification of soldiers who have been given all remedial training opportunities and fail the first attempt at a military occupational specialty (MOS) producing course is contained in TRADOC Reg 350-6, Chapter 3.

2-20. Reclassified/Prior-Service Soldiers. TRADOC Reg 350-6, Chapter 2, contains policies on reclassified and prior-service soldiers undergoing training with IET soldiers. Prior to the start of training, reclassified/prior service personnel will be briefed by the training unit commander on local policies and provisions of this regulation that address trainee abuse.

2-21. Accelerations/Mandatory Release Dates (MRD).

a. Accelerations and Mandatory Release Dates provisions are listed in TRADOC Reg 350-6, Chapter 5. When a need for acceleration is identified, Army National Guard (ARNG) and

United States Army Reserve (USAR) liaison personnel will be informed and will contact the State Adjutant General or United States Army Reserve Command (USARC) to obtain an extension of MRD to permit completion of training. If the MRD cannot be extended, liaison personnel may request accelerated training to meet POI graduation requirements through DPTM. DPTM will forward request to appropriate training brigade S3 to determine if graduation requirements can be met by desired departure date. If all requirements can be met, DPTM will approve and forward to MILPO for publication of orders. Split Option 1 soldiers must meet all BCT graduation requirements prior to being released from training. Split Option 2 AIT soldiers must meet all MOS course requirements prior to release from training. Split Option 2 soldiers do not have mandatory release dates.

b. Mandatory release dates and active duty for Reserve Component (RC) soldiers may not be extended for completion of non-judicial punishment. The non-judicial punishment file may be forwarded to the soldier's commander for appropriate action.

2-22. Army National Guard and U.S. Army Reserve Liaison. ARNG and USAR liaison personnel are available to provide guidance and assistance to IET cadre in solving problems encountered by RC soldiers during training. The first step in the problem solving process must include appropriate liaison personnel on all issues of training, medical profiles, awards, discipline and acceleration of training. For additional information on RC personnel see TRADOC Reg 350-6, chapter 5.

2-23. Soldier Shipment Procedures.

a. AIT/OSUT graduates will normally be shipped NLT 1 day following graduation.

b. BCT graduates shipped on post will normally be shipped the afternoon of graduation day.

(1) The BCT unit will provide the noon meal and the AIT unit will be responsible for the evening meal.

(2) Shipping times will be coordinated between the losing BCT and gaining AIT units.

(3) The gaining brigade will provide transportation for on post shipment.

(4) Every opportunity should be made to allow soldiers passes on graduation day in order to visit with family/friends and prepare for their next phase of training.

c. Soldiers scheduled for Basic Airborne Training must arrive at Fort Benning, GA. prior to 0900 hours each Friday. All IET soldiers with Friday graduations that have follow-on Airborne School will be accelerated to complete training, and will be made available NLT 1200 Thursday for group transportation to Fort Benning, GA. Exceptions to this policy will cause this population of soldiers to be holdovers and must be approved by the battalion commander.

d. Split Option 2 soldiers arriving early for training will be shipped to the appropriate training unit after processing through 43d AG Bn.

2-24. Holdover Soldier Utilization. IET holdovers will be carried on normal duty rosters and will be assigned duties IAW AR 220-45. The following provisions pertain to all holdovers except those pending disciplinary/discharge action.

a. Holdovers will be included in the unit physical fitness program whenever possible.

b. Holdover reporting will be in accordance with FLW Reg 600-24, Automated Inactive/ Holdover Soldier Report.

Chapter 3
TRAINING AWARDS PROGRAM

3-1. The Commanding General's (CG's) Awards for Military Excellence. This certificate is given to the IET graduate in each company who demonstrates the most outstanding performance in military subjects, physical training and leadership ability. Prior service soldiers are ineligible for this award. Only one CG's award per company per cycle/class is authorized (BCT/OSUT). The chain of command will make the selection for this award.

3-2. The Association of the United States Army (AUSA) Award. This certificate is awarded to the IET graduate who exemplifies the most outstanding leadership and ideal soldier qualities during the training cycle/class. Prior service soldiers are ineligible for this award. Only one award is authorized per company per cycle/class. The AUSA award will not be given to the same individual who receives the CG's award (BCT/OSUT). The chain of command will make the selection for this award.

3-3. Basic Rifle Marksmanship Award. Awarded to the IET graduate who receives the highest score during BRM qualification. Highest score must qualify for the expert rifleman badge. Duplicate awards are authorized in case of a tie (BCT/OSUT).

3-4. Army Physical Fitness Test (APFT) Award. Awarded to the IET graduate who achieves the highest score on the APFT. Highest score must be 270 points or higher to qualify for this award. Duplicate awards are authorized in case of a tie (BCT/OSUT/AIT).

3-5. Drill Sergeant of the Cycle/Class. The chain of command will make the selections for this award based on their evaluation of the total performance of the individual Drill Sergeant during the training cycle/class. Unit/Platoon statistical achievement, such as physical training (PT) averages and proficiency test scores, will not be used as the sole criteria for selection. Only one award per company per cycle/class is authorized (BCT/OSUT/AIT). The chain of command will make the selection for this award.

3-6. CG's Award for Outstanding Achievement and Professional Excellence. Awarded to unit cadre not on drill sergeant status who demonstrate outstanding ability and devotion to duty in the conduct of their respective mission. Only one award per BCT/OSUT/AIT cycle/class is authorized. The chain of command will make the selection for this award.

3-7. National Guard and U.S. Army Reserve Trainee Awards. USAR and NG liaison personnel will be informed of graduation date/time when a USAR or NG IET soldier is to receive a training award.

3-8. Training Award Request.

a. Request for Training Awards. (EXAMPLE).

<u>Name</u> <u>Comp</u>	<u>SSN</u>	<u>Rank</u>	<u>Unit</u>	<u>Number</u> <u>Competing</u>	<u>Score</u>
CG'S AWARD Jones, John A. RA	123-45-6789	PV-2	C-35-1	200	NA
AUSA Smith, Joe C. NG	000-00-0000	PV-1	C-35-1	200	NA
BRM Doe, Jim D. USAR	000-00-0000	PV-2	C-35-1	200	40
APFT Woods, John W. RA	000-00-0000	PV-1	C-35-1	200	300

b. Requests will be submitted in two copies to Executive Services, Office of the MANSCEN Commander, in sufficient time to allow the certificates to be signed by the CG/Deputy Commanding General (DCG) or one of the School Commandants prior to the graduation date. These awards should be presented at unit graduation ceremonies.

3-9. Sample Statements To Be Read At Graduation Ceremonies.

a. The CG's Award for Military Excellence is awarded to (service members name) for distinguishing him/herself as the most outstanding soldier of the company. (Service members name) demonstrated the highest overall ability in leadership, physical training and military subjects.

b. The AUSA Honor Graduate Award is presented to (service members name) in recognition of outstanding qualities of leadership best expressing the American spirit, honor, initiative, and high standards to his comrades in arms.

c. For every group of new soldiers there is a Drill Sergeant who has distinguished himself while developing the military skills of his soldiers. As a result of his outstanding performance during the past (number) training weeks, (name) is hereby designated the outstanding Drill Sergeant of the Cycle/Class.

d. The CG's Award for Outstanding Achievement and Professional Excellence is presented to (service member's name) as Instructor/Manager/Support Person of the cycle/class. (Service member's name) displayed the highest standards of personal appearance, military courtesy, and excellence in instruction/job performance.

Chapter 4 FLW TRAINING MANAGEMENT FORMS

4-1. FLW Form 880 (Training Center Attendance Record). Initiated daily at company, platoon or class level. The Company's FLW Form 880s must be maintained as long as soldiers are at the same training area as defined in FLW Reg 210-14. The form will be present at all training sites and will contain the names of all trainees, Drill Sergeants and Drill Candidates who are absent from the training site and the reason they are absent. FLW Form 880 is a working document and is not to be used as an attendance roster.

a. Form entries are self explanatory except the following:

(1) Present for training number will be current total and will change as soldiers return/depart training area

(2) Subject and hours from unit training schedule. Periods of instruction longer than 2 hours will be broken down into increments not exceeding 2 hours. First call, chow call, transportation, etc. will not be entered on the form. However, drill sergeant time, commanders time and reinforcement training will be annotated. These blocks may be filled in completely at the beginning of the day or filled in as you go if training is expected to change. This decision is at the discretion of the commander.

(3) Trainee Block----trainees last name only. In case of duplicate names, enter first initial. If duplicate names and initials, enter last four digits of social security number (SSN).

(4) Type of Absence (ABS)----from legend. If soldiers are absent for reasons other than those listed, use next alphabetical letter and indicate reason next to letter.

(5) Period (PD)----if a soldier misses more than one-half of a mandatory instruction period, place one diagonal line (/) under period of instruction missed. If make up training is necessary, upon completion, draw a second diagonal line in the block under

subject forming and "X". If no make up training is required, make no entry on this form.

(6) Platoon (PLT)---- number of platoon to which soldier is assigned.

(7) From/To----exact time individual departed/returned to current days training. Soldiers who are listed as hospital, leave, absent without leave (AWOL) or confinement will have the date and time of departure on the line to the right of trainee's name. In the from block the time the soldier left will be left blank until the soldier returns. On the days between departure and return, the "FROM and "TO" blocks will be left blank.

(8) Cadre status----fill in appropriate blocks, assigned in ink, present in pencil. In remarks block explain all absences of cadre. It may also note the presence of other cadre from companies present for assistance in training.

(9) For units with multiple MOS's, a "Master" FLW Form 880 will be prepared. It will be maintained at unit level with all other FLW Form 880's returned to the training noncommissioned officer (NCO) at the completion of the training day.

(10) For each AIT course, a separate FLW Form 880 will be prepared. It will be delivered and picked up by a Drill Sergeant at the beginning and end of the training day.

(11) If an entry is made in error, a single line will be made through the entire line/column and the word "VOID" written in horizontally /vertically as appropriate. Make correct entry on separate line.

b. When a soldier is relieved from training, the letter "N" will be used and a notation as follows will be entered on the same line as the soldiers name: "RELIEVED FROM TRAINING, 17 OCT YR." If a soldier is thought to be dangerous to themselves and/or other soldiers and is relieved by the Battalion Commander, and entry such as "RELIEVED FROM TRAINING, VOCO, 17 OCT YR" should be made. When the code "N" is used by a soldier's name, on the line to the right of his/her name an entry explaining the type of proceeding must be made as follows:

(1) Relieved from training (RFT) Date ELS (Entry Level Separation).

(2) RFT and Date--Medical

(3) Completion of course, Date.

(4) New start out and Date.

(5) New start in and Date.

(6) RFT out and Date.

c. When code "M" is used, an entry on the individuals name line will be made telling what training the individual is making up. If a separate form is used to list all individuals going to make up training, then the type of training being made up must be on the form. The form must be attached to that days FLW Form 880 and becomes part of the 880. Multiple soldiers on detail; e.g. 10 soldiers on kitchen police (KP) or detail may be listed on an attached roster rather than listing on FLW Form 880.

d. FLW Form 880 will be initiated at First Call and closed out at Lights Out. On training days that encompass 24-hour periods, form will be initiated and closed out at First Call.

e. FLW Form 880 will be maintained in the unit active files for six months and in the inactive files for an additional six months. Files will then be destroyed IAW regulatory guidance.

4-2. Performance Counseling Records for IET Soldiers. DA Form 4856 (Developmental Counseling Form) and other locally produced form will be used to document performance counseling. Formal counseling requirements are listed in TRADOC Reg 350-6, chapter 2.

4-3. Input For Weekly 56-1 Report.

a. The FLW 56-1 Report (input & in-training load report) will be submitted by 3d Chem Brigade, 1st Engr Brigade, 14th MP Brigade, 3d Tng Brigade, USAF Detachment, USMC Detachment and USN Detachment to DPTM Training Branch (ATZT-PTM-PS), by close of business (COB) Wednesday. Report is effective as of 0001 hours the previous Friday.

b. Each training company will be listed, along with the following information:

(1) Week of Training. If a company is in fill or maintenance, do not input numbers. Fills will be input by company and component (e.g. Regular Army (RA), NG, USAR) in a separate section of the report in order to prevent these numbers from being included in the battalion and/or brigade totals.

(2) Brigade strength by company and component. Other service members will be broken down by service. Holdovers and others (non-grads), if any, will be included in separate columns and also broken down by component.

(3) Column totals for each battalion.

(4) Each report will indicate the number of females in each company/course by component. OSUT brigades will also indicate if units are conducting Split Option Training 1 or 2.

(5) The 1st Engr Brigade will indicate the number of soldiers graduating during the week.

(6) Three separate 56-1 reports (BT/ENGR, CHEM, MP) will be placed in DPTM Outlook Public Folders by COB Thursday. Folder can be found under MANSCEN, Garrison Command, DPTM, DPTM Public Folders, Plans and Operations Division, Training Branch.

Chapter 5 INSTRUCTOR TRAINING COURSE (ITC)

5-1. Purpose. The ITC is a three-week course designed to provide selected individuals with the principles relating to military instruction; performance oriented training techniques, and practical experience to enable them to develop their skills and knowledge as instructors IAW FLW Reg 350-1.

5-2. Prerequisites.

a. All attendees must have at least 12 months retainability in an authorized Table of Distribution and Allowances (TDA) instructor position upon completion of course. Waivers for retainability may be requested through the brigade commander/or detachment commanders to ATZT-PTM-PS. Complete justification must accompany the request. Waivers will not be requested if soldier has less than 6 months retainability in the instructor position.

b. All personnel, military or Department of Defense (DOD) civilian, assigned primary duty as instructors or assistant instructors at FLW are required to complete this course. Soldiers coming out of the Drill Sergeant Program are required to attend ITC prior to assuming an instructor position.

5-3. Administrative Procedures.

a. Quotas will be allocated quarterly per class to major subordinate commands and other service detachments by DPTM Schools. Major Commands and other service detachments will submit a memorandum to ATZT-PTM-PS indicating name, rank, SSN, and unit/directorate by the suspense date. DPTM will publish a consolidated roster; attendance then becomes mandatory. Additional quotas may be requested by contacting DPTM Schools.

b. The ITC Course Chief will provide a list of NO SHOWS, drops and graduates to DPTM Schools on the start and completion date of the class.

c. The ITC class may vary in increments of seven up to 42 students.

d. A record of each student's performance will be maintained for 5 years after attendance. Commanders and supervisors are encouraged to review records during or after attendance.

e. ITC students who do not possess prescribed prerequisites, or perform unsatisfactory will be returned to their unit. Upon request, a letter of explanation on areas in which an individual performed unsatisfactorily will be provided to the commander or director and a copy furnished to DPTM schools.

f. Soldiers who are academically released will not be accepted back into ITC for a minimum of 60 days. The ITC Course Chief may waive this requirement in certain circumstances.

g. Soldiers are required to attend all phases of the course and will not be scheduled for any meetings, inspections, etc. for the duration of the course.

5-4. Reporting Procedures.

a. Soldiers selected for attendance will report on the date and time designated for course attendance as per published schedules.

b. Soldiers who fail to answer roll call at the specified time will not be accepted into ITC.

5-5. Instructor Training.

a. General. The ITC curriculum trains basic skills and knowledge needed to prepare for and conduct doctrinal instruction. A detailed course curriculum is available upon request.

b. Responsibilities Commanders/Directors

(1) Ensure personnel assigned as instructors attend ITC.

(2) Ensure that soldiers attending ITC are relieved of other duties and responsibilities for the duration of the course.

(3) Schedule soldier to attend next Support Cadre Training Course (SCTC)

(4) Provide feedback on the effectiveness of ITC to DOTD, as deemed appropriate.

c. Responsibilities DPTM.

(1) Establish and coordinate quotas.

(2) Publish class schedules.

(3) Prepare class rosters.

(4) Coordinate all/any additional classes needed.

(5) Act on requests for waiver of prerequisites.

d Responsibilities Instructional Support Department.

- (1) Conduct the Instructor Training Course.
- (2) Maintain record of course attendance and instructor certification.
- (3) Prepare class schedules.

e. Priority

- (1) Personnel assigned to instructor/writer or writer/instructor positions and have not completed an accredited ITC.
- (2) Personnel assigned as supervisors, evaluators, and monitors of instructors and do not have an instructor skill qualification identifier (SQI).

Chapter 6

CADRE TRAINING COURSE, SUPPORT CADRE TRAINING COURSE, AND INSTALLATION STAFF CONTRACTOR'S TRAINING COURSE

6-1. Cadre Training Course. The Cadre Training Course (CTC) is one week long and has a maximum training capacity of 16 students per class. The Support Cadre Training Course (SCTC) is a 3-day course with a maximum training capacity of 50 students. The Installation Staff Contractor's Training Course (ISCTC) is a 6-hour course with a maximum capacity of 60 students. TRADOC Regulation 350-6, appendix F, contains additional information and identifies personnel required to attend.

6-2. Reporting Procedures. Students will report to building 3203 Thurman Hall, Drill Sergeant School, not later than 0745 on the first scheduled day of training in duty uniform or civilian attire for government and contractor employees. While enrolled in this course, personnel are required to attend all classes and will be exempt for all unit duties.

6-3. CTC, SCTC, and ISCTC Scheduling Information.

a. MANSCEN major commands will submit a consolidated request to DPTM ATTN: ATZT-PTM-PS indicating name, rank, unit and position of personnel requiring course attendance. Request must be received NLT the suspense date. DPTM will publish a consolidated roster; attendance then becomes mandatory.

b. Scheduled classes will be automatically cancelled 15 days prior to class start dates if minimum class size (9 for CTC, 12 for SCTC/ISCTC) cannot be met.

6-4. No-Shows and Drops. The CTC noncommissioned officer-in-charge (NCOIC) will report no-shows and drops as they occur to DPTM, Schools. Upon completion, a listing of graduates will be provided DPTM, Schools.

Chapter 7
SAFETY

7-1. Responsibility. Each commander will ensure all aspects of training in his/her unit are conducted in the safest manner possible.

7-2. Prevention of Heat and Cold Weather Injuries.

a. Prevention of heat and cold weather injuries requires continuous emphasis and supervision at all levels. Under the supervision of school commandants and CG MANSCEN, IET brigade commanders will develop and implement detailed programs for the prevention, treatment and control of heat and

cold weather injuries. Programs will include specific policy on training activities that may or may not be conducted during the various wet bulb global temperature (WBGT) indexes/wind chill factors. References that will assist in developing programs are -

- (1) AR 40-5, Preventive Medicine.
- (2) TRADOC Reg 350-6, Initial Entry Training (IET) Policies and Administration.
- (3) TRADOC Reg 350-29, Prevention of Heat and Cold Casualties.
- (4) TRADOC Reg 385-2, TRADOC Safety Program.
- (5) FLW Reg 385-5, Risk Management Program.
- (6) TB MED 81 Cold Injury.
- (7) TB MED 507 Occupational and Environmental Prevention, Treatment and Control of Heat Injury.
- (8) FM 21-11 First Aid for Soldiers.
- (9) GTA 5-8-12 Individual Safety Card.

b. Commanders/Directors should also coordinate with the Preventive Medicine Division of the United States Army Medical Department Activity (MEDDAC) for assistance in developing their programs. Additional information is contained in Chapter 3, TRADOC Reg 350-6.

c. Prevention of heat and cold injury.

(1) All organizations/units will establish procedures to monitor and disseminate the WBGT index and wind chill factors down to their lowest training level. Commanders/Directors will ensure that a positive notification system is in place to provide all levels of their organization with timely information of the current WBGT index and wind chill.

(2) Range control will provide information on the current WBGT index and wind chill to units outside the cantonment area and ensure the senior trainer at each training/bivouac site has been notified when the WBGT index exceeds 90 degrees or the wind chill is less than -10 degrees. Additionally a "Cold Kit" if available, may be used to determine wind speed by units outside the cantonment area. On site readings coupled with information provide by Range Control should assist unit leaders in the decision process and prevention of cold weather injuries.

(3) Cadre members will have the pocket-sized Graphic Training Aid (GTA) 5-8-12 with them during training. The dangers, symptoms and treatment of heat cramps, heat exhaustion, heat stroke and hypothermia will be emphasized to all cadre and soldiers (Initial Entry Level, NCO and Officers). Soldiers will be instructed to inform cadre members immediately of anyone showing early symptoms of heat/cold injuries or possible respiratory difficulty connected with heat injury. In addition, the buddy system will be used to watch each of the symptoms of injury.

(4) Water consumption will be practiced IAW GTA 5-8-12 work/water consumption table.

(5) Heat or cold casualties or suspected heat casualties will be evacuated by the fastest means available to the General Leonard Wood Army Community Hospital emergency room.

(6) Commanders will ensure that hot/cold weather education programs are in effect to familiarize each member of their command with all aspects of the prevention and control of weather related injuries. Special emphasis will be placed on preventive measures such as proper rest per day, use of the

buddy system, proper ventilation, and proper wear of appropriate clothing. Training cadre will be familiar with TB MED 507, AR 40-5 and will know emergency first aid measures for heat injuries as stated in FM 21-11. Cadre members and soldiers will be trained on prevention of heat injuries NLT 15 Apr of each year or as soon as possible for new arrivals. All unit cadre members and soldiers will be trained on prevention of cold injuries NLT 15 Oct or as soon as possible after their arrival.

(7) When the wind chill factor goes below -10 degrees Fahrenheit, outside training will be discontinued.

(8) Use of non-standard portable space heaters is prohibited during field training and operations.

d. IET soldiers who are undergoing POI-training at FLW will be interviewed, prior to starting, by a member of the organization to which assigned for training to determine potential health risks. FLW Form 1381 (Risk Factor In-processing Worksheet) will be used to record information provided. Individuals claiming a medical condition (e.g. cardio-respiratory) that could impose a medical risk while training will be referred to the medical treatment facility for evaluation. Completed FLW Form 1381 will be included in the records of soldiers moving from the 3d Tng Brigade to the 1st Engr and 3d Chem Brigades for AIT.

e. Individuals susceptible to heat, cold weather injury or cardio-respiratory problems will be conspicuously identified. Identification will be by affixing white, red or blue tape to the individual's earplug case. White denotes cold injury prone, red indicates potential for heat injury and blue tape is for those with cardio-respiratory related defects. When the earplug case is not attached to the uniform or if covered by an outer garment (e.g. field jacket, parka, etc) the appropriate tape will be attached to the right shoulder epaulet. On uniforms without epaulets, affix the tape to the right shoulder, or the right strap of Load Bearing Equipment (LBE), right strap of the rucksack, and on the right lace of the running shoe. Tape identification will be worn at all times while engaged in training. Tape will not be worn with the dress uniform. Permanent party members will be alert to recognize possible symptoms of weather related injury.

f. Hot and cold weather uniform modifications, dependent upon the WBGT index, wind chill and on site conditions, will be made by the senior person on site. That individual will notify the appropriate unit commander through channels, as required.

g. The unit commander is the ultimate judge of the weather conditions and the welfare of the soldier and should make the final decision as to the best course of action to prevent injury.

7-3. Over Water Safety Training. The following procedures constitute the minimum safety factors to be followed when training adjacent to or over water:

a. Prior to training, a safety officer or Warrant Officer familiar with AR 385-10, Army Safety Program and TRADOC Reg 385-2, chapter 10, Water Safety, will be designated. TSP's will include adequate risk assessment, rescue procedures and first aid techniques related to the training.

b. All soldiers and cadre will be thoroughly briefed, by the safety officer or NCO, on water hazards, safety, accident prevention; use of type I or V personal flotation lifesaving devices, rescue procedures and correction of unsafe or hazardous conditions.

c. All personnel will be issued and wear personal flotation devices (PFD's) when adjacent to or training over water.

d. Soldiers will not wear LBE, mission oriented protective posture (MOPP) gear, or overshoes while engaged in over water training.

e. Weak and non-swimmers will be identified prior to the start of training. All soldiers will be briefed on swimming/water survival. Soldiers who are weak or non-swimmers will have clear markings for identification. These soldiers will be placed between strong swimmers during training over water.

f. During night training, illumination equipment will be used. Flood lighting equipment, flares and vehicle lights on banks will be available for rescue operations. Additionally, chemical illumination lights will be attached to all PFD's.

g. At least one safety boat equipped with life ring, safety line and boat hook manned with two strong swimmers will be positioned to provide rescue of possible drowning victims. The boat will be positioned downstream if training is conducted on a river/stream.

h. Instructors conducting over water training will be trained in water operations and hazards prior to instructing soldiers and will be familiar with information contained in the regulations listed in paragraph 7-3a.

Chapter 8

CANCELLATION OR SUSPENSION OF TRAINING

8-1. Approved Training Schedule. Once the battalion commander approves and the company commander signs the training schedule, it is locked in and constitutes an official order, and can only be changed by the approving authority (e.g. for the company, it is normally the battalion commander). Higher headquarters must then protect units from unscheduled events, activities, and other distracters.

8-2. Suspended/Cancellation of Training Authority. Company commanders and training departments are authorized to suspend training due to severe weather conditions. See chapter 7 and FLW Reg 210-14 for procedures on severe weather. Brigade/battalion commanders may cancel training in the event of prolonged severe weather conditions. The chain of command and DPTM will be notified of the cancellation.

8-3. Make-up of Cancelled or Suspended Training. Cancellation or suspension of training by the battalion commander or as the result of weather, environmental permit conditions, Executive Order, CG/Commandant's order and other such directives will require makeup as outlined in chapter 2. Make-up training will be coordinated, with the training department and DPTM, Training Branch if shared resources are required. The DPTM weekly training meeting provides the forum for necessary coordination.

Chapter 9

SCHEDULING ACTIVITIES

9-1. Training De-confliction. All training will be de-conflicted by DPTM, Training Branch, based on course master schedules and input from units and teaching departments using the TRADOC Range Facility Management Support System (RFMSS). Priority of shared training resources is based on the annual training guidance established by the Commanding General and published prior to the start of each fiscal year.

9-2. Scheduling. Scheduling is continuous and provides for flexibility when planned as far in advance as practical. Long range planning (24 months) will be conducted, based on Headquarters, Department of the Army (HQDA) Structure Manning Decision Review (SMDR). Army Updates will be made based on HQDA approved Training Resource Arbitration Panel (TRAP) results. This is to ensure resource availability during scheduled training. The following time lines are established:

a. First-run of IET class schedules will be created by DPTM Training Branch, at least 18 months prior to the fiscal year start

for each course. These schedules will reflect start dates and class size based on approved SMDR results.

b. The Master Sequence Schedule (MSS) will be entered in RFMSS on a template based on the approved POI for the course. Templates will be submitted by computer disk or e-mail to DPTM, Scheduling Section not less than 13 weeks prior to the proposed training start date. DPTM, Scheduling Section will review the proposed schedule to determine resource conflicts. Any conflicts identified will be eliminated prior to approval. After elimination of any conflicts, shared resources required by the POI will be scheduled. Supported organizations/activities are responsible for maintenance of up-to-date templates in RFMSS. Changes will be made to the template based on POI revisions, addition or deletion.

c. BCT/OSUT/AIT - Shared resource scheduling procedures and coordination are as follows:

(1) Resource requests must be submitted to DPTM, Scheduling Section, by the brigade level scheduler in RFMSS. Units without RFMSS will submit requests by e-mail or in writing. Requests originated at unit level will be submitted through battalion to brigade before sending to DPTM. Requests submitted directly to DPTM, without battalion/brigade approval will not be accepted. The Scheduling Section reserves only those facilities listed in RFMSS and only for the requesting unit. DPTM will coordinate use of ranges, training areas and facilities controlled by Chem, Engr and MP Schools or other service training activities. Coordination of resources and cadre are the responsibility of the unit. DPTM will not cancel land, facilities or events without e-mail or written approval from the unit through the battalion and brigade.

(2) The following time-lines are established:

(a) 16 weeks out (T-16) - Final schedule for entire course length provided by course manager/brigade to departments/units for review and coordination.

(b) 14 weeks out (T-14) - Brigade approves the entire course lay-down request in RFMSS and forward to DPTM, Scheduling Section for resourcing.

(c) 13 weeks out (T-13) - Course is resourced by DPTM, Scheduling Section. Multiple class starts in a week will be resourced on a rotating basis using a lay-down matrix published by DPTM, Scheduling Section.

9-3. Procedures for Scheduling Ranges and Training Areas. Procedures for scheduling training resources are the same as stated in paragraph 9-2 and as follows:

a. Requests will include, unit training, sponsor, point of contact (POC) and phone number, event/s and facility/ies requested, number of personnel training, exact dates and times of training, number and type of equipment used, type of weapons and ammunition/pyrotechnics from the menus provided. Invalid or incomplete requests will be returned to the unit with no action taken.

b. Battalion commanders must approve requests for training submitted less than six weeks out. Requests less than four weeks out require approval by the brigade commander. Requests less than two weeks out causing a conflict will require approval of the Commanding General, MANSCEN, or his designated representative. Upon approval by the CG or his representative, requests will be submitted using RFMSS to DPTM, Scheduling Section. Requests less than two weeks but more than twenty-four hours, with no conflict may be approved as a less than four-week request. Requests submitted twenty-four hours or less before start of the event, must be submitted by the brigade commander. This does not include rescheduling training due to adverse weather conditions. Conflicts include, but are not limited

to, lack of air-space, hunting area open for outdoor recreation and other units scheduled for the same facility/range, etc. Cancellation requests submitted three weeks out or less are identified as no-shows by RFMSS.

c. Requests for non-POI driven ranges and training facilities will be submitted no earlier than 13 weeks and no later than six weeks before start date of training. Requests will include date/time. Blanket requests will not be accepted.

d. Units requesting to change or add to training scheduled at the post lay-down will submit a request through their battalion/brigade S3 by e-mail and will include the original Request Control Number Identifier (RCNI) number.

9-4. Procedures for Scheduling Classrooms/Conference Rooms. Scheduling procedures for classrooms, conference rooms, Lincoln Hall Auditorium, Kanell Hall, Building 684, Gammon Field, Engineer Regimental Room, Nutter Field House, Abrams Theater and Baker Theater are listed below:

a. The above facilities can be requested by telephone at 563-4053.

b. Requests will be approved or denied within 48 hours of request.

c. Training has priority of use in all areas, then issued on a first come first serve basis.

d. Abrams Theater is scheduled through DPTM, but controlled by 1st Engr Brigade, S3 where keys may be picked up.

e. Baker Theater is scheduled through DPTM, but controlled by 3d Tng Brigade, S3 where keys may be picked up.

f. Keys to class and conference rooms in Hoge Hall, Lincoln Hall and Thurman Hall may be picked up in Classroom Services in basement of Lincoln Hall. Keys for Kanell Hall, Nutter Field House and Building 684 may be picked up during normal duty hours at DPTM, Bldg 312 basement room 01. During non-duty hours, keys are available at the MANSCEN Staff Duty office, Hoge Hall.

g. Classrooms and facilities will be restored to proper order after use. Keys will be returned immediately after training is complete.

h. Shared use facilities will be scheduled for the period of planned usage with a start and end time. Normally classrooms will not be scheduled for 24-hour periods without a justifying reason. Shared use facilities will not be for extended (blocked) use unless request includes a complete justification. Classrooms that are not scheduled by DPTM may be available through the owning school or brigade. If shared classrooms are not available, units may coordinate with the appropriate school or brigade for use.

9-5. Joint Usage of Training Facilities.

a. For training facilities scheduled by Training Branch, DPTM, the approving authority for joint usage is DPTM (FLW Reg 210-14). For other training facilities, the approving authority will be the commander of the scheduling activity.

b. Request for joint usage of a training facility will be submitted by electronic mail from the commander of the requesting unit, through the commander of the unit scheduled for the training facility, to Training Branch, DPTM. Requests will provide, at a minimum, the following information as applicable:

(1) Exact location and description of training to be conducted.

- (2) Duration of training. (beginning and ending times, continuous or non-continuous.)
- (3) Number of soldiers to be trained.
- (4) Number and type of vehicles to be used during training.
- (5) Ammunition and pyrotechnics to be used during training.

c. Units jointly occupying a training facility are responsible for the police and maintenance of the area in which they occupy. Units will comply with applicable FLW regulations and ensure the safety of personnel and protection of the environment. For training facilities/hunting areas outside the cantonment area, Range Control will authorize occupation and clearance separately for each unit

9-6. Land and Facility Usage.

- a. The use of a facility will be scheduled in RFMSS the same as stated in paragraph 9-2.
- b. Units will send requests based on required resources. Apparent excessive land/facility requests will be challenged for validity. Requesting units will provide justification for excessive land/facility requirements to DPTM.
- c. DPTM is required to make areas available for recreation. Areas not needed for training and open to recreation activities will be determined by DPTM.
- d. DPTM, Scheduling Section, publishes a weekly area openings/closing list. DPTM also maintains a utilization file of facilities/land by unit. These reports are available to brigade S3, commanders, school commandants/assistant commandant.

9-7. Blast Requests.

- a. Units submit blast request to Range Control. Training Branch, DPTM will coordinate and reserve facilities, but Range Control has final control over demolitions.
- b. Blasts requests will be forwarded to Range Control not later than 2 weeks prior to the date training is to begin.

Chapter 10 TROOP MOVEMENTS AND TRANSPORTATION

10-1. Transportation Coordinators. Transportation coordinators will be appointed at each battalion headquarters and will be responsible for the consolidation of transportation requests of subordinate units. Maximum use will be planned for each vehicle requested. Coordinators should use, as a planning factor, a minimum of 25 soldiers for use of each troop lift.

10-2. Road Marches to Ranges 1-6. Soldiers will road march to and from BRM ranges 1-6. Battalion commanders may authorize deviations to this policy.

10-3. Marching to Cantonment Area Facilities. Units will march to training conducted within the cantonment area; however training conducted at the MANSCEN complex will require transportation due to safety considerations.

- a. Transportation is authorized for Clothing Issue Facility (CIF) issue and turn-in and Phase II issue.
- b. Transportation is authorized for graduating units during periods of inclement weather to and from graduation locations.

10-4. Training Convoys. Training convoys will not normally be scheduled between the periods of 0630-0730 and 1530-1630

(peak periods). When training convoys must be scheduled during these periods, Iowa Avenue will not be used as part of the route.

10-5. Shuttle Vehicle Operations. A shuttle vehicle operation has been established to transport both soldiers and cadre to and from training ranges/areas and troop support activities located on the installation. Consult the Brigade Transportation Coordinator for current operating times and procedures.

10-6. Transportation Support During Adverse Road Conditions.

- a. Law Enforcement Command (LEC) determines the classification of all roads on the installation.
- b. IET soldiers are not permitted to operate NTV during "AMBER", "RED" or "BLACK" road conditions.
- c. Amber road conditions are defined as "difficult to hazardous" and will be defined and posted by LEC. Travel by NTV is limited to emergency/repair vehicles such as MP, ambulance, fire trucks and Directorate of Public Works (DPW) equipment.

(1) Non-Tactical Vehicles (NTV) dispatched during AMBER must be approved by an officer, CSM, 1SG, branch chief in the command concerned. A list of vehicles that may be required under Amber road conditions will be submitted to Transportation Motor Pool (TMP) in advance by memo or e-mail prior to 1 November each year.

(2) NTV cargo vehicles may be dispatched for mission essential duties. Transporting of personnel in cargo (shell top or canvas covered) NTVs is forbidden. Coordination for movement of personnel should be made with TMP.

(3) Commanders and section or activity chiefs should advise all privately owned vehicle (POV) owners to restrict travel to essential trips and caution them to use extreme care.

(4) TMP will transport troops to and retrieve them from training as requested by the battalion commander.

d. Red road conditions are "extremely hazardous." Black road conditions indicate that only emergency/essential vehicle dispatches are authorized. Travel by military vehicle is limited to emergency operations (MPs, ambulance, fire truck, and DPW mission essential vehicles). Use of NTV assigned to DPW will be approved by the DPW or Deputy DPW in writing. An e-mail memo will be forwarded to TMP listing the estimated vehicles required under red or black roads prior to 1 November each year.

(1) The Directorate of Logistics (DOL) has vehicles to rely on in the event of red road conditions.

(2) The use of NTV by training units is normally prohibited when the road conditions turn red. The following exceptions apply.

(a) The 3d Chem, 1st Engr, 14th MP and 3d Tng Brigades will be permitted to use a NTV (e.g. van, Jeep) with snow chains as the duty vehicle. Dispatch of this vehicle will be requested from the TMP.

(b) The Motor Transport Officer (MTO) or COL in the direct chain of command will approve dispatch. A memo will be displayed in the vehicle, signed by the approving authority stating "Emergency Use Under Red Road Conditions."

(c) TMP will retrieve troops from training areas and be responsible for troop transport in emergency situations.

(d) POVs will not to be substituted for military vehicles. IAW DOD 4500.36-R government employees cannot be forced to use POVs for official business. All personnel should be advised not to travel unnecessarily.

e. DOL will provide the following transportation support during red or black road conditions.

- (1) Transport soldiers of units on field training exercises (FTX) from training area to unit area.
- (2) Transport field rations to and from training areas and ranges.
- (3) Request for support will be forwarded to the Transportation Officer at the TMP.

Chapter 11 TRAINEE ABUSE INVESTIGATION AND REPORTING

11-1. Purpose. The purpose of this chapter is to provide standards for maintaining the proper relationship between installation personnel and trainees. It also provides procedures for promptly investigating and reporting allegations of violations of those standards. TRADOC Reg 350-6, Chapter 2, contains additional guidance on trainee abuse investigation and reporting.

11-2 Applicability.

a. This Chapter of FLW Reg 350-6 applies to all personnel at FLW or assigned to FLW, regardless of physical location. A violation of paragraph 11-3 of this chapter constitutes a violation of a lawful general regulation and subjects military personnel to disciplinary action under Uniform Code of Military Justice, Article 92. Federal civilian employees may be subject to disciplinary action under applicable personnel regulations, and contractor personnel to administrative action, including being barred from post. In accordance with ITRO Interservice Support Agreements, UCMJ jurisdiction over USN, USMC and USAF members assigned to service detachments at FLW pursuant to ITRO, who violate this regulation, will rest with their respective service detachments and chains of command.

b. Terms of Reference.

(1) FLW personnel includes:

(a) Members of a uniformed service (other than initial entry training (IET) enlisted service members) who are assigned or attached to units at FLW, regardless of physical location, performing temporary duty, training, or otherwise at FLW. United States Navy (USN), United States Marine Corps (USMC), United States Coast Guard (USCG) and United States Air Force (USAF) members at FLW pursuant to Interservice Training Review Organization (ITRO) are considered FLW personnel. Prior service and reclassified soldiers (commonly known as "inserts") are considered FLW personnel and subject to all restrictions governing the interaction between FLW personnel and trainees; however, they will be assigned to IET units for training and are subject to provisions of this regulation. Not included are soldiers who failed to complete requirements for award of their initial MOS.

(b) Appropriated and non-appropriated fund (NAF) civilian personnel assigned to, working at, or being trained at FLW.

(c) Military personnel of other nations assigned to or participating in training at FLW.

(d) Contractor personnel working on FLW.

(2) Sexual misconduct - includes nonconsensual sexual abuse, sexual activity, sexual harassment, fraternization, and improper relationships.

(3) Trainee includes enlisted service members:

(a) Undergoing IET (e.g., BCT, OSUT, or AIT), including

those released from training, on any TRADOC installation until those soldiers depart the FLW installation, or their respective TRADOC installation, properly signed-out on permanent change of station (PCS) orders.

(b) Undergoing processing for the training listed in paragraph 11-2.b.(3) (a) above (e.g., Reception Battalion).

(c) Awaiting Training.

(d) Awaiting separation or medical processing (including those released from training).

(e) Holding over on FLW after completing training and before signing into a permanent unit.

11-3. Standards of Interaction with Trainees. (PUNITIVE)

a. FLW personnel will not verbally degrade or abuse a trainee to include vulgar, obscene, profane, sexual, humiliating, or racially or ethnically slanted language directed to a trainee or language that ridicules a trainee's religious beliefs. This prohibits such language directed to a trainee(s), or spoken in reference to and while in the presence of a trainee(s).

b. FLW personnel will not touch a trainee except when necessary in the performance of official duties, such as instruction or ensuring the safety of the trainee. Physical contact with trainees for disciplinary reasons is prohibited. Pinning awards, qualification badges, or other uniform indicia on a trainee in a manner causing pain, such as "blood wings," is prohibited.

c. FLW personnel will not solicit nor accept favors, money or property for themselves or others from trainees or their family members. Soliciting money from trainees to purchase floor wax, cleaning supplies or issue items is specifically prohibited. Trainees may purchase issue items to replace property they lose or damage. Trainees may contribute to approved charities and welfare campaigns in the same voluntary manner as other FLW personnel.

d. FLW personnel will not serve as an agent or go-between for commercial transactions between trainees and insurance agents, food delivery personnel or commercial vendors (e.g., clothing, jewelry, motels), with the exception of authorized Army and Air Force Exchange Service (AAFES) or morale, welfare, and recreation (MWR) contractors, nor will they suggest to a trainee that it is a unit or Army policy to buy from a particular vendor or encourage a trainee to deal with or do business with any particular person, organization or enterprise.

e. FLW personnel will not engage in personal or social relationships with trainees. The following activities are prohibited: dating trainees, writing them personal letters, having personal telephone conversations with them unrelated to the training mission, playing cards or gambling with them, dancing with them, entertaining them in their homes, sharing a motel room with a trainee, transporting them in a POV, or any other conduct of a personal or sexual nature. Exception is approval by the commander for official duties, or other activities of a personal nature not required in the performance of official duties. This does not preclude the normal exchange of military courtesies, the standard courtesies extended at command-sponsored functions, participating in religious activities, or activities specifically approved by the commander.

f. FLW personnel will not engage in personal or social relationships with family members of trainees. Trainees will not engage in personal or social relationships with family members of cadre and FLW personnel.

g. FLW personnel may continue pre-existing relationships with trainees who are family members, as well as family members of

trainees without violating this provision under the following circumstances:

(1) Normal personal or social interactions between relatives by blood or marriage, or other long-standing relationships such as grandparents;

(2) Interaction not inconsistent with duties and responsibilities or other prohibitions of this regulation (e.g., dating or sexual activity).

(3) Relationship disclosed to and scope of interaction approved by unit commander of FLW personnel and the unit commander of the IET soldier.

h. A trainee's consent to the acts mentioned within FLW Reg 350-6, and other regulations in no way affects the definition of trainee abuse or diminishes the illegal acts performed by members assigned or attached to FLW against trainees.

i. Any person who witnesses or is aware of a violation of this chapter must report it to the first person in their chain of command or supervision.

11-4. Instruction on Prevention of Trainee Abuse.

a. During the initial orientation, commanders will instruct trainees concerning the standards of this regulation, the methods for resolving conflicts and the process for reporting incidents of trainee abuse. Commanders of trainees will post a copy of FLW Form 1445-R-E (I Am A Soldier) (see appendix B) and a completed copy of the complaint procedure memorandum (see appendix D, figure D-1) on unit bulletin boards. Commanders will advise trainees that any allegation of trainee abuse is a serious matter. No retribution will be tolerated against the trainee for making truthful allegations. However, commanders will also advise trainees that knowingly making a false allegation may subject them to administrative or disciplinary action.

b. Commanders/directors will ensure their personnel understand the provisions of Chapter 11 of this regulation.

c. Commanders or their representatives will give FLW personnel a FLW Form 1225-R-E (Treatment of Trainees at Fort Leonard Wood) during in-processing or upon arrival if TDY (see appendix E, figures E-1 and E-2). FLW personnel will sign a statement acknowledging an understanding of this chapter. This includes all personnel temporarily assigned or attached to FLW. This statement will be maintained in the individual's local/unit file while assigned or attached to FLW.

d. Trainee abuse will be included as an item of appropriate after action reviews and commander interview programs.

11-5. Trainee Abuse Prevention Program.

a. The Trainee Abuse Prevention Program is designed to prevent trainee abuse through a series of training and awareness measures. It is designed to ensure that FLW personnel treat trainees properly, that commanders and other leaders conduct training according to standards and training cadre further their careers by being aware of and avoiding those situations that would call their professionalism into question.

b. MANSCEN Trail of Success (MANSCENTOS) will be held on a monthly basis for drill sergeants who have been on drill sergeant duty for 14 - 16 months. This training session conducted by personnel from the OSJA will focus on stress management, trainee abuse prevention measures and discussions with senior leaders. Attendance by drill sergeants is mandatory.

c. The position of the Trainee Abuse Prevention NCO is established in the OSJA. This NCO will be available to offer

training and prevention instruction to units. The NCO will also be responsible for administering the record keeping and reporting process.

d. Commanders of training units will provide regular training and reinforcement measures focused on preventing trainee abuse.

11-6. Trainee Abuse Investigation and Reporting

a. Commanders will promptly conduct a preliminary inquiry into every trainee abuse allegation, regardless the nature, magnitude, or source of the complaint. For some allegations, a quick and informal interview of the complainant and any witnesses may be all that is required. Other allegations may require a more extensive command or law enforcement investigation. Commanders are encouraged to consult with their trial counsel when conducting inquiries or evaluating evidence. Commanders should also look to TRADOC Reg 350-6, paragraph 2-7f, for guidance in determining credible and non-credible allegations. As a general rule, when in doubt, an allegation will be reported and investigated. Records of all preliminary inquiries will be maintained for a period of at least two years.

b. The responsibility for reporting and investigating allegations of trainee abuse rests with the command or directorate currently responsible for the individual who allegedly committed the abuse. If that individual is no longer associated with FLW, the command or directorate responsible for the individual at the time of the incident has responsibility for investigating and reporting the allegation.

c. The battalion commander will ensure that subjects of trainee abuse investigations are informed that they are under investigation. If questioned, the subject will be advised of their Article 31 rights.

d. The battalion commander will, upon initiating an investigation into a credible allegation of trainee abuse, ensure that the subject is flagged IAW with AR 600-8-2. This flagging action will be reported in the initial report. Commanders should not automatically suspend drill sergeants or other cadre simply because they are pending a preliminary inquiry into a trainee abuse allegation. Commanders should make suspension decisions based upon facts of each case and may suspend individuals pending a preliminary inquiry if it will aid the inquiry, benefit the training environment, or for other valid reasons.

e. All allegations of trainee abuse will be reported through the chain of command to the battalion-level commander or the appropriate director for civilians not part of a unit.

f. Military organizations such as MEDDAC, United States Army Dental Activity (DENTAC) and LEC that do not have organic battalions or brigades will report through their UCMJ chain of command.

g. Company commanders, through their chains of command, will submit an initial report in the form of an operations report (OPREP) in accordance with TRADOC Reg 1-8 for all cases in which the commander determines an allegation, if true, would constitute a violation of this regulation. The OPREP is at appendix F, figure F-1 and must be submitted to the FLW Trainee Abuse NCO (located in the OSJA) at the same time it is submitted to the Installation Operations Center (IOC). Subject/victim information sheets must also be submitted to the Trainee Abuse NCO with the OPREP (subject/witness information sheets need not be sent to the IOC. This is also at appendix F, figure F-2. If the allegation involves sexual harassment or discrimination a copy will be provided the installation Equal Opportunity Office through brigade Equal Opportunity Advisor. Equal Opportunity investigations will not commence until the investigation into trainee abuse is completed.

h. If the commander, or designated representative/investigator, cannot conclude the investigation within 30 days, the battalion commander will provide an interim report outlining the investigation to date and providing an estimated completion date, in the format at appendix G, figure G-1. This includes investigations conducted by outside agencies (Criminal Investigation Division (CID), Military Police Investigator (MPI), etc.).

i. The commander will ensure appropriate coordination and notification in addition to the initial report (e.g., MP Desk for all criminal sexual conduct or assault and Civilian Personnel Advisory Center (CPAC) where the subject is a civilian employee or contractor).

j. A final report will be submitted in the format at appendix H for both credible non-credible allegations when the investigation is complete.

11-7. Investigating Allegations.

a. The commander's obligation to investigate allegations of trainee abuse is independent of any criminal investigation. However, allegations involving serious misconduct that are being investigated by law enforcement agencies such as CID and MPI should be allowed to continue uninterrupted by the FLW Reg 350-6 investigation. Commanders should ensure reporting requirements are met and instruct their investigating officer (IO) to wait for the results of the law enforcement investigation. These results may be incorporated into the IO's 350-6 report and commanders are encouraged to use the agency results at all stages of the reporting. If, after receiving the report from the law enforcement agency, the IO feels further inquiry is needed, he may continue his investigation prior to submitting a final report. Due to the length of time many criminal investigations take, it is likely the commander will need to submit an interim report IAW paragraph 11-6h. Commanders may use IOs IAW the informal procedures under AR 15-6 to guide their investigations into allegations of trainee abuse or may use the commander's inquiry procedure as outlined in Rule for Court-Martial 303, Manual for Courts-Martial (2000 edition).

b. A credible allegation of trainee abuse must be supported by the preponderance of the evidence, meaning a greater weight of the evidence than supports any contrary conclusion. Commanders and IOs frequently must make credibility determinations regarding a witness' testimony. Commanders and IOs exercising their obligation to conduct a full, fair, and impartial investigation should evaluate a witness' credibility under all the circumstances. Commanders and IO should consider such factors as other corroborating witnesses or evidence; the witness' demeanor, opportunity to have obtained the knowledge, information possessed, and ability to recall and relate events; motive to misrepresent or lie; and the witness' truthfulness in other same or similarly serious matters. Commanders and IOs faced with such credibility determinations must evaluate each witness on a case-by-case basis. No one factor is necessarily conclusive in making these credibility determinations and no particular witness or category of witness enjoys a presumption of credibility.

11-8. Review of Reports.

a. The battalion commander will forward all final reports to the brigade commander using the format at appendix H, figure H-1. The brigade commander will forward all reports to the Criminal Law Division, OSJA, for legal review by the brigade trial counsel prior to the brigade commander taking final action.

b. The brigade commander will review the report of the battalion commander and the review of trial counsel, take action as the approving authority (which may include notifying the battalion commander that his report is approved and action may be taken, or may include the brigade commander reserving action

at his level), and notify the Trainee Abuse NCO at the OSJA of the results using the format at appendix I, figure I-1. The Chief of Staff will review and act on reports submitted by directors involving civilians.

c. The brigade commander will then forward to the Trainee Abuse NCO a description of any actions taken against the subject, within one week of completion.

11-9. Notice To Victims and Others. Notice to victims and others who have alleged consensual sex violations of this chapter.

a. The battalion commander of the person accused of a violation will notify the persons making allegations of the disposition of their case in all sexual harassment cases and consensual sex cases.

(1) Sexual harassment is a form of gender discrimination that involves unwelcomed sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when:

(a) Submission to, or rejection of, such conduct is made either explicitly or implicitly a term or condition of a person's job, pay or career; or

(b) Submission to, or rejection of, such conduct by a person is used as a basis for career or employment decisions affecting that person; or

(c) Such conduct has the purpose or effect of unreasonably interfering with an individual's performance or creates an intimidating, hostile or offensive working environment.

(2) Any person in a supervisory or command position who uses or condones implicit or explicit sexual behavior to control, influence, or affect the career, pay or job of a soldier or civilian employee is engaging in sexual harassment. Similarly, any soldier or civilian employees who make deliberate or repeated unwelcomed verbal comments, gestures, or physical contact of a sexual nature is engaging in sexual harassment.

b. The OSJA will notify the victim in all 350-6 cases involving nonconsensual sexual touching (e.g., indecent assault, indecent acts and rape).

11-10. Notice to Victim Witness Liaison.

a. The battalion commander will notify the Victim Witness Liaison of all 350-6 investigations initiated regarding sexual harassment or sexual misconduct. Notice will be by e-mail within 72 hours of initiation of the investigation. The current email address can be obtained from the OSJA, 596-0626/4. Notice will include the names of the victim, the suspect or accused and the nature of the allegations.

b. Battalion commanders will refer all victims of sexual harassment or misconduct to the Victim Witness Liaison. Battalion commanders may also refer the victim of any crime not involving sex to the Victim Witness Liaison if the commander feels the victim is in need of professional assistance.

Appendix A REFERENCES AND FORMS

Section I. Required References.

a. Manual for Courts-Martial United States (2000 Edition). Cited in Applicability Statement, and paras 2-12a and 11-7a.

b. AR 15-6 (Procedures for Investigating Officers and Board of Officers). Cited in para 11-7a.

- c. AR 40-5 (Preventive Medicine). Cited in para 7-2a(1).
- d. AR 190-11 (Physical Security of Arms, Ammunition and Explosives). Cited in para 2-7.
- e. AR 220-45 (Duty Rosters). Cited in para 2-24.
- f. AR 350-41 (Training in Units). Cited in para 2-6a.
- g. AR 385-10 (Army Safety Program). Cited in para 7-3a.
- h. AR 600-8-2 (Suspension of Favorable Personnel Actions (FLAGS)). Cited in para 11-6d.
- i. AR 600-20 (Army Command Policy). Cited in para 2-12c.
- j. AR 635-200 (Enlisted Personnel). Cited in paras 2-15a(2), 2-15b(4), and 2-15c(3).
- k. DOD 4500.36-R (Management Acquisition and Use of Motor Vehicles). Cited in para 10-6d(2)(d).
- l. FM 21-11 (First Aid for Soldiers). Cited in paras 7-2a(8) and 7-2c(6).
- m. FM 21-20 (Physical Fitness Training). Cited in paras 2-6a and 2-14a(3)(b).
- n. TB Med 81 (Cold Injury). Cited in para 7-2a(6).
- o. TB Med 507 (Occupational and Environmental Health Prevention, Treatment, and Control of Heat Injury). Cited in paras 7-2a(7) and 7-2c(6).
- p. TRADOC Reg 1-8 (TRADOC Operations Reporting). Cited in para 11-6g.
- q. TRADOC Reg 350-6 (Enlisted Initial Entry Training (IET) Policies and Administration). Cited in Summary Statement, and paras 1-1, 2-1b, 2-5a, 2-6a, 2-8a, 2-9, 2-12d, 2-14a(3)(a), 2-14b, 2-15a, 2-15b, 2-15b(2), 2-15d, 2-16b, 2-17c, 2-19b, 2-19c, 2-20, 2-21a, 2-22, 4-2, 6-1, 7-2a(2), 7-2b, 11-1, and 11-6a.
- r. TRADOC Reg 350-29 (Prevention of Heat and Cold Casualties). Cited in para 7-2a(3).
- s. TRADOC Reg 350-70 (Systems Approach To Training Management Processes and Products). Cited in para 1-4e.
- t. TRADOC Reg 385-2 (TRADOC Safety Program). Cited in 7-2a(4) and 7-3a.
- u. FLW Reg 210-14 (Range and Training Area Regulation). Cited in paras 4-1, 8-2, and 9-5a.
- v. FLW Reg 351-1 (Instructor Certification and Development Program). Cited in para 5-1.
- w. FLW Reg 385-5 (Risk Management Program). Cited in para 7-2a(5).
- x. FLW Reg 600-24 (Automated Inactive/Holdover Soldier Report). Cited in para 2-24b.
- y. GTA 5-8-12 (Individual Safety Card). Cited in paras 7-2a(9), 7-2c(3), and 7-2c(4).

Section II. Related Publications.

- a. AR 27-10 (Legal Services: Military Justice).
- b. AR 670-1 (Wear and Appearance of Army Uniforms and Insignia).

- c. AR 700-84 (Issue and Sale of Personal Clothing).
- d. FM 21-10 (Field Hygiene and Sanitation).
- e. FM 25-100 (Training the Force).
- f. FM 25-101 (Battle Focused Training).
- g. TM 10-227 (Fitting of Army Uniforms and Footwear).
- h. Basic Combat Training Program of Instruction Course 21-114
- i. FLW Reg 58-1 (Management of Non Tactical Use Vehicles).
- j. FLW Reg 600-8 (Military Personnel Management - Trainee Processing).

Section III. Prescribed Form. FLW Form 1225-R-E (Treatment of the Trainees at Fort Leonard Wood) is a prescribed form. Prescribed in para 11-4c.

Section IV. Referenced Forms.

- a. DA Form 2028 (Recommended Changes to Publications and Blank Forms).
- b. DA Form 3349 (Physical Profile).
- c. DA Form 4856 (Developmental Counseling Form).
- d. DA Form 4187 (Personnel Action).
- e. FLW Form 576 (Trainee Sick Slip).
- f. FLW Form 880 (Training Center Attendance Record).
- g. FLW Form 1254 (Request for Motor Transportation and Trip Order).
- h. FLW Form 1381 (Risk Factor Worksheet).

Appendix B
 FLW Form 1445-R-E (I Am A Soldier)

I AM A SOLDIER Proponent is OSJA, FLW Reg 350-13
<p>I. My basic obligations/duties are -</p> <ol style="list-style-type: none"> 1. To follow orders to the best of my ability and as quickly as possible. 2. To be on time for formations and duties. 3. To put forth maximum effort in all training. 4. To ask questions when instructions are not clear. 5. To inform my drill sergeant of any problems that I may have which need attention. 6. To respect the dignity, personal property and privacy of my fellow soldiers. 7. To cooperate with my cadre and fellow soldiers. 8. To be honest in my dealings with fellow soldiers and my cadre. 9. To secure and take care of my individual clothing and equipment. 10. To keep myself and my barracks clean and neat. 11. To speak in a respectful manner without using abusive and degrading language. 12. To report to my chain of command any violations of my rights or other wrong doings of which I have knowledge or observe. 13. To wear my uniform correctly and with pride. 14. To not lie, cheat, or steal or tolerate those who do. 15. To not engage in conduct prohibited by FLW Reg 350-13, paragraph 6.
<p>II. My basic rights are -</p> <ol style="list-style-type: none"> 1. To be properly trained to perform my duties as a soldier. 2. To be treated fairly, with dignity and respect that all individuals deserve. 3. To undergo no training or correction which is degrading or harmful. 4. To be rated on my performance and attitude, regardless of my religion, age, race or sex. 5. To be spoken to without abusive or degrading language. 6. To be informed of the standards that I must meet and my progress towards those standards. 7. To discuss problems with my drill sergeant, first sergeant, or company commander. 8. To be free from compulsion to give money or personal service to any person except as authorized by Army regulations regarding personal finances, just debts owed to the government or others and dependent support. 9. To talk with the Inspector General, Chaplain, legal counsel, elected government officials and my chain of command without fear of ridicule or harassment from my cadre or fellow soldiers. 10. To report any incidents of mistreatment or abuse without fear of ridicule or harassment from my cadre or fellow soldiers. 11. To go on sick call when necessary.
<p>III. The undersigned has been briefed and fully understands the rights and responsibilities of a soldier in training and was given the opportunity to ask questions in regards to this regulation.</p> <p>NAME: _____ Date: _____ (Printed: Last, First, Middle)</p> <p>UNIT: _____</p> <p>SIGNATURE: _____</p> <p><i>**This form will be maintained in the soldier's local record.</i></p>

FLW Form 1445-R -E (Rev Jul 02) (Previous Edition Obsolete)

Figure B-1. Sample of FLW Form 1445-R-E.

Mental Health Evaluation Process

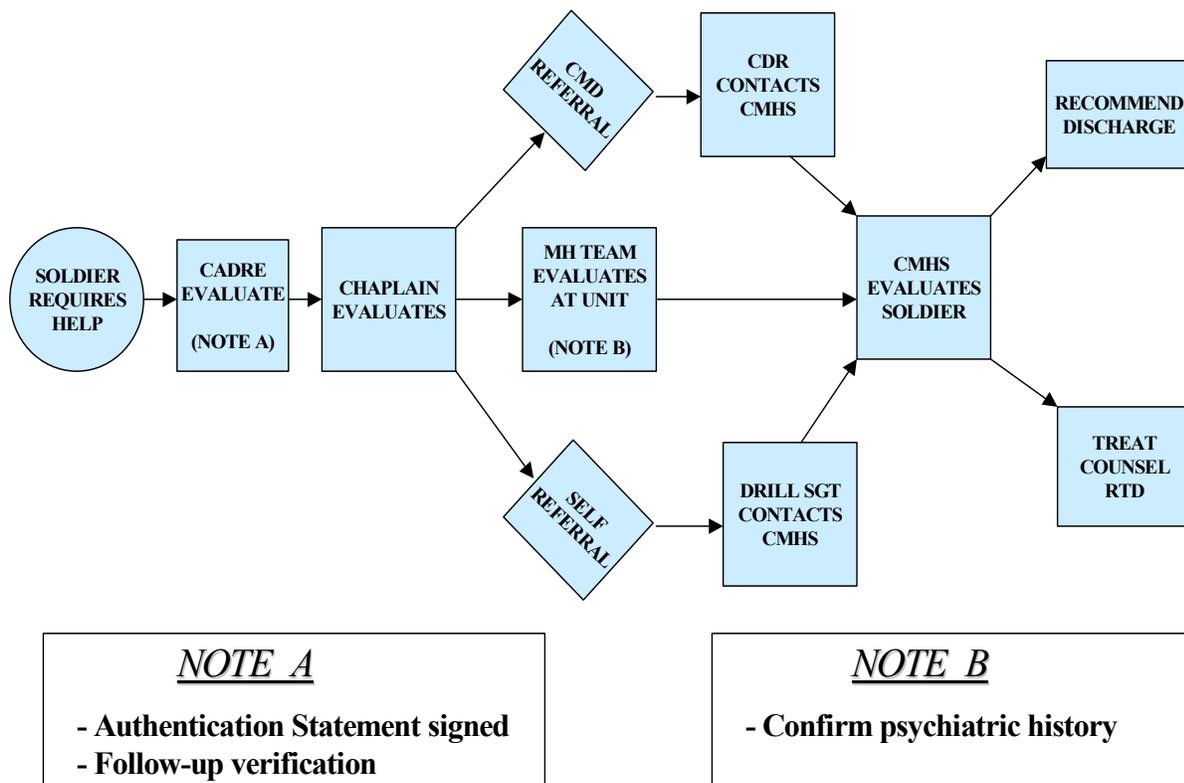


Figure C-1. Flow Chart of Mental Health Evaluation Process.

Appendix D
PROCEDURES FOR PRESENTING COMPLAINTS



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
U.S. ARMY MANEUVER SUPPORT CENTER AND FORT LEONARD WOOD
320 MANSCEN LOOP STE 316
FORT LEONARD WOOD, MISSOURI 65473-8929

(Office Symbol) (20-1c)

Date

MEMORANDUM FOR TRAINEES (UNIT)

SUBJECT: Procedures for Presenting Complaints

1. Your chain of command serves you and the Army. Use this chain of command to solve your problems or register your complaint. Your complaint or problem will be solved more quickly simply by referring it to your chain of command.

- a. Your Drill Sergeant _____.
- b. Your First Sergeant _____.
- c. Your Company Commander _____.

If you have seen these people and still have a problem, or if your problem is specifically related to your company commander or first sergeant, you may call or see your
battalion commander, _____ (NAME) _____ (PHONE) _____ (BUILDING) _____,
or brigade commander, _____ (NAME) _____ (PHONE) _____ (BUILDING) _____.

- 2. If you are dissatisfied with the results achieved by your chain of command, or for some reason, you do not want to consult the chain of command, you have a right to bring your problem or complaint to the Inspector General at Building 315, Room 34, Fort Leonard Wood, Missouri. Office hours are 0730-1630, Monday through Friday, or telephone 596-0486 (24 hours a day, 7 days a week).
- 3. If you wish to visit an Inspector General during duty hours, obtain permission first from the appropriate commander to be absent from your duties. You may, however, call any time during the day or night. You may not be required to submit to an interview by anyone before registering a complaint.
- 4. Serious crimes or any situations in which there is danger of loss of life, serious injury or damage to property may be reported directly to the military police (596-6141). You should also notify your chain of command as soon as possible.
- 5. You have an obligation to be completely truthful when making any report or accusation. Any false statement you make could result in disciplinary action.

[EXAMPLE PURPOSES ONLY]

(Company Commander's
Signature Block)



Figure D-1. Sample of Procedures for Presenting A Complaint.

Appendix E
FLW Form 1225-R-E

TREATMENT OF TRAINEES AT FLW

1. I understand that soldiers undergoing initial entry training (IET) are to be treated with the same fairness, respect, and dignity accorded to all soldiers. I also understand that a proper relationship needs to be maintained with soldiers undergoing IET because of their junior rank, lack of experience, and the emphasis they receive on respect for authority. Further, I have been briefed about and understand the provisions of FLW Reg 350-6, Chapter 11 and realize that violating its provisions may subject me to disciplinary or administrative action. I further understand that a copy of FLW Reg 350-6, Chapter 11 has been posted and is available for me to read in its entirety.

2. I specifically understand that I may not-

a. Degrade or abuse a trainee by directing vulgar, obscene, profane, humiliating, or racially or ethnically slanted language to a trainee or language that ridicules a trainee's religious beliefs, whether directed to a trainee(s) or spoken in reference to and in the presence of a trainee(s).

b. Touch a trainee for disciplinary action or other purposes unless required in the performance of official duties or as a military courtesy. For example, a trainee may be touched for the purpose of teaching proper task performance, assisting a trainee when accomplishing a task, correcting movements or position, fitting or correcting clothing or equipment, preventing bodily injury or providing first aid or medical care.

c. Pin awards, qualification badges, or other uniform indicia on a trainee in a manner causing pain, such as "blood wings."

d. Sexually harass a trainee. Sexual harassment includes making deliberate or repeated unwelcome verbal comments, gestures or physical contact of a sexual nature.

e. Require a trainee to assume unnatural or painful positions or participate in any drill formation or exercise not reasonably required for training. This does not prohibit the use of physical exercises, such as push-ups, as attention-getting devices for minor infractions of military behavior, which are best, dealt with by immediate leadership response. The number of exercise repetitions must take climatic conditions into account, as well as the trainee's state of physical conditioning.

f. Treat a trainee in an abrupt, rude or discourteous manner when providing support services.

g. Engage in business-related matters with a trainee. This includes-

(1) Soliciting, accepting, lending, or borrowing money, property, favors, or anything of value from a trainee. This does not preclude the loan of military property to a trainee, if necessary, for training purposes when it does not provide a personal gain to the lender.

(2) Offering to engage in or engaging in financial or business dealings with a trainee, or acting directly or indirectly as an agent or sponsor for a commercial enterprise when a trainee is involved.

(3) Assembling captive audiences comprised, in whole or part, of trainees for sales people, vendors, traders, merchants or other solicitors for commercial enterprises, with the exception of authorized Army and Air Force Exchange Service (AAFES) and morale, welfare and recreation (MWR) contractors.

(4) Suggesting to a trainee that it is unit or Army policy to buy from a particular vendor or encouraging a trainee to deal with or do business with any particular person, organization or enterprise.

(5) Gambling or wagering with any trainee.

FLW Form 1225-R-E (Jul 02) (Previous Edition Obsolete)

Figure E-1. Front Page of FLW Form 1225-R-E.

h. Engage in personal, social activities with a trainee or members of the trainee's immediate family not required in the performance of official duties or authorized by the commander. This includes but is not limited to-

- (1) Dating a trainee.
- (2) Sexual activity of any type with a trainee.
- (3) Hugging, kissing, holding hands with or caressing a trainee.
- (4) Sending personal letters or making personal telephone calls to a trainee, or permitting or encouraging trainees to write or call.
- (5) Riding in a privately owned vehicle with a trainee when no official duty is involved.
- (6) Meeting privately with trainees or their immediate family members for purposes of dining, recreation, dancing or similar activities.
- (7) Drinking alcoholic beverages with a trainee.
- (8) Sharing a motel room with a trainee.

i. Enter into the sleeping areas or latrines designated for trainees of the opposite sex unless authorized by the unit commander to perform official duties or in case of an emergency.

j. Deny a trainee the right to see a Chaplain, the Inspector General, the chain of command or legal counsel; the opportunity to go on sick call; to write a member of Congress; or threaten adverse action if the trainee requests to see officials.

k. Assist, encourage or permit any trainee to enter the sleeping or living quarters of installation personnel, except when required in the performance of official duties, emergencies or when authorized by the commander.

l. Make false allegations of violations of the standards of FLW Reg 350-6, Chapter 11 or encourage or assist others to do so.

3. I understand that I must report any violation of FLW Reg 350-6, Chapter 11, which I observe or of which I am aware to the first person in my chain of command or supervision.

Date

Signature

Printed Name

Date

Witness

Printed Name

FLW Form 1225-R-E (Jul 02) (Back)

Figure E-2. Backside of FLW Form 1225-R-E.

Appendix F
EXAMPLE OF TRAINEE ABUSE – INITIAL REPORT



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
U.S. ARMY MANEUVER SUPPORT CENTER AND FORT LEONARD WOOD
320 MANSCEN LOOP STE 316
FORT LEONARD WOOD, MISSOURI 65473-8929

(Office Symbol) (350)

(Date)

MEMORANDUM THRU (insert appropriate brigade-level commander)

FOR COMMANDER, USAMANSCE&FLW, ATTN: ATZT-CS, FT. LEONARD WOOD,
MISSOURI 65473

SUBJECT: Training Abuse Allegation--Initial Report

1. Allegation of abuse: (summarize the allegation--e.g., A male private in basic training alleges that his drill sergeant kicked his arm when the trainee was doing push-ups.)
2. Subject: SSG Meldi Bosner, Company C, 7th Battalion, 10th Infantry, 3d Training Brigade.
3. Complainant: PVT Robbe Seldec, Company C, 7th Battalion, 10th Infantry, 3d Training Brigade.
4. Circumstances: The alleged incident occurred in front of the dining facility, 1 June 1997. PVT Seldec reported it to the company commander. He did not require medical treatment. PVT Seldec was being considered for an ELS.
5. The subject (drill sergeant, etc.) (has) (has not) been suspended from drill sergeant duties pending investigation. The subject has been flagged IAW AR 600-8-2.

Encl

BATTALION COMMANDER
Signature Block

CF:
ATZT-JA-TA

[EXAMPLE PURPOSES ONLY]



Figure F-1. Sample Memorandum for the Initial Report of Trainee Abuse Allegation.

TRAINEE ABUSE INITIAL REPORT
 REQUIRED INFORMATION FOR ENCLOSURE

OFFENSE:

Type: Sexual Harassment/Misconduct[] Trainee Abuse[]
 Date of Offense:
 Location of Offense:
 Date of Report:
 Misconduct:
 Disposition: Pending Investigation[] Founded[] Unfounded[]
 Reported by:
 Witness:
 Week of Training:

SUBJECT:

Last Name:
 First Name:
 Middle Initial:
 Rank:
 Gender:
 Race/ethnic:
 Duty Position Status: DS[] Perm. Party[] Civ[] Trainee[]
 Status: () Regular Army () National Guard () Reserve () Other
 DOB Age:
 Unit:
 SSN:
 MOS:
 Marital Status:
 Number of Children:
 Time in Service:
 Time on FLW:
 Time in Duty Position as DS:
 Cadre Training Completed: () Cadre Training Course () Drill Sergeant School
 () Pre Command Course () Support Cadre Training Course
 () Installation Support Cadre Training Course
 () DSS attended: FLW[] Ft. Benning[] Ft. Jackson[] Other[]
 DS Status: Volunteer[] DA Select[]
 DS Candidate: Yes[] No[]
 Time as DS Candidate:
 Unit as DS Candidate:
 Prior Investigations: Yes[] No[]

VICTIM:

Last Name:
 First Name:
 Middle Initial:
 Rank:
 Gender:
 Race/Ethnic:
 Duty Position Status: DS[] Perm. Party[] Civ[] Trainee[]
 Status: () Regular Army () National Guard () Reserve () Other
 DOB Age:
 Unit:
 SSN:
 MOS:
 Marital Status:
 Number of Children:
 Time in Service:
 Time on FLW:
 Hold Status: () Holdover () Holdunder
 Days in Hold Status at Time of the offense:
 Prior 350-6 Allegations: Yes[] No[]

Figure F-2. List of Required Enclosure Information for Initial Report of Trainee Abuse Allegation.

Appendix G
EXAMPLE OF TRAINEE ABUSE ALLEGATION – INTERIM REPORT



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
U.S. ARMY MANEUVER SUPPORT CENTER AND FORT LEONARD WOOD
320 MANSCEM LOOP STE 316
FORT LEONARD WOOD, MISSOURI 65473-8929

(Office Symbol) (350)

(Date)

MEMORANDUM THRU (insert appropriate brigade-level commander)

FOR COMMANDER, USAMANSCEM&FLW, ATTN: ATZT-CS, FT. LEONARD
WOOD, MISSOURI 65473

SUBJECT: Training Abuse Allegation--Interim Report

1. Subject: SSG Meldi Bosner, Company C, 7th Battalion, 10th Infantry, 3d Training Brigade.
2. Complainant: PVT Robbe Seldec, Company C, 7th Battalion, 10th Infantry, 3d Training Brigade.
3. Status: (The Company Commander conducted a commander's inquiry...)(The Battalion Commander appointed an investigating officer. The investigation revealed that. . .) (The Investigation is still pending and is expected to be completed . . .)

BATTALION COMMANDER
Signature Block

CF:
ATZT-JA-TA

[EXAMPLES PURPOSES ONLY]



Figure G-1. Sample Memorandum of the Interim Report of Trainee Abuse Allegation.

Appendix H
EXAMPLE OF TRAINEE ABUSE ALLEGATION – BATTALION COMMANDER'S FINAL REPORT



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
HEADQUARTERS
U.S. ARMY MANEUVER SUPPORT CENTER AND FORT LEONARD WOOD
FORT LEONARD WOOD, MISSOURI 65473-5000

(Office Symbol) (350)

(Date)

MEMORANDUM THRU (insert appropriate brigade-level commander)

FOR COMMANDER, USAMANSCE&FLW, ATTN: ATZT-CS, FORT LEONARD WOOD,
MISSOURI 65473

SUBJECT: Trainee Abuse Allegation--Final Report

1. Allegation: (synopsis of allegation--same or similar as the initial report).
2. Subject: (individual information).
3. Victim: (individual information).
4. Finding: I have determined that the allegation is (founded) (unfounded). My reasons for this finding are (outline the finding of facts and the conclusions. Include any statements, documents or any report of investigation).
5. Proposed Action Taken: If the allegation is founded, outline what disciplinary or administrative actions were taken and outline what disciplinary and administrative action the battalion commander intends taking with rationale for the actions. If the subject is a drill sergeant and the allegation is founded, state whether or not the drill sergeant was removed from drill sergeant status. Describe what corrective actions were taken to preclude further incidents of trainee abuse of this type. Disciplinary actions should not be taken without brigade commander's approval as the brigade commander is the approving authority for all trainee abuse reports.

BATTALION COMMANDER
Signature Block

CF:
ATZT-JA-TA

FOR EXAMPLE PURPOSES ONLY



Figure H-1. Sample Memorandum for the Battalion Commander's Final Report of Trainee Abuse Allegation.

Appendix I
EXAMPLE OF TRAINEE ABUSE ALLEGATION – BRIGADE COMMANDER’S FINAL REPORT



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
HEADQUARTERS
U.S. ARMY MANEUVER SUPPORT CENTER AND FORT LEONARD WOOD
FORT LEONARD WOOD, MISSOURI 65473-5000

(Office Symbol) (350)

(Date)

FOR COMMANDER, USAMANSCE&FLW, ATTN: ATZT-CS, FORT LEONARD WOOD,
MISSOURI 65473

SUBJECT: Trainee Abuse Allegation--Final Report

1. I have reviewed the final report of the allegation of trainee abuse and approve the report.
(The brigade-level commander may send the report back for further investigation if the commander believes the report is incomplete, inaccurate or not ready for approval.)
2. (Provide comments--e.g., if the report establishes a violation, provide an analysis of how the violation resulted; describe the steps taken at brigade level in the way of systemic measures to prevent recurrence; outline any personnel actions, such as taking a drill sergeant off status, administrative reprimand, etc. If the allegation is not founded, outline any actions taken to eliminate perceptions or corrective measures employed to preclude the appearance of abuse.)

BRIGADE COMMANDER
Signature Block

CF:
ATZT-JA-TA

[FOR EXAMPLE PURPOSES ONLY]



Figure I-1. Sample Memorandum for the Brigade Commander’s Final Report of Trainee Abuse Allegation.

Glossary

AAFES
Army and Air Force Exchange System

AAR
after action review

ABS
absence

AC
active component

AG
Adjutant General

AIT
advanced individual training

APFT
army physical fitness test

AR
army regulation

ARNG
Army National Guard

AUSA
Association of the United States Army

AWOL
absent without leave

BCT
basic combat training

BDE
brigade

BN
battalion

BNCOC
basic non-commissioned officers course

BRM
basic rifle marksmanship

BT
basic training

CG
Commanding General

Chem
chemical

CID
Criminal Investigation Division

CIF
clothing issue facility

CMF
career management field

CO
company/commanding officer

COB
close of business

COL
Colonel

CPAC
Civilian Personnel Advisory Center

CSM
Command Sergeant Major

CTC
cadre training course

CTMC
Consolidated Troop Medical Clinic

DA
Department of the Army

D&C
drill and ceremonies

DCG
Deputy Commanding General

DCLT
Directorate of Common Leader Training

DENTAC
dental activity

DMWR
Directorate of Morale, Welfare, and Recreation

DOD
Department of Defense

DOL
Directorate of Logistics

DOT
Directorate of Training

DOTD
Directorate of Training Development

DPTM
Directorate of Plans, Training and Mobilization

DPW
Directorate of Public Works

ELS
Entry Level Separation

Engr
engineer

EOCT
End-of-Cycle Test

EOCCT
end of course comprehensive test

ETS
expiration term of service

FLW
Fort Leonard Wood

FM
field manual

FTC fitness training company	MOPP mission-oriented protective posture
FTX field training exercise	MOS military occupational specialty
GLWACH General Leonard Wood Army Community Hospital	MP military police
GTA graphic training aid	MPI military police investigation
HQ Headquarters	MRD mandatory release date
HQDA Headquarters Department of the Army	MSS master sequence schedule
IAW in accordance with	MTO motor transportation officer
IET initial entry training	MWR morale, welfare and recreation
IO investigating officer	NAF non-appropriated funds
IOC installation operation center	NBC nuclear, biological, chemical
ISCTC installation staff contractor's training course	NCO noncommissioned officer
ISSA Interservice Support Agreement	NCOA noncommissioned officer academy
ITC instructor training course	NCOIC noncommissioned officer in charge
ITRO interservice training review organization	NG national guard
KP kitchen police	NLT no later than
LEC law enforcement command	NTV non tactical vehicle
LBE load bearing equipment	OPREP operational report
LTC Lieutenant Colonel	OSJA Office of the Staff Judge Advocate
MANSCEN United States Army Maneuver Support Center and Fort Leonard Wood (same as MANSCEN)	OSUT one station unit training
MANSCENTOS Maneuver Support Center Trail of Success (Drill Sergeant Wellness Program)	Pam pamphlet
MED medical	PCS permanent change of station
MEDDAC medical department activity	PCU physical conditioning unit
MFT master fitness trainer	PD period
MILPO military personnel office	PFD personal flotation device
	PFT physical fitness training

PLT platoon	TC training circular
POC point of contact	TDA table of distribution and allowances
POI program of instruction	TDY temporary duty
POV privately owned vehicle	TM technical manual
PT physical training	TMP transportation motor pool
PTRP physical training rehabilitation program	Tng training
RA regular army	TRADOC United States Army Training and Doctrine Command
RC reserve component	TRAP training resource arbitration panel
RCNI request control number identifier	TSB training support battalion
REFRAD release from active duty	TSP training support package
RFMSS range facility maintenance support system	UCMJ Uniformed Code of Military Justice
RFT relieved from training	US United States
RHU retraining and holding unit	USACMLS United States Army Chemical School
SCTC support cadre training course	USAES United States Army Engineer School
SEP student evaluation plan	USAF United States Air Force
SGS Secretary of the General Staff	USAMPS United States Army Military Police School
SJA Staff Judge Advocate	USCG United States Coast Guard
SMDR structure manning decision review	USMC United States Marine Corps
SOP standard operating procedures	USN United States Navy
SQI skill qualification identifier	USAR United States Army Reserve
SSN social security number	USARC United States Army Reserve Command
TB technical bulletin	WBGT wet bulb globe temperature