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Headquarters, United States Army
Training and Doctrine Command
Fort Eustis, Virginia 23604-5700

***TRADOC Regulation 350-6**

7 November 2013

Training

ENLISTED INITIAL ENTRY TRAINING POLICIES AND ADMINISTRATION

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History. This publication is a rapid action revision. The portions affected by this rapid action revision are listed in the summary of change.

Summary. This United States (U.S.) Army Training and Doctrine Command (TRADOC) Regulation 350-6 prescribes policies and procedures for the conduct of enlisted initial entry training (IET).

Applicability. This regulation applies to all active Army, United States Army Reserve, and Army National Guard enlisted IET conducted at service schools, Army training centers, and other training activities under the control of Headquarters (HQ), TRADOC and to all personnel, military and civilian, under the control of HQ TRADOC, who interact with Soldiers undergoing IET conducted on an installation, the commander of which is subordinate to, and within the supervisory chain of the Commanding General, TRADOC. Paragraph 2-6 of this regulation prescribes punitive actions and violations that may subject offenders to judicial or nonjudicial punishment under Article 92 of the Uniform Code of Military Justice. This regulation applies only to TRADOC personnel. TRADOC subordinate commanders who are also installation commanders should issue local regulations or incorporate into pre-existing local regulations, the appropriate punitive provisions of TRADOC Regulation 350-6 as effective on their installations to protect trainees and preserve good order and discipline.

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*This regulation supersedes TRADOC Regulation 350-6, dated 19 July 2012, and Change 1 to TRADOC Regulation 350-6, dated 7 November 2012.

Proponent and exception authority. The proponent of this regulation is the TRADOC Deputy Commanding General–Initial Military Training (DCG-IMT) (ATCG-MT), 210 Dillon Circle, Fort Eustis, VA 23604-5701. The proponent has the authority to approve exceptions or waivers to this regulation that are consistent with controlling law and regulations. The proponent may delegate this approval authority in writing, to a division chief with the proponent agency or its direct reporting unit or field operating agency, in the grade of colonel or the civilian equivalent. Activities may request a waiver to this regulation by providing justification that includes a full analysis of the expected benefits and must include formal review by the activity's senior legal officer. All waiver requests will be endorsed by the commander or senior leader of the requesting activity and forwarded through higher headquarters to the policy proponent.

Army management control process. This regulation contains management control provisions in accordance with Army Regulation (AR) 11-2, but it does not identify key management controls that must be evaluated.

Supplementation. Supplementation of this regulation and establishment of command and local forms is prohibited without prior approval from the TRADOC DCG-IMT (ATCG-MT), 210 Dillon Circle, Fort Eustis, VA 23604-5701.

Suggested improvements. Users are invited to send comments and suggested improvements on Department of the Army (DA) Form 2028 (Recommended Changes to Publications and Blank Forms) directly to the TRADOC IMT-CoE (ATCG-MT), 210 Dillon Circle, Fort Eustis, VA 23604-5701. Suggested improvements may also be submitted using DA Form 1045 (Army Ideas for Excellence Program (AIEP) Proposal).

Distribution. This publication is available only on the TRADOC Homepage at http://www.tradoc.army.mil/tpubs/.

Summary of Change

TRADOC Regulation 350-6
Enlisted Initial Entry Training Policies and Administration

This rapid action revision, dated 7 November 2013-

o Replaces "Soldiers in Training" with "trainee" throughout the regulation.

o Adds responsibilities for the Exceptional Family Members Program (para 1-4).

o Changes guidance on privileges during initial entry training (para 2-3).

o Updates guidance on trainee abuse and sexual assault investigation and reporting (para 2-7).

o Provides the "Commander's Preliminary Checklist for Unrestricted Reports of Trainee Sexual Assault" (fig 2-1).

o Clarifies guidance on providing separate and secure environments for trainees (para 2-9).

o Mandates the battle buddy system for cadre when interacting with trainees (para 2-10b(5)).

o Implements Sexual Harassment / Assault Response and Prevention training requirements and procedures (para 3-21).

o Establishes the United States Army Training and Doctrine Command Trainee Abuse Prevention Program (app M).

o Makes administrative corrections/changes throughout the document.

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Chapter 1
Introduction

1-1. Purpose

This regulation prescribes U.S. Army Training and Doctrine Command (TRADOC) guidance, policies, procedures, and responsibilities for managing and conducting Initial Entry Training (IET). IET consists of Basic Combat Training (BCT), One Station Unit Training (OSUT), Advanced Individual Training (AIT), and any other formal enlisted Army training accomplished within the IET environment received prior to the awarding of an initial Military Occupational Specialty (MOS) (for example, English language training (ELT)). This regulation also supports the design, development, and execution of all IET programs of instruction (POIs), as well as AIT for MOS training for prior service enlisted Soldiers and Noncommissioned officers (NCOs). This regulation also identifies prohibited practices, which are punitive in nature and may subject the offender to disciplinary action.

1-2. References

Referenced and related publications and referenced forms are listed in appendix A.

1-3. Explanation of abbreviations and terms

Abbreviations and special terms used in this regulation are explained in the glossary.

1-4. Responsibilities

a. Deputy Commanding General-Initial Military Training (DCG-IMT) will:

(1) Establish policy for conduct of IET.

(2) Manage the IET program.

(3) Assess IET programs for compliance and consistency.

(4) Conduct conferences, video teleconferences, quick look visits, and inspections, as required, in the execution of IET management and evaluation responsibilities.

(5) Conduct and host an annual commandant's conference to identify challenges, share best practices, and consider adaptations to TRADOC IMT.

(6) Conduct and host an IET brigade commander/command sergeant major (CSM) conference each year.

(7) Assess implementation of IET policy and TRADOC regulations at IET sites.

(8) Approve the BCT, U.S. Army Drill Sergeant School, and AIT Platoon Sergeant Course programs of instruction (POIs).

(9) Be the proponent for the Warrior tasks and battle drills (WTBDs). In coordination with (ICW) proponents, the DCG-IMT will review and approve the training of the WTBDs in AIT and the Black and Gold phases of OSUT.

(10) Approve the TRADOC IET Brigade/Battalion Pre-Command Course (PCC), Company Commander/First Sergeant Course (CCFSC), Cadre Training Course (CTC), Support Cadre Training Course (SCTC), Installation Staff Contractor Training Course (ISCTC), and additional training as directed by HQ TRADOC, POI, and course material submitted by the proponent.

(11) Review composite risk management and environmental composite risk management integration into training products, and assess the validity of proposed control measures during annual safety evaluations.

(12) Review and approve infrastructure requirements necessary to support training outlined in POIs (for example, ranges, classrooms, training aids, devices, simulators, and simulations).

(13) Revise TRADOC Pamphlet (Pam) 600-4 (Blue Book) as necessary, ICW all TRADOC branch proponents and provide a copy to the Army Training Support Center (ATSC) (ATIC-DCO), Building 1726, Fort Eustis, VA 23604 for publication and distribution annually.

(14) Conduct a biennial WTBD conference.

(15) Ensure orientation and administration processing for Exceptional Family Members Program (EFMP) are conducted.

(16) Ensure EFMP briefs are conducted during in-processing for Advanced Individual Training (AIT) Soldiers (see AR 612-201, table 3-6), and in week 10 of One Station Unit Training (OSUT).

(17) Ensure all IET Soldiers are briefed on the EFMP prior to their departure to their first duty station.

b. Commandants, TRADOC service schools will:

(1) Develop and provide training support package (TSP) and Training Requirements Analysis System (TRAS) documentation, (Individual Training Plans (ITP) POIs, Course Administrative Data (CAD), lesson plans, and other instructional material, as required, in accordance with (IAW) TRADOC Regulation (TR) 350-70. Proponents for OSUT will integrate BCT core training into their OSUT POIs.

(2) Establish and maintain a working relationship through visits, conferences, VTCs, and correspondence with Army Training Center (ATC) commanders, service school commandants, and

training division commanders conducting training in courses for which they are the designated proponent.

(3) Manage the quality assurance program IAW TR 350-70 to evaluate the training program effectiveness for which they are proponents. Evaluation will include a thorough assessment of feedback from the field, as well as an assessment of teaching methods being used at course sites.

(4) Manage an effective mission oriented safety program that integrates composite risk management into all activities and training, to protect personnel, facilities, equipment, and materiel under their charge, as well as the public and natural environment from hazards and accidents.

(5) Identify and approve POI infrastructure requirements and submit to TRADOC Deputy Chief of Staff (DCS) G-3/5/7 (Plans, Operations, and Training), Training Operations Management Agency (TOMA) for validation.

(6) Establish a wellness program for cadre in the IET environment. A drill sergeant (DS) resiliency program will be established IAW TR 350-16. The AIT platoon sergeant (PSG) resiliency program is outlined in Army Regulation (AR) 350-37. These may also be used as a guide to establish cadre wellness programs.

(7) Conduct other IET programs as directed by the Commanding General, TRADOC.

(8) Ensure records (hardcopy or electronic) created and/or received in the course of doing Army business are maintained IAW AR 25-400-2.

(9) Ensure orientation and administration processing for Exceptional Family Members Program (EFMP) are conducted, using DA Form 7415, for both enlisted and officer personnel (see AR 612-201, tables 2-2, and 3-1).

(10) Ensure EFMP briefs are conducted during in-processing for Advanced Individual Training (AIT) Soldiers (see AR 612-201, table 3-6), and in week 10 of One Station Unit Training (OSUT).

(11) Ensure all IMT Soldiers are briefed on the EFMP prior to their departure to their first duty station.

c. The senior IET commander at each TRADOC subordinate command and non-TRADOC organization will:

(1) Ensure designated courses are taught IAW approved POI and training materials developed by the proponent. This includes application of IET training strategy and methods outlined in TR 350-70 and this regulation.

(2) Assist service schools and other course proponents in the design and development of courses taught in the ATC IAW TR 350-70.

(3) Provide feedback and make recommendations to change training content, such as methods of instruction and sequencing.

(4) Continually evaluate training effectiveness, enforce training standards, and ensure continual certification of training cadre.

(5) Ensure cadre and support personnel attend the appropriate training courses IAW paragraph 3-2 and table B-1 of this regulation.

(6) Maintain a list, by position, of who must attend SCTC and ISCTC and submit to proponent at Leader Development Division (ATZJ-PCC), Building 3300 Magruder Ave, Fort Jackson, SC 29207-5000.

(7) Establish responsibility, at the appropriate level of command, for conducting preliminary inquiries, making credibility determinations, and documenting and maintaining records of serious incident reports and operations reports (OPREPs).

(8) Submit serious incident reports IAW AR 190-45 and OPREPs IAW TR 1-8 to TRADOC DCS, G-3/5/7, Current Operations (G-33) (ATTG-OPA). Reporting procedures outlined in TR 1-8 do not replace the reporting procedures as outlined in AR 190-45. Parallel reports are often required due to separate reporting channels.

(9) Ensure TRADOC Form 350-6-2-R-E (Soldier Assessment Report (Initial Entry Training Soldiers)) is completed during each phase of training and included in the Soldier's training packet upon graduation. Ensure that cadre solicit and attend to Soldier responses for Section I, "Family and Financial Status" and "Health Issues," and Section II "Training Outcomes" for indications of need for help; and make appropriate consultations or referrals to the chain of command, the Chaplain, Behavioral Health professionals, and/or to Army Community Service, as indicated. A sample Soldier Assessment Report is located in this regulation.

d. Commandant, U.S. Army Infantry School (in regard to BCT, OSUT, and AIT) will-

(1) Design the education and training for those infantry warrior tasks selected for training in BCT.

(2) Evaluate new equipment for use in BCT in conjunction with the appropriate proponents.

e. Commander, Defense Language Institute English Language Center (DLIELC), English as a second language (ESL) course will adhere to TRADOC policies in appendix C when training pre-BCT/OSUT Soldiers.

f. Commander, Defense Language Institute Foreign Language Center (DLIFLC) will adhere to the policies outlined in appendix D.

1-5. The IMT mission

Initial Military Training conducts Basic Combat Training, Advanced Individual Training, Warrant Officer Basic and Basic Officer Leadership Course in order to transform civilian volunteers into Soldiers who can contribute to their first units of assignment.

1-6. Army Profession

a. Definition of transformation. Transformation, as used in this regulation, is the deliberate moral/ethical, physical and psychological development/progression of a civilian into a Soldier and a member of the Army Profession, who lives the Army Values and demonstrates an appropriate level of commitment, discipline, task proficiency, adherence to the Army ethic and motivated to become a Professional Soldier.

(1) The Army Profession, consisting of the Army Profession of Arms and the Army Civilian Corps, is a vocation comprised of experts certified in the ethical design, generation, support, and application of land combat power, serving under civilian authority, entrusted to defend the Constitution and the rights and interests of the American people.

(2) Army Profession of Arms- The Army Profession of Arms is composed of the uniformed Army, those skilled in arts of warfare bound by a covenant of unlimited liability that requires a willingness to sacrifice and depth of commitment to serve the American people, their comrades, and their families even unto death.

(3) A Professional Soldier- An American Professional Soldier is an expert, a volunteer certified in the Profession of Arms, bonded with comrades in a shared identity and culture of sacrifice and service to the Nation and the Constitution, who adheres to the highest ethical standards and is a steward of the future of the Profession.

b. Principles of transformation:

(1) Immersion into the Army Profession of Arms embodies values, personal conduct, self-discipline, motivation, and task performance. Application of this critical concept ensures Soldiers learn through the example of everyone with whom they have contact and every activity in which they participate in or observe. Consistently and broadly applied, the IET environment will demonstrate the practical application of the Army Ethic* and serve to establish the Army's standards for conduct, discipline, and relationships. The leaders and trainers Soldiers observe during their IET experience must be examples of proper military conduct and performance. Where the desired environment is in contrast to a Soldier's background or experience, it provides the basis for positive change, exemplifying in meaningful ways what is required to be a successful Professional Soldier. When a Soldier's environment or behavior differs from the desired actions, leaders explain and demonstrate the Army's expectations and standards. This immersion requires Soldiers to adopt and demonstrate Army values and put them into practice, understand how Army standards apply in performance and discipline, and leads to a fundamental change in their behavior. It provides leaders the opportunity to relate attitude and behavior to individual and

collective performance in real terms that includes service in time of war. To be effective, all leaders and trainers must comply with the Army's highest standards.

* Note:
The Army Ethic is the collection of values, beliefs, ideals, and principles held by the Army Profession and embedded in its culture that are taught to, internalized by, and practiced by its members to guide the ethical conduct of the Army in defense of and service to the Nation.

The Army Profession is further identified by six essential traits that distinguish the U.S. Army as a Profession and serve as institutional and individual touchstones to guide the Profession through time, contingency, and transition. These essential characteristics are trust of the American people, internal trustworthiness, military expertise, esprit de corps, honorable, service, and stewardship of the Profession. Reference figure 2-1.

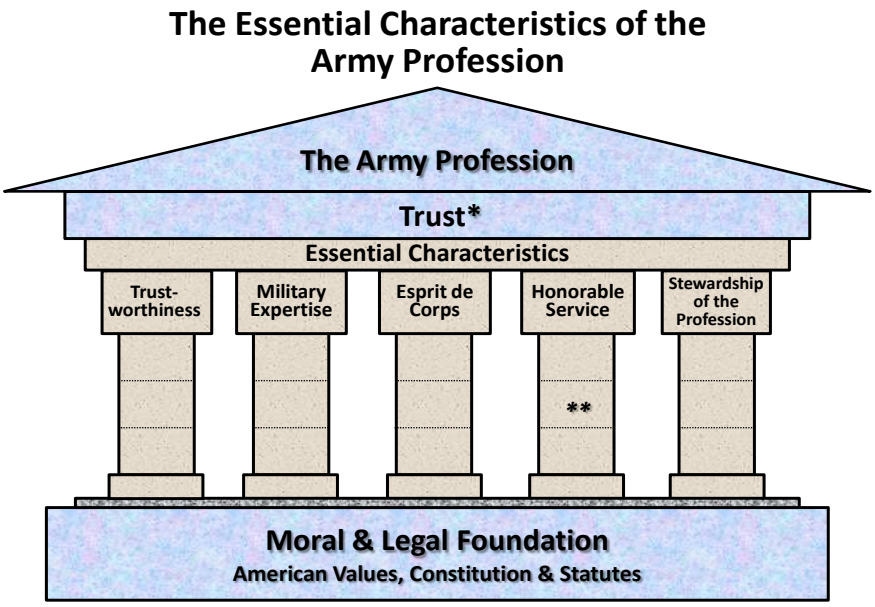

Figure 1-1. Characteristics of the Army Profession

Membership as an aspiring Army professional Soldier begins upon taking the Oath of Enlistment. Training in IET begins the developmental process to attain the status of an Army Professional identified by three criteria that certify Soldiers as members of the Army Profession of Arms. These three criteria are:

- **COMPETENCE in Expert Work:** The Professional's work is expert work related to the design, generation, support, and application of land combat power and the individual's competence has been certified by the Army commensurate with the level of certification granted
- **Moral CHARACTER requisite to being an Army Professional:** The Army's expert work creates a moral responsibility to act on behalf of a client rather than self and thus demands a moral character of sacrifice and service to one's own, units, and the Army's Duty to the Nation

- **Resolute COMMITMENT to the Army Profession:** By observation and evaluation it is clear that the Professional has developed a personal calling requisite to an abiding commitment to effective, ethical, and honorable service in the Army and to the Nation.

(2) Standards. **Standards** must be clearly demonstrated, communicated, achievable, and enforced consistently and fairly to establish and maintain order. Standards based on skill sets must be appropriate to the level of transformation; they are adjusted to ensure achievability and show progression throughout the training process. Standards based on the professional military ethic do not change and are applied consistently in IET throughout a Soldier's career.

(3) Cadre. The most influential aspect in the new Soldier's transformation is the cadre. Cadre must provide the example of the professional military ethic. The cadre radiates to the IET Soldier that "I am the proud example of our Army; follow me and I will do everything I can to assist you to meet our standards and achieve your goals." The cadre identifies and enhances the positive traits the Soldier has brought to the Army, assists the Soldier in overcoming his/her weaknesses, and reinforces the trust and commitment the Soldier has already demonstrated by joining the Army.

(4) Team approach. Each Soldier is made to feel as a valued member of a team. In the end, the Army is a large team comprised of many smaller ones, all sharing common goals, standards, and culture. Each Soldier must be a meaningful part of professional military ethic for the team.

(5) Self-discipline vs. imposed discipline. By the completion of IET, every Soldier should know the Army's standards and comply with them because of their adoption of the professional military ethic. The IET process is designed to demonstrate the Army's standards and values through role models (DS, AIT PSG, other cadre, etc.), practical instruction, and situational exercises. This demonstration should instill adherence in the early phases of training through immediate corrective action and "total control," but overt observation and enforcement should be gradually relaxed. This gives the Soldiers the opportunity to demonstrate that their self-discipline comes from their acceptance of the professional military ethic.

(6) Gradual introduction of Soldier privileges. To create an environment where Army standards of discipline and conduct can be clearly demonstrated and enforced, privileges associated with their previous civilian life are withdrawn upon entry in IET. These restrictions are part of an intricate process designed to teach discipline and subordination of self to a greater purpose. For the process to be complete and assure the orderly transition from IET to the operational force, it is appropriate to gradually introduce privileges, consistent with individual Soldier ability to demonstrate adherence to standards. The goal is that each Soldier demonstrates the ability and willingness to adhere to the Army's standards by gradually restoring the privileges in a relatively controlled environment where self-motivated adherence to the standards can be rewarded and failure to adhere can be corrected. This process takes advantage of the control inherently possible within the IET environment and ensures confidence that Soldiers leaving the controlled environment will act within the Army's standards.

(7) Continual cadre evaluation. An assessment-based strategy for all facets of the Soldier's development involves two steps: first, develop and conduct continual evaluations; second, modify

the training approach to align with a Soldier's progress. Using this approach to Soldier transformation enhances the ability of leaders at every level to ensure Soldiers achieve the required psychological and physical standards. It also enhances our ability to appropriately challenge every Soldier during their IET experience.

(8) Stress in training. Stress experienced by Soldiers in IET is natural, and to an extent, is desired. Learning how to handle stress is a part of resiliency training, which is a normal part of IET transformation. Stress is not desired for its own sake. The standards of performance and conduct should be high enough that every Soldier must exert effort to meet them.

(9) Cadre behavior. The primary behavioral learning method in IET is through observation requiring consistent leadership by example. The IET environment fosters learning through observation, making it critical for leaders and trainers to embrace the "do as I do" mentality. Soldiers observe cadre constantly through specific training tasks. The cadre's proper example signifies there is only one standard; it also reinforces that all Soldiers, leaders included, are expected to maintain these standards.

c. The desired end state of transformation for all Soldiers is to live the following nine outcomes:

(1) Understand, accept, and live by the Army values and Warrior Ethos.

(2) A Soldier is a proud team member possessing a character consistent with the Army's professional military ethic.

(3) Possess self-discipline, and be adaptable and flexible.

(4) Be capable of identifying and solving problems appropriate to their position and responsibility.

(5) Willingly subordinate self to the mission and fellow Soldiers.

(6) Be able to operate effectively under stress.

(7) Be physically fit.

(8) Be proficient in WTBDs and MOS related technical skills.

(9) Comply with Army traditions, customs/courtesies, and fundamental Soldier skills and responsibilities.

d. The principles of transformation combine to foster an environment conducive to creating lasting change, while facilitating training, education, and character development. This environment accommodates Soldiers from a wide range of backgrounds, skills, motivation, and commitment.

e. The ultimate goal is to develop a Soldier who has the nine outcomes from para 1-6(c). In this way, the Soldier will be prepared to contribute as a member of a team after arrival at their first unit of assignment.

Chapter 2
Conduct of IET

2-1. Phased training

IET is conducted in five phases. Phases and associated goals provide intermediate objectives to give common direction and serve as milestones during IET. The training cadre informs IET Soldiers of the goals and standards for each phase of training. Movement from each phase forward is viewed as a "gate" for each Soldier. The training cadre evaluates each Soldier's performance by the standards for each phase before advancing them to the next phase.

a. The five phases of IET are "Red," "White," and "Blue" which are associated with BCT and the BCT portion of OSUT, and "Black" and "Gold," which are associated with AIT and the AIT portion of OSUT. The five phases of IET are linked to training, not privileges.

(1) Phase I (Red). This phase encompasses weeks 1 through 3 of IET and consists of an environment of total control, where DSs begin transforming volunteers into Soldiers. Red Phase training begins with reception and includes the following:

(a) Immersion in the Army's core values, traditions, Warrior Ethos, and ethics.

(b) Completion of the global assessment tool and initiation of building mental resilience.

(c) The development of individual basic combat skills.

(d) Building confidence, teamwork, and discipline.

(e) Building physical fitness through physical training (PT).

(2) Phase II (White). This phase generally encompasses weeks 4 through 6 of IET and is centered on the development of basic combat skills, with special emphasis on weapon qualification and PT. This phase generally begins with individual weapons qualification other weapons training, and includes continued instruction on Army values, Warrior Ethos, ethics, history, traditions, and physical training.

(3) Phase III (Blue). This is the last phase of BCT and encompasses weeks 7 through 10 of IET. This phase concentrates on tactical training, increased Soldier responsibilities, and demonstration of teamwork and self-discipline. This phase culminates with the demonstration of proficiency in WTBD in a culminating field training exercise (FTX). An appropriate "rite of passage" ceremony commemorates successful demonstration of transformation and WTBD proficiency, marking the transformation from civilian to Soldier.

(4) Phase IV (Black). This phase begins on the first training day of the first week of AIT or weeks 10 through 13 of OSUT. Reduced supervision by DSs/AIT PSGs, reinforcement training on common skills, values, and traditions taught in BCT, and introduction to MOS tasks characterizes this phase. Increased emphasis on personal responsibility and accountability characterize this and subsequent phases. Upon arrival at the AIT unit, IET Soldiers starting AIT will receive initial counseling. This session is used to establish goals consistent with the Soldier's MOS training requirements, as prescribed in the appropriate POI and this regulation. Counseling will continue throughout AIT keeping the Soldier informed of their progress.

(5) Phase V (Gold). This phase generally begins the fourth week of AIT or weeks 14 through 20 of OSUT. Reinforcement training on common skills, training, and evaluation of MOS skills, a leadership environment that simulates the environment in an operational unit, and a culminating tactical FTX that integrates WTBD and MOS tasks characterize this phase. This exercise is designed to reinforce the basic combat skills learned in BCT, applicable to the Soldier in the execution of MOS related duties in a tactical field environment.

(6) Phase V+. This phase begins week 21 through the completion of AIT. This phase continues reinforcement training as defined in Phase V with emphasis on transitioning Soldiers to the operational force. Units will enroll selected Phase V+ Soldiers in additional skill identifier training based on their gaining unit’s requirement.

(7) Accelerated AIT graduation program. IET commanders may implement accelerated AIT graduation programs as described in appendix E. Commanders may use the accelerated AIT graduation programs to recognize Soldiers who exceed course standards and provide opportunities to them for additional MOS training and early promotion. Commandants can approve up to five days accelerated graduation in coordination with TOMA. Any accelerated AIT graduation of more than five days must be approved by DCG-IMT. Requests must be submitted in memorandum format.

b. Phase banners. Schools may use phase banners to distinguish a platoon's phase of training and recognize the passage of a platoon from one phase to another. Guidons are not authorized at the IET platoon level IAW AR 840-10, chapter 6.

(1) Local programs are established to govern the awarding, carrying, and displaying of platoon banners. Banners are made of nylon bunting, swallow tailed in shape, 18 inches high by 30 inches wide, and banner colors are solid colors representing the phase as defined in paragraph 2-1a.

(2) In AIT, where IET platoons include Phase IV and Phase V Soldiers in the same platoon, the senior IET commander (lieutenant colonel or higher) is authorized to exempt those platoons from using phase banners.

c. The following formal counseling requirements must be met for all IET Soldiers:

(1) BCT counseling.

(a) Individual counseling should be conducted within 72 hours of arrival at the training unit.

(b) Performance counseling at the conclusion of Red Phase (generally week 3) and the beginning of Blue Phase (generally week 7).

(2) AIT counseling.

(a) Counseling of AIT Soldiers within 72 hours of beginning AIT.

(b) Counseling at the conclusion of AIT.

(3) Counseling in both BCT and AIT on the provisions for additional training, when Soldiers are not able to meet established standards and requirements (for example, new start, phase hold, rehabilitative transfer, remedial training).

(4) All Soldier assessments for IMT will be documented on an IMT Soldier assessment report and passed on to the first unit of assignment.

2-2. IET graduation requirements

Soldiers graduating BCT must be prepared to successfully participate in all AIT or OSUT Phase IV and V training. Soldiers graduating AIT or OSUT Phase IV and V must be prepared to contribute to the successful mission accomplishment of the first unit of assignment and operate effectively in an operational environment.

a. BCT.

(1) Complete the end-of-cycle Army Physical Fitness Test (APFT) with a minimum of 50 points in each event.

(2) Qualify with individual weapon, complete advanced marksmanship training, participate in the prescribed weapons immersion program (safe handling and maintenance), and conduct combat field fire with a goal of achieving seven kills or 14 hits.

(3) Complete obstacle and confidence courses as prescribed in the appropriate TSP and FM 7-22 (Army Physical Readiness Training (APRT)).

(4) Complete basic and tactical combative training as prescribed in the appropriate TSP.

(5) Qualify with hand grenades, including grenade assault course and throwing live hand grenades.

(6) Complete the protective mask confidence exercise IAW the appropriate TSP.

(7) Complete foot marches as prescribed in the appropriate TSP.

(8) Complete Combat Lifesaver (CLS) training. CLS certification is a desired goal. See paragraph 3-13 for instructions on certifying BCT Soldiers.

(9) Demonstrate proficiency in the individual Warrior tasks and the individual supporting tasks for each of the Warrior battle drills in the field environment as prescribed in the appropriate TSP.

b. OSUT. Achieve the BCT graduation requirements through the following:

(1) Complete the end-of-cycle APFT with a minimum of 60 points in each event. No 50-50-50 assessment required.

(2) Complete BCT tasks outlined in section 2-2, paragraph a.2 thru a.9.

(3) Demonstrate proficiency in MOS specific critical tasks as identified by the proponent school, and as prescribed in the appropriate TSP.

(4) Conduct the Army Traffic Safety Training Program, IAW AR 385-10, paragraph 11-7a (Introductory Training Course I)

c. AIT. Complete the following requirements:

(1) Demonstrate proficiency in MOS specific critical tasks as identified by the proponent school, and as prescribed in the appropriate TSP.

(2) Pass an APFT with a minimum of 60 points in each event.

(3) Reinforce the following WTBDs based on the needs of the MOS as established by the proponent school commandant.

(a) Perform voice communications.

(b) Maintain personal awareness/every Soldier a sensor.

(c) Maintain personal weapon (includes weapons immersion).

(d) Adapt to a changing operational environment.

(e) Grow professionally and personally (build resilience).

(f) Perform immediate lifesaving measures.

(4) Conduct professional military training in the following areas. The length and content of the training is established by the proponent (except where noted).

(a) Army values.

(b) Physical readiness training (IAW FM 7-22).

(c) Personal finance (eight hours).

(d) Drill and ceremonies.

(e) Branch history/museum tour (if available).

(f) Army customs and courtesies.

(g) Army Traffic Safety Training Program IAW AR 385-10, paragraph 11-7a (Introductory Training Course I)

(5) For AIT courses greater than 23 weeks long, re-qualify on individual weapon.

(6) Complete additional WTBDs as directed by commandant and approved by DCG-IMT.

2-3. Amount and type of control/phase privileges

a. During IET, the cadre leadership should evolve from asserting total control over Soldiers to the point where it duplicates the leadership environment in operational units. This gradual change supports the transformation program, and allows the DSs, AIT PSGs, and/or squad leaders to gauge each Soldier's self-discipline and maintain or relinquish control accordingly.

b. Privileges/limitations for IET Soldiers.

(1) Brigade commanders or the senior U.S. Army commanders at the training location are the approval authority for granting or withholding privileges IAW Table 2-1. Soldiers are granted additional freedom as they demonstrate self-discipline and the ability to accept responsibility. These are privileges, not rights, and as such, are withheld, modified, or withdrawn based upon performance, mission, and program requirements. Privileges granted in IET will support the phased training program, which establishes intermediate goals to facilitate the transformation from volunteer to Soldier. Maximum privileges authorized for IET are listed in table 2-1.

(2) Soldiers in the first phase of initial entry training (red phase) will not attend non program of instruction events, activities, or programs (on or off the installation) without an approved exception to policy from the Deputy Commanding General, Initial Military Training. Soldiers in the following phases (white and blue) may attend off-the-installation events, activities, or programs with approval granted by their respective Commanding General, Center of Excellence or Army Training Center. Prior to granting approval, the local Commanding General of the Center of Excellence or Army Training Center should consult with his servicing Staff Judge Advocate. Units will send a copy of exception to Initial Military Training Center of Excellence Operations Section. These events include but are not limited to: local sporting events, church services, concerts, or military appreciation events.

Table 2-1
IET phases and privileges[1]

PHASE	I	II	III	IV	V	V+		
	Basic Combat Training			Advanced Individual Training				
	ONE STATION UNIT TRAINING							
WEEKS	1 Thru 3	4 Thru 6	7 Thru 10	11 Thru 13	14 Thru 20	21 Thru Completion		
Color Designation	RED	WHITE	BLUE	BLACK	GOLD	GOLD		
PRIVILEGES *								
Total Control	X							
Restricted to Company Area	X							
Escorted to PX by DS	X							
Brigade Area Pass		** X	** X	** X	** X	*X		
On-Post Pass (conclude NLT 2100 hrs local time)			*** X	** X	** X	*X		
Off-Post Pass (conclude NLT 2100 hrs local time)			*** X		*X	*X		
Overnight Pass	NO OVERNIGHT PASSES AUTHORIZED DURING INITIAL ENTRY TRAINING							
Wear Civilian Clothes					*X	*X		
Cell Phone/Electronic Devices			*X	*X	*X	*X		
Drive or Ride in POV			*** X			*X		
Alcohol Use (of legal Age)	NO ALCOHOL USAGE AUTHORIZED DURING INITIAL ENTRY TRAINING							
Tobacco Use (of Legal Age)				*X	*X	*X		

* Privileges are earned and are reduced or modified based on Soldier performance and discipline at the discretion of the BDE CDR
** During passes all Soldiers will utilize the battle buddy system except when accompanied by family members (Parents, Grandparents, Spouse or Legal Guardians) on Family Day. Passes will conclude NLT 2100 Hrs local time
*** BCT/OSUT Family Day: Soldiers may receive off-post day passes, and battle buddies are not required when accompanied by a family member (Parents, Grandparents, Spouse or Legal Guardians). Passes will end NLT 2100 hrs local time

(4) Wearing of civilian clothes is strictly limited during BCT. Local Standard Operating Procedures (SOPs) will govern attire for BCT Soldiers departing on emergency leave prior to

deferred issue. When time and facilities permit, the Soldier is issued a Class A or Army Service Uniform (ASU) before departing on emergency leave.

(5) The use of telephones during IET, to include cellular and other wireless communication devices, is a privilege. IET brigade commanders will establish local policy for their use by IET Soldiers. Soldiers will not carry electronic devices to formation, training, or class unless authorized by the commander.

(6) IET Soldiers arriving to the reception battalion (RECBN), BCT, OSUT, AIT, new duty assignment and/or transferred to a different unit or class will be given the opportunity to call home within 48 hours of arrival.

(7) The following privileges establish guidelines for brigade commanders.

(a) Phase I (weeks 1 through 3). No passes are permitted and IET Soldiers are restricted to the company area. IET Soldiers are allowed outside the company area only when information and escorted by DSs. A DS will escort IET Soldiers in this phase to the Post Exchange (PX). Soldiers are prohibited from driving or riding in Privately Owned Vehicles (POVs) and rental vehicles, consuming alcoholic beverages, and using tobacco products unless they are of legal age, possess a valid driver's license, and are on authorized leave/absence. All IET Soldiers must maintain the battle buddy system IAW paragraph 2-10. Continuous cadre supervision is enforced during Phase I of IET.

(b) Phase II (weeks 4 through 6). In addition to the privileges authorized in Phase I, passes within the brigade area are authorized. Soldiers are prohibited from driving or riding in POVs and rental vehicles, consuming alcoholic beverages, and using tobacco products unless they are of legal age, possess a valid driver's license, and are on authorized leave/absence. All IET Soldiers must maintain the battle buddy system IAW paragraph 2-10.

(c) Phase III (weeks 7 through 10). In addition to the privileges authorized in Phase II, on post passes are authorized. At the discretion of the commander, IET Soldiers may ride with family members in POVs and rental vehicles during BCT graduation day and OSUT family day. Family members (Parents, Grandparents, Spouse, or Legal Guardian) are authorized to transport BCT graduates to assigned AIT sites at the battalion commander's discretion. Soldiers are prohibited from driving POVs and rental vehicles, consuming alcoholic beverages, and using tobacco products unless they are of legal age, possess a valid driver's license, and are on authorized leave/absence. All IET Soldiers must maintain the battle buddy system IAW paragraph 2-10. Soldiers may receive an off post day pass privilege during graduation day or family day and do not have to use the buddy system when accompanied by an adult family member. Off post pass will expire NLT 2100 hrs local time.

(d) One day of travel time is allowed for each 350 miles of official distance of ordered travel. If the excess is 51 miles or more after dividing the total number of miles by 350, one additional day of travel time is allowed. When the total official distance is 400 miles or less, one day's travel time is allowed. (See Joint Federal Travel Regulation, paragraphs U3003 Authorized

Modes and U3005 Travel Time). Soldiers are not authorized to drive or consume alcohol when being transported.

(e) Soldiers are to report to AIT on the scheduled report date. Soldiers who are authorized to travel to the AIT location with family members (Parents, Grandparents, Spouse, or Legal Guardian) must arrive at the AIT location no later than (NLT) 1800 on the Sunday prior to the scheduled AIT report date.

(8) Privileges awarded in all subsequent phases of IET are at the discretion of the brigade commander or senior U.S. Army commander at the training site IAW table 2-1, IET phases and privileges though the philosophy of increasing privileges as trainees progress should be taken into consideration.

(9) Normally, IET Soldiers are not granted leave between BCT and AIT, unless they meet one of the following requirements:

(a) Soldiers are attending an AIT course of 24 weeks or longer have a one week delay built into the Army Training Requirements and Resources System (ATRRS) training schedule between the BCT graduation date and the AIT report date. Soldiers may elect to take up to one week of leave, or report directly to AIT upon graduation from BCT. When the latter is chosen, the losing BCT site will coordinate with the gaining AIT site for early arrival.

(b) Soldiers graduate from BCT in December, with an AIT start in January.

(c) Soldiers taking winter/holiday block leave during BCT are not authorized to take any additional leave between BCT graduation and the start of AIT (this includes AIT courses that are 24 weeks or longer).

(d) Battalion commanders may grant exceptions on a case-by-case basis.

(10) Brigade commanders determine privileges for Soldiers attending pre-BCT (for example, ELT), assigned to a Warrior Training Rehabilitation Program (WTRP) medical hold company, or attending the Army preparatory school.

2-4. Treatment of IET Soldiers

a. Treat all Soldiers IAW Schofield's definition of discipline: The discipline which makes the Soldier of a free country reliable in battle is not to be gained by harsh or tyrannical treatment. On the contrary, such treatment is far more likely to destroy than to make an Army. It is possible to impart instruction and give command in such a manner and such a tone of voice to inspire in the Soldier no feeling but an intense desire to obey, while the opposite manner and tone of voice cannot fail to excite strong resentment and a desire to disobey. The one mode or the other of dealing with subordinates springs from corresponding spirit in the breast of the Commander. He who feels the respect which is due to others cannot fail to inspire in them regard for himself, while he who feels, and hence manifests, disrespect toward others, especially his inferiors, cannot fail to inspire hatred against himself." MG John M. Schofield, 11 August 1879.

b. Treat IET Soldiers with the same respect, fairness, and regard for dignity accorded to all Soldiers, regardless of race, gender, creed, etc.

c. Create a rigorous environment that places stress between the Soldiers and their ability to accomplish the task to standard.

d. Provide sufficient time for Soldiers to conduct personal hygiene, take prescribed medications, perform rehabilitative exercises, and apply ice therapy when directed by medical authorities, or appropriate self-care instructions.

e. Afford Soldiers the opportunity to participate in scheduled religious services, but do not direct or coerce participation in any service. Afford those Soldiers who choose not to participate in religious services the opportunity for secular personal time. Personal time activities will not include barracks maintenance or similar activities that offer Soldiers no meaningful choice. The intent is to make it clear that religious activities are voluntary, not command directed.

2-5. Corrective training and corrective action

a. General. Corrective training and corrective action are tools available to leaders to rectify minor deficiencies, simple infractions, and less serious breaches of discipline, to focus the attention of Soldiers, and to inspire compliance with Army standards. At no time is corrective action meant to demean, belittle, or embarrass a Soldier. The effective leader knows when to use permissible corrective training and NOT excessive or unauthorized physical activity to coach, teach, train, and mentor Soldiers who are not meeting the standard. See table 2-2. The following definitions apply:

(1) Corrective Training. Corrective training is for Soldiers who have demonstrated that they need, and would benefit from, additional instruction or practice in a particular skill. Corrective training should be directly related to the military skill that the Soldier is deficient in and assist him/her in meeting the standard.

(2) Corrective Action. Nonpunitive actions used as a motivational tool by authorized cadre members (see 2-5 c) to immediately address deficiencies in performance or conduct and to reinforce required standards. By virtue of administering corrective action, there is recognition that the misconduct did not result from intentional or gross failure to comply with standards of military conduct. Corrective action is inappropriate for situations requiring additional training to master a specific level of skill proficiency, or in matters where punishment is administered as a result of Uniform Code of Military Justice (UCMJ) action.

(3) Physical exercise for corrective action. Requiring Soldiers to perform a reasonable number of repetitions of authorized physical exercises IAW FM 7-22 page 5-5 as a motivational tool is permitted for corrective action. However, consideration must be given to the exercises, repetitions, and total number of times each day that exercise is used for corrective action to limit the potential for overtraining and injuries.

(4) Other Corrective Action. Nonphysical tasks may be used as corrective action instead of physical exercise. Requiring a Soldier or group of Soldiers to recite the Soldier's Creed is an example of other action-based corrective action.

Table 2-2
Corrective action

Exercise	Phase I WK 1-3	Phase II WK 4-6	Phase III WK 7-9	Phase IV WK 10-13	Phase V WK 14-20	Phase V+ WK 21-Completion
	basic combat training			advanced individual training		
	one station unit training					
	repetitions/time					
Rower	5	5	5	5-10	5-10	5-10
Squat Bender	5	5	5	5-10	5-10	5-10
Windmill	5	5	5	5-10	5-10	5-10
Prone Row	5	5	5	5-10	5-10	5-10
Bent-leg Body Twist	5	5	5	5-10	5-10	5-10
Push-up	5	5	5	5-10	5-10	5-10
V-up	5	5	5	5-10	5-10	5-10
Leg Tuck & Twist	5	5	5	5-10	5-10	5-10
Supine Bicycle	5	5	5	5-10	5-10	5-10
Swimmer	5	5	5	5-10	5-10	5-10
8-ct Push-up	5	5	5	5-10	5-10	5-10
Push-up (Timed)	30 Sec	45 Sec	60 Sec	60 Sec	60 Sec	60 Sec
Sit-up (Timed)	30 Sec	45 Sec	60 Sec	60 Sec	60 Sec	60 Sec
High Jumper	N/A	N/A	5	5-10	5-10	5-10
Mountain Climber	N/A	N/A	5	5-10	5-10	5-10
Power Jump	N/A	N/A	5	5-10	5-10	5-10

b. Leaders must exercise good judgment in the administration of corrective action. Corrective action may be applied to entire units if appropriate (correcting an entire platoon failing to show teamwork during Red Phase in a given training event by having them do five repetitions of the pushup, for example), but will be focused at the individual level whenever possible. Improper use can lead to unauthorized mass punishment or hazing. Do not refer to this type of administrative corrective measure as "smoking" or "smoke sessions;" such references give the impression that these measures are punitive or oppressive.

c. Only DSs, squad leaders, AIT PSGs, first sergeants (1SGs), and commanders are authorized to employ physical exercise for corrective action. This augments, but does not limit, a leader's general military authority to address observed shortcomings.

d. IET Soldiers and trainees from other Department of Defense (DOD) services who are occupying leadership positions are prohibited from administering physical exercise as corrective action. Prior service Trainees are similarly prohibited from administering physical training as corrective action.

e. Consider climatic conditions in the decision to use exercise as corrective action. The use of mission oriented protective posture gear during corrective physical training is specifically prohibited.

f. Punishment. The imposition of specific requirements, actions, or restrictions that are designed to reinforce good order and discipline but are administered only as a result of UCMJ action by commanders. Only commanders have the authority to punish Soldiers, and they must use proper disciplinary procedures when doing so.

2-6. Trainee abuse and prohibited practices

a. Trainee abuse is any improper or unlawful physical, verbal, or sexual act a cadre member commits against a trainee. Examples include extreme exercise-based corrective action not IAW PRT, extreme profanity, sexual misconduct, extortion, inappropriate fundraising, or prohibited relationships. Only a commander can determine an incident as trainee abuse.

b. Hazing.

(1) Hazing is defined as any conduct that causes another to suffer, or be exposed to any activity which is cruel, abusive, humiliating, oppressive, demeaning, or harmful. Soliciting or coercing another to perpetrate any such activity is also considered hazing. Hazing need not involve physical contact; it can be verbal or psychological in nature. Actual or implied consent to acts of hazing does not eliminate the culpability of the perpetrator. Hazing is explicitly forbidden IAW AR 600-20, chapter 4 and applies to Soldiers and civilian personnel. Hazing is an offense punishable under the UCMJ.

(2) This definition includes and is not limited to playing abusive tricks, threatening or offering violence or bodily harm to another, striking, branding, tattooing, any forced or coerced consumption of alcohol, drug, or tobacco product, or causing the harmful, excessive, or abusive consumption of liquid, food, or any other substance.

c. Sexual harassment, fraternization, or inappropriate or unprofessional relationships. This conduct is explicitly forbidden IAW AR 600-20 and may violate local regulations. These offenses are punishable under the UCMJ.

d. Prohibited relationships.

(1) Cadre and Trainee. Any relationship between permanent party and any Trainee, not required by the training mission is prohibited IAW AR 600-20, paragraph 4-15. This definition includes and is not limited to dating IET Soldiers, writing personal letters, text messages, e-mails, exchanging personal communications on social media, having personal telephone conversations unrelated to the training mission, playing cards, gambling, dancing, entertaining in personal residences, sharing accommodations in a hotel/motel, transporting in a POV, or any other conduct of a personal or sexual nature.

(2) Cadre personnel are prohibited from "Friending" or requesting to be a "Friend" of Trainees through use of personal social media outlets/networking sites (that is, Facebook, MySpace, etc.). However, social media outlets/networking sites, such as official unit sponsored pages directed at conveying official Army information, communications, or activities may be used for official/professional communication between cadre and Trainee.

(3) Trainee. Any relationship between Trainees not required by the training mission is prohibited IAW AR 600-20, paragraph 4-15. This definition includes and is not limited to the activities in subparagraph (1) above.

e. Physical contact with Soldiers for any reason other than to make necessary training-related corrections. Exceptions to this are where the safety of the Soldier is in question (for example, heat exhaustion, physical injury, etc.). Cadre members are not required to ask the Soldier's permission when making necessary corrections; however, effective trainers tell Soldiers what they are going to do prior to doing it.

f. Failing to give Soldiers reasonable time to eat meals is prohibited. Depriving Soldiers of meals or restricting meal choice is likewise prohibited as a form of discipline. DSs and cadre will refrain from disrupting the serving line, except for immediate safety considerations. Soldiers shall be allowed at least 10 minutes to eat; this is time spent seated and does not include time spent in the serving line. Leaders will protect this time for the sole purpose of refueling to optimize performance.

g. Contact by cadre members with family members of IET Soldiers in any manner outside the performance of official duties is prohibited.

h. Requiring or encouraging IET Soldiers to purchase common use items or common area cleaning supplies with their own funds (for example, bay cleaning supplies, toilet paper for common latrines, and other common use items).

i. Fundraising.

(1) No cadre member may sell any product, service, or opportunity to IET Soldiers.

(2) No IET Soldiers will be directed to participate in or purchase items at any authorized fundraising activities. IET Soldiers will not be used to assist in set up or break down for family readiness group (FRG) activities.

(3) Family readiness group (FRG) fundraising activities are only permitted IAW AR 608-1 Appendix J, Army FRG Operations, AR 210-22, and Private Organizations on Department of the Army Installations.

(4) This provision does not prohibit Soldiers from voluntarily contributing to officially authorized campaigns (such as, Combined Federal Campaign, Army Emergency Relief, etc.) or making chapel offerings.

2-7. IET trainee abuse and sexual assault investigation and reporting

a. Report all incidents of alleged trainee abuse to include sexual assault and harassment IAW AR 190-45, AR 600-20 , TR 1-8, and Appendix "M" of this regulation. Company Commanders must report trainee abuse or any case of sexual assault or harassment immediately through the chain of command to the Brigade Commander. For cases of sexual assault/ harassment, reports should include cases of cadre against trainee, cadre against cadre, or trainee against trainee. Brigade (or any unit) Commanders must report all sexual assault allegations to CID, the SARC, and the servicing OSJA, pursuant to AR 600-20, paragraph 8-5o immediately once allegation is known. TRADOC Emergency Operations Center (EOC) will forward all TRADOC OPREPs concerning cadre and/or trainee abuse and/or sexual assault/harassment within the Brigades to TRADOC IMT and the TRADOC Staff Judge Advocate (SJA). TRADOC OPREPs provide the initial data for the TRADOC Trainee Abuse Coordinator."

b. With the exception of sexual assault allegations, which must be reported to CID for investigation pursuant to AR 600-20, paragraph 8-5, commanders will promptly conduct a preliminary inquiry IAW Manual for Courts Martial Part II, Chapter III, Rule 303, into every trainee abuse allegation, regardless of the nature, magnitude, or source of the complaint. For some allegations, a quick and informal interview of the complainant and any witnesses is all that is required. Other allegations may require more extensive command or law enforcement investigation. Commanders will consult with their legal advisor when conducting an inquiry or evaluating evidence concerning all allegations of trainee abuse.

c. Commanders will document and maintain records of all preliminary inquiries into trainee abuse cases, including those the commander determines are not credible. Commanders through local SJA will provide supplemental information by filling out TRADOC Form 350-6-1 (Training Abuse Report) on all trainees abuse OPREPs and submit to TRADOC SJA in an accurate and timely manner (not to exceed four working days from notice of the event). Until final disposition of each case, commands through local SJAs will submit a status update no later than the 28th of each month. Updates will be transmitted electronically to the TRADOC TAR and must include cases represented by case number and current status. This process will continue for every open case until the case is closed. A final TRADOC Form 350-6-1 will be completed and forwarded to the TRADOC TAR to report final disposition.

d. Suspension actions.

(1) Preliminary inquiries. Commanders should not automatically suspend DSs, PSGs, or other cadre simply because they are pending a preliminary inquiry into a trainee abuse allegation. Commanders will make suspension decisions based upon the 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 command reasons.

(2) Investigations. Suspension of a DS or AIT PSG from his or her assigned duties is required when a serious incident occurs requiring an investigation IAW AR 614-200, paragraph 8-17d. For all other incidents, the commander has the discretion whether or not to temporarily suspend the cadre member from his or her duties. A serious incident consists of any actual or

alleged incident, accident, misconduct, or act, primarily criminal in nature, and because of its nature, gravity, potential for adverse publicity, or potential consequences warrants timely notice to Headquarters, Department of the Army (HQDA). Investigations include, but are not limited to investigations conducted IAW AR 15-6 or those conducted by the criminal investigation division or a military police investigator.

(3) Considerations. In addition to the severity of the underlying incident, commanders should make any suspension determination only after considering all *evidence available.* The number of witnesses, or volume of physical evidence, does not determine the weight given to the evidence. Commanders should evaluate the *evidence for factors including, but not limited to* the witness's demeanor, opportunity for knowledge, information possessed, ability to recall and relate events, and other indications of truthfulness.

(4) Suspension of special duty assignment pay (SDAP). Suspension of DS SDAP will be done IAW AR 614-200, paragraph 3-22e(8). DS SDAP will not be suspended based upon the initiation of any inquiry or investigation into alleged DS misconduct

e. Sexual Assault Allegations. Commanders have significant leadership responsibilities for actions after receiving an unrestricted report of sexual assault. In addition to complying with reporting requirements, commanders must ensure that the steps outlined in the checklist in figure 2-1 below are immediately taken in the event of receiving an unrestricted report of a sexual assault. Note that not necessarily all the action listed below in figure 2-1 will be taken by the commander. Nevertheless, commanders have the responsibility to ensure these actions are taken. Additionally, note that the list below is not intended as a comprehensive list of all a commander's responsibilities throughout the course of a sexual assault case. Instead, this list is intended as a guide for immediate action upon receiving an unrestricted report of sexual assault. For additional guidance regarding command action/responsibilities, see AR 600-20, Appendix G, as well as Department of Defense Instruction (DoDI) 6495.02, and consult with the servicing SJA

Commander's Preliminary Checklist for Unrestricted Reports of Trainee Sexual Assault

( ) Ensure victim's physical safety. If possible, determine if alleged offender is nearby and if victim desires or needs protection.

( ) Determine if the victim desires/needs emergency medical care.

( ) Notify law enforcement as soon as victim's safety is assured and medical treatment procedures elected by victim are initiated.

( ) Notify SARC.

( ) Collect only necessary information (victim's identity; location, time of the incident; name/description of offender(s)). Avoid asking detailed questions or pressuring victim for responses/information about the incident.

( ) Advise victim of need to preserve evidence until law enforcement arrives (avoid bathing,

showering, washing garments, eating/drinking, brushing teeth, vacating bladder, etc.)

( ) If needed, make appropriate administrative/logistical coordination for victim to receive medical care.

( ) Ensure victim understands the availability of victim advocacy and the benefits of accepting advocacy and support.

( ) Determine if victim needs a support person to immediately join victim (e.g. family member, friend, etc.)

( ) Ask if the victim would like a chaplain to be notified and notify accordingly.

( ) Provide victim with emotional support and monitor victim's well-being, particularly if there are indications of suicidal ideation, and ensure appropriate intervention occurs as needed.

( ) Confer with victim's healthcare provider regarding the need for convalescent leave or other administrative leave options.

( ) In consultation with law enforcement and/or the servicing SJA, determine the need for a "no contact" order or "Military Protection Order". Coordinate with other commanders as necessary if alleged offender is assigned to another unit.

( ) Determine the need for temporary reassignment of victim or alleged offender giving, to the extent practicable, preferential consideration to the victim's desires.

Figure 2-1. Commander's Checklist for Unrestricted Reports of Sexual Assault

2-8. Integration of male and female Soldiers

a. For all MOS and courses open to female Soldiers, IET is gender integrated to the squad level. All Soldiers, regardless of gender, train to the Army standard. Performance requirement differences, such as APFT scoring are based on physiological differences, and apply to the entire Army. Gender integrated training at the lowest levels enhances the ability of the training base to deliver a Soldier fully prepared to take their place in the ranks of a gender integrated Army. Gender integrated training conducted in an environment where control and supervision are maximized mitigates the risk associated with this training (for example, pairing Soldiers of similar size and physical ability, regardless of gender during combative training).

b. Formation of single gender companies or platoons is not authorized. The same POI is used for males and females. Male and female Soldiers housed in the same building are provided a physical separation of sleeping and latrine facilities. The intent is to maintain and maximize

company integrity to the extent possible within a barracks. Gender separation by barracks is preferred as resources permit.

2-9. Separate and secure environment

The intent of the separate and secure policy is to ensure that all Soldiers are afforded the opportunity to undergo IET in a gender safe environment. This provision implements section 10 USC 4319.

a. BCT separate and secure requirements. In the garrison environment, each gender will have independent sleeping areas, separate entrances to living areas, and a separate latrine. Gender separation by barracks is preferred as resources permit.

(1) Door alarms installed and doors locked. All doors leading to sleeping areas are equipped with an audible alarm that sounds and is heard at the charge of quarters (CQ) location and panic door locks. Alarms are activated any time Soldiers are sleeping in the bays, this includes anytime a Soldier is sleeping while on quarters.

(2) Access control guards of the same gender monitor entrances to sleeping areas during sleeping hours. The function of the access control guard is to ensure only authorized personnel enter the sleeping area during periods of lights out. Access control guards are assigned and execute their duties as same gender buddy teams. Male access guards may be posted outside the entrance to female sleeping areas as an exception to policy for IET sites with less than eight females in an assigned living area at any one time. This exception must be approved by the battalion commander prior to implementation.

(3) A fire safe barrier wall that extends from floor to ceiling will separate gender residing on the same floor. If the barrier has a door, the door will be locked and alarmed during lights out. When the alarm sounds, it must be able to be heard at the CQ location. If conditions for fire safe barrier walls are not met, separation of genders by floor, wing, or building is required.

(4) Digital video monitoring systems provide an additional degree of security, and do not replace the requirement for door and barrier alarms, access control guards, and supervisory personnel. When video monitoring is installed, only place cameras in public access areas, such as entryways, stairwells, etc. Cameras will not monitor living areas, locker rooms, changing areas, latrines, or private offices. Warning signs will be posted in area under surveillance notifying personnel being monitored. Monitoring systems capable of recording conversations will not be used. System performs video monitoring only. Security of tapes, keys, and monitoring devices will be controlled only by the commander or 1SG.

(5) Time Period to Maintain Security Recording. The ideal time period in which to retain recordings should correspond to the statute of limitations, which for the most UCMJ offenses, including sexual assault, is five years. As a minimum, units will maintain recordings for one year.

(6) Access to videos is limited to only law enforcement personnel (CID, MPI, etc) and/or commanders and supervisors with official need to know. Any person accessing the video should

be trained in procedures relating to storage and handling of recordings in order to decrease the likelihood of improper handling. A log will be maintained of all video accessed.

(7) Video hardware should have the capability to record in color with sharp detail. It is recommended that the recorded video is date, time, and location stamped for identification purpose.

(8) When offices and administrative areas are located within Soldier sleeping areas, the command will establish procedures whereby cadre do not occupy office areas after alarms are activated and lights out established.

b. AIT separate and secure requirements.

(1) In the AIT environment, gender integration is to the squad level. Requirements for separate and secure are the same for AIT.

(2) Garrison requirements. In the garrison environment, each gender will have independent sleeping areas/rooms, separate entrances to living areas, and a separate latrine.

(a) Bay or common sleeping areas will have locked and alarmed doors in the same manner as BCT. All doors leading to sleeping areas will be equipped with an audible alarm that sounds and is heard at the CQ or staff duty location, as well as panic door locks. Alarms are activated any time Soldiers are sleeping in the bays, this includes anytime a Soldier is sleeping while on quarters. A floor to ceiling wall (previously referred to as a "fire safe barrier wall") will be placed between separate genders housed on the same floor. If the barrier has a door, the door will be locked and alarmed during lights out. When the alarm sounds it must be able to be heard at the CQ location. If conditions for fire safe barriers are not met, separation of genders must be by floor, wing, or separate building.

(b) For installations with hotel or campus-style rooms that face inward into a hall that is part of the interior corridor will only house gender pure Soldiers. For rooms that face or open to the outside of the building (independently), commanders will establish policy control and monitor accesses that are relevant to the local situation and design of the billets. Commandants will certify the local control and monitoring measures.

(3) Digital video monitoring systems provide an additional degree of security, and do not replace the requirement for door and barrier alarms, access control guards, and supervisory personnel. When video monitoring is installed, only place cameras in public access areas, such as entryways, stairwells, etc. Cameras will not monitor living areas, locker rooms, changing areas, latrines, or private offices. Warning signs will be posted in area under surveillance notifying personnel being monitored. Monitoring systems capable of recording conversations will not be used. System performs video monitoring only. Security of tapes, keys, and monitoring devices will be controlled only by the commander or 1SG.

c. Field requirements for BCT and AIT.

(1) Gender-specific sleeping areas will be designated by cadre. Bivouac areas can be consolidated; however, sleeping areas must be gender specific (separate male/female tents).

(2) In the hours of darkness, when the unit is stationary, roving battle buddy team control guards will be assigned to secure each gender specific bivouac area.

(3) Same gender buddy teams will be used as runners for the tactical operations center during the hours of darkness.

(4) Each gender specific area will have separate latrines that are clearly marked "Male" or "Female."

(5) Commanders are authorized to augment this physical security policy, as long as the guidelines outlined above are followed.

d. Supervisory measures.

(1) NCOs supervise the barracks when Trainees are present, on bed rest, or authorized to be in the barracks throughout the day.

(a) DSs will serve as CQ during sleeping hours in BCT, and the BCT portion of OSUT. All permanent party Soldiers in the grade of sergeant and above may serve as CQ in the RECBN. A log is maintained on DA Form 1594 (Daily Staff Journal or Duty Officer's Log) for each CQ duty period.

(b) NCO cadre members, to include instructors, and company personnel certified IAW the local commander's policy can serve as CQ during sleeping hours in AIT and the AIT portion of OSUT. Commanders are authorized to augment this physical security policy, as long as the guidelines outlined above are followed.

(2) Two enlisted Soldiers will serve as "runners" and maintain entrance security when the CQ conducts inspections. The two runners are of the same gender, but not necessarily the same gender as the CQ.

(3) Duty officers and NCOs from the company, battalion, and brigade HQs will conduct periodic checks IAW unit SOPs and policies.

(4) All Soldiers will sleep in the improved physical fitness uniform (IPFU) shorts and shirt.

(5) If an inspector is not of the same gender as the Soldiers in the living area being inspected, personnel of the same gender as the Soldier whose area is being inspected must accompany the inspector. This provision implements 10 USC 4319 and 10 USC 4320.

(a) For BCT, OSUT (Phases I through III), and RECBN units, the personnel accompanying the DS or inspector is not an IET Soldier.

(b) For OSUT (Phases IV and V), AIT, and DLIFLC, an IET Soldier buddy team may accompany the PSG or inspector, and can be the Soldiers serving as an access control guard in the bay inspected.

(6) During lights out, only cadre leadership and their designated representatives are allowed in the barracks to conduct inspections and accountability. Command leadership presence after hours (determined by lights out) Brigade commanders will provide command / leadership presence (determined by BDE Cdr, can be DS /AIT PSG or cadre) not on duty to perform checks to insure a safe environment. The commonality is they received training and are certified to operate in an IMT environment.

(7) Commanders will establish a 3-line, telephone hotline in a central, accessible location of each IET barracks (i.e., dayroom, common area, or break area) where a phone is directly connected to the 24-hour SARC number (line #1), the 24-hour Chaplain number (line #2), and one additional line (line #3) The third line should be a non-emergency, information service (i.e., weather, exact time, post information, etc.). This capability will allow IET Soldiers to report incidents of abuse without the stigma associated with using the hotline.

2-10. Battle buddy system

a. The battle buddy system establishes policy for the pairing of IET Soldiers into teams to teach teamwork, develop a sense of responsibility and accountability for fellow Soldiers, improve safety during IET, and reduce the likelihood and opportunity for sexual harassment, misconduct, and suicidal gestures or attempts.

b. Soldiers are introduced to the battle buddy team system at the RECBN. IET Soldiers are formed into two person teams upon arrival at the training unit, though a battle buddy team may consist of three personnel to ensure all Soldiers are part of a battle buddy team. As a minimum, commanders will establish a battle buddy system in IET following these guidelines:

(1) DSs/AIT PSGs will assign battle buddy teams, after the IET Soldiers arrive at the platoon, but before formal training begins.

(2) Unit cadre will instruct IET Soldiers on the purpose and rules of the battle buddy system.

(3) Battle buddy teams will participate in training, CQ, and other activities together, when feasible.

(4) Soldiers will have battle buddies at all times, though cadre will pair ad hoc buddy teams of the same gender for sick call, worship services, additional unit-specific training, or remedial training. Similarly, ad hoc buddy teams will be formed on family day for Soldiers without family members attending.

(5) The battle buddy system also applies to cadre members. Drill Sergeants, AIT Platoon Sergeants, and cadre will never be in a closed-door counseling session with a single trainee. In the rare instances where the trainee would need privacy from his/her battle buddy, the cadre member

must ensure another cadre member (preferably the same gender as the trainee) is present during the closed door counseling session.

(6) Male-female battle buddy teams are only authorized when there is only one IET Soldier of a particular gender, and a same gender battle buddy is not available. Use a 2:1 ratio in these instances, team a solitary female Soldier with two male Soldiers or team a solitary male Soldier with two female Soldiers.

2-11. Tobacco cessation policy for IET

a. All cadre and Soldiers with permanent party privileges are prohibited from using tobacco products in areas where IET Soldiers are likely to observe use (for example, in the brigade, battalion, company, or any training area).

b. Sale of tobacco products from vending machines in IET areas is eliminated to the extent possible, consistent with the requirements of existing contracts.

c. Instruction on the adverse impact tobacco use has on health and readiness is presented to BCT and OSUT Soldiers, as prescribed in the physical readiness training and testing appendix of the BCT POI. POI proponents will incorporate similar instruction into AIT fitness and substance abuse training.

d. Centers, schools, and organizations will coordinate with the supporting contracting office to ensure contractor personnel comply with this policy.

e. This policy does not cancel or supersede other instructions where smoking is controlled because of fire, explosive, or other safety considerations.

2-12. Allegations of recruiting improprieties

AR 600-20, paragraphs 4-14 and 4-15 prescribe discipline and conduct for relationships between Soldiers of different rank and other prohibited relationships. All IMT personnel will follow established policy to report alleged recruiting improprieties at IET locations to HQ, U.S. Army Recruiting Command (USAREC) and report feedback to the originator of the allegation. The feedback loop for reporting results of the reports HQ USAREC receives is an important part of the process. The intent is that every allegation is properly reported and received by HQ USAREC, G-3, Recruiting Standards Directorate (RSD) (RCRO-ES), 1307 3rd Avenue, Fort Knox, KY 40121-2726, for processing IAW USAREC Regulation 601-45, paragraph 3-2, and the results reported back to and received by the IET company commander initiating the allegation. In the case of an Army National Guard Recruiter report to NGB-GSS, 111 South George Mason Drive, Arlington, VA 22204.

a. An allegation of a recruiting impropriety exists when a recruiter commits an intentional act to conceal, or omission of fact in violation of a law or regulation, with the intent to enlist a person not qualified. Essentially, any recruiter knowledge that a person is not qualified and the recruiter

intentionally assists or otherwise knowingly enlists that person is an impropriety. Recruiting improprieties are defined in USAREC Regulation 601-45, chapter 2.

b. When any member of the Soldier's chain of command receives an allegation, it is reported for disposition as follows:

(1) Company commanders report allegations to their IET battalion commander on USAREC Form 315 (Report of Alleged or Suspected Recruiting Impropriety) and maintain a record of reported improprieties.

(2) The battalion commander sends a copy of the allegation to the training base USAREC liaison officer (LNO). For those locations (AIT only) that do not have a USAREC LNO, a copy of the allegation to include sworn statement is sent to HQ USAREC, G-3, RSD via e-mail to Improprieties@USAREC.army.mil provide feedback on the disposition of each case to the USAREC LNO with a copy furnished to the battalion and company commander who initiated the allegation. For those locations without a USAREC LNO and for all other IET locations, feedback on the disposition of each case is sent to the commander who initiated the allegation, with a copy furnished to the additional points of contact (POC) listed. The feedback will contain the trainee's name, date allegation reported, type of allegation, a short summary of the findings of the inquiry/investigation, and a determination if the enlistment was defective, unfulfilled, erroneous, or fraudulent, at a minimum. For those locations without an LNO, provide a POC (in addition to the commander that initiated the original allegation) to ensure a backup method is in place to receive such reports.

Chapter 3
Training

3-1. IET strategy

IET commanders and commandants will ensure their training programs incorporate the following tenets of the TRADOC IET strategy.

a. Total immersion: The IET environment is the total immersion of IET Soldiers in a positive environment with active leadership. This environment establishes and enforces the Army's standards, provides positive role models; and uses every training opportunity to reinforce essential Soldier skills and develop a Warrior mentality. Officer and NCO leadership is the cornerstone of a positive IET environment and a successful transformation program.

b. IET investment strategy: The Army's motivated and professional IET cadre can train anyone with the mental and physical capacity to enter IET. Each cadre member accepts responsibility for providing a positive environment in which new Soldiers have every opportunity to succeed. Cadre train their Soldiers by building on and affirming their strengths, and shoring up their weaknesses. Cadre members coach, teach, mentor, and assist Soldiers in meeting the standards through performance counseling and phased goal setting. The investment strategy raises the individual to

the standard; it does not lower the standard for the individual. The IET investment strategy includes:

(1) A training philosophy that is focused on graduating the maximum number of Soldiers who can meet standards.

(2) Allowing the medical community to rehabilitate low risk Soldiers who can continue to train and meet standards.

(3) Allowing IET Soldiers to participate in after-hours self-improvement or therapeutic classes/groups to improve their resilience and adaptability.

(4) The chain of command is responsible for training. Commanders must ensure that training meets POI standards and conforms to TRADOC policies on the conduct of training.

(5) IET is based on accessions management processes. When the military entrance processing station ships new accessions to the ATC, virtually all their required training is scheduled and they have an ATRRS reservation in each type of training. Their reservation is based on the expectation that they will progress through each set of training (BCT, AIT, functional, (airborne, ranger indoctrination, etc.) as scheduled, so it is important for schools and ATCs to ensure new ATRRS reservations are made if a Soldier is delayed (medical hold, leave, etc.) and will not meet the scheduled training start date in all subsequent training.

(6) DSs will conduct as much of the skill training as possible in BCT and OSUT. When DSs are the primary trainers, the role of the committee group is to augment cadre instructors, serve as subject matter experts, and advise on the conduct of training.

(7) Primarily, instructors/squad leaders will conduct MOS training in AIT; however, to the maximum extent feasible, they will involve PSGs in the technical training in AIT. Conversely, squad leaders must assist PSGs and unit cadre in the transformation effort. Training must be a total team effort between PSGs and squad leaders. PSGs and squad leaders will serve as both MOS and transformation role models.

(8) Through a system of rigorous evaluations of training and testing, TRADOC, ATC commanders, and school commandants must ensure that training standards are enforced.

c. The outcomes-based training and education training method. Outcomes-based training and education is a training method used to teach Soldiers a way to understand and accomplish tasks, think critically, understand why they are doing something, adapt to situations, and focus on overall mission accomplishment while adhering to the principles of the professional military ethic. The following techniques are examples that IET trainers can use when employing outcomes-based training and education:

(1) Explain the actions, conditions, and standards (use the lesson plans).

(2) Motivate the Soldiers by explaining the "why" (provide reason for outcome).

(3) Seek/encourage Soldiers' interaction early and often (ask leading questions).

(4) Demonstrate the action IAW the established standard (I do, we do, you do).

(5) Create opportunities and scenarios in field training to allow Soldiers to apply gained skills and encourage Soldiers' critical thinking process. Create training that will enable Soldiers to draw from lesson plans and various environmental conditions.

(6) Conduct after-action reviews (AARs) that identify the Soldiers' strengths and helps them improve their weaknesses (were the standards met?)

3-2. IET cadre/support personnel training

a. In addition to DSs, other IET unit cadre has major roles in creating and maintaining a positive IET environment that assists with the transformation from volunteer to Soldier. Training of other IET cadre/support personnel is conducted in the following five courses: PCC, CCFSC, CTC, SCTC, and ISCTC.

b. Specific implementation guidance on the training required for all IET cadre and support personnel is provided at appendix B of this regulation.

3-3. Development of training programs

The designated proponent school is responsible for the development of training (individual and collective tasks), and POI within their area of expertise. Designated proponent schools will approve new and revised POIs IAW TR 350-70 paragraph II-8-4.

3-4. Modifications to training programs

a. The time allotted for subjects in POI may vary depending on the aptitude and achievement levels of each group of Soldiers, the number of Soldiers in each cycle or class, the instructor to student ratio, and the availability of equipment and facilities. For these reasons, commanders are permitted to make adjustments to the amount of time devoted to a task, provided the learning objectives and performance standards are met, and the overall course length remains unchanged.

b. Request for an exception to policy for temporary changes to IET training programs (other than those specified in paragraph a), that do not require a revision to the POI, must be submitted to the office of the DCG-IMT. Information provided will include the purpose and nature of the temporary change or planned pilot, its duration, and the number of students involved. Ensure coordination is made for such pilots with the proponent. Conduct a risk assessment in support of temporary changes, to identify any new hazards, changes in residual risk, and appropriate hazard controls and risk countermeasures necessary to ensure safe training. The supporting safety office will review and validate the risk assessment.

c. Recommendations are an important part of the continuing POI review and update process. Send POI changes to the appropriate proponent utilizing DA Form 2028. Submit all recommended changes for all IMT to the Training Strategies and Support Directorate; ATTN Director of Doctrine and Training Development. All recommendations will be reviewed and evaluated. These recommendations, when appropriate, will assist with the revision of course materials, individual training plans, course administrative data and POIs IAW TR 350-70, paragraph II-8.

d. DCG-IMT Commandants, proponent schools will make the final decision on task selection and training methods.

3-5. Company training starts transformation

The standard BCT POI is 10 weeks in duration. The senior TRADOC commander/commandant at the training location may approve early graduation up to 2 days. A change in BCT graduation date should not alter the arrival requirements for AIT or follow-on training. Notify TRADOC DCS, G-3/5/7, TOMA via phone at DSN 501-5666/5659 or commercial 757-501-5666/5659 and the gaining AIT location prior to making the change.

a. BCT sites must ship Soldiers on time to ensure they arrive and link-up with their AIT course. BCT sites must also establish a system to identify Soldiers with critical AIT hard start dates, to ensure that appropriate actions are taken to enable those Soldiers to meet their scheduled AIT start dates, provided they have met all graduation requirements.

b. OSUT units normally ship Soldiers to the first unit of assignment NLT one day following graduation. Exceptions may be made for additional requirements for MOS specific training, additional skill qualification identifier (SQI) training, and special requirements (security clearances).

c. AIT Soldiers must begin training NLT the scheduled start date as established in ATRRS.

d. Conduct AIT based on the approved POI length and the start and graduation dates reflected in ATRRS. No additional time for a "zero week" or additional transformation is authorized.

3-6. Training schedules

a. The training week is managed through the training schedule. The principles of scheduling are outlined in Field Manual (FM) 7-0, chapter 3. Local directives and the following guidelines will govern non-training time:

(1) In garrison, IET Soldiers must have the opportunity for seven hours of sleep per night, unless the Soldier is scheduled for duty (for example, access control guard or CQ runner). Commanders will create a sleep plan for Soldiers on duty to ensure all Soldiers receive the seven hours. During field training, the length of the training day and time for sleep will vary based on tactical and other training requirements, as established in the appropriate POI. Commanders will ensure that the tactical framework of field training allows sufficient time for rest.

(2) In garrison, Soldiers are given at least one hour of preparation time each day to take care of personal needs.

(3) The unit ministry team provides and coordinates opportunities for Soldiers to attend a religious service weekly.

b. POI training is not conducted on Sundays unless specifically authorized by the proponent. On Sundays, activities required for preparing for the next week's training are conducted after 1300.

c. Core training requiring post assets is not conducted on Sundays or Federal holidays unless specifically authorized by the proponent and installation commander.

d. Soldiers in the first three phases of IET (Red, White, and Blue Phases) will not attend off-the-installation events, activities, or programs. These events include but are not limited to: local sporting events, church services, concerts, or military appreciation events. Exceptions to this provision must be approved by the DCG-IMT through the CoEs. Requests must be submitted in memorandum format. Commanders will limit off-the-installation events, activities, or programs to Soldiers in AIT or the AIT phases of OSUT (Black and Gold Phase).

3-7. Makeup training/constructive credit

All training specified in TRADOC approved IET POI, as required for graduation, is made up when missed. The quality of makeup training is the same as the regular scheduled instruction. The Soldier is required to meet the performance/learning objectives specified in the POI for the instruction missed. Time required for makeup training is determined locally.

a. Only in extraordinary circumstances is constructive credit for these requirements granted.

b. Make every effort to reschedule and conduct the missed training before a decision to provide constructive credit is made. Use this credit selectively, and only in those cases where there is a clear demonstration that the Soldier meets or exceeds the IET graduation standards.

c. Constructive credit may be granted to an entire class or an individual Soldier for a missed training event. A class may receive constructive credit for an event missed due to severe weather conditions, when time and resources preclude rescheduling and execution. Individuals may receive constructive credit for a missed training event due to circumstances beyond their control such as an illness, injury, emergency leave, etc.

d. Constructive credit authority for an entire class that misses a training event or an individual Soldier that has missed two or more requirements rests with the brigade commander. Constructive credit for an individual Soldier that has missed one requirement may be delegated to the battalion commander.

3-8. Concurrent training

Concurrent training is conducted as prescribed in applicable TSPs. If not specifically prescribed by a TSP, the training unit commander will schedule and conduct concurrent training at every training event. The two most precious resources in BCT/AIT/OSUT are trainers and time. Concurrent training will be incorporated into all training events to maximize repetition of critical training events while most of the trainers remain focused on training tasks for the training day. Concurrent training must be planned and resourced in advance and may include various forms of concurrent training.

a. Ramp up training. Focus on repetition of individual tasks which have already been introduced in preparation for their inclusion of major training events in the future.

b. Soldier assisted training. Use of Soldiers as trainers in small groups (5-15) to maximize repetition of critical skills under the supervision of a cadre member. Ideally a cadre member should supervise 3-5 groups of Soldiers. Soldiers used as trainers should be selected based on demonstrated leadership abilities and competence in the given task.

c. Instructor led concurrent training. Instructors (DSs & AIT PSG) should be used for primary instructors when teaching new tasks or complex tasks in concurrent training. Care should be taken to ensure group size remains small to keep Soldiers engaged and to allow Soldiers maximum opportunity for hands-on training.

3-9. On-the-job-training

On-the-job training is appropriate for those holdover Soldiers that have completed all POI requirements and are retained in the unit for administrative purposes. Commanders and trainers must ensure that clearly stated on-the-job training objectives are being achieved and Soldiers involved are being employed productively in MOS or MOS-related duties.

3-10. After-action reviews (AARs) and sensing sessions

Commanders will establish a program for conducting formal/informal AARs and sensing sessions for Soldiers and cadre in an IET environment. The purpose is to provide all levels of command an assessment of the training program while promoting a culture of critical thinking and problem solving amongst Soldiers.

a. An AAR is a professional discussion of an event, focused on performance standards, which enables Soldiers to discover for themselves what happened, why it happened, and how to sustain strengths and improve on weaknesses. It is a tool leader and units can use to get maximum benefit from every mission or task. The following link can be used as a tool to establish and conduct proper AAR procedures in an IET environment:
https://rdl.train.army.mil/catalog/view/100.ATSC/1EDEFDDA-46B2-4045-814A-34CFD7EF8FA4-1308748302093/aar_training.htm

(1) Cadre will conduct AARs IAW A Leader's Guide to After Action Reviews (AAR), dated September 2011, after the completion of a major training event, end of phase, end of cycle, and as directed by the commander. The guide can be found at http://www.jackson.army.mil/sites/leaderdevelopment/docs/710

(2) AARs should be conducted at the training event for the benefit of the Soldiers. A separate AAR should be conducted for the benefit of the cadre to assess and evaluate the quality of instruction and execution of the training event.

(3) The leadership will conduct AARs and review performance in areas, including but not limited to:

(a) Phase goals and objectives.

(b) Quality of values training.

(c) Rifle marksmanship program.

(d) PT program.

(e) FTX.

(f) Discharges and restarts by type.

(g) Training injuries, safety program, and composite risk management.

(h) Cadre treatment of Soldiers.

(i) Quality of instruction.

(j) Quality of facilities.

(k) WTBD.

b. Leaders may use informal AARs as on-the-spot coaching tools while reviewing Soldier and unit performance during training. Informal AARs maximize training value because all unit members are actively involved. They learn what to do, how to do it, and the importance of the roles they play at the individual level in unit-task accomplishment.

c. Informal AARs will be conducted during and after training events by cadre to enhance training knowledge of the Soldiers and to reinforce task proficiency.

d. Sensing sessions are informal group discussions used by commanders to gather feedback and information about the command climate, the unit, and training conducted.

(1) Sensing sessions will be conducted at the end of each cycle and as directed by the commander.

(2) At a minimum, conduct sensing sessions at the battalion and company level.

(3) Sensing sessions with DSs will be held at the end of each cycle by the commander.

e. As an additional feedback mechanism, commanders may establish a "Dear Colonel letter" and a "Dear Chaplain letter" program to solicit feedback from IET Soldiers on their IET experience that will preserve participant anonymity.

3-11. Warrior tasks and battle drills

Proficiency at WTBD is a primary focus at BCT and OSUT. A list of the current WTBD is found at https://atn.army.mil/index.aspx Click the link "How to Access Army Warrior Tasks," and follow the instructions. This training is critical because it allows our Soldiers to shoot, move, communicate, survive, and adapt while operating in the contemporary operating environment. Furthermore, it develops proficiency of drills necessary to succeed while in contact with the enemy. BCT and OSUT units will ensure Soldiers are proficient at these skills through instruction, repetition, and application in realistic scenarios. Additionally, AIT Cadre/PSGs will reinforce the WTBDs identified in paragraph 2-2c. WTBDs will be evaluated biennially and updated to reflect current contemporary operating environment at https://atn.army.mil/index.aspx.

3-12. Weapons immersion training (security of arms during IET) (safe handling and maintenance of individual weapon)

a. Weapons immersion training is conducted IAW AR 190-11, paragraph 4-22 to reduce negligent discharges. All Soldiers will carry their individual weapons at all times or it will be properly safeguarded and secured as designated IAW AR 190-11, paragraph 4-22b(4)(a).

b. Training will focus on safe weapons' handling, orientation, proper loading and clearing procedures, and maintaining situational awareness at all times.

c. Weapons immersion training will take place as early as possible during the BCT/OSUT training cycle.

d. Weapons immersion (safe handling and maintenance of individual weapons) in AIT will be reinitiated NLT one week prior to the FTX.

e. IET brigade commanders will establish and enforce procedures for securing weapons and ammunition based on local assessment of the threat and installation policies.

f. Commanders will establish policies noting locations where weapons immersion training is not acceptable (for example, PX, bank, medical facility, etc.). Commanders will ensure that Soldiers abide by the policy.

3.13. Combat Lifesaver Certification.

a. This paragraph outlines the process for certifying Soldiers who have completed the requirements for CLS certification in IET, under provisions of AR 350-1, para G–12a(4) and G–12b. The CLS course content trained in IET is equivalent to the correspondence course. It is not necessary to enroll Soldiers in the CLS correspondence course in order to certify them.

b. The requirements for training the CLS course in IET are outlined in the training support packages (TSP) for First Aid 1 thru 5 and 8. The TSPs are accessible at https://www.us.army.mil/suite/folder/22897200. The requirements include Health Care Specialist (MOS 68W), medical NCO, as the primary instructor for these lessons, with CLS-certified instructor cadre/Drill Sergeant (one per 15 Soldiers) as assistant instructors.

c. Initial military training students will be certified as CLSs if they have passed the practical exercises and the written examination for CLS, using the following procedure:

(1) Battalion Commander (or O-5 or above) signs a Certificate of Training, DA Form 87, for Combat Lifesaver Course.

(2) Training/administrative personnel enter completion of the CLS course into ATRRS, using their own school code.

3-14. BCT/OSUT/AIT field training exercise

a. Each BCT, AIT and OSUT course will conduct a scenario driven, tactical FTX. The duration of this FTX should be determined by the objectives set forth by the MOS proponent.

b. The FTX.

(1) Reinforces/sustains acquired MOS skills, WTBD, and Soldier survival skills in a realistic, tactical environment.

(2) Is conducted in a tactical field environment, under all weather conditions, at day and night to replicate the stress, sounds, and conditions of the modern battlefield.

(3) Is conducted during the final phase of training. During the FTX, Soldiers will undergo a series of events exposing them to the rigors of duty performance during field operations. The intent of the FTX in AIT/OSUT is to integrate MOS and Soldier survival skills into a simulated tactical scenario, and give Soldiers the opportunity to demonstrate their newly learned skills under realistic conditions. Address the FTX in a separate module in the POI.

(4) The length of time for an end-of-cycle FTX is 96 hours (four days). Any deviation from this norm must be approved through the TRADOC DCG-IMT.

3-15. Testing procedures for AIT and the MOS portion of OSUT

a. Proponents will develop within course tests (end of block/module) for MOS producing courses according to guidance outlined in TR 350-70. Continuously assess the validity of each task evaluated and its relevance; make changes as appropriate.

b. Commanders will ensure Soldiers are tested IAW the Individual Student Assessment Plan (ISAP) for the course being presented. Guidelines for development of ISAPs are outlined in IAW TR 350-70. The ISAP informs Soldiers, instructors, and other personnel of the course graduation requirements. Explain the requirements of the ISAP to each IET Soldier at the beginning of each course and make available to every student for reference.

c. Course tests must provide a fair and accurate evaluation of the Soldier's ability to perform the tasks presented to established standards.

d. Hands-on, performance-oriented testing is the norm throughout TRADOC. Situational based, written open book reference tests (when used), must require the Soldier to not only extract data, but also apply the data to specific situations they are likely to encounter on the job. Use closed book, knowledge-based written tests only if it is necessary to verify the learner's knowledge as a prerequisite for later performance testing, where the knowledge is applied (as a building block to later tests). All testing is conducted in an environment that would replicate the Soldier's duty position in the unit, as far as safety and environmental considerations will allow and IAW test administration instructions.

e. Each test will have at least two versions. Use all versions concurrently.

f. Tests are monitored by quality control personnel reporting to the brigade or ATC commander, as determined by the local commander. Certify unit cadre personnel IAW TR 350-70.

g. Score tests on a go or no-go basis. Determine the passing (cutoff) score for making the go or no-go determination during test design and validation, and document it within the course.

h. Conduct counseling with each Soldier to reinforce strengths on tasks accomplished and to correct weaknesses on tasks missed.

i. The goal is 100 percent performance to standard on all tasks by each Soldier. Consider Soldiers unable to achieve this goal for remedial training and retesting, prior to graduation, or reassignment to another company in a follow-on cycle.

j. Remedial training is a joint responsibility of Soldiers and trainers. Provide Soldiers failing to achieve task/course standards opportunities to review material and practice skills with trainers prior to undergoing retest.

k. IAW the ISAP, IET Soldiers that fail an end of block/module retest are prohibited from progressing further in the course, and considered for new start to a follow-on class, reclass, or separation.

3-16. IET Soldier details

a. Restrict use of IET Soldiers for details to a minimum. Details off the installation are restricted to military honors details such as flag or funerals.

b. As appropriate, give consideration to using an entire unit (section, squad, platoon, class, or company) to meet requirements, rather than distributing the requirement over several different units. This will lessen the need for individuals to make up training, and provides additional opportunities for building teamwork. IET Soldiers will perform details, at a minimum, as a battle buddy team.

c. To the maximum extent feasible, IET cadre will supervise IET Soldiers when they are performing details. In cases where non-IET cadre is supervising IET Soldiers, the supervisor will have attended the SCTC or ISCTC. Make maximum effort to utilize this time for reinforcement of transformation skills.

d. Any civilian employee overseeing IET Soldiers on a routine basis will be ISCTC qualified. Include the duties and responsibilities related to IET Soldier management in the civilian's official job description and on their annual performance evaluation.

3-17. IET Soldier leader positions

a. IET Soldiers may serve as squad, crew, group, or section leaders and platoon guides, during any or all phases of IET. Teach Soldiers appointed as IET Soldier leaders the functions, duties, and responsibilities of their positions prior to assuming those duties. Allow IET Soldier leaders to use their initiative, authority, and to assume responsibilities commensurate with their position, experience, and ability while under supervision of IET cadre.

(1) IET Soldiers are authorized to wear brassards indicating rank IAW AR 670-1, chapter 28. They are not considered NCOs, nor accorded the privileges of NCOs.

(2) Appoint IET Soldiers and prior service Soldiers attending reclassification training to leadership positions identified in paragraph 3-16a.

(a) Reclassified and prior service Soldiers in the ranks private through specialist are authorized to hold IET Soldier leader positions, but are not considered NCOs. Privileges are IAW paragraph 4-8.

(b) NCOs will wear their proper rank, and be treated as the NCOs they are. Privileges are IAW paragraph 4-8.

b. Do not assign an IET Soldier a leader’s responsibility for a mission or function that is normally the responsibility of a cadre member or permanent party Soldier.

c. Do not use an IET Soldier leader's responsibility as primary instructors during formal instruction. Use IET Soldier leaders as assistant instructors, provided such duty or preparation does not keep them from scheduled instruction.

3-18. Remedial training

a. Provide Soldiers unable to attain training standards remedial training, to enable them to remain in cycle, rather than giving a new start in a follow-on cycle.

b. Soldiers not passing an APFT prior to graduation may become a new start. The week of training will be identified by the commander with assistance from the company cadre, allowing the Soldier time to pass the training event. This will be for remedial training only; however, continue to report these Soldiers as holds in ATRRS with a physical fitness (remedial training - APFT) status code (B).

c. If a Soldier fails the required APFT for graduation (50-50-50 for BCT and 60-60-60 for AIT/OSUT), the company commander may hold the individual for up to seven days to retest the individual. If the Soldier fails at the end of the seven days, the battalion commander has the authority to keep the Soldier another seven days in the unit (for a total of 14 days) following graduation. At the end of 14 days, the commander has three choices:

(1) New start the Soldier IAW paragraph 4-10.

(2) Eliminate the Soldier at any point in the process if the Soldier demonstrates lack of motivation.

(3) Transfer Soldier to fitness training unit (FTU) for additional fitness training.

d. In keeping with the IET investment strategy, a Soldier will continue to receive remedial training upon the decision by the chain of command that the Soldier has the mental and physical capacity to succeed.

3-19. Reinforcement training in AIT/OSUT

a. IET Soldiers must continue to receive the same strong emphasis on transformation and Warrior Ethos throughout AIT/OSUT that was present during BCT. Accomplish this through reinforcement training of Army values, teamwork, customs, and courtesies, proper wear of the uniform, WTBD, inspections, increased demand for personal responsibility, a progressive PT program IAW the APRT, and DS and cadre role modeling.

b. Physical fitness requirements increase in AIT and the AIT portion of OSUT. Training will be conducted IAW FM 7-22.

c. Conduct command inspections in the ASU to ensure all Soldiers maintain proper military appearance during IET.

d. The transformation program in IET continues during all phases, with the basic Soldiering skills being trained, reinforced, and evaluated throughout the POI.

e. Commanders are required to provide quarterly reinforcement training to IET Soldiers on the Army values and the human relations subjects introduced in BCT. IET Soldiers will receive training on designated subjects (to include WTBD) based on the length of their course/cycle. The three reinforcement training plans are depicted in table 3-1.

Table 3-1
Reinforcement training

Reinforcement training subjects/hours	IET weeks 10 through 17	IET weeks 18 through 32	IET weeks 33 to completion
Museums (branch related)/2 hours	✓		
Branch history/1 hour	✓		
Army values/1 hour	✓	✓	Quarterly
Sexual Harassment and Assault Prevention Response (SHARP)/2 hours		✓	Quarterly
Comply with UCMJ/1 hour		✓	Quarterly
Resilience		✓	Quarterly
Manage personal finances/8 hours	✓		
WTBD	✓	✓	✓

f. In courses greater than 23 weeks in length, commanders have the discretion to modify or adjust the number of subjects taught in the additional quarterly reinforcement training sessions, if course completion will occur prior to the end of a full quarter. When determining which subjects to teach, the commander should base the decision on the number of training weeks included in that quarterly period, and on the particular subjects the commander believes needs reinforcing with the Soldiers.

3-20. Basic rifle marksmanship (BRM) qualification

a. Soldiers who qualify during BRM 9 (Practice Fire) are considered "qualified" and do not need to continue to BRM 10 (Standard Qualification).

b. Soldiers who require more than one attempt to qualify during BRM 10 (Standard Qualification) and are able to do so due to excess ammunition availability, will qualify as "Marksman" regardless of what score they receive during qualification.

3-21. Sexual Harassment/Assault Response and Prevention (SHARP) training

a. By congressional mandate, the initial SHARP instruction in BCT and OSUT must be presented during the first 14 days of accession into training. Therefore, BCT/OSUT companies must ensure this training is scheduled during the first 10 days of training. This takes into account the time the Soldier spends in the Reception Battalion.

b. Leadership will meet with SHARP and EOA team twice a month.

c. Conduct Brigade Command Climate survey in addition to Battalion and Company survey requirements within the first 90 days.

d. Establish gender specific mentorship programs whereby senior gender-specific leaders talk to and educate junior Soldiers. Mentoring sessions are important for both male and female soldiers since both are subject to harassment, assault, hazing and abuse.

e. Establish training for all personnel (leaders, cadre, civilians, and Soldiers) on ongoing training strategies and efforts at all levels; reporting procedures; care from victims; immediate actions to be taken upon alert of allegations (both restricted and unrestricted); and clear understanding of the possible civil and military punishments.

Chapter 4
Administration

4-1. Early arrivals/holds

a. Soldiers arriving early for a scheduled course or Soldiers in a hold status waiting to fill a training unit should be actively engaged in introductory training for the course they are to attend; they are not used solely for performing details. This introductory training may consist of orientation, in-processing, PT, relevant concurrent training, and unit taught subjects the unit commander selects. Post these Soldiers in ATRRS with the reason code display as being in a hold status (H) awaiting class start (6). The hold status for an H6 Soldier automatically ends when the Soldier starts training and is posted in a class in ATRRS with input status of (I).

b. Change to IET Soldier status must be reported to the installation's Trainee/Student Processing Center (TSPC), IAW local standard operating procedures, per AR 612-201. A student's change in status must be reported by the unit/organization no later than the close of business on the first working day after the change takes effect. This deadline is established so TSPCs can post the changes to ATRRS within the timeframe required by AR 350-10.

4-2. Duties - charge of quarters (CQ), fire guard, and extra duty

a. Soldiers performing extra duty as a portion of punishment under UCMJ will not perform extra duty beyond 2130 or lights out. Commanders may authorize extra duty to be performed on Sunday and other training holidays.

b. Soldiers can perform duties to include but not limited to: CQ, fire guard, and access control guard. No Soldier will perform multiple duties in a single night. This does not include extra duty.

4-3. POI and instructor certification

a. Tasks and subjects in the POI form the basis for each period of instruction. The proponent prepares and keeps the lesson plan for POIs up-to-date.

b. Each service school and ATC will establish a system for monitoring and improving the quality of instruction. A standardization/certification process will ensure each instructor is fully qualified and current in all aspects of their subject. Brigade and battalion commanders will ensure compliance with cadre certification requirements through their respective command inspection program and quarterly training briefs. See appendix B for specified certification requirements.

c. IET cadre must meet all Army standards and comply with Army regulations. Cadre in BCT/OSUT/AIT units will be certified on those tasks listed in the BCT/OSUT/AIT POI. Cadre in AIT units provide reinforcement training on, and reevaluation of, BCT common skills. All IET cadre will register on the BCT POI Web site https://www.us.army.mil/suite/page/352730 to receive recurring updates to BCT lesson plans as they are revised.

4-4. Training records

a. Each company will initiate and maintain a DA Form 5286 (Individual Basic Training, AIT, and OSUT) for each Soldier. Use the modified DA Form 5286-R, available in the Resident Individual Training Management System/Digital Training Management System to document the completion of training requirements in all IET courses. This modified form streamlines the information required, and provides a standardized reporting format for all IET sites. Additional guidance is in appendix F.

b. NCOs attending MOS producing courses to reclassify into another MOS, or prior service personnel in the grade of sergeant or higher IAW paragraph 4-8, will receive a DA Form 1059 (Service School Academic Evaluation Report) upon completion of their course, regardless of course length.

4-5. Basic combat training feedback system

AIT commanders and other recipients of Soldiers from BCT will provide direct feedback to BCT commanders. This feedback will include information on the quality of the Soldiers they receive, if the Soldiers arrived with all the required documents for a complete record, and if the Soldiers arrived with proper equipment to include mouth guards and helmet bands. Specified topics for feedback include: Soldier morale on arrival, medical condition, common task proficiency, physical condition, DA Form 5286 completeness, and possession of TRADOC Pam 600-4 (Blue Book) and Soldier Training Publication (STP) 21-1-SMCT.

4-6. TRADOC Pamphlet (Pam) 600-4

a. Issue TRADOC Pam 600-4 (Blue Book) and STP 21-1-SMCT to all Soldiers entering BCT/OSUT. The two publications provide Soldiers with a pocket reference for subjects taught and tested in BCT/OSUT, along with Warrior skills needed upon arrival at their first unit of assignment.

b. Commanders will ensure that IET Soldiers departing BCT for AIT have a serviceable copy of both TRADOC Pam 600-4 (Blue Book) and STP 21-1-SMCT in their possession. If Soldiers arrive at AIT without a serviceable copy of either publication, they can be found at the following link: https://www.us.army.mil/suite/files/22896074.

4-7. Promotions, awards, and competitions

a. Commanders will conduct promotions of graduating AIT students IAW AR 600-8-19, paragraph 7-13 (this includes U.S. Army Reserve (USAR)/Army National Guard (ARNG) Soldiers).

b. Commanders are strongly encouraged to utilize meritorious promotion authority granted in AR 600-8-19, paragraph 2-3h(3) to the maximum extent possible.

c. Commanders should establish a comprehensive award system within each TRADOC service school and ATC. This system should provide recognition for both IET Soldiers and cadre personnel. Any award program must meet the requirements of AR 600-8-22, AR 672-20, and TR 672-6.

d. Commanders are strongly encouraged to implement inter-unit competitions to instill the warrior spirit. Soldiers and units are to compete against common standards, rather than against each other, unless conducting obvious head-to-head competition such as physical fitness courses, combatives, drill and ceremony, etc. Competition should recognize each Soldier or unit that meets or exceeds the standards. All levels of command must constantly monitor competitive programs and ensure that competition supports, rather than detracts from training objectives. Take care to ensure statistics do not assume major importance and create undue pressure on the IET Soldier or the cadre.

4-8. MOS trained/prior service Soldiers

a. MOS trained and prior service Soldiers are those individuals, in any grade, who have previously completed IET and are attending skill level 1 training in IET units as a result of reclassification or enlistment actions. Reclassified and prior service Soldiers are not considered IET Soldiers; however, they are assigned to IET units. This definition does not apply to those Soldiers who failed to complete the requirements for the award of a MOS as part of the initial IET process. Reclassified and prior service Soldiers must meet all course requirements for graduation (APFT, etc.) and are subject to IET policies, unless otherwise stipulated in this regulation.

b. Prior service Soldiers in IET.

(1) Prior service Air Force, Navy, or Coast Guard personnel who have not completed a U.S. Army BCT Course or U.S. Marine Corps Basic Training Course will complete Army BCT at one of the four ATCs and are treated as prior service Soldiers using the guidance contained within TR 350-6 and as follows:

(a) Prior service personnel are not considered IET Soldiers but will comply with applicable regulations, standards, and training requirements.

(b) Prior service personnel in the pay grade of E-1 through E-4 are billeted IAW this and other applicable regulations.

(c) Prior service personnel in the pay grade of E-5 to E-9 are billeted separately from other BCT Soldiers. Prior service personnel are billeted in a separate building when possible. If a separate building is not available, then on a different floor of a BCT building. If a different floor within the building is not possible, then within a separate room (not in an open bay). Prior service NCOs may be billeted using the same as initial entry BCT Soldiers as a last resort with approval of the DCG-IMT. Requests should be submitted in memorandum format. Billeting NCOs with BCT Soldiers is not the intent and should be a last resort.

(d) These standards include billeting while processing through the reception units. Reception units will immediately identify prior service personnel and ensure the gaining BCT units are informed of the prior service personnel’s status rank, pay grade, and billeting standards. Prior service personnel may be housed in AIT facilities.

(2) Prior service personnel who enlist for a MOS held during their previous enlistment, and have less than a 3 year break in service are assigned directly to operational units.

(3) Prior service personnel who enlist for a MOS not previously held, and have less than a 3 year break in service will attend AIT in the new MOS. If the new MOS is taught in the OSUT mode, the person will enter training at a point at which all MOS training is accomplished.

c. Duties/responsibilities.

(1) Commanders may take advantage of the experience and leadership abilities of reclassified and prior service Soldiers, and use them to augment their cadre. However, the primary duty of reclassified and prior service Soldiers is to attend training and become technically proficient in their new MOS.

(2) Prior service NCOs in training may assist with IET Soldiers with regular cadre oversight after appropriate orientation and certification by the unit commander/first sergeant on TRADOC policy regarding leadership and treatment of IET Soldiers.

(3) There is no requirement for reclassified or prior service Soldiers to receive reinforcement training on skills taught in BCT or the BCT portion of OSUT. However, AIT/OSUT commanders will evaluate each Soldier's proficiency in all areas (not just MOS subjects) and ensure training is

provided, as required. Use reclassified and prior service Soldiers who are proficient in common tasks as demonstrators and assistant instructors. Use reclassified and prior service NCOs as assistant evaluators in training IET Soldiers.

(4) Reclassified and prior service Soldiers should not be billeted with IET Soldiers, and when housed in a separate building, the separate and secure requirements do not apply. If training locations cannot meet this provision, commanders may billet prior service Soldiers in the same barracks complex as IET Soldiers. These Soldiers will not be billeted on the same floor as IET Soldiers and commanders must comply with the separate and secure policies IAW paragraph 2-9. If the requirements can't be met, an exception must be approved by DCG-IMT. Requests should be submitted in memorandum format. Commanders are encouraged to integrate reclassified and prior service personnel with IET Soldiers during training to enhance training by taking advantage of their knowledge, experience, and leadership abilities.

(5) Privileges for reclassified and prior service personnel.

(a) Although reclassified Soldiers are subject to IET policies and procedures, their privileges are the same as those of permanent party members of equal grade. They are treated with the dignity and respect due their grade.

(b) The unit commander determines specific privileges based on such factors as grade, training performance, self-discipline, motivation, and conduct.

(c) Fraternization between reclassified, prior service Soldiers, IET Soldiers, and cadre is forbidden IAW AR 600-20, paragraph 4-14b.

d. This paragraph is not applicable to individual ready reserve (IRR) Soldiers reactivated to military service. Utilize the guidelines outlined in the IRR mobilization (MOB) training strategy (appendix J).

4-9. Cadre uniform

a. DSs are authorized to wear the DS hat and badge IAW AR 670-1 and AR 600-8-22 upon graduation.

b. Commanders designate the uniform IAW AR 670-1. Cadre will wear appropriate protective gear on all ranges IAW the POI and composite risk management assessments.

c. IET units will use color-coded road guard vests or reflective equipment (reflective belt, etc.) during PT to distinguish between IET Soldiers, cadre, and permanent party personnel.

4-10. New start program

a. IET Soldiers who consistently demonstrate deficiencies in Army values and discipline may be considered for restart based on the company commander's recommendation and battalion commander's approval. These reassignments, made under the new start program, are intended to give Soldiers an additional opportunity to meet the Army values standards, and become a productive Soldier.

b. IET Soldiers who demonstrate deficiencies in achieving task standards consistent with their time in training, but maintain the motivation to do so, are considered for reassignment to another company or battalion. Make reassignment to a company in a later cycle or into succeeding class where the Soldier has the opportunity to repeat the phase of training. These reassignments, made under the new start program, are intended to give motivated Soldiers an additional opportunity to meet the skill standards, and become a productive Soldier in the Army. The success of the new start program is a direct function of the manner in which the Soldier is integrated into the new unit.

c. IET Soldiers that have missed training due to emergency leave or hospitalization, and not able to complete training with their current unit, are considered for reassignment to a company in the appropriate week of training.

d. Reassign IET Soldiers under the new start program at any point in the training cycle, based upon the recommendation of the chain of command, and approval of the battalion commander. Following the approval to reassign the Soldier under the new start program, move the Soldier to the new company or battalion for further training NLT the following duty day.

e. Commanders will not remove Soldiers being considered for the new start program from training until the decision is made. Do not use IET Soldiers as detail Soldiers during the new start process. The goal is to get the Soldiers back into training within one day of the restart decision. While there are case-by-case exceptions, the decision during IET is authorized as follows:

f. USAR/ARNG new start Soldiers must be coordinated through TRADOC RCLNO and the LNO must notify the Soldier's home unit.

(1) When a Soldier's performance is unsatisfactory in a certain area, give the Soldier intensive remedial training and retesting in that area. If performance remains unsatisfactory after remedial training and retesting, reassign the Soldier to another company or battalion in a follow-on cycle.

(2) Grant new starts for academic retraining to complete AIT/OSUT IAW AR 612-201, paragraph 3-24.

(3) Process individuals unable to complete MOS training IAW AR 612-201, paragraph 3-25.

g. See appendix I for additional information on MOS retraining/reclassification.

4-11. Soldiers held for security clearance

a. Process Soldiers that enlisted for MOS training and require security clearance eligibility IAW AR 612-201, paragraph 2-3.

b. Unit commanders are authorized to grant interim collateral security clearance eligibility in the name of the Commander, U.S. Army Central Personnel Security Clearance Facility (USACCF), Fort Meade, MD, to qualified Soldiers of all components IAW AR 380-67, chapter 3, so they may enter into classified training. Unit commanders will review current personnel security adjudicative guidelines for determining eligibility for access to classified information prior to making interim determinations. The intent is to move all qualified Soldiers to the AIT location.

c. Security managers will check the DOD personnel security system of record (currently the Joint Personnel Adjudication System (JPAS)) to ensure the Soldier has the appropriate personnel security investigation (PSI) and security clearance eligibility. If JPAS reflects an open PSI, security managers will also check the security/suitability investigation index (SII) within JPAS to ensure the appropriate PSI has been submitted to and is opened by the Office of Personnel Management. Security managers at initial training sites will contact USAREC G-3 to resubmit the appropriate PSI, as needed.

d. Soldiers having enlisted into either MOS 35G, 35N, 35P, or 35S and are pending Interim Top Secret with Sensitive Compartmented Information (ITS with SCI) will remain at initial training sites until such eligibility is granted by USACCF.

e. Security managers will ensure Soldiers scheduled for training at 229th Military Intelligence Battalion, DLIFLC and Presidio of Monterey, CA, will have the appropriate PSI submitted and open at the Office of Personnel Management prior to Soldier departing initial training. These Soldiers may ship pending ITS with SCI.

f. For MOS requiring Secret security clearance eligibility, Soldiers may depart initial training sites with interim Secret security clearance eligibility, provided they have a National Agency Check with Local Agency and Credit Check (NACLC) PSI favorably pending at Office of Personnel Management or USACCF.

g. Soldiers having known, credible, significant derogatory information, and not having final security clearance eligibility, and having enlisted into an MOS listed in table 4-1, are considered security holds and will remain at initial training sites until:

(1) A voluntary renegotiation of MOS is reached, normally within the first 60 days of hold status; or

(2) Receipt of an USACCF notification denying eligibility for access to classified information, resulting in reclassifying the Soldier into an MOS that does not require security clearance eligibility; or

(3) The 120th day from the PSI submission date, at which time the Soldier will either be reclassified into an MOS not requiring security clearance eligibility or processed for discharge; or

(4) JPAS reflects the appropriate security clearance eligibility.

h. Soldiers with known, credible, significant derogatory information and reclassifying into another MOS requiring security clearance eligibility will not ship until appropriate clearance eligibility requirements for the new MOS have been met.

i. All other Soldiers not identified above will ship to AIT.

j. Soldiers who do not have the appropriate security clearance eligibility to begin AIT, complete AIT, or be granted the MOS upon graduation as specified in the DA Pam 611-21, SMARTBOOK located at the Army Human Resources Command Web site https://smartbook.armyg1.pentagon.mil/default.aspx and ATRRS are considered security holds. Security holds will be coded appropriately within ATRRS with the code "=." Soldiers that have been granted final security clearance eligibility and subsequently lose the eligibility, for example, serious incident reports, will not be coded as ATRRS code "=." See table 4-1.

Table 4-1
MOS security clearance eligibility requirements

MOS[1]	LOCATION	AIT REQUIREMENTS
12Y	Leonard Wood	Interim Secret required by Week 1 and ITS with SCI required by Week 21
13D	Sill	Interim Secret required by Week 1
13F	Sill	Interim Secret required by Week 4
13M	Sill	Interim Secret required by Week 1
13P	Sill	Interim Secret required by Week 1
13R	Sill	Interim Secret required by Week 1
13T	Sill	Interim Secret required by Week 1
14E	Sill	Interim Secret required by Week 1
14G	Sill	Interim Secret required by Week 1
14H	Sill	Interim Secret required by Week 1
14S	Sill	Interim Secret required by Week 1
14T	Sill	Interim Secret required by Week 1
15W	Huachuca	Interim Secret required by Week 1
25E	Gordon	Interim Secret required by Week 1
25F	Gordon	Interim Secret required by Week 3
94A	Lee	Interim Secret required by Week 4
94E	Gordon	Interim Secret required by Week 5
94F	Gordon	Interim Secret required by Week 1
94P	Lee	Interim Secret required by Week 4
94T	Lee	Interim Secret required by Week 4
35F	Huachuca	Interim Secret required by Week 1 and ITS with SCI by Week 16
35G	Huachuca	ITS with SCI required by Week 1
35M	Huachuca	Interim Secret required by Week 1 and, at a minimum, an open Single Scope Background Investigation reflected within SII/JPAS
35N	Goodfellow	ITS with SCI required by Week 1 and Final TS with SCI by Week 18
35P	Goodfellow	ITS with SCI required by Week 1 and Final TS with SCI by Week 12
35S	Pensacola	ITS with SCI required by Week 1
35T	Huachuca	Interim Secret required by Week 1 and ITS with SCI required by Week 34

[1] MOS' change constantly; contact HQ TRADOC Deputy Chief of Staff, G-2 Security at DSN 501-6170 or 757-501-6170 for latest MOS chart information.

4-12. MOS retraining/reclassification policy

TRADOC IET retraining/reclassification policy is as follows:

a. A Soldier unable to qualify for their current MOS assignment, due to medical limitations, academic failure, or administrative requirements may be considered for retention in the Army and qualify for reclassification skill training in an alternate MOS, based on the company commander's recommendation and the battalion commander's approval. The Soldier must demonstrate the motivation and potential to successfully complete the reclassification MOS training.

b. In all other cases, properly counsel and process Soldiers for separation not meeting academic standards IAW AR 635-200. See appendix I for additional guidance on retraining/reclassification procedures.

4-13. Separations

a. Attaining Army standards is the gauge for successful completion of IET. Commanders will exhaust retraining and counseling procedures before making a determination that a Soldier's performance and potential justify a new start or separation from the service. Commanders will not begin any separation actions against a Reserve component (RC) Soldier prior to the local ARNG/ USAR liaison personnel counseling the Soldier.

b. Separation of all Soldiers will be IAW AR 635-200 and any other applicable separation provisions. Once the company commander notifies the Soldier that separation action (for example, chapter 11) has been initiated, the Soldier will be discharged within 14 calendar days.

c. Soldiers in BCT/OSUT normally are not separated for reasons of lack of motivation or aptitude prior to completion of their second week of training. Time spent in the FTU is not counted toward those two weeks. This will provide new Soldiers a fair adjustment period, and allows the command an opportunity to evaluate and counsel the Soldier. However, commanders will ensure that highly disruptive Soldiers are removed from the platoon environment and the appropriate administrative or disciplinary actions are taken.

d. Medical conditions that existed prior to service (EPTS).

(1) In the course of evaluation for an injury or condition, it may be revealed that the Soldier was not medically qualified under procurement medical fitness standards. If the chain of command and medical authorities determine the Soldier entered the service with a medical condition that prevents full participation in IET training activities, the Soldier may be separated IAW AR 635-200, paragraph 5-11. This provision is applicable only if the condition is discovered within the first six months of the Soldier's enlistment, and the Soldier provides reasonable proof (copy of medical records, sworn statements from parents, etc.) that the injury EPTS.

(2) The EPTS separation process should not be utilized if the Soldier received a waiver for the same condition, unless the condition changes and there is a significant safety concern related to the change or condition that prevents the Soldier from completing training in any MOS, and appropriate medical authority determines that the condition is not remediable within a reasonable period of time.

e. Commanders will utilize guidance in AR 635-200, paragraph 11-3b and 5-11d for pregnant Soldiers.

f. Chapter 11, Entry Level Performance and Conduct Separations. Prior service Active Army (AA) Soldiers may be discharged for unsatisfactory performance or misconduct under "entry level" status, if they had a break in service of greater than 92 days (per AR 635-200, Glossary, Section II Terms). For RC Soldiers, "entry level" status terminates 90 days after beginning split training option (STO) phase II or 180 days after entering IET for non-STO Soldiers.

4-14. Conscientious objectors

a. Policy and procedures for processing conscientious objectors are provided in AR 600-43. Retain Soldiers that have submitted applications in their unit, and assign duties providing minimum practicable conflict with their asserted beliefs, pending final decision on their applications. They are not required to train in the study, use, or handling of arms or weapons.

b. The Soldier is not precluded from taking part in those aspects of training that do not involve the bearing or use of arms, weapons, or munitions. Except for this restriction, conscientious objector applicants are subject to all military orders, discipline, and regulations, to include those on training.

4-15. Reception and holding units (RHUs)

a. BCT/OSUT TRADOC service schools and major subordinate commands will establish company size RHUs to:

(1) Process Soldiers pending discharge. RHUs will process IET Soldiers identified by the chain of command for discharge from the Army IAW AR 635-200.

b. Soldiers in each category are managed and housed in separate groups.

c. All RC service members will receive counseling from the RC LNO prior to assignment to the RHU.

d. When the commander identifies and approves Soldiers for selection to the RHU, they are reported in ATRRS IAW ATRRS table 51 discharge reason codes (see table 4-2).

Table 4-2
ATRRS codes for IET Soldier actions

RECBN, BCT, OSUT, AIT	RECBN, BCT, OSUT, AIT		RHU, FTU	RHU, FTU	RHU, FTU		RECBN, BCT, OSUT, AIT
Enter output status	Enter reason code		Enter input status	Output status	Enter reason code		Enter input status
L (recycle out)	< (Transfer to FTU/RHU)		I (Input)	D (Discharge)	Appropriate code IAW ATRRS table 5-1 discharge reason codes		
L (recycle out)	< (Transfer to FTU/RHU)		I (Input)	G (Graduate)	No reason code required.		Q (Recycle in)

4-16. Inspector general (IG) system briefing

Commander orientations in BCT/OSUT and AIT units will include a briefing on the IG system. Specifically, this briefing must cover the role of the IG, their function, how Soldiers can obtain appointments to see the IG, and how the IG might help the Soldier with a problem.

4-17. DS driving limitations

The DS's mission is to train and lead Soldiers, therefore, DSs driving vehicles in the performance of their duties should be an exception rather than the rule to maintain the appropriate DS to Soldier ratios at all training events. At the discretion of the chain of command, DSs are authorized to drive in the performance of daily training duties and during cycle breaks. Only RECBN, FTU, and RHU DSs; U.S. Army Drill Sergeant School leaders; and AIT PSGs are authorized to drive in the performance of administrative functions with commander's approval.

4-18. Holiday block leave

HQ TRADOC will establish and announce the training policy for holiday block leave based on annual guidance HQDA publishes for the holiday season. The HQ TRADOC POC for holiday block leave is IMT CoE, IET (ATCG-MTO), Building 210, Dillon Circle, Fort Eustis, VA 23604-5701. Commanders will conduct drug testing on 100 percent (all) of the Soldiers that participate in Holiday block leave (to include IET Soldiers not participating in holiday block leave).

4-19. Hometown Recruiter Assistance Program (HRAP) execution

a. HRAP is a voluntary recruiter assistance program that allows qualified IET graduates to promote Army service in their hometowns while in a permissive temporary duty status. The intent of the program is to allow recent IET graduates to go to their hometowns and share their experiences with their peers to connect with the target market for recruiting.

b. HRAP is a performance reward. Only physically fit individuals with an outgoing personality and positive attitude to advocate for the Army, recommended by both their recruiters and DSs, can participate. The goal for participation in the HRAP program is at least 60 percent of all AA IET graduates.

c. The normal time period for HRAP for an AIT or OSUT graduate Soldier is 14 days, including travel. The first lieutenant colonel or equivalent commander in the Soldier's chain of command at OSUT/AIT is the approval authority for HRAP requests.

d. The proponent for Active Army and Army Reserve HRAP is HQ USAREC, Assistant Chief of staff, G-3. Additional information on HRAP is found in AR 601-2, chapter 7 and at the Hometown Recruiter Assistant Program support site.

e. The ARNG executes a similar program as a way for the ARNG Soldiers to interface with local communities. Soldiers approved to participate in the ARNG program will report to and be briefed by the ARNG liaison NCO at each installation. On an annual basis, the National Guard Bureau Strength Maintenance Division, provides additional information on the program.

f. Special provisions may apply to HRAP conducted during the annual winter block leave holiday break. HQ USAREC provides the Holiday block leave HRAP policy on a yearly basis since policy may change based on recruiting mission, and the capacity of recruiting stations to work with volumes of HRAP Soldiers.

g. On an exception basis, Soldiers currently in IET who are home on leave can perform HRAP duty, if the local recruiting station commander believes the Soldier can contribute to the mission, and the station commander's recruiting battalion commander approves the exception.

h. Incorporate the HRAP application and processing using DA Form 31 (Request and Authority for Leave) into planning and ticketing systems for holiday block leave.

4-20. Tattoos/brands

TRADOC IET recruit tattoo/brand policies apply to all AA, USAR, and ARNG Soldiers whether nonprior service or prior service. Army policy governing tattoos is found in AR 670-1, paragraph 1-8e.

4-21. AIT squad leader roles and duties

Squad leaders are valuable assets to the training and leadership team in AIT. They are instructors that assist AIT PSGs in leading and continuing to develop Soldiers. Squad leaders will be fully integrated into all aspects of the AIT daily mission. They serve as a first line leader and augment the efforts of the AIT PSG. Squad leaders will assist the PSG in conducting formations, physical training, counseling, administrative tasks, inspections and all aspects of the transformation process.

IAW TRADOC guidance and directives, instructors are assigned the additional duty of squad leader and are charged with, but not limited to, the following responsibilities.

a. Trains squad on individual and collective tasks.

b. Manages logistical and administrative needs of the squad.

c. Inspects condition of Soldiers' weapons, clothing, and equipment.

d. Maintains accountability of Soldiers and equipment.

e. Submits requests for awards and decorations.

f. Ensures material and supplies are distributed to Soldiers in squad.

g. Keeps PSG informed on squad status and requirements.

h. Assists PSG in the execution of APRT.

i. Conducts performance counseling for his/her squad.

4-22 Stored Value Card Program

The stored value card is a debit card used to purchase personal items needed to complete Basic and One Station Unit Training. The value of the card is based on historical costs for personal items needed to meet and maintain personal hygiene during the training cycle. This is an advance pay on the Soldier's first paycheck. Funds are allocated to every Soldier to ensure no financial burden is placed on Soldiers during the training cycle. Leaders will ensure cadre and Soldiers adhere to the following guidelines:

a. All Soldiers will be issued the Stored Value Card while processing through the Reception Battalion.

b. Commanders will ensure all Soldiers receive training on the use of this card and procedures to increase value or reimbursement if a card has value attached at the end of the training cycle or receiving a discharge prior to completion of training.

c. The stored value card can be used at all Army and Air Force Exchange Service (AAFES) sites (barber shop, hair salon, clothing sales, and Post Exchange).

d. The stored value card has a default expiration date of 45 days from issue. However, installations have the authority to adjust expirations dates to meet the requirements of their training mission. If the expiration date needs to be adjusted, the unit commander will contact the local DFAS to make changes.

e. Upon arriving at the basic training company, commanders will ensure all Soldiers receive a briefing during the unit integration on the stored value card, how to use the card, where it can be used, and how to redeem balance upon graduation or separation.

f. The stored value card closeout will be added to the out processing checklist for all Soldiers graduating or separating from the installation.

g. At no time will cadre or Drill Sergeants handle a Soldier's stored value card.

h. Training will be provided to cadre during Drill Sergeant School, Company Commander and First Sergeant Course, Cadre Training Course; or the Pre-command Course.

i. Commanders will ensure all Soldiers liquidate their balances on their stored value cards prior to departure.

Chapter 5
Safety/Health

5-1. Safety

a. Conduct realistic training exercises within the bounds of an effective composite risk management program. Before training, ensure the complete integration of composite risk management along with command approval prior to the event, then thoroughly brief all cadre and IET Soldiers on the risks associated with each specific training event/activity. This will include identification of specific hazards and controls used to reduce the risk of accidents associated with the training event. TSP composite risk assessment and unit risk assessment will be reviewed to verify the proper level of risk has been identified. IET risk assessment will address all applicable safety procedures and potential accident producing conditions. Emphasize unusual vehicle, water, weapons safety considerations, and environmental hazards in training areas prior to and during the training. Training cadre is proactive and aggressive in reducing/preventing training injuries and fatalities.

(1) Each installation will establish standard procedures to ensure that emergency treatment is readily available during training.

(2) TRADOC service schools and major subordinate commands will apply composite risk management techniques to eliminate or control hazards IAW guidelines established in FM 5-19, TR 350-70, chapter I-2, and TR 385-2, paragraph 3-2. The safety manager will review and validate all TSP risk assessments.

(3) Brigade, battalion, and company commanders, CSMs and 1SGs will complete the Commander's Safety Course prior to assuming IET duties. The Commander's Safety Course (Course number 012G1403) is one of the ATSC distance learning courses accessible at https://www.atsc.army.mil.

(4) Unit commanders will ensure all safety controls identified in the composite risk management worksheet are implemented prior to the start of training. Commanders will ensure all initial training period risk assessments are completed reflecting the conditions at the training site for the specific training period. Risk assessments are maintained at the training site, and are living, working documents and must be continually updated as conditions change. Composite risk management policy is IAW TR 385-2, paragraph 1-5.

(5) The instructor will integrate the appropriate safety/caution statement into each task, and evaluate performance while Soldiers perform the task to the prescribed standard. The instructor will have a copy of the composite risk management worksheet with them during the training event.

(6) All training safety is built on a three-tiered approach to safety (command, leader, and individual).

(a) Tier 1 (commander responsibility). Validate the structural soundness of the training and evaluation plan for safety, ensure safety related matters are addressed, and make risk acceptance decisions. Ensure all risk assessment worksheets are signed at the appropriate level for the risk involved (low, moderate, high, or extremely high).

(b) Tier 2 (first-line leader responsibility). Consider actions taken by responsible individuals, establish a safety over watch of training, focus on adherence to standards, and make risk acceptance decisions within the commander's intent and delegated authority.

(c) Tier 3 (individual Soldier responsibility). Ensure Soldiers look after themselves and others, and know how to recognize unsafe conditions and acts. Soldiers must meet their individual responsibilities for safety, and recognize and report unsafe acts to leaders.

b. Commanders will also ensure that cadre and IET Soldiers are aware of the appropriate procedures for reporting suspicious or adverse incidents during non-training hours. Examples are (but not limited to): actual or suspected instances of fire, theft, altercations; suicidal gestures or attempts; injury; unusual health symptoms; or any other unusual behavior or event.

5-2. Composite risk management

Commanders and trainers of IET Soldiers will utilize the principles and procedures established in FM 5-19. Commanders will ensure all cadre receive composite risk management training prior to assuming control over the IET Soldier. The composite risk management process assists commanders in making informed, conscious decisions on eliminating unnecessary risks, and in accepting residual risks inherent in accomplishing the mission.

5-3. Line of duty (LOD) investigations

The unit commander will ensure DA Form 2173 (Statement of Medical Examination and Duty Status) is completed promptly and forwarded through channels to the appointing authority (see appendix H, para H-6 for further guidance). The final LOD determination is vital for USAR/ARNG Soldiers who have sustained illnesses or injuries while in training. Without an approved LOD determination RC Soldiers returning to their home are ineligible for medical evaluation and care for their illness or injury. AR 600-8-4 prescribes the use of DA Form 2173, the primary record in the LOD determination process.

5-4. Severe weather notification

Local policies and procedures will dictate the notification of severe weather to training units.

a. When inclement or severe weather has the potential to impact training, unit commanders must consider the following actions:

(1) Uniform modification.

(2) Suspend training temporarily.
(3) Use lightning assembly/protection areas.

(4) Seek enclosed shelter.

(5) Cancel training/return to garrison.

b. Due to the size of most training areas, weather-related decisions should be made on-site. All severe/inclement weather conditions must be evaluated for potential risk as well as likelihood of occurrence IAW composite risk management development. All decisions should be based on these criteria using current weather conditions.

5-5. Medical support for training

a. All training activities, from the classroom to the field firing range, require well thought out plans for medical care and evacuation. Recommended levels of medical support for high risk training are defined by conducting thorough risk assessments of the scheduled training.

b. When a composite risk assessment indicates a lower level of support than the minimum as defined by local policy, TSP, and risk assessment, commanders and commandants may (with the concurrence of the installation's medical treatment facility (MTF) commander and safety officer), authorize by memorandum an appropriate lower level of support. When a decision is taken to lower the level of medical support below the minimum recommended for any training activity inform the TRADOC Safety Office via e-mail at usarmy.jble.tradoc.mbx.hq-tradoc-g-1-4-safety-office@mail.mil.

c. TRADOC service school and major subordinate command commanders and commandants will assess and certify the adequacy of medical support to training at least annually. This responsibility will not be delegated. Commanders and commandants conducting high risk training shall rehearse their medical support plan (casualty response, evacuation, and treatment) at least semi-annually, with focus on responding to a training catastrophe.

d. Training unit or MTF commanders will ensure that health care specialists (68W) providing support to training maintain their skills IAW Training Circular 8-800. These may be coordinated through the IET health care committee (see para 5-14), or by a memorandum of agreement with a medical department activity (MEDDAC).

5-6. Combat Lifesaver (CLS) training/certification and utilization

a. CLS certified personnel and CLS aid bags are required:

(1) In RECBNs and BCT/OSUT units, at least one CLS certified DS or cadre member and one CLS aid bag, present during training per platoon. Units will maintain at a minimum one CLS certified Soldier for every 60 Soldiers involved with the training unit.

(2) In AIT units, at least one CLS certified PSG or cadre member and one CLS aid bag, present during training per company. Units will maintain at a minimum one CLS certified Soldier for every 60 Soldiers involved with the training unit.

b. IET cadre members are encouraged to obtain CLS certification.

c. Commanders will coordinate training schedules for the CLS course and annual recertification with supporting medical instructor organizations or MEDDAC.

d. Commanders will establish accountability for CLS medical equipment sets (aid bags) and supplies through their supply sergeants (see table 5-1 for required items). CLS aid bags should be inventoried monthly and resupplied as items are used or expire. Resupply of CLS aid bags through class VIII accounts with the supporting MEDDAC.

e. Certified CLSs should be allowed to fully utilize their CLS skills when providing care for Soldiers.

f. Personnel qualified and certified to perform a higher level of medical care (68W health care specialist) may fill the requirement for CLS, when available.

5-7. Injury prevention measures

In addition to the guidance in FM 7-22, the following measures should be employed to mitigate overuse injuries:

a. Place Soldiers in order of height (shortest to tallest) in running and marching formations.

b. Ensure march paces do not exceed five kilometers per hour.

c. Use the fittest Soldiers for road guard duties.

d. Rotate road guard responsibilities.

e. Avoid high impact activities for corrective training (running, marching, jumping). There is no benefit to exceeding the PRT guidelines for running.

f. Encourage Soldiers to apply ice to injured areas when prescribed by a health care provider or recommended by self-care guidelines.

g. Maximize transportation vehicles for moving Soldiers to training areas.

h. Encourage Soldiers to wear the sock liner under the cushion sole sock during the first three weeks of training (during new boot break in period), and for any foot march greater than five kilometers.

Table 5-1
CLS medical equipment set

Quantity	Item	NSN
1	Strap cutter, combat	4240-01-568-3219
6	Pad, isopropyl alcohol	6510-00-786-3736
1	Adhesive tape, surgical, 3"	6510-00-926-8884
1	Bandage elastic, 6" x 4.5 yd	6510-00-935-5823
2	Bandage kit, elastic	6510-01-492-2275
2	Bandage, gauze, 4.1 yd	6510-01-503-2117
1	Bandage kit, elastic	6510-01-532-6656
2	Bandage, gauze, impregnated	6510-01-562-3325
2	Dressing, chest seal	6510-01-573-0300
3	Dressing, burn, first aid	6510-01-587-6579
1	Scissors, bandage	6515-00-935-7138
1	Shield, eye, surgical, Fox	6515-01-449-1016
1	Splint, universal	6515-01-494-1951
2	Tourniquet non-pneumatic	6515-01-521-7976
4	Glove patient examining	6515-01-525-1975
1	Nasal trumpet	6515-01-529-1187
2	Leash, shears, trauma	6515-01-540-7226
2	Needle, decompression	6515-01-541-0635
1	Blanket, survival	6532-01-524-6932
1	Blanket, heating	6532-01-525-4062
1	Bag, TC3, combat casualty care	6545-01-574-8111
2	Marker, tube type	7520-00-312-6124

5-8. Suicide prevention

a. The POI for IET will include formal instruction on suicide awareness and identification of potentially suicidal Soldiers. The commanders and orientations will instruct Soldiers on the appropriate actions they should take in the event a fellow Soldier talks to them about suicide; specifically, Soldiers must recognize the need to immediately notify the first cadre member available in the chain of command.

b. Commanders must comply with the provisions of DOD Directive 6490.1 and DOD Instruction 6490.4, before sending Soldiers for behavioral health evaluations to avoid violations of legal requirements. Commanders must counsel Soldiers reported to have discussed or alluded to suicide. The commander will ensure Soldiers in emergency/urgent situations are immediately referred to behavioral health care providers for counseling and evaluation, and accompanied by an NCO to the appointment until the behavioral health care provider assumes control. An NCO is required to pick the Soldier up from the behavioral health facilities and to meet with the behavioral health care provider as a representative of the commander to ensure the Soldier's condition and diagnosis is clearly communicated to the unit. Soldiers in this category will not be left alone or unsupervised. Escorts for subsequent appointments are not required to be an NCO. Counsel individuals in routine (non-emergency) situations, IAW DOD Instruction 6490.4, section F, prior to referral/meeting with behavioral health professionals.

c. Behavioral health care providers may return IET Soldiers to their units, once they have determined the Soldier is no longer an imminent threat to harm themselves or others, following an outpatient evaluation or upon discharge from the inpatient status.

(1) The behavioral health care provider may make precautionary recommendations to the commander that the Soldier be watched for some period of time. The behavioral health care provider must stipulate specific guidance regarding precautions and must establish an appointment for follow-up as part of the release to the unit.

(2) TRADOC service schools and major subordinate commands will develop a unit watch program, which will involve supervised watch of the IET Soldier in the implementation of behavioral health care provider guidance. The decision to place a Soldier under supervised unit watch will always be made in close coordination and consultation with behavioral health care providers. In unit watch, the unit/cadre will observe/supervise the IET Soldier pursuant to the precautionary timeframe and conditions recommended by the behavioral health care provider.

(a) The commander will create a positive environment for the Soldier, utilizing teamwork and unit cohesion as the foundation for support for the Soldier on watch. Soldiers will not be marked in any way which identifies him or her publicly as a Soldier at risk. Soldiers will be treated with dignity and leaders will prohibit behaviors and comments which serve to stigmatize or ostracize a Soldier.

(b) 24-Hour Watch. A unit member is assigned to watch a Soldier 24 hours of the day, to include while the Soldier sleeps. Staff duty personnel may have this responsibility, if a less stigmatizing way is not available.

(c) If a peer is assigned to watch the Soldier, cadre must interact with the pair of Soldiers hourly because the responsibility of watch can be difficult for a peer. In addition, a member of the leadership team must plan a brief meeting daily with the Soldier at risk, to provide support and encouragement.

(d) The commander must solicit clear and specific guidance from the behavioral health care provider for the unit watch. A variety of interventions may be utilized by the command team for a unit watch to include searching the Soldier's belongings and living quarters for dangerous items, removing such items from the Soldier's possession, prohibiting access to alcohol and drugs, minimizing contact with people that may negatively influence the Soldier's behavioral health, continuously observing the Soldier, and ensuring that the Soldier returns for behavioral health follow-up. Examples of dangerous items would include, but are not limited to, knives, cigarette lighters, jewelry with sharp edges, blow dryers, and cleaning supplies. Silverware other than sharp knives is acceptable. Medications, to include over-the-counter Tylenol and Motrin, should be held by the unit and should be dispensed one dose at the time by a medic or NCO. Leadership may elect to tighten the restrictions recommended by the behavioral health provider. If any of the actions recommended by the behavioral health provider or established by command limit the Soldier's personal freedoms, the commander of the unit must first coordinate with the servicing trial counsel or judge advocate.

(e) The Soldier will not carry a military issued firearm.

(3) The unit watch program is to complement the guidance established in DOD Directive 6490.1 and DOD Instructions 6490.4. The unit watch program must ensure:

(a) Positive control of the returned IET Soldier, especially during periods of transition, between training events and from training events to other appointments.

(b) Soldiers under watch are escorted at all times, and not left alone or unsupervised.

(c) Those entrusted to conduct unit watch are thoroughly briefed on the importance of being with the Soldier at all times, and of the essence of mentorship and support as the foundation for guiding a Soldier through a difficult period.

(d) While in unit watch status, the Soldier requires follow-up with the behavioral health care provider within five days of the implementation of the watch. The Soldier will be seen immediately if the chain of command sincerely believes that the Soldier's concerns are not remediating, and the Soldier's risk appears to be increasing.

d. IET Commanders will ensure all assigned DSs and PSGs, assigned cadre and all members will receive training in the current Army-approved suicide prevention program, as follows:

(1) IAW TRADOC Policy Letter 4, Strengthening Resilience and Preventing Suicide, suicide prevention training must be conducted semiannually for all Soldiers.

(2) All cadre will receive training in "Ask, Care, Escort" (ACE). Training products are accessible at the Army's Suicide Awareness and Prevention Products Web site at https://www.us.army.mil/suite/files/6841228. Additional training products (for example, "Beyond the Front") are published periodically and can be used to supplement the ACE products for the second iteration of training for the year.

(3) In addition, all company commanders, 1SGs, and a minimum of 50 percent of DSs, AIT PSGs/squad leader per platoon will be certified in applied suicide intervention skills training (ASIST). For more information on ASIST, see the unit ministry team.

(4) Unit ministry team members and behavioral health care providers are available to train suicide awareness, identification, and prevention, and also in applying suicide intervention techniques.

e. Commanders will solicit consultation and support from personnel and behavioral health care providers. Commanders should identify these local resources and coordinate services well before they are needed.

5-9. Preventing communicable illnesses

a. Taking measures to prevent communicable illnesses is important in the contexts of protecting IET Soldiers whose immune systems are vulnerable; during the annual influenza season; and mitigating risks from communicable disease outbreaks.

b. The most important measures in preventing communicable illnesses are at the individual level. In military organizations, leaders must ensure that these measures are emphasized, enforced, and enabled.

c. See figure 5-1 for individual measures to prevent communicable illnesses.

(1) Hand hygiene. This includes washing or sanitizing the hands every time after using the latrine; before touching food; after sneezing, blowing one's nose, or coughing; and after touching any common surface. Hand sanitizer is not a substitute for soap.

(2) Avoiding touching one's eyes, nose, and mouth.

(3) Not sharing personal items (razors, towels, clothing, etc.).

(4) Limiting skin-to-skin contact and scratching.

(5) Keeping wounds covered and clean.

(6) Coughing or sneezing into one's elbow, not into the hands.

(7) Soldier will maintain one arm length separation when standing in line if mission will allow.

d. Leader measures to prevent communicable illnesses are to:

(1) Ensure all Soldiers are up to date on immunizations, by monitoring the unit's medical protection system (MEDPROS) database. See appendix H, para H-8 for policy on access to MEDPROS. For Soldiers who received hepatitis A and hepatitis B vaccinations, a second dose of these vaccinations is required one month following the first dose. Commanders will coordinate the delivery of these vaccinations with materiel fielding team commanders.

(2) Ensure each Soldier has at least 72 square feet of living space (see paragraph 5-12a(3)). A two-man bunk requires 144 square feet of floor space if both beds are occupied (72 square feet per person times two). All available billeting, including temporary facilities and tents when necessary, should be used to ensure this minimum space allowance. Commanders should schedule use of common areas, such as dining facilities, classrooms, theaters, and latrines to avoid overcrowding.

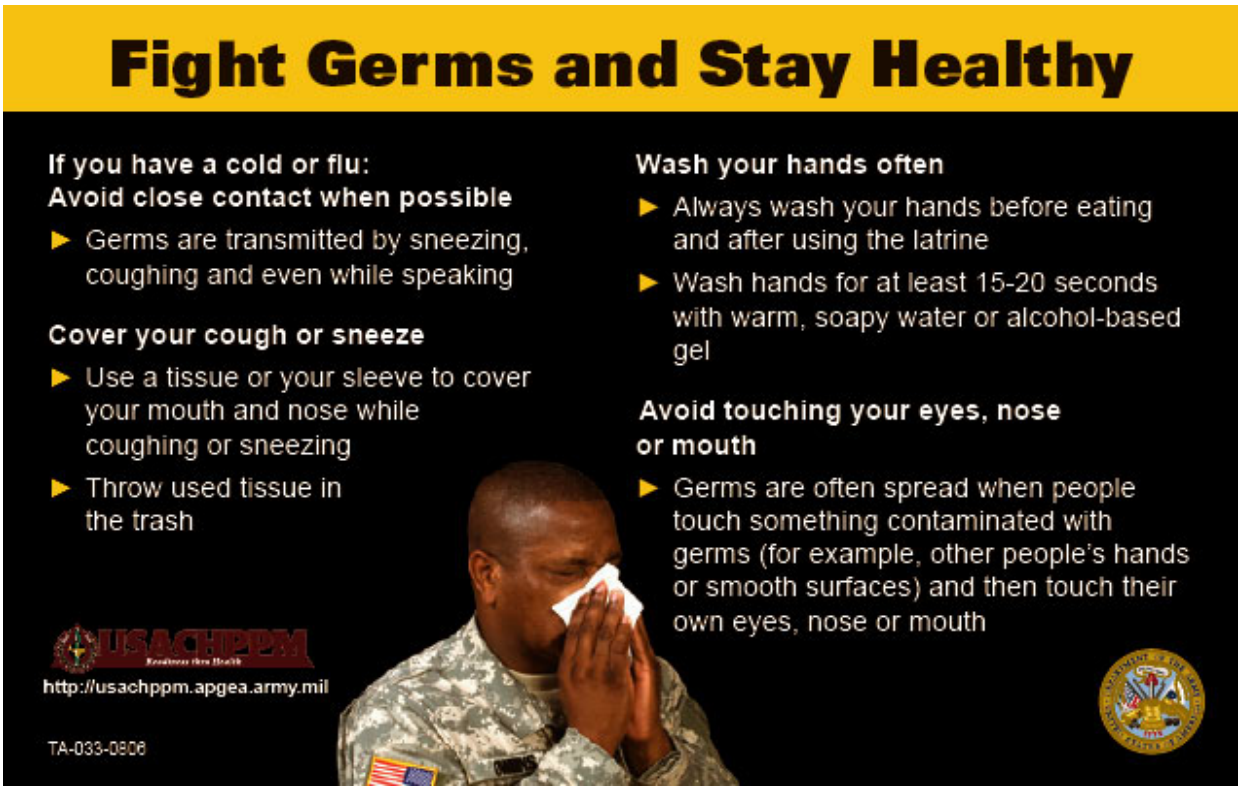

Figure 5-1. Fight germs and stay healthy poster

(3) Ensure bunks are oriented head to foot. Respiratory diseases are transmitted primarily via large virus-laden droplets propelled a short distance through the air from a cough or sneeze. Arranging bunks so that Soldiers' heads and feet positions are alternated increases the distance between breathing zones. The bunk arrangement depicted in figure 5-2 maximizes available floor space and the distance between bunk/cots while still maintaining egress routes and allowing for adequate command and control.

(4) Enforce barracks hygiene. Improved standards for barracks hygiene can help reduce the spread of infectious diseases. These measures also prevent growth of mold. Methods of decontaminating surfaces include detergent-based cleaning followed by rinsing, and the use of disinfecting agents.

(a) Ensure disinfectant solution is utilized. A solution of household bleach and water is recommended. Use ¼ cup bleach in one gallon of cool water, or one tablespoon bleach in one quart of cool water. A solution of bleach and water loses its strength over time and is weakened by heat and sunlight. Mix a fresh bleach solution each day that it is needed. The solution can either be applied via a bucket and cloth/sponge or a spray bottle and cloth/sponge. Disposable cloths, such as paper towels, are recommended. Chlorine evaporates into the air leaving no residue, so surfaces sanitized with bleach may be left to air dry. Allow mop heads to dry before reuse by hanging the mop by the handle with mop heads down.

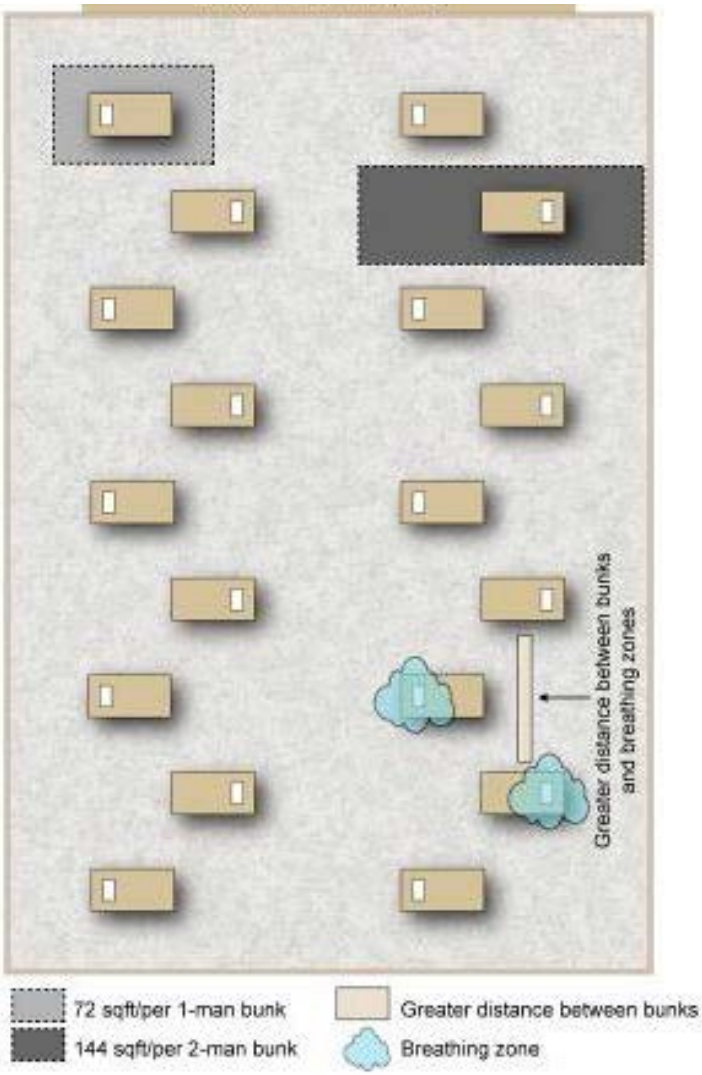

Figure 5-2. Optimal bunking layout

(b) Conspicuously post mixing instructions for bleach and water. Do not mix bleach with other cleaning chemicals. Mixing chemicals with bleach may produce hazardous gases. Before using anything other than bleach for disinfection, consult with your local preventive medicine office. Always read the label and follow the manufacturer's instructions exactly. An example poster of mixing instructions is provided in figure 5-3.

(c) Recommended cleaning cycle.

- Daily: Disinfect bathroom floors, sinks, showers, toilets, doorknobs, handles, light switches, and other high-touch surfaces; clean other visible dirt on floors and surfaces as necessary.
- Weekly: Launder all soiled laundry and linens; mop floors and clean all horizontal surfaces with soap and water.
- Every three weeks: Turn in blankets, pillows, and mattress covers for laundering.

MIXING BLEACH AND WATER

**DO NOT MIX BLEACH
WITH ANYTHING OTHER
THAN WATER**

MIX ¼ CUP OF BLEACH WITH
1 GALLON OF COOL WATER
OR
MIX 1 TABLESPOON OF BLEACH
WITH 1 QUART OF COOL WATER

*Measure the amounts – DO NOT GUESS
*Mix a fresh bleach solution each day
that it is needed.

Figure 5-3. Mixing bleach and water

- End of training cycle: Turn in blankets; wipe down mattresses with disinfectant solution; launder mattress pads (if applicable); clean all walls, blinds, windows, and areas not routinely cleaned with soap and water.

(d) Recommended cleaning methods.

- Toilets, urinals, showers, and sinks. Clean toilets daily using a toilet brush and disinfectant; this will prevent the build-up of scale, which can harbor pathogens. Sinks, showers, and urinals should be disinfected daily with a bleach and water solution to prevent buildup of microbial films.

- Floors, walls, and other environmental surfaces. Exposure to pathogens as a result of microbial contamination on floors and furnishings is very low. The transfer of microorganisms from environmental surfaces to individuals is largely via hand contact with the surface. High-touch surfaces (such as, doorknobs, handles, light switches, and wall areas around toilets) should be cleaned and disinfected daily. Horizontal surfaces, such as windowsills and floors, should be cleaned weekly with detergent and water and kept visibly clean as necessary. Extraordinary cleaning and disinfection of floors is not recommended. Cleaning of walls, blinds, and window curtains is recommended between training cycles or more frequently if they are visibly soiled.
- Laundry, mattresses, and pillows. Launder soiled clothing and linens weekly at 160°F, or at 104°F to 140°F using an activated bleach powder. Turn in sheets and pillowcases weekly for laundering whether they appear soiled or not. Blankets, pillows, and mattress covers should be turned in every three weeks or when personnel change. Plastic-covered mattresses are preferred for ease of disinfection. If fabric mattresses are used, keep them dry; discard mattresses if they become and remain wet or stained, or if they become unserviceable. Between training cycles or when personnel change, clean and disinfect plastic mattress covers using U.S. Environmental Protection Agency registered disinfectants (see http://www.epa.gov/oppad001/chemregindex.htm that are compatible with the cover material, and exchange blankets. Replace mattress and pillow covers if they become torn or unserviceable.

5-10. Managing outbreaks of communicable illnesses

a. An outbreak is a sudden increase in numbers of a given illness.

b. If an outbreak is suspected, contact MTF authorities immediately.

c. All commanders must be aware of their installation isolation and quarantine plan during public health emergencies.

5-11. Field sanitation team (FST) training and utilization

a. Trained and equipped FSTs are required in:

(1) All BCT/OSUT/AIT units; at least one primary and one alternate team of trained cadre and one FST equipment set per company/troop/battery (see table 5-2 for modified FST equipment set).

(2) Units that resource FTXs at the battalion level may request an exception to policy and resource one FST.

b. Commanders will coordinate training for the FST course with their supporting MEDDAC environmental science personnel.

c. Commanders will establish accountability for modified FST equipment sets through their supply officer.

Table 5-2
Modified FST equipment set

Item	NSN	Unit of Issue	Quantity
Book record ledger double entry	7530-00-286-6211	EA	1
Goggles, industrial, non-vented	4240-00-190-6432	EA	2
Thermometer, food	6685-00-444-6500	EA	2
Pad, isopropyl alcohol	6510-00-786-3736	PG	1
Gloves surgical disposable	6515-01-150-2978	BX	1
Test paper, chlorine residual (food service)	6630-01-012-4093	PG	1
Test strips, pH & Cl	6640-NCM-02-1025	PG	1
Calcium Hypochlorite, 6 oz	6810-00-255-0471	BT	1
Spoon measuring plastic (o.5 g)	6640-01-070-7877	EA	2
Wet bulb-globe temperature with tripod	6665-01-381-3023	EA	1
Insect bite paste, 12s	6505-01-513-7682	PG	5

d. Duties. Members of the FST will assist their commanders to:

(1) Monitor overall sanitary conditions in the barracks, dining facility, ranges, and training areas occupied by the unit.

(2) Determine risk and develop controls for insect-borne disease, heat illnesses, and cold injuries.

(3) Ensure potable water containers are maintained:

(a) Prior to use, scrub the container with a solution of 1/2 meal, ready to eat spoonful of calcium hypochlorite dissolved in one gallon of water. If calcium hypochlorite is not available, use three meal, ready to eat spoonfuls of household bleach dissolved in a gallon of water.

(b) Test the water using a chlorination test kit.

(c) Add more calcium hypochlorite, if necessary, to maintain a minimum chlorine residual of two parts per million or as prescribed locally.

(d) Empty and clean the container at least once every three days.

5-12. Personal health and hygiene

a. To instill good hygiene habits in all Soldiers, each TRADOC service school and major subordinate command will establish a comprehensive personal hygiene program. Elements of the personal hygiene program include but are not limited to:

(1) Opportunity for Soldiers to bathe daily, in garrison, and practice personal hygiene in a field environment.

(2) Reinforcement of good dietary habits.

(3) Ensuring adequacy of billeting and maintenance of sanitary, healthful conditions, and net square footage guidelines as defined by DA Pam 420-1-1, to include:

(a) In BCT/OSUT, 72 net square feet per Soldier is the standard, exclusive of stairs, halls, latrines, utility rooms, recreation areas, storage rooms, or other administrative areas. All available billeting is used to achieve this standard.

(b) In AIT, 90 square feet per Soldier is the desired goal, unless the AIT is located at an ATC.

(c) Commanders will notify the TRADOC DCG when they cannot meet the 72 square feet standard, and will request permission from the DCG-IMT before placing Soldiers in less than 60 square foot per Soldier, after accomplishing the following:

- Installation fire marshal must verify the fire life safety codes are being met at the increased density.
- Preventive medicine personnel periodically check air quality.
- Sufficient latrine and shower facilities are made available.

(d) Diversion of barracks space for other purposes (for example, offices, weight rooms, dojos) will be limited and will not result in the use of portable buildings for barracks. Barracks will be maintained IAW Army standards for cleanliness, serviceability, and safety.

(4) TRADOC service schools and major subordinate commands will ensure posters emphasizing personal hygiene measures to mitigate the risk of a communicable illness outbreak are conspicuously displayed in the barracks, dining facilities, and in latrines. Personal hygiene posters with three different backgrounds are downloadable off the TRADOC Surgeon's Web site at http://www.tradoc.army.mil/surgeon/information.htm (see Personal Hygiene Information, parts I, II, and III).

b. Commanders will adhere to the following when IET Soldiers are donating blood:

(1) Blood donations will not be allowed during RECBN in processing, to include Soldiers in hold under status or during the first three weeks of BCT/OSUT.

(2) Blood donors should not engage in any strenuous physical activity for 24 hours after donation. Activities to avoid include, but are not limited to running, push-ups, pull-ups/chin-ups, muscle failure PT, heavy lifting, obstacle/confidence courses, APFT (diagnostic or record), etc. Short foot movements to local areas or dining facilities can be safely performed.

(3) Avoid prolonged exposure (greater than one hour) to heat category 3-5 conditions, and maximum performance events (APFT and foot marches) for three days after donation.

(4) Soldiers in OSUT and AIT may donate blood eight weeks after their first donation, then every eight weeks thereafter.

c. Female Soldiers may require additional health evaluations and education to ensure they are ready for deployment upon graduation from IET IAW Office of the Surgeon General policy 08-31. Commanders of Soldiers in Phase IV and beyond will coordinate with their local MTFs to ensure their female Soldiers have met these requirements for readiness.

5-13. Hearing conservation program

a. Each ATC will follow the Army Hearing Program IAW Special Text 4-02.501, paragraphs 48-53; DA Pam 40-501, paragraph 6-1; and Technical Guide 41. Commanders at all levels will enforce the requirement for all IET Soldiers, instructors, and cadre to wear combat arms earplugs or other approved hearing protective devices, when exposed to noise levels. Hazardous noise levels are defined as 85dBA or greater for steady state noise (such as generators or aircraft), or 140dBP or greater for impulse noise (such as weapon's fire). Leaders are responsible for ensuring the Army Hearing Program is implemented in their units, especially the monitoring and enforcement of wearing hearing protection in noise hazardous areas to include blank weapon fire (such as urban operations training).

b. RECBNs will perform DoD standard audiograms on all new Soldiers IAW DA Pam 40-501, paragraph 7-2. Soldiers with abnormal audiograms may require further evaluation to assess fitness for duty and appropriate disposition.

5-14. Health care committee

a. The IET environment presents unique health care issues. Managing these issues involves a joint effort between MTF clinical staff and training battalions. An IET health care committee provides the structural framework to facilitate this effort and develop coordinated approaches at the battalion level.

b. Objectives.

(1) Reduce and control injuries in IET that take Soldiers away from training.

(2) Conduct a regularly scheduled forum at the brigade level.

(3) Monitor overuse injuries, communicable illnesses, environmental injuries, and suicidal behaviors.

(4) Identify issues that would need the attention of HQ TRADOC.

(5) Obtain feedback on initiatives.

c. The health care committee can be stand alone, or part of a committee already in existence.

(1) Membership. Commandants should identify a brigade commander as the chairperson. The commandant staff and MTF will determine the rest of the committee membership. Membership may include, but is not limited to:

(a) Chief, primary care or deputy commander for clinical services.

(b) Commander, MTF and/or dental clinic.

(c) Psychologist or social worker for IET.

(d) Officer-in-charge, MTF physical therapy.

(e) Chief, preventive medicine.

(f) Environmental science officer.

(g) Training chaplain.

(h) Training unit commanders and/or senior NCOs.

(i) Senior NCO for medical support to training.

(2) Agenda. Items to be addressed may include, but are not limited to:

(a) Sick call.

(b) Medical support for training.

(c) Access to specialty care (for example, orthopedics, podiatry, mental health).

(d) Medical evaluation board (MEBs).

(e) IET attrition.

(f) Profiles.

(g) WTRP.

(h) Behavioral health professional support.

(i) Illness, injury, and behavior trends.

d. The chairperson should forward issues that require the assistance of HQ TRADOC to the TRADOC Surgeon at Usarmy.jb.e.tradoc.mbx.tradoc-g1-4-surgeon@mail.mil or DSN 501-5633 or commercial 757 501-5633.

5-15. Body composition standards in IET

a. Accessions standards for body composition as stated in AR 40-501, paragraph 2-21b, apply during the first six months of IET Soldier's active duty service. The standards of AR 600-9, table 2, are applicable after the initial year of service.

b. RC Soldiers enrolled in the split training option must meet accession body composition standards for the successive period of active duty training.

c. Measure and weigh initial entry Soldiers within 14 days prior to graduation from AIT/OSUT. Enter this information on the Soldier's DA Form 5286.

d. Enroll and flag Soldiers that exceed one year of active service, and fail to meet the body composition standards IAW AR 600-9, table 2, in the Army Body Composition Program. Ship these Soldiers to the gaining unit and forward the documentation to include the flag (transferable) to the gaining unit.

e. Prior service Soldiers are required to meet the body composition standards of AR 600-9, table 2, upon reentry on active duty.

f. Reclassified Soldiers (those Soldiers currently holding a MOS) must meet the requirements of AR 600-9, table one, or appropriate all Army activities (Army general message address), more commonly known as an ALARACT message.

(1) Do not enroll reclassified Soldiers with temporary profiles which prevent completion of the APFT in MOS producing courses.

(2) Do not allow Soldiers in temporary duty and return status to attend MOS producing courses when they do not meet the body composition standards as prescribed in AR 600-9. Return Soldiers not meeting standards to their home station.

(3) Do not allow Soldiers in temporary duty en route or permanent change of station, not meeting the prescribed body composition standards as prescribed in AR 600-9, table 2, to attend MOS producing courses. Attach these Soldiers to TRADOC subordinate commands, pending clarification of assignment instructions for follow-on training. The school commandant will notify Human Resources Command of the Soldier's ineligibility for schooling and request clarification of assignment instructions.

Chapter 6
Soldier as an athlete

6-1. Overview

This chapter informs commanders on current initiatives to improve Soldier performance, including incorporating healthier foods in the dining facility menu ("Soldier fueling"); employing athletic trainers and/or certified strength and conditioning specialists for early identification and treatment of overuse injuries; and the importance of sleep discipline. Commanders should review these principles with a view to supporting the initiatives in progress within their units.

6-2. Physical readiness training

a. PT in BCT/OSUT/AIT is conducted IAW FM 7-22. The objective of APRT is to train Soldiers to meet the physical requirements for graduation from IET, prepare them to meet the demands for their military duties and limit injuries while instilling confidence in their ability to successfully perform and reach the fullest extent of their potential.

b. Command presence at PRT will emphasize its importance. Leaders must emphasize the value of PT by clearly explaining the objectives and benefits of their program, and ensuring the time allotted for PRT is used effectively.

c. The role of the DS/AIT PSG remains to instill maximum motivation among all IET Soldiers, to achieve their full physical potential. The training program will enable the DS/AIT PSG to execute a standardized training approach that emphasizes progressive conditioning of the Soldier's entire body. This supports the transformation process. Soldiers must meet the established standard set forth in AR 350-1, paragraph 1-21 and this regulation (for example, 50 points in each event for BCT, and 60 points in each event for AIT and OSUT upon graduation). Passing rates, not average scores, support the overall objective of IET injury control. PRT sessions are conducted maintaining Soldier to cadre ratios to ensure proper execution. One cadre member will lead and perform the exercises with the Soldiers to monitor the intensity level and provide a role model. Remaining cadre members will act as assistant instructors and make on-the-spot corrections.

6-3. Assessment and testing

a. BCT. Administer the record APFT during the last two weeks of training to determine if the Soldier has achieved the APFT requirement for graduation (50 points per event; 150 minimum total points).

b. OSUT. Administer the record APFT within the last two weeks of training. Soldiers who cannot complete the final APFT due to a temporary medical profile, and have successfully completed a diagnostic test with a score of 60 points in each of the three events (on the same test; total 180 points or higher) are given constructive credit for having passed the APFT requirement. Commanders have the authority to award credit to Soldiers passing the diagnostic APFT based on the Soldiers performance and recommendation from the chain of command.

c. AIT.

(1) Administer diagnostic APFT at least once a month through the 20th week of training. Phase V+ Soldiers that have met the APFT standards for graduation will take the APFT IAW AR 350-1, paragraph 1-24.

(2) Administer the record APFT NLT the last two weeks of training, to determine if the Soldier has achieved the APFT standard for graduation (60 points per event; 180 minimum total points). Soldiers who cannot complete the final APFT due to a temporary medical profile and have successfully completed a diagnostic APFT during AIT (scored 60 points minimum on each of the three events on the same test) are given credit for having passed the APFT requirement. Commanders have the authority to award credit to Soldiers passing the diagnostic APFT based on the Soldier's performance and recommendation from the chain of command.

(3) Phase IV, V, and V+ IET Soldiers with permanent profiles will take the APFT. A Soldier whose profile precludes taking the push-up, sit-up, or both events will take the remaining event(s) when approved by a physician or physician's assistant. The two mile run event or an approved alternate test event as outlined in FM 7-22 is taken if the test is to count for record. The alternate test is for Soldiers with permanent physical profiles that preclude them from taking the two mile run. Soldiers are given three months to prepare for the alternate test from the date of the permanent profile.

(4) For reclassified Soldiers, passing the APFT is a graduation requirement for AIT.

d. In the event Soldier is authorized Release From Active Duty (REFRAD), RC Soldiers must meet APFT requirement at the TRADOC school prior to graduation. If the RC Soldier is recalled to their parent unit prior to meeting the APFT standard, the Soldier must return to the training unit they were released from and pass the APFT before meeting graduation requirements. RC personnel age 40 or older attending IET are subject to the same APFT requirements as regular Army personnel.

e. Safety.

(1) For environmental considerations, refer to AR 350-1, chapter 1, section 3, and FM 7-22, chapter 12.

(2) Unit commanders must ensure cadre or DSs inspect their Soldiers' running shoes upon arrival to AIT (or after week 9 of OSUT). Soldiers' running shoes are often broken down after nine weeks of BCT/OSUT and require replacement.

f. AR 670-1, chapter 14, prescribes the IPFU as the PRT uniform. Conduct foot marching and PRT in the Army combat uniform (ACU) IAW AR 670-1, chapter 5.

g. Soldiers with physical profiles.

(1) Soldiers with documented physical limitations require special PRT programs. Unit leaders will maintain a positive approach to all special fitness training. The program will:

(a) Support components of fitness the Soldier can continue to develop through the profile period. Soldiers on profile will participate in a regular fitness program IAW profile specifications. Substitute appropriate activities to replace those regular activities in which they cannot participate. The activity levels of Soldiers usually decrease while they are recovering from sickness or injury. It is important for Soldiers to engage in the cardio respiratory fitness activities permitted by their profile and pay special attention to their diets to avoid gaining body fat.

(b) Permit the Soldier to rest injured parts of their body as recommended by medical personnel.

(c) Rehabilitate specific parts of the body guided by recommendations from medical personnel.

(2) The primary sources of guidance for profiled Soldiers' PRT are:

(a) DD Form 689 (Individual Sick Slip) prescribes simply stated limitations, such as "no running, jumping, or marching," for a brief period of time (no more than 30 days).

(b) DA Form 3349 prescribes more extensive limitations, such as "no running, marching, jumping, climbing, crawling, or repetitive knee flexion," and is used if the profile is for more than 30 days.

(c) Handout from the MTF showing specific rehabilitative activities for the Soldier. These may include stretches and muscle fitness activities not found in FM 7-22, or may prescribe a regiment for graduated return to activity (such as walk no farther than 1/4 mile on day 1, walk no farther than 1/2 mile on day 2, etc.).

(3) Secondary sources of guidance for a Soldier's profile PRT program are health care providers and physical therapists at the supporting MTF. The commander or unit representative should consult these professionals for any assistance required in individual and unit programs.

6-4. Fueling for performance

The Soldier Fueling Initiative (SFI) is an Army program developed to establish a feeding ('fueling") standard for Soldiers in Initial Military Training (IMT). It encompasses DoD nutrition standards, nutritional education, menu development, product selection, and preparation and serving standards. Recent studies clearly indicate that the "fueling for performance" message resonates with IET Soldiers and positively contributes to Soldier performance.

a. Dining facility support to IMT. All IMT dining facilities will implement the Soldier Fueling Initiative and will comply with the policies in AR 30-22 and DA Pam 30-22. Additional information including the IMT Menu, menu/product standards and implementation guidance is available at the Joint Culinary Center of Excellence website: http://www.quartermaster.army.mil/jccoe/Operations_Directorate/QUAD/Nutrition/nutrition_main.html.

b. Performance fueling education. Every IET Soldier will receive a one-hour block of instruction on performance nutrition education within the first two weeks of BCT/OSUT to ensure they have a good understanding of fueling for performance. Within the performance nutrition education, Soldiers will learn macro- and micro- nutrients' impact on performance and how to use the Go for Green™ labeling used throughout all Army dining facilities to select food choices that will optimize their performance. A video is available to assist cadre in providing this block of education. IET cadre will use the Go for Green™ labeling to guide Soldiers in their food choices to assist them in attaining their performance goals. A Go for Green™ digital application is also available.

c. Revisions in menu item selection include the following:

(1) Increasing the whole grain options, to include brown rice and whole grain pastas.

(2) Increasing baked entrée items that are just as appealing as deep fat fried alternatives.

(3) Replacing menu items with nutrient rich options such as orange juice with calcium and vitamin D.

(4) Including dark green leafy lettuce or baby spinach in tossed salads to provide additional nutrients particularly iron.

d. Strategies in dining facility layout include placing the milk dispenser in a place of prominence to promote milk consumption - specifically low-fat chocolate milk, the best recovery beverage on the market.

e. To ensure BCT/OSUT Soldiers receive optimum support to recover from physical exertion during specific training events in IET, the IMTCoE and JCCoE are partnering in a pilot known as the Recovery Fuel Nutrition Program. BCT/OSUT units will obtain a recovery bar containing a minimum of 28-30 grams carbohydrate, 8-9 grams protein, 3-5 grams fat, and a minimum of 10% Daily Value for iron using local Installation Food Program Manager's guidance. The approved IET training events for the purchase of recovery bar are: Confidence Tower, Obstacle Course, Foot March 1 (4K), Foot March 2 (8K), Foot March 3 (12K), Foot March 4 (16K), Night Infiltration Course, Basic Tactical Techniques (BTT) 2, FTX 3 (first evening/night only), Diagnostic Physical Fitness test #1, and Record Physical Fitness test.

6-5. Injury prevention

a. Overuse injuries continue to affect Soldiers in IET despite the introduction of a number of initiatives, including pre-IET conditioning programs; WTRP in BCT; standardized physical training; and the investment strategy (in collaboration with the U.S. Army Medical Command) to rehabilitate and retain Soldiers whenever possible.

b. The physical state of health among accessions continues to decline and is associated principally with poor nutrition, sedentary lifestyle, and increased body mass. These conditions

increase the Soldiers' susceptibility to overuse injuries and are not fully mitigated by the control measures listed above.

c. Injury prevention measures. In addition to the guidance in FM 7-22, the following measures should be employed to mitigate overuse injuries:

(1) Place Soldiers in order of height (shortest to tallest) in running and marching formations.

(2) Ensure march paces do not exceed 5 kilometers per hour.

(3) Use the fittest Soldiers for road guard duties.

(4) Rotate road guard responsibilities.

(5) Avoid high impact activities for corrective training (running, marching, jumping). There is no benefit to exceeding the PRT guidelines for running.

(6) Encourage Soldiers to apply ice to injured parts when prescribed by a health care provider or recommended by self-care guidelines.

(7) Maximize transportation vehicles for moving Soldiers to training areas.

(8) Encourage Soldiers to wear the sock liner under the cushion sole sock during the first 3 weeks of training (during new boot break in period), and for any foot march greater than 5 kilometers.

Chapter 7
Reserve Component (RC) training

7-1. General

This chapter sets forth policies and establishes uniform procedures for addressing RC unique training issues. These guidelines apply to the training of both ARNG and USAR members, unless specifically stated as applicable to only one of the components, and address those issues most commonly encountered during IET.

7-2. Assistance to ARNG/USAR Soldiers in IET

a. The ARNG and USAR liaison personnel are attached to TRADOC service schools and major subordinate commands to assist commanders with solving problems RC Soldiers encounter during training. They advise the chain of command on Reserve Component unique matters related to separation actions. Final decisions regarding discharge remain with the unit chain of command.

b. The IET cadre will promptly inform the appropriate and available ARNG and/or USAR liaison personnel of RC Soldiers sustaining illness or injury in training, as well as administrative and disciplinary actions. The liaison personnel will notify the appropriate chains of command of those RC Soldiers that are ill/injured, will receive awards and honors, and ensure that advancements, reductions and UCMJ punishments are provided to the appropriate RC officials for proper posting in the RC data systems. RC liaison personnel will also be notified when separation action is initiated so the RC chain of command is aware of the pending loss.

7-3. Graduation requirements not met

Commanders will notify installation ARNG/USAR liaison personnel immediately when RC personnel do not complete all graduation requirements. Installation ARNG/USAR liaison personnel will resolve any potential conflict with extensions on active duty with the appropriate RC command. As necessary, place ARNG or USAR personnel in a holdover status IAW ATRRS verification tables reason codes.

7-4. Split training option (STO)

a. STO is an alternative training program designed to recruit and train students and seasonal employees that do not have enough time to complete BCT/AIT or OSUT during their initial IET tour. STO allows Soldiers to enter and complete the first portion of training (STO 1 = BCT portion), return to their civilian education or occupation, and come back the following year to complete the second portion of training (STO 2 = AIT or MOS portion of OSUT).

b. Mandatory release dates (MRDs) are management tools to ensure that STO 1 Soldiers are properly processed for training. MRDs are determined at the Soldier's home station and are published in the additional instruction section of their active duty orders. It is critical to consider a STO 1 Soldier's MRD when scheduling entry into training.

7-5. STO early releases

a. Policies pertaining to MRDs are:

(1) All STO 1 Soldiers are guaranteed a return to home of record for civilian education or employment commitments on a predetermined date.

(2) The STO 2 Soldiers are not guaranteed a MRD for civilian education or employment purposes as part of the enlistment contract. Individuals returning for STO 2 are expected to remain on active duty until training is completed and a MOS is awarded.

b. To preclude STO 1 individuals from being placed in training with insufficient time to complete the course, accomplish the following steps at the installation:

(1) Screen all STO 1 Soldiers prior to the start of training to determine if there are conflicts between the length of training and anticipated release date. Orders must provide at least 75 days to complete training.

(2) Refer individuals identified as having a conflict to ARNG or USAR liaison personnel for assistance in conflict resolution. Liaison personnel will contact the appropriate agency to resolve the conflict and obtain an extension of training time.

(3) When it is impossible to obtain an extension to complete training and course acceleration is not feasible, ARNG and USAR liaison personnel will amend or request the order to be amended and return the individual to the parent RC unit. Do not enter individuals in this category into training.

(4) Should liaison personnel encounter a refusal to amend the order of an individual with insufficient time to complete the required training, notify TRADOC IMT- CoE (ATCG-MT), 210 Dillon Circle, Fort Eustis, VA 23604-5701 for assistance in obtaining a release.

c. Instances may be encountered when conflicts develop between available time and course length for STO 1 Soldiers, due to conditions such as placement into the FTU, profile, emergency leave, or new start. The following procedures will help minimize the impact on the individual Soldier and the training system.

(1) When completion date conflicts exist for those individuals currently in training, the following steps apply:

(a) Installation ARNG and USAR liaison personnel will contact the appropriate agency to obtain an extension on the MRD for completion of training. When such extensions are obtained, the individual's orders are amended to clearly indicate the period of training being performed.

(b) Where extensions on MRDs cannot be obtained, consider accelerated training to meet POI graduation requirements.

(2) When training cannot be accelerated so that an individual can meet POI requirements for graduation or if a Soldier fails to meet graduation requirements by their MRD, the following guidance will apply:

(a) STO 1 Soldiers will continue in training through the latest date possible before processing for release from IET.

(b) Annotate DA Form 5286 to reflect training completed prior to release from active duty (REFRAD) and remaining training required to meet graduation requirements. The original individual training record will remain in the individual's military personnel records jacket for return to the parent unit.

d. Forward a copy of DA Form 5286 to the trainee academic records section for retention, to aid in maintaining accurate training files for STO 1 Soldiers. Furnish a copy of DA Form 5286 to the liaison NCO upon the Soldier's departure for home station (state).

e. Handle exceptions to the procedures in paragraphs 7-5b and 7-5c, above, on an individual basis, with the appropriate ARNG or USAR liaison representative at the installation.

f. National Guard Bureau/U.S. Army Reserve Command (USARC) will reschedule individuals, released from active duty prior to completing STO 1 training, to complete course requirements at the ATC they were released from. Provide the following information to TRADOC service schools and major subordinate commands that receive individuals rescheduled for training, prior to the rescheduled start date:

(1) Name.

(2) Training requirements to be completed.

(3) Report date.

(4) Follow-on MOS, if appropriate.

(5) Copy of individual training record.

7-6. STO 2 Army physical training procedures

Administer STO 2 Soldiers a diagnostic APFT upon arrival to determine their level of conditioning. Place Soldiers not achieving the BCT standard in a remedial PT program IAW APRT guide and bring those Soldiers safely to the standard allowing them to continue with the MOS portion of their training. Place Soldiers in an FTU, if one is available.

7-7. STO 2 administrative deficiencies

a. TRADOC service schools and major subordinate commands may encounter STO 2 Soldiers who are not prepared to enter training upon arrival at the training location. Some discrepancies in the area of military personnel, finance, or medical records, and outdated physicals may occur. Some individuals may report without the required clothing issue.

b. For Soldiers who are not prepared to enter training upon arrival for STO 2, notify appropriate ARNG or USAR element and use the following procedures:

(1) Give individuals without current physicals new physicals. No Soldier will begin training without a current physical.

(2) Provide individuals arriving without the required clothing a new issue by the installation clothing initial issue point (CIIP) or military clothing sales, as appropriate. This additional issue will consist of only those items required to complete the training. Charge items issued to the appropriate State U.S. Property and Fiscal Office or USARC as authorized in AR 700-84 chapter 14.

(3) Individuals arriving without a valid set of orders and their health records will be held out of training if the installation cannot duplicate their records. Notify appropriate ARNG or USAR liaison representative immediately of all personnel held out of training to rectify records discrepancies. If the needed documents are not received within 5 days, liaison personnel on the installation will notify the appropriate agency of the delay. If the required records are not received within a total of 10 days, the installation will return the individual to the unit of assignment for rescheduling to complete STO 2.

c. On a quarterly basis, TRADOC service schools and major subordinate commands will forward a list of discrepancies with the Soldiers names, units, states, site where BCT was conducted, and discrepancies to TRADOC IMT CoE (ATCG-MT), 210 Dillon Circle, Fort Eustis, VA 23604-5701. Provide information copies to the ARNG/USAR liaison personnel at the TRADOC service school and major subordinate command.

7-8. Testing of STO Soldiers in IET

a. Soldiers in STO 1 must meet all BCT graduation requirements prior to being released from STO 1 training or they will return to the ATC and complete all BCT graduation requirements prior to the start of STO 2 training.

b. Soldiers in STO 2 AIT must meet all MOS course requirements and pass the APFT prior to their release from STO 2 active duty tour.

7-9. Placement into training

IAW AR 612-201, chapters 2 and 3, RC personnel processing will meet report dates specified in the Soldier's orders. This policy applies to all BCT, OSUT, and AIT courses, and requires priority seating for RC personnel when insufficient capacity exists to seat all Soldiers awaiting a course start.

Appendix A
References

ARs, DA Pams, FMs, and DA forms are available at www.apd.army.mil. TRADOC publications and forms are available at http://www.tradoc.army.mil/publications.htm.

Section I
Required Publications

AR 15-6
Procedures for Investigating Officers and Boards of Officers

AR 25-400-2
Army Records Information Management System (ARIMS)

AR 40-3
Medical, Dental, and Veterinary Care

AR 40-5
Preventive Medicine

AR 40-66
Medical Record Administration and Health Care Documentation

AR 40-400
Patient Administration

AR 40-501
Standards of Medical Fitness

AR 190-11
Physical Security of Arms, Ammunition, and Explosives

AR 190-45
Law Enforcement Reporting

AR 350-1
Army Training

AR 350-10
Management of Army Individual Training Requirements and Resources

AR 351-9, Chief of Naval Operations (OPNAVINST) 1500.27E, Air Force Instruction (AFI) 36-2230(I), Marine Corps Order (MCO) 1580.7D
Interservice Training

AR 380-67
The Department of the Army Personnel Security Program

AR 420-1
Army Facilities Management

AR 600-8-4
Line of Duty Policy, Procedure, and Investigations

AR 600-8-19
Enlisted Promotions and Reductions

AR 600-8-22
Military Awards

AR 600-9
The Army Weight Control Program

AR 600-20
Army Command Policy

AR 600-43
Conscientious Objection

AR 600-85
The Army Substance Abuse Program (ASAP)

AR 601-2
Army Promotional Recruiting Support Programs

AR 601-210
Active and Reserve Component Enlistment Program

AR 612-201
Initial Entry/Prior Service Trainee Support (RCS MILPC-17[R1])

AR 614-200
Enlisted Assignments and Utilization Management

AR 621-5
Army Continuing Education System

AR 635-40
Physical Evaluation for Retention, Retirement or Separation

AR 635-200
Active Duty Enlisted Administrative Separations

AR 670-1
Wear and Appearance of Army Uniforms and Insignia

AR 700-84
Issue and Sale of Personal Clothing

AR 840-10
Flags, Guidons, Streamers, Tabards, and Automobile and Aircraft Plates

DA Pam 40-501
Hearing Conservation Program

DOD Directive 4165.63-M
DOD Housing Management

DOD Directive 6490.1
Mental Health Evaluations of Members of the Armed Forces

DOD Instruction 4000.19
Interservice and Intra-governmental Support

DOD Instruction 6490.4
Requirements for Mental Health Evaluations of Members of the Armed Forces

FM 3-11.4
Nuclear Biological and Chemical Protection

FM 3-11
Multiservice Tactics, Techniques, and Procedures for Nuclear, Biological, and Chemical Defense Operations

FM 5-19
Composite risk management

FM 7-0
Training for Full Spectrum Operations

FM 7-22
Army Physical Readiness Training

FM 21-10
Field Hygiene and Sanitation

Graphic Training Aid (GTA) 05-08-12
Individual Safety Card

MIL-HDBK 1008C
Fire Protection for Facilities Engineering, Design, and Construction

Special Text 4-02.501
Army Hearing Program

STP 21-1-SMCT
Soldiers Manual of Common Tasks, Warrior Skills, Level 1

TC 8-800
Medical Education and Demonstration of Individual Competence (Medic)

TRADOC Pam 350-36
TRADOC Trainee Abuse Prevention Program

TR 1-8
TRADOC Operations Reporting

TR 350-16
Drill Sergeant Program (DSP)

TR 350-37
Advanced Individual Training Platoon Sergeant Program (AITPSGP)

TR 350-18
The Army School System (TASS)

TR 350-29
Prevention of Heat and Cold Casualties

TR 350-70
Army Learning Policy and Systems

TR 385-2
US Army Training and Doctrine Command Safety Program

Technical Bulletin Medical 507
Heat Stress Control and Heat Casualty Management

Training Guide 41
Personal Hearing Protective Devices: Their Fitting, Care, and Use

USAREC Regulation 601-45
Recruiting Improprieties Policies and Procedures

Section II
Related Publications

AR 27-10
Military Justice

AR 165-1
Army Chaplain Corps Activities

AR 350-2
Opposing Force (OPFOR) Program

AR 525-28
Personnel recovery

AR 385-10
The Army Safety Program

AR 600-8-10
Leaves and Passes

AR 600-63
Army Health Promotion

Applied Suicide Intervention Skills Training (ASIST). (Accessible at http://www.livingworks.net).

AR 623-3
Evaluation Reporting System

DA Pam 600-24
Health Promotion, Risk Reduction, and Suicide Prevention

FM 1-05
Religious Support

ITRO Procedures Manual

Manual for Courts-Martial United States (2008 Edition)

PAM 420-1-1
Housing Management

Technical Bulletin Medical 81
Cold Injury

Technical Guide 314
Non-vaccine Recommendations to Prevent Acute Infectious Respiratory Disease among U.S. Army Personnel Living in Close Quarters (Available on the U.S. Army Center for Health Promotion and Preventive Medicine website (http://chppm-www.apgea.army.mil/tg.htm))

TRADOC Pam 350-70-8
Total Army School System (TASS) Training Requirements Analysis System (TRAS)

TRADOC Pam 600-4
IET Soldier's Handbook

TRADOC Policy Letter 4
Strengthening Resilience and Preventing Suicide

Section III
Prescribed Forms

TRADOC Form 350-6-1-R-E
Training Abuse Report

TRADOC Form 350-6-2-R-E
Soldier Assessment Report (Initial Entry Training Soldiers)

Section IV
Referenced Forms

DA Form 31
Request and Authority for Leave

DA Form 285
Technical Report of U.S. Army Ground Report

DA Form 705
Army Physical Fitness Test Scorecard

DA Form 1059
Service School Academic Evaluation Report

DA Form 1594
Daily Staff Journal or Duty Officer's Log

DA Form 2028
Recommended Changes to Publications and Blank Forms

DA Form 2173
Statement of Medical Examination and Duty Status

DA Form 3349
Physical Profile

DA Form 4856
Developmental Counseling Form

DA Form 5286-R
Individual Basic Training (BT), Advanced Individual Training (AIT), One Station Unit Training (OSUT)

DD Form 689
Individual Sick Slip

DD Form 1172
Application for Uniformed Services Identification Card/DEERs Enrollment

DD Form 1380
U.S. Field Medical Card

DD Form 2215
Reference Audiogram

USAREC Form 315-R-E
Report of Alleged or Suspected Recruiting Impropriety (this form is available on the USAREC web site (http://www.usarec.army.mil/im/formpub/))

Appendix B
Initial Entry Training Leader and Cadre Training Courses

B-1. Purpose

IET leader and cadre training courses provide commanders, CSMs, 1SGs, cadre, and support personnel with the knowledge and skills needed to transform volunteers into Soldiers.

B-2. Requirements

a. All personnel assigned to an IET unit must complete the appropriate leader or cadre training course prior to, but NLT 30 days after, assuming their duties. RC IET personnel must complete the appropriate leader or cadre training course NLT 120 days after assuming IET duties. IET leader and cadre training courses are not a replacement for professional military education.

b. The IET leader and cadre training courses are as follows (see table B-1).

(1) TRADOC IET brigade/battalion PCC (two weeks). IET brigade and battalion commanders and CSMs will attend PCC. Branch managers will use ATRRS to schedule TRADOC PCC attendees. The DCG-IMT is the waiver approval authority for commanders and CSMs that do not attend the PCC prior to assuming duties. Objectives are for commanders and CSMs to understand the physical, intellectual, and emotional transformation of Soldiers during the IET process and their responsibility to lead the transformation process. Commanders and CSMs become knowledgeable on the guiding principles and procedures of IET; understand that they own the process of converting civilians into Soldiers; and are exposed to the principles and science of Soldier development.

(2) IET company commander/1SG course (two weeks). IET company commanders and 1SGs will attend the CCFSC. The brigade commander is the waiver approval authority for all company commanders and 1SGs that do not attend CCFSC prior to assuming IET duties. This course provides future company commanders and 1SGs with a training and educational experience beyond the basic TRADOC CTC and is a requirement throughout IET. This course is in lieu of

CTC. Objectives are for commanders and 1SGs to apply TRADOC's training guidance/ philosophy; effectively command and lead in the IET environment; influence the management of IET (training, injury prevention, misconduct procedures, and support systems); and understand IET wellness and fitness.

(3) IET cadre training course (one week). The CTC provides brigade/battalion staff officers and senior NCOs, squad leaders, military instructors, and training NCOs assigned to IET with information required to help facilitate the IET transformation process.

(4) IET support cadre training course (two days). Cadre assigned to IET support activities or support positions in training units attend the SCTC to become familiar with the specific rules and challenges associated with the IET environment.

(5) IET installation staff contractor training course (ISCTC) (1/2 day). Civilian personnel assigned to IET installation-level support activities attend the ISCTC to become familiar with TRADOC IET rules and regulations.

(6) AIT PSG (two weeks). NCOs selected for AIT PSG duty will attend and graduate from the AIT PSG course prior to assuming AIT PSG duties. The AIT PSG course provides future AIT PSGs the knowledge and skills needed to better replicate the operational Army's command and control structure and environment in an AIT unit. See TR 350-37 for more information about the AIT PSG program.

(7) IET cadre train the trainer course (one week). High quality instructors attend cadre train the trainer course. This course supports the training of personnel who upon completion will teach CCFSC, CTC, SCTC, and ISCTC at other IET installations. IET brigade commanders will select personnel that have the IET experience and maturity needed to educate and train cadre personnel at their installations. Instructors are certified using the adult learning model, which emphasizes immersion into a multimedia style of instruction and self-paced learning. Completion of the Army basic instructor course or the total Army instructor training course is a prerequisite prior to enrollment into the train the trainer course.

c. All TRADOC service schools, major subordinate commands, IET units on non-TRADOC organizations, and USAR training divisions are authorized to conduct CTC, SCTC, and ISCTC. Personnel (to include DSs and former DSs) authorized to instruct these courses must be CTC qualified, certified by their respective TRADOC major subordinate command commander, commandant, or unit commander in a non-TRADOC organization, and graduates of the train the trainer course.

B-3. Training responsibilities

a. The proponent for all IET Leader and Cadre training courses is the Director of Leader Development Division. The TRADOC DCG-IMT is the POI approval authority. The proponent, in addition to developing the leader and cadre training courses, is also responsible for the instructor certification process, course certification, site assistance visits, and accreditations of courses. IET leader and cadre training courses are conducted at the following locations:

(1) IET PCC, CCFSC and AIT PSG course are only authorized to be conducted at Fort Jackson, SC.

(2) CTC is authorized to be conducted at Fort Allen, PR; Fort Benning, GA; Fort Gordon, GA; Fort Huachuca, AZ; Fort Jackson, SC; Fort Eustis, VA, Fort Lee, VA; Fort Leonard Wood, MO; Fort Sam Houston, TX; Fort Sill, OK; DLI, CA; and Goodfellow Air Force Base, TX. All USAR training divisions are authorized to conduct CTC.

(3) The following sites are authorized to conduct SCTC and ISCTC in addition to those listed in paragraph B-3a(3), Fort Meade, MD; Fort Belvoir, VA, Fort Eustis, VA; Little Creek Naval Amphibious Base, VA; Fort Bragg, NC; Panama City, FL; Pensacola, FL; Lackland Air Force Base, TX; Keesler Air Force Base, MS; Naval Construction Brigade, Gulfport, MS; Sheppard Air Force Base, TX; Fort Rucker, AL; All USAR training divisions are authorized to conduct SCTCs.

b. Former DSs and cadre/support personnel returning to IET positions after being out of the IET environment for more than 24 months will attend the appropriate training course.

c. Refresher training is highly encouraged for all cadre personnel after 36 months in IET. This training should cover IET policies, administration, prohibited practices, and illegal associations at a minimum. Commanders should contact their local ISCTC instructors for this particular training.

B-4. Reporting requirements

All IET TRADOC service schools and major subordinate commands (to include satellite AIT elements), and IET units in non-TRADOC organizations, are required to report TRADOC leader and cadre training course attendance NLT the last Thursday of each quarter, to the Leader Development Training and Training Support division (ATZJ-DTD), Building 3300 Magruder Ave, Fort Jackson, SC 29207-5000. All USAR training divisions will provide required reports quarterly through the USARC (ARRC-OP), 4710 Knox Street, Fort Bragg, NC 28310, for collation and forwarding to the Fort Jackson proponent NLT the last Thursday of each quarter. The Fort Jackson proponent will consolidate all reports, and forward the completed quarterly training report to TRADOC –IMT CoE (ATCG-MT), 210 Dillon Circle, Fort Eustis, VA 23604-5701 within five working days.

Table B-1
IET leader and cadre program/training matrix

Brigade and battalion level positions	PCC	CCFSC	CTC	SCTC	ISCTC	AITPSGC
Commanders	X					
Executive officers			X			
CSMs	X					
Staff officers			X			
Chaplains			X			
Staff NCOICs (SFC through SGM)			X			
Operations NCOs (SFC through SGM)			X			

Brigade and battalion level positions	PCC	CCFSC	CTC	SCTC	ISCTC	AITPSGC
Staff clerks (personnel, intelligence, plans and operations, supply, communications)				X		
Reception battalion processing personnel (military)			X	X		
Reception battalion processing personnel (civilian)					X	
Chaplain assistants				X		
Dining facility employees					X	
AAFES clerks					X	
Company level positions	PCC	CCFSC	CTC	SCTC	ISCTC	AITPSGC
Company commanders		X				
Company executive officers			X			
1SGs		X				
Training NCOs			X			
PSGs						X
Squad leaders			X			
Unit armorers				X		
Unit supply personnel				X		
School & center positions	PCC	CCFSC	CTC	SCTC	ISCTC	AITPSGC
School commandants (COL and CSM)	X					
Deputy commandants and department sergeants major			X			
Military IET instructors (officers and enlisted)			X			
DOD/DA civilian IET primary instructors			X			
Contracted civilian IET primary instructors				X		
IET training developers/specialists				X		
Training Center IG/Deputy IG			X			
Installation agencies	PCC	CCFSC	CTC	SCTC	ISCTC	AITPSGC
The following personnel include, but are not limited to:						
Installation staff/personnel					X	
Medical personnel					X	
Dental personnel					X	
Contract personnel					X	
CIIP/central issue facility employees					X	

Appendix C
Defense Language Institute English Language Center, English as a Second Language Course

C-1. Mission and organization

ESL training for Soldiers is provided at DLIELC, Lackland Air Force Base, TX. The goal of DLIELC's ESL courses is to provide new Soldiers that do not speak English as their native language the English language skills necessary for success in their IET courses and throughout their military service. The Commander, 434th Field Artillery Brigade Fort Sill, OK, has administrative control of the U.S. Army Element (USAE) at DLIELC. The USAE Commander is dual-hatted as the DLIELC Deputy Commandant and is responsible for the command, control, training, and administration of U.S. Army permanent party and student personnel at DLIELC.

Commander, C Company is responsible for operational control and administrative support to the Army permanent party assigned to DLIELC. Commander, E Company is responsible for ELT and transformation of all Army Soldiers. All pre-BCT Soldiers attending ELT at DLIELC are assigned to E Company.

C-2. Staff relationships

TRADOC DCS, G-3/5/7, Training Integration Directorate (ATTG-TRI-G), Fort Eustis, VA 23604 is the TRADOC functional proponent and POC for the Army's DLIELC ESL program. The following TRADOC offices perform associated functions:

a. TRADOC DCS, G-1/4 (Personnel and Logistics) (ATBO), 661 Sheppard Place, Fort Eustis, VA 23604-5701 ensures adequate Army cadre strength in support of E Company, DLIELC.

b. TRADOC DCS, G-8 (Resource Management) (ATRM-ZA), 661 Sheppard Place, Fort Eustis, VA 23604-5701 determines manpower staffing ICW TRADOC DCS, G-3/5/7, Training Integration Directorate (ATTG-TRI-G).

c. TRADOC DCS, G-3/5/7, Training Integration Directorate (ATTG-TRI-G) monitors and evaluates program activities ICW the Army Research Institute (AHRC-PS-ARI).

C-3. Selection and processing

Schedule Army recruits for DLIELC IAW AR 621-5, chapter 4. Fort Sill RECBN will process enlisted personnel identified for attendance at DLIELC before shipment to Lackland Air Force Base, TX.

C-4. Graduation criteria

Commander, E Company, will ship all other Soldiers to BCT/OSUT once they achieve a confirmed English Comprehension Level score of 75 or above and a 70-percent book quiz average. An oral proficiency interview is not required for Soldiers achieving this standard. Commander, USAE, may grant a waiver and allow E Company to process Soldiers to BCT/OSUT that achieve an English Comprehension Level score within five points of the DLIELC qualifying score, provided they meet all other qualifying criteria. Soldiers granted a waiver IAW this regulation must also attain a score of 1+/1 on the oral proficiency interview. Commander, E Company, will discharge any student that fails to achieve course standards after 24 weeks of training, or fails to show adequate academic progress during ESL training.

C-5. Training priorities

The primary mission of DLIELC is to provide ELT. This training is the responsibility of the staff at DLIELC as monitored and approved by Commander, USAE. The DLIELC staff ICW Commander, USAE will determine the best ESL program to meet the graduation requirements. The ESL program will receive top priority and not be supplanted by other training or activities.

a. To obtain feedback concerning enlisted Soldier preparedness for BCT/OSUT, DLIELC will disseminate survey materials (direct mail questionnaires) to BCT/OSUT units.

b. The primary purpose of E Company's military training program is to start the transformation process and prepare Soldiers for BCT. E Company will conduct familiarization and reinforcement training on drill and ceremonies, military customs and courtesies, Army values, identification and wear of the uniform, and military justice. This training takes place during Phase I (Red Phase).

C-6. Physical fitness training

Commander, E Company, will create and implement a PT program IAW the APRT guide, with the goal of preparing Soldiers to excel in BCT, and administer a diagnostic APFT once a month.

C-7. Three phases of ESL training

To enhance training effectiveness, the military instruction program for IET Soldiers is modeled after the first three phases of BCT and adapted to the unique environment of DLIELC. The concept of phasing and associated goals (IAW para 2-1) was established to provide the entry level Soldier with intermediate objectives, which give common direction and serve as milestones. Although time goals are identified, a Soldier will not graduate from one phase to another without meeting academic standards and cadre approval.

a. Phase I (Red) lasts from the Soldier's arrival through the third week of military training.

(1) The following characterizes Phase I (Red):

(a) Emphasis on English language skills.

(b) Total control and strict discipline.

(c) Constant supervision.

(d) All movement in formation.

(e) Daily inspections.

(f) Orientation to the military lifestyle.

(g) Start the Army Physical Fitness Program.

(2) The goals for Soldiers during Phase I:

(a) Begin ESL training.

(b) Learn and conform to military standards of conduct.

(c) Learn to identify and wear an Army uniform.

b. Phase II (White) begins at the start of the 4th week of training and continues through the 16th week of training, or until the completion of ESL training, whichever occurs first.

(1) Phase II is characterized by:

(a) Continued emphasis on English language skills.

(b) Gradual release from total control.

(c) Soldiers given responsibility for themselves and others.

(d) Preparation for BCT.

(2) The goals for Soldiers during Phase II:

(a) Meet or exceed DLIELC language standards.

(b) Meet or exceed BCT APFT standards.

(c) Develop self-discipline and team building skills.

c. Phase III (Blue) begins at the start of the 17th week of military training and continues through the 24th week of training, or until the completion of ESL training, whichever occurs first.

(1) Phase III is characterized by:

(a) Continued emphasis on English language skills.

(b) Increased release from total control.

(c) Preparation for BCT.

(d) Soldiers given increasing responsibility for themselves and others.

(2) The goals for Soldiers during Phase III:

(a) Meet or exceed DLIELC language standards.

(b) Meet or exceed BCT APFT standards.

(c) Develop self-discipline and team building skills.

d. Cadre must:

(1) Provide an environment conducive to learning English.

(2) Lead by example.

(3) Insist on high standards, and assist Soldiers in meeting those standards.

(4) Conduct effective counseling on Soldier's performance.

(5) Conduct quality reinforcement/remedial training.

(6) Introduce Soldiers to the Army culture and stress cultural awareness and sensitivity to others.

C-8. ESL cadre and DSs

Cadre and DSs selected for E Company must have demonstrated a high degree of motivation and commitment to assist in the development of Soldiers that can succeed in BCT/OSUT. All cadres must have completed the appropriate CTC. Cadre must attend a DOD-approved Cultural Awareness Training Course.

C-9. ESL Holiday block leave

Commander, USAE at DLIELC will implement TRADOC guidance concerning holiday block leave for enlisted IET Soldiers to the maximum extent possible, while giving appropriate consideration to the impact upon DLIELC staffing, training, and resources.

C-10. Separate and secure

Commander, E Company, will exercise the separate and secure policy for the IET training environment IAW paragraph 2-9 of this regulation.

Appendix D
Defense Language Institute Foreign Language Center (DLIFLC)

D-1. DLIFLC training priorities

a. The primary purpose and mission priority at DLIFLC is to provide language training. The instruction and acquisition of a language at the DLIFLC is a rigorous, mentally demanding activity.

b. DLIFLC mission: DLIFLC provides DOD-wide culturally-based foreign language education, training, evaluation, and proficiency enhancement to advance the security of the Nation.

c. 229th Military Intelligence Battalion at DLIFLC mission. The 229th Military Intelligence Battalion (DLIFLC) provides the Army ready Soldier linguists. To accomplish this mission, the 229th Military Intelligence Battalion (DLIFLC) executes the following key tasks: Administratively and logistically support Soldiers; train Soldiers and units; develop leaders and promote teamwork; certify leaders and trainers to ensure training adheres to doctrinal fundamentals, TRADOC requirements, and all safety concerns; and set and maintain conditions that promote Soldier success in the DLIFLC's culturally-based foreign language education and training.

d. The unique nature of training at DLIFLC and the length and pace of language training itself requires the 229th Military Intelligence Battalion to balance demands on Soldiers' time for military training and focus on only the most essential and fundamental elements of military training. The 229th Military Intelligence Battalion will minimize military training that duplicates IET training Soldiers undergo in BCT and AIT while conducting training within resource constraints that promotes Soldier confidence in the most fundamental military tasks.

(1) Classroom instruction is conducted seven hours a day, five days a week. Language training also includes two to four hours daily of homework and self and group study periods. The course of instruction for a particular language determines the length of the course (26 to 63 weeks). Regardless of course length, completion of language training at DLIFLC awards a Soldier a SQI, not an MOS. Therefore, language training is not considered AIT.

(2) The Commander, 229th MI Battalion will prioritize and implement military training with minimal impact to language training. This military training may be conducted before or after school hours and during some weekends depending on the language training schedule.

D-2. DLIFLC phases of training

IET Soldiers arriving at DLIFLC have completed Phases I through III at BCT, and complete Phases IV and V at DLIFLC. The progressive phase criteria and the restrictions/limitations for Soldiers in Phases IV and V are determined by the battalion commander. Phase V+ begins at the completion of Phase V at the DLIFLC and continues until arrival at follow-on training or permanent duty station.

a. Phase V+ requirements are:

(1) Pass a record APFT within 30 days of graduation at 60% for age and gender.

(2) Completion of selected WTBDs approved by Commander, 229th Military Intelligence Battalion.

b. Phase V+ Soldiers are afforded nearly all the same privileges and restrictions as permanent party Soldiers.

c. Phase V+ Soldiers in language training at DLIFLC may reside in billeting that DLIFLC and Presidio of Monterey operate in accordance with requirements for U.S. Army permanent party Soldiers. DLIFLC and the Presidio of Monterey, in conjunction with the 229th Military Intelligence Battalion, will ensure adequate and safe mitigation procedures remain in effect for Soldiers for whom billeting that meets IET billeting requirements is unavailable. The Commandant, DLIFLC, will certify the appropriateness of billeting requirements for the specific training requirement at DLIFLC.

D-3. DLIFLC IET fundraising

IET Soldiers in phase V-plus status to receive permanent-party privileges to participate in MWR, FRG, Better Opportunities for Single Soldier, and unit/installation fundraising events hosted at DLIFLC.

a. IET Soldiers can participate in these events as long as they benefit on the same basis as permanent-party Soldiers.

b. Commander, 229th Military Intelligence Battalion, will ensure that IET Soldiers are not disadvantaged in any manner by this exception to policy.

c. IET Soldiers who maintain good academic and disciplinary status will receive such privileges after achieving the phase V-plus status.

D-4. Buddy system requirement

DLIFLC is allowed to deviate from buddy system requirement when an IET Soldier must attend special assistance and training such as tutoring, study halls, and self-paced study activities with the following stipulations.

a. DLIFLC and 229th Military Intelligence Battalion will pair Soldiers of the same gender just like sick call procedures.

b. If only one Soldier must attend special assistance training, then a cadre member will monitor that training session.

c. DLIFLC and 229th Military Intelligence Battalion will ensure that accountability is mitigated by a series of sign-in procedures and accountability formations for those IET Soldiers participating in foreign language special assistance training.

D-5. Separate and secure environment

a. DLIFLC will use student NCOs for CQ NCOIC duties provided the NCOs receive proper training and understand the requirements outlined in paragraph 2-9.

b. Commander will have a policy that ensures each student pulling CQ is well rested and has enough time to prepare for class the next day. DLIFLC will have one pair of CQ runners. The two runners will be of the same gender.

D-6. Phase V married Soldiers

a. DLIFLC will allow phase V married Soldiers the privilege to reside in housing with their family. IAW the Joint Travel Regulation, family members are authorized to travel with the Soldier due to the length of the course.

b. DLIFLC will allow phase V married Soldiers who reside off post POV privileges. Commander will establish policy outlining, as a minimum, POC safety and inspections, and ensure that DLIFLC Soldiers are properly licensed and trained to operate a POV IAW state driving regulations.

Appendix E
Accelerated AIT Graduation Program

E-1. Accelerated AIT graduation program background

The accelerated AIT graduation program provides the AIT proponents the option to graduate AIT Soldiers early based on specific individual certifications attained prior to arrival. Approval is selective and is at brigade commander level. It is based on the premise that the standard POI may not fully challenge these Soldiers, and is a voluntary program for Soldiers in technical AITs. The incentive is accelerated graduation. Accelerated graduation is approved IAW AR 600-8-19 and the proponent's current graduation requirements.

E-2. Accelerated AIT graduation program objective

The accelerated AIT graduation program objective is to validate MOS specific skill sets and allow early graduation for those AIT Soldiers with prior individual certifications. It is not the intention of the program to punish advanced Soldiers by giving additional MOS training after normal duty hours and on weekends, when other Soldiers are not in MOS training. However, due to instances of facility and personnel constraints, additional time may be required to offer this program. These situations are the exception, and not the rule. Accelerated AIT graduation is annotated on appropriate individual training record forwarded to the first unit of assignment. Commandants can approve up to five days accelerated graduation in coordination with TOMA. Any accelerated AIT graduation of more than five days must be approved by DCG-IMT. Requests must be submitted in memorandum format.

Appendix F
Training Records

F-1. Training record content

Training records provide gaining unit commanders with an official record of the Soldier's completed training and serve as objective departure points for unit training. An IET Soldier training record packet will contain the following content:

a. DA Form 5286-R for every Soldier attending IET; the Soldier's assigned company initiates and maintains. Use the modified DA Form 5286-R in the Resident Individual Training Management System database to document the completion of training requirements in all IET. This form streamlines the information required, and provides a standardized reporting format for all IET sites.

b. DA Form 1059 for enlisted personnel attending MOS producing courses to reclassify or reenlist into another MOS or prior service personnel enlisting IAW paragraph 4-8, upon completion of course regardless of course length.

c. DA Form705 (Army Physical Fitness Test Scorecard).

F-2. Management of training records

a. TRADOC service schools and major subordinate commands must ensure that out processing is IAW AR 612-201, chapter 3. Losing units will ensure completed training forms are given to each Soldier to hand carry to their next training site or first unit of assignment. Soldiers will not depart IET without training records. Commanders must instill in Soldiers the importance of safely hand carrying these records to their next duty station.

b. Due to the increasing problem of identity theft, commanders must ensure critical personal identifiable information is not included on the outside of the records packet envelope. Mark packets to identify the content's owner, but do not place complete names and social security numbers on the outside.

c. Training records (hardcopy or electronic) created and/or received in the course of doing Army business will be maintained IAW AR 25-400-2.

Appendix G
Fitness Training Unit (FTU)

G-1. FTU mission and objectives

a. The mission of the FTU is to physically, mentally, and psychologically prepare Soldiers to return to training after successful rehabilitation and/or reconditioning.

b. Commanders must ensure the environment supports the objectives of the program.

(1) FTU Soldiers will have access to a standard running track, pull-up bars, strength training machines, and aerobic training machines, such as treadmills, stationary bicycles, step machines, or elliptical trainers.

(2) Establish periods of time at installation gyms and pools when FTU Soldiers will have priority use of equipment, to achieve program goals and allow for variety in training.

(3) Classroom instruction will address educational needs in the area of physical fitness, mental skill training, and nutrition, with additional focus on IET subjects.

c. Cadre selected for the FTU must demonstrate a high degree of motivation and commitment to assist and develop Soldiers to succeed in IET. It is essential that the Soldier receive a positive image of the Army when entering the FTU. DSs assigned to FTUs will:

(1) Have at least 12 months left on station.

(2) Score 250 or higher on a regular APFT.

(3) Not be flagged; have adverse administrative actions pending or completed while assigned to previous unit.

(4) Not have personal issues (for example, going through divorce, extensive medical appointments, finance issues, or pregnancy) that could distract them from their duties.

G-2. FTU functional responsibilities

a. TRADOC DCG-IMT (ATCG-MT) establishes policy concerning FTU operations.

b. TRADOC DCG-IMT (TSSD-MT) is the functional proponent for RECBN functions and is responsible for providing s the necessary resources to successfully accomplish the reception process at all ATCs.

c. TRADOC DCS, G-8 (ATRM-ZA) performs the application of the RECBN manpower staffing standards annually, ICW installations' director of resource management, to validate manpower resources for FTUs. FTUs are defined within these standards under separate manpower tables.

d. ATC commanders will:

(1) Ensure adequate resources are provided for FTU operations, including personnel, equipment, and facilities (see paragraph G-1). Training funds for FTU workload are based on historical student load data contained in ATRRS.

(2) Develop cadre training programs that will ensure FTU cadre are properly trained and motivated to perform FTU duties.

G-3. Warrior Training Rehabilitation Program

a. The WTRP is an element of the FTU. Its mission is to rehabilitate and physically prepare BCT/OSUT Soldiers who become injured after assignment to a training unit. It provides an environment to allow for proper healing and recovery. ATCs will establish WTRPs using the guidelines below.

b. Procedures for assignment to the WTRP.

(1) Company commanders are the approving authority for assignment to the WTRP. The FTU commander has final approval authority for enrollment into WTRP.

(2) Designated physical therapist(s) or occupational therapist(s) will recommend Soldiers for admittance into the WTRP based on the following criteria. The Soldier:

(a) Was injured in training.

(b) Sustained an injury severe enough to remove the Soldier from current training to allow for proper healing (usually a stress fracture).

(c) Is recovering from an overuse injury but likely to fully recover within four months and be able to complete all of the physical requirements of BCT/OSUT.

(d) Is recovering from a traumatic injury or surgery with a reasonable likelihood of returning to training within six months.

(e) Is not pending or undergoing treatment for a mental health condition.

(f) Is not pending UCMJ action, medical board, or administrative separation. (See paragraph 4-15 regarding assignment to RHUs.)

(g) Is not presently in a cast that prevents the ability to participate in rehabilitation.

(h) Is motivated to continue in the service and complete training.

(i) ARNG/USAR STO 1 Soldiers must have MRDs that allow sufficient time to finish healing and complete BCT. If the RC LNO cannot get the MRD extended, or the Soldier will not extend the MRD, the Soldier is not accepted into the FTU and is processed ICW the RC LNO.

(3) The physical therapist or occupational therapist will annotate the recommendations to assign Soldiers to the FTU on DA Form 3349 (Physical Profile) or a locally-approved WTRP Physical Profile Sheet. This document will be provided to the Soldier's commander for inclusion in the WTRP assignment packet.

(4) Unit commanders will counsel Soldiers concerning the recommendation. The units will prepare packets IAW subparagraph c.(2) below recommending WTRP and submit the packet for approval to the FTU commander.

(5) Soldiers will be transferred to the WTRP within five days of the unit receiving the WTRP recommendation unless disapproved by the company or FTU commander.

c. Entrance guidelines.

(1) Once the company commander approves a Soldier’s reassignment to the WTRP, the Soldier’s losing unit contacts the FTU commander, 1SG, or operations sergeant to coordinate the reassignment of the Soldier prior to transport. The losing unit transports Soldiers to the FTU.

(2) Soldiers must have the following to in-process at the FTU:

(a) Orders assigning Soldier to the FTU, UCMJ authority memorandum, or DA 4187 attaching the Soldier to the FTU.

(b) Current profile with recommendation to WTRP, along with signature from a physical therapist or occupational therapist. The profile is recorded on the WTRP Physical Profile Sheet.

(c) Counseling statements from company commander, 1SG, and ARNG/USAR liaison recommending WTRP as well as training phase counseling.

(d) LOD investigation and DA Form 2173 (ARNG, USAR and active duty).

(e) Enlisted Records Brief.

(f) DA Form 3078, Personal Clothing record with all items listed, and personal items. Soldier must have the "pink slip" for items at the laundry service.

(g) CIF issue/turn-in sheet and inventory.

(h) Dental and medical records.

(i) DA Form 3799 (Laundry Payroll Deduction/Discontinuance Authorization).

(j) Identification card, tags, military glasses, and smart book.

(k) Training records: hard copy, or transfer the Soldiers training records using Resident Individual Training Management System or Digital Training Management System.

(l) DA 3955 mail card turned into losing unit's mailroom.

(m) DA 31 for convalescent leave taken prior to referral to the WTRP.

d. During WTRP assignment.

(1) At a minimum, FTU commanders will evaluate Soldiers every 30 days to assess their progress and their motivation to stay in the Army.

(2) FTU commanders are authorized flexibility in using convalescent leave, phase privileges, and MWR activities to maintain the motivation and enthusiasm of WTRP Soldiers.

e. Conduct of WTRP.

(1) DSs conduct the Soldier's reconditioning program based on guidance from the physical therapist and IAW FM 7-22, APRT.

(2) Do not exceed the maximum DS to trainee ratio of 1:15.

(3) Ensure that the WTRP cadre addresses Soldier motivation and esprit de corps. Soldiers who are removed from training for rehabilitation are especially subject to discouragement. Consider input and assistance from the following agencies:

(a) Behavioral health service (such as stress management).

(b) MWR office.

(c) Chaplain's office.

(d) Education center.

(4) Army physical fitness test: improvement program; available to all Soldiers who require additional time to meet APFT graduation standards.

G-4. Authorized participants

Reassignment of BCT/OSUT Soldiers to the FTU is authorized. Ensure FTU input and graduation data is posted into ATRRS IAW AR 350-10. Obtain assistance for ATRRS from TRADOC DCS, G-3/5/7, TOMA (ATTG-TRI-MO) at DSN 501-5666 or commercial 757-501-5666/5669.

Appendix H
Medical Support

H-1. Medical support requirements

Commanders will ensure medical support requirements are addressed in the planning, preparation, and execution of all training activities. Medical support training provides emergency medical services (EMS) IAW AR 40-3, chapter 13 on the installation or IAW AR 420-1.

H-2. Levels of medical support

a. The level of medical support to training is determined by the commander IAW local policies, TSP, and composite risk assessment. Considerations include, but are not limited to:

(1) Risk of injury (including hot- and cold-weather injury).

(2) Level of onsite medical personnel required (combat lifesaver or medic (68W).

(3) Level of transport required (dedicated nonmedical vehicle, ground ambulance).

(4) Communications (with parent unit, range control, EMS).

(5) Length and condition of evacuation route.

(6) Location of the Soldier (for example, land navigation or convoy route).

b. IAW AR 40-3, the EMS goal at training establishments is for the injured personnel to be arrive at an EMS facility is within one hour of the incident. Planning must take into consideration evacuation distances in an effort to meet this goal.

H-3. Self-care program

a. The self-care program is a tool for individual Soldiers to take care of their own minor illnesses and injuries thereby conserving training time, and reducing the demand on the medical system.

b. The self-care program is managed by the local MEDDAC and provided through the MTF. The self-care process may be decentralized to the unit level. Self-care program elements are:

(1) Formal instruction to the Soldier in self-care conducted by MEDDAC personnel.

(2) Soldier access to Technical Guide 272 Self Care Soldier Health Maintenance Manual published by the U.S. Army Center for Health Promotion and Preventive Medicine available at http://chppm-www.apgea.army.mil/documents/TG/TECHGUID/shmm.PDF.

(3) Under direction of cadre or medical personnel, Soldier use of the "Green Sheet" (Treatment Options for Symptoms/Conditions, available at http://chppm-www.apgea.army.mil/dhpw/Wellness/SelfCare/toolkit/forms/GreenSheet.doc).

(4) Accessibility to medical personnel.

(5) Accessibility of over-the-counter medications and self-treatment items to the Soldier.

c. Under supervision of cadre or medical personnel, a Soldier using the self-care program will follow symptom evaluation charts to one of three endpoints. If the chart ends with "use self-care measures," the Soldier may directly obtain over-the-counter medications or other self-care items.

H-4. Sick call

a. Inform Soldiers of sick call procedures upon arrival in their training units. Conspicuously post key information on sick call and emergency medical/dental procedures. Instruct Soldiers on the need to seek prompt medical attention, regardless of interruptions in their training.

b. MTFs will use approved forms to document Soldiers' medical problems, treatment received, and prescribed courses of action/treatment.

(1) The commander or authorized representative issues DD Form 689 (Individual Sick Slip).

(a) Ensure compliance with the Health Insurance Portability and Accountability Act, by limiting pre-sick call questioning to information needed to complete the top portion of the sick slip IAW AR 40-66 (Medical Record Administration and Health Care Documentation), paragraph 13-3. Units can and should inquire as to the severity of the illness or injury to determine if the Soldier can move on foot to sick call with another Soldier, or whether transportation is required. Provide for Soldiers' privacy when they complete the personal information and remarks sections stating the reason why they want to go on sick call. Disclosure of information on the completed sick slip or physical profile is limited to the commander and other persons the commander designates to receive protected health information.

(b) Soldiers' medications should be managed as follows:

- Soldiers who possess the necessary responsibility and stability to self-medicate will retain possession of their authorized non-controlled prescription medications, to include EpiPens®. They are stored outside the view of others and are not subject to display for inspection. (list of controlled substances can be found at http://www.justice.gov/dea/pubs/scheduling.html).
- Commanders who elect to require Soldiers to turn in their medications to a central location and take doses under supervision (for example, because of historical misuse of medications) must establish policy that provides for security of the medications, and for the Soldier to handle the prescription bottle and dispense the medication himself or herself.

(c) Medication will be stored in a locked area whose sole purpose is intended for the distribution of such medication. Coordination must be made with the local medical treatment facility for proper disposal of unused and expired medication.

(d) Commanders and other permanent party personnel must be aware of restricted/ confidential reporting option available to Soldiers IAW AR 600-20, chapter 8 for sexual assault prevention and response (SAPR)/SHARP) reporting. When collecting pre-sick call information from Soldiers, the SAPR/SHARP program limits the extent of this questioning and protects the type of information that the Soldier chooses to divulge. See AR 600-20, appendix H for details on the commander's responsibility for assuring privacy and providing confidential disclosure options for Soldiers through restricted reporting. Failure to adhere to this policy could subject the individual found to have violated the SAPR/SHARP policy to disciplinary action

(2) DA Form 3349 is used to record both permanent profiles and temporary profiles in excess of 30 days in duration. Temporary profiles written on DA Form 3349 will not exceed three months in duration, except in specific circumstances IAW AR 40-501, chapter 7. For more information on profiles written on the physical profile form, see paragraph 6-29g(2) of this regulation.

(3) In cases of accident or injury, the unit uses DD Form 689. Units will ensure that all individuals injured during training or mission sustainment report to troop medical facilities with a completed DD Form 689. The supervisor (military or civilian) completes the top portion of this form and gives it to the injured person (or medical personnel if the individual is incapacitated). The form is taken to the MTF and given to the medical officer or attendant performing medical treatment.

H-5. Supervised quarters

a. Commanders will establish policies and procedures, ICW the garrison commander and the commander of the local MTF, to house and monitor Soldiers with communicable respiratory illnesses.

b. Options for supervised quarters include:

(1) Admission to a hospital ward.

(2) Placement in designated barracks space.

c. Policies should include the following:

(1) Criteria for placement in supervised quarters.

(2) Routine checks and recordkeeping for mental status, vital signs, and rashes.

(3) Regular supervision by a competent medical professional.

(4) Enforced nourishment, hydration, and hygiene.

(5) Reporting procedures for lack of improvement and worsening condition.

(6) Criteria for release from supervised quarters.

H-6. Disposition of Soldiers with injuries or illnesses that prevent continued training

a. Report IET Soldiers that miss three or more consecutive full days of training, due to illness or injury, in ATRRS as a medical hold reason code. Soldiers will remain coded as "medical holdovers" until they have recovered from their illness/injury, or for as long as they remain on a profile. Once the profile has expired, and the Soldier resumes training, remove the medical hold code in ATRRS.

b. Do not ship graduates of BCT on temporary profiles to their AIT units.

(1) Competent medical authorities should evaluate all prospective graduating IET Soldiers with significant injuries or other conditions that occurred in training (not EPTS as defined in paragraph 4-13d). The purpose of the evaluation is to determine whether the Soldier needs appropriate treatment and rehabilitation prior to transfer or REFRAD, or has a favorable prognosis for recovery, and will be capable of training/deploying in the future.

(2) Commanders in need of definitive medical advice regarding an injured Soldier should formally request a medical review IAW AR 40-501, paragraph 7-8b(4), and/or AR 600-20, paragraph 5-4c(7).

(3) Medical professionals and commanders should assess injured Soldiers based on the physical capacity and stamina required for continued training, the expectations of their deployed MOSs, and the Soldier's ability to fight and survive in combat.

(a) Medical professionals should advise commanders when a Soldier is determined to not meet the minimum requirements as described in paragraph H-5b and H-5c. The advice should clearly articulate whether the Soldier has received adequate treatment and rehabilitation or should be medically separated from the Army. Medical professionals will document physical status on the DA Form 3349. Commanders will instruct medical holdover status for Soldiers with a DA Form 3349 to remain on active duty status until the Soldier has been declared fit for further training/permanent change of station, or until they are medically separated from the Army.

(b) For injured ARNG/USAR Soldiers, medical authorities and unit leaders complete LOD investigations pertaining to the circumstances surrounding the injury (see paragraph 5-3). The LOD paperwork should be completed as soon as possible after the Soldier's injury is evaluated by medical professionals, and prior to the transfer or REFRAD of the injured Soldier.

(c) Unit commanders should ensure early notification and participation of installation ARNG/USAR liaisons when determining the disposition of moderate to severely injured

ARNG/USAR Soldiers. ARNG/USAR liaisons should individually counsel Soldiers on the process and procedures pertinent to the Soldier's situation.

(d) Unit commanders should advise injured ARNG/USAR Soldiers of the following options when the Soldier is moderately to severely injured and cannot continue training or be expected to permanently change station:

- Remain on active duty in a medical holdover status during their recovery and rehabilitation period to include implementation of the active duty medical extension program, when applicable.
- Return home in an inactive status with an authorization for appropriate medical treatment and rehabilitation of the Soldier's injuries. This authorization, issued by the supporting MTF, is hand carried to an installation triservice medical care (TRICARE) office to coordinate treatment. Once fully recovered, parent units can return these Soldiers to BCT/OSUT/AIT to complete their IET. Those Soldiers who do not fully recover and cannot complete IET should receive a MEB. Accomplishment of the MEB can be arranged by ARNG/USAR medical authorities at home station or performed by AA physicians (when the parent unit coordinates for the Soldier to travel to the nearest MTF for MEB processing).

(e) Unit commanders, ARNG/USAR liaisons, and medical personnel should closely coordinate the disposition of injured ARNG/USAR Soldiers who are unable to continue training or deploy. Key milestones include: timely completion of LOD paperwork; placement of the Soldier into a medical holdover training status; ensuring the existence of a credible clinical recovery and rehabilitation plan; coordinating the return of inactive Soldiers to their home unit/state with an authorization for care; establishment of a reasonable timeline for allowing IET graduation versus initiating a MEB/physical evaluation board for the injured Soldier; verification of LOD completion prior to transfer/REFRAD of affected Soldier; final liaison counseling prior to the Soldier's departure to their parent unit/state.

(4) Medical authorities determine when a Soldiers has received adequate recovery and rehabilitation, but is not expected to be able to continue training or deploy. In these cases, Soldiers will be evaluated by an MEB as defined in AR 40–400, and will be referred to a physical evaluation board as defined in AR 635–40. Administrative medical separation is rarely appropriate for Soldiers injured during training.

(5) The U.S. Army Medical Command standard for completing a MEB is 90 days (for example, the time allowed for issuing a permanent profile to the affected Soldier, completing MEB paperwork, and forwarding the MEB to the physical evaluation board).

(6) Soldiers being medically separated should not be required to participate in rigorous training due to the potential for aggravating injuries. These Soldiers can perform unit level administrative duties during their separation.

(7) Soldiers who have completed graduation requirements, recovered fully from their injuries, and declared to be medically fit by medical authorities for continued training and deployment, should be allowed to graduate and continue their Army careers (assuming no other legal or administrative issues exist that would preclude this).

c. AIT Soldiers that are injured and receive permanent profiles prior to graduation, are evaluated to determine if they are fit for retention. Soldiers, determined fit for retention, are evaluated against minimum requirements for their MOSs in physical, upper, lower, hearing, eyes, psychiatric (PULHES). Initial entry Soldiers meeting MOS minimums will continue training IAW their profile. Adjutant generals or ARNG/USAR LNO will contact the appropriate command to negotiate a new MOS for Soldiers failing to meet PULHES minimums. Soldiers determined not fit for retention are separated.

H-7. Dental readiness

a. As a condition of graduation from IET, Soldiers will be classified in dental fitness classification (DFC) 1 or 2.

b. Dental personnel may identify Soldiers in need of extensive repairs during RECBN processing. The commander, dental activity can advise one week of hold-under for the Soldier to begin dental treatment, and allow time for healing in anticipation of later treatment.

c. Unit leaders must closely manage their DFC 3 Soldiers' participation in training to facilitate necessary visits to the dental clinic.

d. Commanders may hold DFC 3 Soldiers for up to two weeks post-graduation to allow for more extensive dental treatment or to ensure attainment of DFC 1 or 2.

H-8. Medical Protection System

a. The Army's automated MEDPROS is the standard source of information on individual and unit medical readiness (UMR). Commanders and personnel officers are allowed under the UMR command drilldown option in MEDPROS to track the medical status of their Soldiers. Commanders should pay particular interest to:

(1) Dental fitness category (see paragraph H-7).

(2) Immunizations, especially for second doses of hepatitis A and hepatitis B, and influenza (during flu season).

(3) Validate DD Form 2215 (reference audiogram) for hearing readiness class 1 or 2. Soldiers with hearing readiness class 3 will require a review by an audiologist to determine if a waiver provided at entrance can be annotated as such in MEDPROS. If required, the audiologist will perform an audio logical assessment and conduct appropriate profiling to meet the requirements for hearing readiness class 3.

b. Commanders should designate staff personnel to obtain access to MEDPROS to track the UMR. To obtain access to MEDPROS, follow guidance at https://apps.mods.army.mil/MEDPROS/Secured/.

c. RECBN medical staff will conduct a weekly review of MEDPROS data entries of the previous week, and report discrepancies exceeding 10 percent to the chain of command. If discrepancies exceed 10 percent on any given day, a 100 percent analysis of the week's Medical Occupational Data System entries is required.

H-9. Reporting IET Soldier strength for medical surveillance

TRADOC maintains an active surveillance of overuse injuries and communicable illnesses in IET, to implement measures if the minimum thresholds are exceeded. TRADOC service schools and major subordinate commands shall accurately report unit IET Soldier strength. The standards for reporting are as follows:

a. For communicable illness surveillance, TRADOC service schools and major subordinate commands will ensure the local MTF receives all weekly training brigade IET Soldier strength reports by close of business each Monday for the previous week. Reports will reflect Soldier strength as of the Saturday preceding the Monday. If Monday is a holiday, the MTF will receive those reports by close of business Tuesday.

b. For overuse injury surveillance, ATSC (ATIC-DCO), Building 1726, Fort Eustis, VA 23604 will forward monthly RECBN shipping rosters, received from the five ATCs, to the U.S. Armed Forces Health Surveillance Center (commercial 301-319-3240), by close of business of the 3rd working day after the end of the month.

H-10. Prevention of environmental injuries

a. Commanders will ensure Soldiers maintain and use combat arms earplugs or other authorized hearing protection, mouth guard, hand sanitizing gel, insect repellent, sunscreen, foot powder, and lip balm. Commanders will ensure these items are replaced if lost or depleted.

b. Soldiers will fit and wear their mouth guards throughout engagement in physical performance of the following activities:

(1) Confidence obstacle course.

(2) Modern Army combatives.

(3) Rifle bayonet training, including pugil fighting.

c. Soap and water is always the preferred method for washing hands; however, sanitizing gel is available in garrison and in the field for after use when applicable when soap and water is not available.

H-11. Prevention of heat and cold casualties

a. Senior commanders will develop and implement detailed programs for prevention of heat and cold casualties IAW TR 350-29. Commanders should coordinate with the local MEDDAC preventive medicine service for assistance in developing their programs. The TRADOC Surgeon will publish hot weather guidance NLT 1 Jan and cold weather guidance NLT 1 Aug of each year.

b. Additional guidance specific to IET for preventing heat illness includes the following:

(1) Utilize a heat acclimatization period of two to three weeks at the beginning of all training cycles. Acclimatization periods will consist of heat exposure and progressive increases in physical work for new Soldiers. All Soldiers and cadre will receive a mandatory briefing on prevention of heat/cold casualties. Special emphasis for heat illness prevention is most critical between June and October.

(2) Establish a notification system to ensure that all cadre members know the current wet bulb globe thermometer (WBGT) indexes and wind chill factors at their training location (not at a centrally-monitored location). Ensure that two portable WBGT kits (NSN 6665-00-159-2218) or TRADOC -approved substitute, are issued per training company (BCT, OSUT, and AIT) and will be placed in use when the ambient temperature exceeds 75º and monitored IAW TR 350-29. Cadre members will carry the pocket-sized GTA 07(GTA) 05-08-12 (Individual Safety Card) during training, or another suitable locally produced GTA.

(3) Publish a specific SOP on training activities that may or may not be conducted during the various WBGT indexes/wind chill factors. Decision to accept risk is made IAW TR 385-2; paragraph 1-5d(4). Refer to TR 350-29, appendix B, for the heat casualty risk factor matrix. The SOP should include the statement that during cold weather, use of nonstandard portable space heaters is prohibited in field training and operations.

(4) In addition to risk factors found in TR 350-29, donating blood and recent, rapid weight loss due to extreme measures will increase the risk of a heat illness.

(5) If the Soldiers have been subjected to heat category (CAT) IV and/or CAT V conditions for two to three consecutive days, then cumulative heat stress increases their chance for a heat illness on the subsequent day. Risk-controlling measures include; monitoring living area temperatures of 74 degrees +/- 2 as outlined in AR 420-1; decreasing the distance and/or pace of unit runs; and changing the training schedule if strenuous events are scheduled, especially if they are scheduled to occur outdoors in category CAT IV or V conditions.

(6) For Soldiers who are at increased risk for heat illness, pre- and post-activity weighing is an excellent tool for monitoring their hydration level and managing their risk. Weigh Soldiers the same time each day, after using the bathroom, before showering, and in underwear. Any weight lost in 24 hours represents loss of water. If weight has been lost, have the Soldier drink water or an electrolyte drink at the rate of one pint of water per pound, not to exceed hydration guidelines. If weight has been gained, have the Soldier eat a salty snack, and do not require him or her to drink

more water. If feasible and if sufficient numbers of scales are available, weigh all Soldiers during CAT IV and V conditions.

(7) For treatment of suspected heat casualty, the use of iced sheets is mandatory. Although guidance from TR 350-29 states that ice sheets should be applied anytime the Soldier has a change in mental status, err of the side of caution and always apply ice sheets to Soldiers showing any signs of environmental heat overexposure. Any change to this regulation needs prior approval from DCG IMT. The use of bed sheets cooled with ice water has been proven to significantly improve the recovery and outcome of persons suffering from heat stroke. Insulated ice chests can be maintained at training sites by DSs/CLS; carried on ambulances; and/or maintained at troop medical clinics. Prepare and apply iced sheets as follows:

(a) Soak normal bed sheets in insulated ice chests full of iced water. The sheets can be kept in resealable plastic bags ready for use, or kept immersed in the water. Commanders should plan on a minimum of eight sheets per company.

(b) Remove Soldier's outer clothing, down to underwear.

(c) Cover as much of the exposed skin as possible, and the top of the head, with the ice cold sheets.

(d) When the sheets warm up, remove them and replace them with fresh iced sheets.

(e) Heat related illnesses may occur at any temperature and iced sheets may be carried at the discretion of the commander. However, iced sheets will be maintained at the training site whenever a wet bulb is present.

(8) All IMT cadre including Drill Sergeants, Platoon Sergeants, Squad Leaders, Company Leadership, and support personnel involved in training Soldiers in a field environment will view the video “Death of a Soldier: Heat Can Kill,” on an annual basis in order to ensure all cadre are trained on hot weather injury prevention. The video can be found at: https://www.us.army.mil/suite/doc/29636707

c. Rhabdomyolysis or "rhabdo," is the breakdown of muscle fibers and release of muscle fiber products into the circulation. Some of these products are toxic to the kidney and frequently result in kidney damage. In some cases, rhabdo has resulted in kidney failure and death. Rhabdo can be caused by extreme exertion in a person who is unaccustomed to exertion. This disease is not categorized as a heat illness but is closely related. In addition to poor conditioning, some contributors to rhabdo are: environmental heat stress (which can result fro m inadequate hydration); electrolyte abnormalities (which can be caused by inadequate diet, and/or abuse of laxatives or diuretics); and sickle cell trait, which is probably not causative, but increases a person's risk.

(1) Symptoms of rhabdo include: abnormal urine color (dark, red, or cola colored); muscle tenderness; and muscle weakness.

(2) Treatment. Casualties with rhabdo should be promptly evacuated to MTFs. Treatment of rhabdo includes aggressive rehydration of the casualty.

d. Guidance specific to IET for preventing cold weather injuries includes the following:

(1) Ensure appropriate cold weather protective items (clothing, shelter) are available to Soldiers.

(2) Ensure Soldiers' clothing and equipment is present and serviceable prior to the training day; consider modifications to the uniform, based on local conditions.

(3) Monitor conditions of cold, including wind chill, on the training site. Consider modifications to scheduling, location, and uniform.

(4) Plan for alternate activities and locations for conditions of extreme cold (for example, physical activity or warming shelters).

(5) Provide adequate ventilation inside shelters to guard against carbon monoxide poisoning.

H-12. Reporting of injuries and illnesses

Report all injuries and/or illnesses as directed by paragraph 1-4c(8) of this regulation.

Appendix I
MOS Retraining/Reclassification Procedures

I-1. Retraining POC

TRADOC service schools and major subordinate commands will establish a central POC with delegated staff authority for matters pertaining to IET retraining. Provide the name, office symbol, and telephone extension of the POC to TRADOC DCS, G-3/5/7, TOMA (ATTG-TRI-M), Bldg 950, JBLE Fort Eustis, VA 23604-5721.

I-2. Battalion commander options

When an IET Soldier is given all remedial training opportunities, and ultimately fails the first attempt at a MOS-producing school or course, the training unit battalion commander has two working days to determine the disposition of the Soldier.

a. The battalion commander, based upon input received from cadre familiar with the Soldier's reason for failure, can consider the Soldier for a new start in another company or battalion.

b. If qualified, consider the Soldier for retraining in another available MOS reclassification/ renegotiation, or recommend the Soldier for separation.

c. When RC Soldiers are not granted a second training opportunity, coordination with the RC liaison NCO is required to present additional evidence on behalf of the Soldier to the battalion commander. The battalion commander will consider the liaison's input before making a final decision.

I-3. Procedures

a. IET Soldiers offered a second training opportunity are sent to the personnel service center with all documents relative to their reclassification. The personnel service center has access to the "TS" display on ATRRS, which is used to reclassify IET individuals.

(1) The ATRRS operator will bring up the IET Soldier's MOS selection "TS" display in ATRRS. The "TS" display is reviewed and updated to include the reason code for reclassification. This establishes the IET Soldier's current qualifications and status in ATRRS. A list is printed providing MOS the IET Soldier is qualified to select.

(2) Using the "RETAVAL" report available in the reports generator section of ATRRS, the ATRRS operator can enter the social security number for up to 10 different individuals. ATRRS will print out a listing of the training available for each individual, based on their qualifications and the available classes scheduled in ATRRS over the next four weeks. The IET Soldier may use this listing to select a new MOS. If the IET Soldier is qualified, and a training seat is available, the MOS is reserved. When the reservation is made, a message is provided to the personnel service center, which is their authority to publish orders.

b. The personnel service center will reclassify the IET Soldier within 48 hours. To save transportation costs and reduce stress on the Soldier, make reasonable attempts to match the Soldier to a MOS taught at the assigned location.

c. In the case of a RC Soldier, the RC liaison NCO will seek a MOS based on a unit vacancy. If an ARNG accession module does not contain predetermined second and third choices based on unit needs, the ARNG unit and ARNG liaison NCO at the training location will make resolution. Similar coordination is performed for USAR personnel.

d. If ATRRS is not operational, manual processing will not result in the forfeiture of any of the above mentioned efforts. Accomplish the reclassification process within five working days.

e. In the event another training opportunity is not offered or available, the commander with separation authority will counsel the Soldier and consider separation actions IAW AR 635-200, chapter 2, section II.

f. In all cases where reclassification involves a move from one TRADOC service school and/or major subordinate command to another, each commander will ensure the Soldier's file/packet includes a memorandum of introduction. The memorandum will verify the training battalion commander has evaluated the Soldier as being satisfactory, and the reclassification decision was not the result of any "automatic" process. The Soldier will also acknowledge their understanding that a second training failure will result in a non-waiverable separation from service. The training battalion commander or authorized representative will sign the memorandum.

Appendix J
Individual Ready Reserve Mobilization (IRR MOB) Training Strategy

J-1. IRR recall process

Training base expansion does not occur until partial MOB is declared, at which time IRRs are involuntarily recalled to active duty. IRR personnel recalled to active duty will report to a designated ATC for in-processing and Army Warrior training. IRRs will then receive MOS specific refresher training at their proponent school or will transship to another MOS proponent school to reclassify into a new MOS and proponent certification.

a. The RECBN will in-process IRR Soldiers back into the AA. The projected number of IRRs, being recalled to active duty for the particular operation, determines the number of ATC sites required. This RECBN process is established at three days and should follow guidelines in AR 612-201, chapter 2. A medical examination and survey will be completed to determine their mobilization eligibility.

b. Following RECBN in-processing, all IRR Soldiers will receive seven days of Army Warrior training refresher training, using the established MOB POI (071-CTT-REFR (MOB)), with all tasks performed to standard.

c. Upon arrival at the proponent school, a diagnostic test is given to each IRR, to determine level of proficiency, based on the critical skills defined in the proponent designed two week rapid training IRR MOB POIs for the particular MOS. Refresher training is conducted for only those tasks for which the IRR is deficient. IRRs will not deploy until the training proponent certifies MOS proficiency in all critical tasks. Therefore, IRRs are in the training base for as little as one day, or up to, and beyond, two weeks. Figure J-1 depicts the IRR MOB training strategy.

d. As prior service Soldiers, IRRs are not subject to IET policies and procedures. IRR Soldiers are on orders from departure of home of record through completion of MOS refresher training. IRR Soldiers will transship on TCS MOB orders upon departure from the ATC site. PT begins upon arrival of the IRR, and continues throughout training.

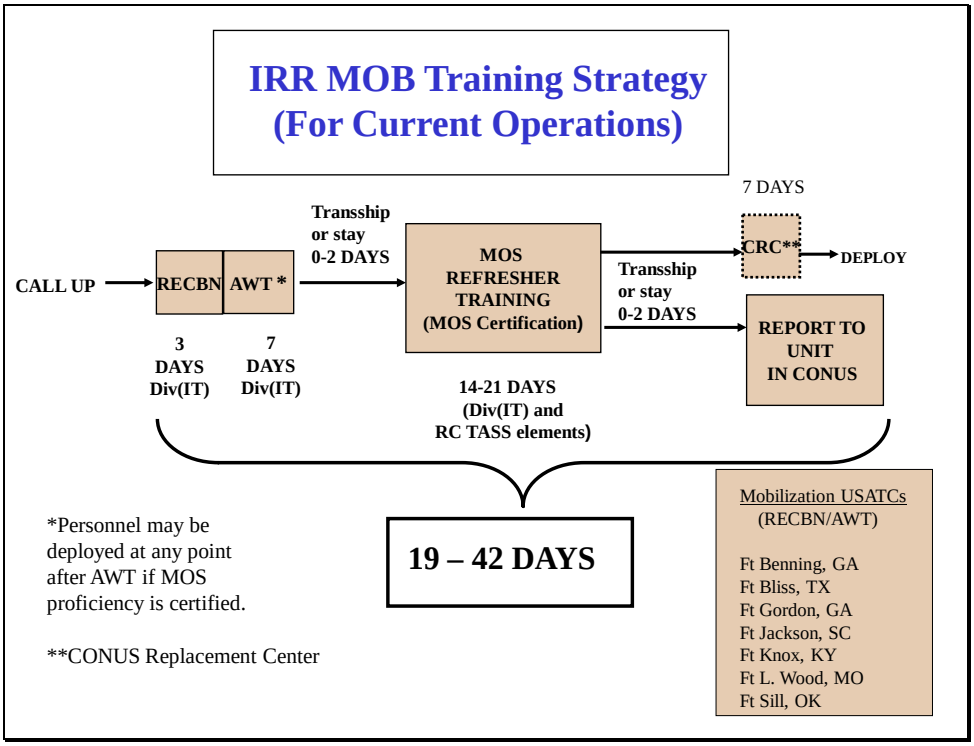

Figure J-1. IRR MOB training strategy

J-2. Additional sources of information for IRR MOB training

a. TRADOC DCS, G-3/5/7, TOMA (ATTG-TRI-M) is proponent for the TRADOC Operations and Planning Mobilization and Execution System. This document is found on Army Knowledge Online at https://www.us.army.mil/suite/folder/10823387.

b. See TR 350-70 for MOB training design requirements.

Appendix K
Reception Battalion

K-1. RECBN responsibilities

a. Provide the best first impression of the U.S. Army. Demonstrate to the Soldier the efficiency of the Army and the careful attention given to each Soldier's welfare. Processing will compliment the IET goals and Army values, uniformity standards, and policies.

b. Use standardized scripts and video briefings to implement and document standards.

c. Receive, process, and prepare Soldiers for BCT/OSUT IAW AR 612-201, Chapter 2, Table 2-1 recommended sequence.

d. The IMT Training Support and Schools Directorate and the RECBN proponent office will:

(1) Update reception welcome scripts and videos IAW doctrine.

(2) Publish, maintain, and distribute the "What to Bring" and "What to Buy" list of required items for BCT or OSUT to be posted at Reception Battalion Troop annex, AAFES stores, and on each RECBN Web site.

(3) Maintain and update Army regulation and TRADOC regulations to support the operations of the U.S. RECBNs.

(4) Serve as the focal point for information flow, distribution, and staff actions for the RECBNs missions, operations, and functions.

K-2. RECBN night arrival reception standards

a. The "Meet and Greet" briefing will be completed within 10 minutes after the newly arrived Soldiers have exited the bus.

b. Use standardized script, and video upon arrival at the U.S. Army RECBN.

c. DSs wearing ACU will welcome arriving Soldiers using the standard meet and greet script located at paragraph K-9 of this appendix.

d. Present the standard “Welcome and Amnesty Video” that encourages and quickly describes to the Soldiers their first mission in the Army is to inprocess. The amnesty period opportunity must be given to every Soldier.

e. The Soldiers should arrive with the absolute minimum personal property and high dollar items as synchronized by the "What to Bring" list distributed to USAREC and posted on each RECBN Web site

f. Issue the Soldier the IPFU the first night. Soldiers will sleep in their IPFU.

g. Night arrival; completion of night processing is off the bus to include a snack or meal up to the point the Soldiers are transferred to the processing company; this is completed within 1.5 hours. Processing companies should limit tasks and manage excessive time to accomplish company processing that is conducted. Focus on accountability and preparation for day one processing instructions that facilitate processing.

K-3. Processing events and standards

a. Soldiers will purchase their required items in conjunction with the "What to Buy" list. Leaders will not direct Soldiers to "re-buy" items already purchased or items to meet local preferences. Running shoes: Soldiers will purchase a new pair of Army-fitted running shoes at the

PX while in the RECBN. RECBN commanders can make case-by-case exceptions not to re-buy, if they can verify that Soldiers have brought running shoes that meet condition standards. Soldiers receive a cash allowance for the running shoe purchases.

b. The RECBNs will implement standardized TRICARE and Defense Eligibility Enrollment Reporting System (DEERS) enrollment procedures. Healthcare Benefits also apply for Reserve Component Soldiers on active duty for more than 30 days and their families. The RECBN will send each new Soldier's spouse the welcome TRICARE/DEERS packet. At a minimum the packet will include:

(1) Memorandum of welcome for spouse (RECBN unique).

(2) DD Form 1172 (Application for Uniformed Services Identification Card/DEERs Enrollment).

(3) Form 5579 (United Concordia TRICARE Dental Program Enrollment/Change Form).

(4) Welcome to the Army, A Handbook for Family Members (RECBN unique).

(5) Health Care for New Military Service Members and Their Families (Trifold).

(6) TRICARE Family Member Dental Plan Benefit Booklet.

(7) Available TRICARE brochures are listed at http://www.tricare.mil/tricaresmart/

c. Complete a Soldiers assessment form on Soldiers who failed to accomplish processing for their original BCT/OSUT start date.

d. Reception Battalions will not add any other publications to be mailed; do not compete with outside agencies providing information to Army families.

e. NGB and USAR liaisons conduct standard briefings to their component Soldiers to ensure new Soldiers are aware that each component liaison is available at the RECBN and the services they provide. This brief will not hinder the Soldiers from processing to BCT/OSUT and will not exceed 15 minutes in length. The liaison briefings are more beneficial when conducted on day one of processing.

K-4. Reception battalion environment standards

a. Initial Soldierization training involves the most basic core competencies and must compliment the climate of discipline. New Soldiers must begin the Soldierization process and are in the beginning stages of learning how to think, act, and look like Soldiers. TSPs are available for the DSs on "Rank Recognition," "Wear and Appearance of the Army uniform," "Military Customs and Courtesies," "Stationary Drill," "Bunk Making," "Initial Army Values," "Composite Risk

Management," and "Introduction to Physical Readiness Training (PRT)" available at: https://www.us.army.mil/suite/page/352804.

b. Soldiers will wear ACUs by the end of day two and will be issued a canteen and wet weather top or appropriate equipment while at the RECBN. The desired end state is for the Soldier to take this equipment to BCT.

c. Groups as a whole are addressed as "Soldiers" or "Warriors" vice "You" or "Privates." Civilian, GS workers, and contractors who are in contact with IET Soldiers must attend the appropriate TRADOC course in conjunction with TR 350-6, Appendix B to perform their duties around IET Soldiers.

d. All male Soldiers will receive the standard "buzz cut" haircut. Female Soldiers who are not in compliance with AR 670-1 will be required to visit the hair salon.

e. New Soldiers will have constant military supervision. DSs or processing NCOs will insist that good order and discipline be maintained waiting in line or at the dining facilities. Supervisors will assist whenever and wherever possible to correct issues. Soldiers will travel in battle buddy teams while moving in the reception complex.

f. Soldiers will not consume caffeine.

g. Soldiers may purchase spandex IAW AR 670-1 and should not be restricted by commanders based on preference. Spandex is part of the recommend items available at the AAFES annex.

h. All Soldier photos will be taken at reception in ACUs. REC BNs should work with the agencies taking the Soldier's photo to ensure these photos are archived and available should the need arise to access the Soldier's photo.

i. RECBNs should be staffed to maintain an effective supervision of instructor to Soldier ratio not to exceed 1 to 60 during processing. Reception processing NCOs should be in the rank of sergeant or above.

K-5. Weight and tattoo screening

a. RECBN personnel can visually scan arriving Soldiers at the initial reception point to identify anyone on an individual basis that may have a questionable tattoo, IAW AR 670-1 and ALARACT 017/2006 of the tattoo policy. Reception commanders have access to the Soldier's waiver file through the USAREC LNO.

b. If Soldiers appear to be marginal or exceed body fat content standards, IAW AR 40-501 Body Fat Standards. Newly arrived Soldiers that are visually screened and appear overweight will be taped. Soldiers have six months to meet compliance with AR 600-9.

c. A physical fitness assessment (1-1-1) or one mile assessment will not be conducted in the RECBN and is not part of the reception process. Commanders can introduce PRT to the Soldiers when time permits, or work with gaining BCT/OSUT units to provide this training.

K-6. Clothing initial issue point

a. The CIIP will issue rank insignia to the Soldier. This function can be conducted at the Personnel Automation Branch. Soldiers, who are in the rank of PV2 thru Specialist, will begin wearing their rank at the RECBN.

b. The CIIP will fit, measure, and issue the Soldier their initial clothing bag items in phase one IAW the approved clothing bag, and in phase two when the Soldiers are in BCT/OSUT. Individuals 6'5" or taller for special order ASUs: CIIP ensures Soldiers over 6’5” receive their ASUs prior to BCT graduation since they require a custom order, which takes longer than the standard sizes. Soldier receipt of special order ASUs during return for deferred issue. Variation may occur across each ATC based on scheduling for deferred/phase two issues.

c. The CIIP is responsible for the proper fitting of the Soldier’s combat boots.

K-7. Medical and dental screening

a. Medical and dental inprocessing is the first and best opportunity to establish a new Soldier’s readiness status. All Medical Occupational Data System (MODS) data entries should be made within seven days of the point of service. Enter date of medical examination conducted at military entrance processing station (MEPS) into MODS.

b. Screen health record for medical waiver. If a waiver is present (see DD Form 2808, item 76) and a numerical designation of "3" or greater is recorded under PULHES (item 74b), refer the Soldier to a health care provider for consideration of permanent profile.

c. Enter 6-digit PULHES into MODS. Enter "No" against item "Nondeployable Medical Profile" in MODS.

d. Ensure that AA/RC Soldiers have documentation of a human immunodeficiency virus (HIV) antibody test within the previous six months. Obtain test results and enter date of HIV test performed at MEPS in MODS. Obtain blood specimen for testing if no documentation of HIV test within the past six months and enter the HIV test date in the record and MODS.

e. Obtain and determine the blood group and type (AR 40–3), and annotate in Soldier’s records in MODS.

f. Conduct pregnancy screening and obtain results for female Soldiers before giving any vaccinations, and annotate in Soldier’s records in MODS.

g. Identify persons who are at risk for tuberculosis IAW Office of the Surgeon General memorandum.

h. Collect laboratory specimen for Deoxyribonucleic acid identification and enter into MODS.

i. Administer immunizations per AR 40–562. Conduct serological screening to determine pre-existing immunities for vaccine-preventable diseases including measles, rubella, varicella, hepatitis A, and hepatitis B. Document immunizations and medical exceptions in MODS per AR 40–562. Ensure immunization/phlebotomy floor is padded or immunizations are given while the Soldier is seated.

j. Conduct eye examinations when MEPS examination shows visual acuity worse than 20/20 in either eye, and Soldier has worn glasses in the past, and for Soldier who reports current problems with vision. Ensure vision readiness is recorded in MODS.

k. Conduct baseline audiograms, DD 2215, using the Defense Occupational Environmental Health Readiness System-Hearing Conservation. Ensure hearing readiness status is recorded in MODS.

l. Enter medical warning tag status in MODS.

m. Fit combat arms earplugs.

(a) Single-sided (cord) earplug
(b) Large-6515-01-552-0231
(c) Regular-6515-01-552-0229
(d) Small-6515-01-552-0224
(e) Earplug Carrying Case-6515-01-100-1674

n. Provide hearing education briefing and earplug training prior to Soldiers firing at the range in BCT or OSUT. Combat arms earplugs wallet card available at: http://phc.amedd.army.mil/Pages/default.aspx

o. Conduct Medical Moment of Truth, physical inspection, and partial medical examination if required (AR 612-201, para 2–10).

p. Take dental panographic radiograph (x-ray) for identification purposes (AR 40-66) and other radiographs as deemed necessary. Fit and issue Soldier's mouth guard.

q. Educate female Soldiers on the benefits and risks of human papillomavirus quadrivalent (types 6, 11, 16, and 18) vaccine, recombinant (Gardasil®). Offer Gardasil® to female Soldiers.

r. IAW medical command policy, RECBN medical and dental staff will enter all immunizations into MEDPROS within 72 hours of administration.

s. If the RECBN medical staff discovers a vaccine is unavailable and they are unable to immediately rectify the deficiency, generate a critical command information requirement to the MEDCOM and TRADOC chain of command.

K-8. Reception battalion publications

The RECBNs will supply the below publications; any other publications to be introduced into the reception process must be approved by the DCG-IMT.

a. Soldier's Handbook/Bluebook: *IAW TR 360-6 Paragraph 4-6*

b. STP Soldier Manual of Common Tasks: *IAW TR 360-6 Paragraph 4-6*

K-9. The meet and greet script:

Drill Sergeant Meet and Greet Script

The DS conducts this script in the most advantageous location where instructions can be clearly given. The uniform for the DS is ACUs with campaign hat or Australian bush hat (female DS) and seasonal gear.

Once the bus arrives, DS boards and speaks in a loud and authoritative voice, but not demeaning, his or her instructions.

"**Soldiers, when you exit the bus, you will line up_____** *(depending on the location will determine how and where) (explain the formation).* **Make sure you have all of your personal belongings to include any baggage that might be stored elsewhere on the bus. Secure <u>your</u> bag only and no one else's. Do not leave <u>any</u> trash on the bus. Do not run off the bus, however, move quickly, without talking. Watch your step as you exit the bus.**
(After all the Soldiers have been formed, ensure you are in a position that all can hear you, once the Soldiers are off the bus conduct the welcome script.)

Note: when time permits allow the bus(s) to depart to avoid distractions.

"Soldiers; I am Drill Sergeant _____. On behalf of the Battalion Commander, LTC _____ Welcome to the _____ Adjutant General Reception Battalion, FT _____."
Speaking for all of us here at FT _____, and all current and former United States Army Soldiers, thank you for volunteering for the world's premier fighting force. You have made a commitment to become part of the Army <u>team</u>, the greatest land force in the World. Your mission over the next few days is to inprocess into the United States Army.
Soldiers, this is the Army Reception Battalion. Here you will get medically screened, your pay and benefits will be started, your Army uniforms issued, your personnel file updated, and you will be provided everything you require to begin Basic Combat Training.
Remember, your first mission as an Army Soldier is to inprocess into the Army and prepare for Basic Combat training. Report any problems you are experiencing to the Drill Sergeant <u>immediately</u>.

"Are there any prior service members or members on the bus that are not attending Basic Combat Training?" *(If Yes) (Give those Soldiers Specific instructions on what to do, i.e secure all your belongings and follow DS_____ into the building or follow me).*
(Speaking to the remaining Soldiers)

From this point forward, you will address me as Drill Sergeant. "Respond to my questions with a Yes, Drill Sergeant, or No, Drill Sergeant. This is a sign of respect. I will respect you and I will expect you to respect me. Disrespect will not be tolerated. Is this understood?"
(Soldiers Respond)
From the time you departed the MEPS station, you were considered a mature, responsible adult, A Soldier. You will be addressed as "Soldier," "Warrior," or by your rank and last name. Here on FT _____, you will be treated with dignity and respect and in return I will insist that you will treat me with the same dignity and respect. "Is this understood?" *(Soldiers Respond)*

(This is where the Soldierization process begins)
"Soldiers, at this time I will now talk you into the position of parade rest."
Move the left foot about 10 inches to the left of the right foot. Keep the legs straight without locking the knees, resting the weight of the body equally on the heels and balls of the feet. Simultaneously, place the hands at the small of the back and centered on the belt. Keep the fingers of both hands extended and joined, interlocking the thumbs so that the palm of the right hand is outward *(Hold your hand so they can see).* Keep the head and eyes straight to the front. Remain silent and do not move unless otherwise directed.
This is the position of Parade rest, this is the position you will be in as you talk to cadre members. Cadre members are identified by a distinctive shoulder patch on their left shoulder and wear a variety of rank that you will learn in the next few days. Drill Sergeants are identified by their distinctive head gear. You will have most of your contact with your Drill Sergeants. Soldiers, disrespect is not tolerated while you are here. Disrespect may be verbal and nonverbal such as rolling of the eyes, smacking of the lips, sucking of breath or heavy exhaling. Soldiers, while you are here at FT_____, you will have a battle buddy; this means that you should never be alone. Everywhere you go, you are required to move with a battle buddy of the same gender. Is that understood?" (Soldiers respond).

At this time, you will:
1. Pull your pants up, and tuck in your shirt.
2. Remove all headgear.
3. Take out all gum and candy in your mouth to include tobacco products *(or depending on locations, deposit these items in the trashcan as you enter the building).*
4. Take off all necklaces which do not pertain to religion.
5. Take out all tongue rings, earrings, and nose rings. If you have on belly rings, wait until you go into the amnesty room to take that item off.
6. Take off all watches that are not black/olive drab, brown, gold, silver or metallic in color.
7. Take off all bracelets at this time with the exception of a medical warning bracelet.
8. Take off all rings with the exception of a wedding ring.

(The Drill Sergeant now can move the group into the building or continue with other functions and may be a good time to let the Soldiers use the latrines.)

K-10. Eagle Cash Stored Value Card (SVC)

The Card: It is important to treat this card like cash. If the card is lost, stolen, or damaged report it immediately. The stored value card reduces need for cash/check operations for initial entry Soldier on a pay advance, and works like a debit card. This is the Soldier's money.

Use of the Card: This SVC issued to all Soldiers at the Reception Battalion to defray the initial cost to purchase needed items in preparation for Basic Combat Training (BCT) or One Station Unit Training (OSUT). The card is used at the AAFES sites (barber shops, clothing sales, and Post Exchange annex facilities).

The card may be used to the expiration day of the card, which is defaulted to 45 days after issue. Installations can work with local finance DFAS offices to adjust longer expiration dates.

SVC Cards Do's and Don'ts:
Soldier:
Do spend the entire value on the card for items you require. This is your money as an advance and helps get you to your first pay day. The schedule may allow for weekly visits to the PX.
Do exhaust this cards value prior to graduation.
Don't share your card or lend this card it's your money, it's like cash.

Cadre:
Do, build time into the schedule for Soldier to use their card appropriately, PX annex visits, haircuts, etc…
Do, plan for the Soldiers to cash out the remaining value of the card at installation facilities prior to graduation.
Do have a SVC reader available for the Soldier to determine the amount still on the card.
Don't handle, collect or use the eagle stored value card.

Any remaining value at expiration is returned to the Soldier account; however, spending the full amount prior to completion of training is highly encouraged. The residual amount on the card may take an extensive amount of time to recover back to the Soldier.

Appendix L
Interservice Training Review Organization (ITRO) (AIT)

L-1. Interservice training overview

a. The Army accomplishes some AIT as a participant in interservice training at sister service sites. Interservice training focuses on individual training acquired in an institutional setting and is defined as a school or course conducted on one service's installation by mutual agreement between the host service and the participating services.

b. Host service. Service on whose installation training is conducted. The host provides base support and facilities. The host service budgets and programs resources to meet student requirements (except for service unique equipment, material, and facilities; and personnel costs of students, instructors, and administrators from each service). When serving as the service with lead responsibility for the training, the host service is responsible for: POI management; consolidating course revisions and evaluations; providing data to the participating services in the format requested regarding entries, graduates, elimination, recycling; and evaluation of their students. Note: In some cases, a participating service may not have the lead POI responsibility (such as, United States Navy Explosive Ordnance Disposal training at Eglin AFB).

c. Participating service is a service that receives training from or conducts training at another service's installation. Participating services furnish the estimated trained personnel requirements projected by fiscal year to the host service, and provide a proportionate share of instructor and school support personnel. Military personnel remain administratively assigned to their parent service, but they may be assigned to the host service for the purpose of executing their day-to-day duties and responsibilities as designated members of the school staff. Participating services must coordinate IG visits with the host service and course personnel in advance. Coordination will include: scope of inspection; number of personnel visiting; and length of stay. Participating service members must attend any necessary classes required by the host.

d. Regulatory guidance. Services have agreed on policy and procedures to guide interservice training. Key policy and guidance are in the following publications, instructions, and directives:

(1) AR 351-9, OPNAVINST 1500.27E (Navy), AFI 36-2230(I) (Air Force), MCO) 1580.7D (Marines).

(2) DOD Instruction 4000.19, Interservice and Intragovernmental Support.

(3) DOD Directive 4165.63M, DOD Housing Management.

(4) AR 190-45.

e. ITRO procedures manual. Serves as a detailed organizational manual, a guide for the conduct of interservice training studies and reviews, and as a supplement to the interservice training regulation. The ITRO procedures manual may be obtained from the Army Interservice Training Office (ITO) located within the TRADOC DCS, G-3/5/7, Training Integration Directorate, Bldg 950, JBLE Fort Eustis, VA 23604-5721.

L-2. Duties and responsibilities

a. Host service will:

(1) Provide and maintain office/administrative space for instructor and administrative staff and real-property accountability, utilities, refuse collection, and custodial services for host and Army service staff, faculty, and students.

(2) Brief all faculty, staff, and students on its applicable instructions, policies, and procedures. All faculty, staff, and students will comply with instructions, policies, and procedures briefed by the host service.

(3) Provide and fund any instructor training required by the host.

(4) Provide Army personnel adequate time to attend their service unique functions as long as it does not interfere with school mission requirements.

(5) Provide facilities equivalent to quality it provided to its own missions. When facilities realignments are required, facilities should be provided at the same or better standard.

b. Commanders, installations/bases will:

(1) Provide barracks/dormitory facilities that meet minimum DOD standards unless otherwise negotiated. All students will be billeted IAW the DOD Directive 4165.63M (see authority 3[c]), except that ITRO students should not be billeted in open bays. Billeting for ITRO students should comply with services separate and secure policies.

(2) Provide dining facilities to accommodate Soldiers grade specialist and below, as well as administrative space for Army detachment personnel and instructor staff.

(3) Provide training facilities for consolidated training. Facilities to support Army-unique tracks are provided where possible. Additions and modifications for Army unique tracks are the responsibility of the Army.

(4) Provide safety program management for all instructors and students to include inspections, advice, and training, with particular reference to the following:

(a) Perform annual inspections (spot checks if there are high risk areas). IAW the host service procedures, inspection reports will be sent from the host to the participating services in a timely manner with corrective action/follow-up noted.

(b) Conduct class A/B mishap investigations IAW service instructions. Mishap investigations will include representatives from the other services if the mishap involved the other services. Provide a copy of all mishap reports, IAW host service procedures, to the involved service(s).

(5) Fire protection. Provides and maintains fire control, protection, and preventive programs and services to include the periodic inspection of buildings, fire extinguishing equipment, and facilities.

(6) Serious incident reports/emergencies. Serious incidents involving students will be reported IAW service directives.

(7) Provides urinalysis program support services for students and staff as requested by the participating services.

c. TRADOC DCS, G-3/5/7, Training Integration Directorate, ITO (ATTG-TRI-GI) will:

(1) Define policies, procedures, and provide clear and concise guidance to TRADOC units operating in an interservice environment.

(2) Serve as TRADOC lead to host service for interservice MOU and POI changes or updates.

(3) Leads or participates in studies to establish or disestablish interservice training.

d. Proponent schools will:

(1) Provide and maintain appropriate training material, training aids, and computers to support collocated and service unique tracks of AIT training as required.

(2) Serves as the service POC for interservice training issues.

(3) Funds service unique portions of training, course evaluation, and facility requirements and coordinates these through the host. Provides and maintains the necessary service-unique documents and regulations.

(4) Provides and funds any service-unique required instructor training.

e. ITRO commanders will:

(1) Ensure policies reflect a mixture of both TRADOC and host service locally established guidelines of the host command.

(2) Ensure Soldiers meet training qualification requirements specified by host service training guidelines.

(3) Monitor interservice training and life support facilities (dining facilities, MWR, and fitness center) to ensure compliance of MOU and POI.

(4) Communicate any interservice violation or concerns to the host service installation commander, and through the first colonel in the chain of command and the proponent school to TRADOC DCS, G-3/5/7, Training Integration Directorate, Bldg 950, JBLE Fort Eustis, VA 23604-5721.

(5) Provide host service installation commanders with copies of unit training schedule to ensure awareness of Army-unique training.

(6) Request an exception to policy if training standards and policy cannot be met. Exceptions to policy must come from first COL/06 in the chain of command through the proponent school to TRADOC DCS, G-3/5/7, Training Integration Directorate, Bldg 950, JBLE Fort Eustis, VA 23604-5721.

L-3. Army requirements not covered in ITRO memorandum of agreement or POI

a. Unit commanders are responsible to ensure all administrative and legal actions are adhered to and processed IAW both TRADOC and host service policies. Commanders will develop local policies that reflect higher HQ intent and do not conflict with or violate host service policies. Army unique requirements must be coordinated through TRADOC DCS, G-3/5/7, Training Integration Directorate, Bldg 950, JBLE Fort Eustis, VA 23604-5721, for inclusion into existing ITRO MOUs and POIs.

b. TRADOC DCS, G-3/5/7, TOMA (ATTG-TRI-M), will coordinate with host services for holiday block leave dates, holidays, organization days, training holidays, etc. Unless otherwise specified, Army commanders will conform to host service approved holidays, training, and organizational days.

c. The buddy system as outlined in TR 350-6, paragraph 2-10, is instituted at interservice training sites and will pair IET Soldiers into proper battle buddy teams. This concept is designed to improve safety, motivation, and esprit de corps. Army personnel will be assigned a buddy upon arrival.

d. Commanders must utilize Army-unique POI time and non-POI time to accomplish Army specific training. Consolidated training time is used to conduct training as specified in the POI.

e. Commanders are required to conduct a FTX IAW proponent POI, support and meet APFT standard, weapons immersion, complete additional WTBDs as directed by the commandant and approved by DCG-IMT and weapons qualification for AITs greater than 23 weeks).

f. When possible, commanders will utilize host service facilities and training areas to accomplish Army-specific training.

g. Commanders are responsible for resources to conduct training outside the interservice POI. Soldiers, DSs, and cadre will not utilize personal funds to purchase resources or supplies to accomplish the mission.

h. Soldiers are required to pass a record APFT for graduation from IET. Commanders are authorized, based on Soldier performance and positive recommendations from the chain of command, to allow the Soldier to graduate if they have passed a diagnostic APFT with at least 60 points in each event. However, Soldiers failing to meet the criteria will be recycled or removed from the course prior to the awarding of any certification by the host service

i. Unit commanders are the approving authorities for all leave requests for instructor, support, and student personnel that fall under their chain of command. Leave requests for consolidated training will be submitted through the supervisory chain of command established at the host site. Unit commanders may grant special liberty/pass with the approval of the host for the consolidated training and at their own discretion for collocated training.

j. Medical support will be provided by the host service/installation command. Army personnel will comply with host service medical procedures unless otherwise specified. Commander will ensure profiles accurately identify the activity limits of the Soldier.

k The host service is responsible for providing like barracks space that adequately supports the living conditions outlined by the host service installation. IET Soldiers will be kept separate by gender and from other services members as much as possible. Exceptions must be submitted through the proponent school to TRADOC DCG-IMT (ATCG-MT), 210 Dillon Circle, Fort Eustis, VA 23604-5701 for approval.

l. All IET unit cadre will be required to attend cadre/support personnel training which is based upon their level of interaction with trainees. Specific course attendance guidance is provided in appendix B.

L-4. Course administration

a. Enrollment. Army students arriving at the sister service site without previously being enrolled in a course become the sole responsibility of the Army, including lodging and all other services, until they are enrolled in a course and that course begins. If Army chooses not to wait until a course position is open, the cost of moving these students to another site will be borne by the Army. Enrolled in the context of this paragraph means the student has official orders that identify the course to be attended and specifies class start date.

b. Academic/performance standards. Army and the host service will determine and establish policies and procedures governing consolidated course-specific academic standards. Army will determine and establish policies and procedures governing Army specific academic standards. All students will comply with interservice procedures for the administration and evaluation of consolidated courses. All course documentation will be made available to appropriate service personnel on an as-needed basis. Services will develop a student evaluation plan for consolidated courses. The student evaluation plan will explain and illustrate the procedures and policies affecting each student and how they progress through training and will be used as a basis for determining relief/elimination or setback. It will include both academic and nonacademic facets.

c. Training responsibility. Consolidated course content is a mutually agreed upon set of topics that are specific in nature. All documentation and course control material will conform to the host standard, except as agreed to by all participating services during ITRO detailed analysis groups or curriculum review boards. All course documentation will be made available to appropriate service personnel as needed. Each service has responsibility for developing, conducting, and resourcing service unique training IAW ITRO procedures to include providing required service unique material.

d. Course changes. The Army proponent school will ensure detachments at sister service schools are provided adequate notification of any major new training requirements mandated by HQ TRADOC or higher HQ. Curriculum, policy, and procedural changes that impact time, course length, resources, Army/host service directives, or accreditation will be coordinated and agreed to by all services prior to implementation. Curricula review/validation will be accomplished by the host and each participating service. Service unique training will be coordinated IAW that service's policies and procedures.

e. Curriculum review. Curriculum review will be conducted, as required by the services, IAW the interservice training directive and the ITRO procedures manual. Instructional staff from the host and participating services will be represented. Services will have equal input in the management of curriculum, instructional planning, development, and review of consolidated training. Course changes will be made IAW paragraph d above.

f. Certificates of completion/award/diplomas. The host shall issue certificates of completion for consolidated training. Academic honors criteria for awards (top/distinguished graduate and course awards) will be applied to all students regardless of service for consolidated training. These should be presented in an appropriate graduation ceremony. Certificates of course completion and awards will be entered into the student's personnel record.

g. Leave, passes, and liberty. Leave requests will be submitted through the supervisory chain of command established at the host site. Student personnel will not normally be granted leave while enrolled in the course. If the host, for reasons such as holiday periods, suspends academic training, students will be provided the opportunity to take leave. Emergency leave requests will be processed directly by the Army detachment in cooperation with the host. In those cases, the approving authority (parent service) will notify the school commander in a timely manner. Army may grant special liberty/pass with the approval of the host for consolidated training and at their own discretion for service unique training.

h. Academic disenrollment. Failure to meet academic standards can result in disenrollment of a student in a consolidated course. A student may be reinstated into a consolidated course only with the approval from both Army and the host service. Disenrollment will be accomplished by the host registrar and subsequently forwarded to the Army. The parent service will process disenrollments on their students. A student retains the right to address an academic disenrollment through their service chain of command and/or through an academic review board as outlined in the student evaluation plan.

i. Academic review board. An academic review board will make recommendations on student retention, disenrollment, and remediation to the school commander for consolidated courses. The board consists of equal representation by the appropriate services for consolidated courses.

j. Nonacademic disenrollment. Situations other than academic that prevent a student from completing consolidated course objectives will be grounds for nonacademic disenrollment. These reasons can vary widely and may include such situations as emergency leave, hospitalization, or problems with conduct and suitability. All nonacademic disenrollment decisions will consider the recommendations of the host. The decision to disenroll a student normally belongs to the participating service. Army will accomplish disenrollment. Army will inform the host of such action in writing, if possible, prior to any disenrollment action. Final appeal will be through Army chain of command. A student may be reinstated into the course only with the approval from both the Army and the host service for consolidated courses.

k. Counseling. For consolidated courses, academic and nonacademic counseling will be conducted IAW the host's policies and procedures. Any staff member may perform counseling regardless of service origin. Nonacademic counseling will be performed IAW parent service policies and normally be performed by the parent service.

L-5. Legal responsibilities

a. Memorandums of agreement between the participating services and host service will address the proper process and legal jurisdiction of unit commands and their respective personnel.

b. Army commanders will provide Soldiers the opportunity to obtain legal advice from their servicing SJA office. This office may or may not be stationed in the same location as the Soldier.

c. Initial entry trainees from sister services and prior service, occupying leadership positions, are prohibited from administering physical exercise as corrective action. All military counseling will be conducted by same service personnel within the Soldiers respective chain of command.

d. Host service school may remove a Soldier if they fail to meet course requirements.

L-6. Instructor administration

a. Each service will provide qualified instructor and support staff as agreed to in the manpower review or as a result of validated annual instructor manpower adjustments. Each service will, to the greatest extent possible, provide 100 percent manning of the agreed to requirement.

b. Each service will recognize that the length and complexity of the training necessitates early arrival of staff to ensure no disruption of training due to lack of qualified personnel. Each service will work towards programming the arrival of new personnel at the host as early as possible to allow for adequate indoctrination.

c. Each service will ensure to the maximum extent possible that instructors serve a tour of three years or more to meet mutually agreed upon instructor requirements and provide timely replacements. A staggered rotation of instructors is preferred.

d. For consolidated training hosted by the Air Force, each service will make every attempt to comply with the formal training requirements established in support of the Community College of the Air Force, consistent with their service policies and procedures. This will be a standard consideration for assignment selection and will, to the maximum extent possible, ensure that all instructors teaching Community College of the Air Force accredited courses complete the required training. Upon assignment, instructors who do not meet the requirement will develop an associate degree plan through the education service office. Air Force will provide tuition assistance to Air Force instructors enrolled in an associate degree program. Funding for other service military instructors is provided as part of the Air Education and Training Command training requirement. All civilian instructors must have a degree from an accredited institution to be selected for instructor duty. Office of Personnel Management has established a minimum requirement of an associate degree for all civilian instructors (including other services) who teach courses that result in credit toward an associate degree conferred by the Community College of the Air Force.

e. Faculty selection. To the greatest extent possible, selection of service faculty should be made based on demonstrated proficiency and experience dealing with the course-related issues and be recognized as competent by the parent service.

f. Faculty development. All instructors must graduate from an instructor training course. Instructors will be certified by the host school IAW the command's regulations and instructions for consolidated courses. Services will make every effort to ensure instructors complete an instructor training course prior to reporting for duty.

g. Faculty dress and appearance. The standard of dress for all staff members will conform to current regulations of their parent service and as dictated by training requirements. Authority for conducting formal personnel inspections will remain with the officer-in-charge of the respective service detachment.

h. Operational control of consolidated instructors. All instructor and school support personnel will be under the operational control of the host during academic hours. Host will not remove or use instructors during academic hours for other functions or details unless coordinated and agreed to by the participating service. Participating services may not utilize instructor personnel during academic hours without the prior approval of the host.

i. Instructor staff authority. Instructors will exercise authority over the students in the class and will be under the control of the host for consolidated courses. The instructor staff will preside over all students and be considered part of their supervisory chain of command.

j. Instructor performance/evaluation. Instructor evaluation will be IAW participating service directives. The participating service should be informed immediately of any performance problems for instructors of consolidated courses. An instructor record will be established and maintained for each instructor. This record will include an education plan for completion of

requirements for instructor qualifications. Format of instructor records will comply with host requirements for consolidated training. Instructors may qualify for host/participating services' Master Training Specialist designation.

k. Training support staff. Each service will provide training support staff as determined by the manpower review. Each service will work towards providing 100 percent support staff manning requirements at all times.

L-7. Separate and secure environment

The intent of the separate and secure environment is to ensure that all Soldiers are afforded the opportunity to undergo IET in a safe environment. Requirements for separate and secure are located in paragraph 2-9. Many of the host services barracks/dormitories do not support Army separate and secure requirements. Commanders may request an exception to policy from TRADOC DCG-IMT (ATCG-MT), 210 Dillon Circle, Fort Eustis, VA 23604-5701 for the physical security and supervisory measure requirements in paragraph 2-8. This request must be initiated with the requesting unit through the first colonel in the chain of command through the proponent school to the HQ.

Appendix M
TRADOC Trainee Abuse Prevention Program

M-1. Introduction

a. Purpose. This appendix will assist in understanding the TRADOC Trainee Abuse Prevention Program. It describes the procedures and methods of preventing, detecting, investigating, and/or reporting allegations of trainee abuse. This appendix also provides commanders with materials that may be used when developing trainee abuse prevention training programs.

b. References. Required and related publications are provided on page 4.

c. Explanation of abbreviations and terms. Abbreviations and terms used in this appendix are explained in the glossary.

M-2. Trainee Abuse Prevention and Detection

a. TRADOC objective. The TRADOC mission is to provide competent, capable, and well-trained Soldiers of good character, ready to fight and win our Nation's wars. There is no greater obstacle to the effective IMT environment than the improper treatment of trainees. As thousands of young people enter the Army profession, they place their trust in TRADOC to provide high standards of training, professional leadership, and an acceptable quality of life. Trainee abuse undermines that trust by violating Army Values, disrupting military order and discipline, and destroying a positive training environment. As such, the TRADOC Trainee Abuse Prevention Program is designed to prevent, detect, report, investigate, and eradicate trainee abuse in any form.

b. Preventive measures. Trainee abuse actions are not those of a professional cadre member, permanent party Soldier or Army civilian; they destroy the ability to build our most essential weapon system—the American Soldier. Any actions of cadre members, which do not directly relate to the trainee's health, welfare, training, or another official purpose, may be trainee abuse. The primary goal of the TRADOC Trainee Abuse Prevention Program is to prevent incidents of trainee abuse, through cadre training, professional development, and effective detection of at-risk cadre, abusive acts, and a supportive command climate.

(1) Training. All commanders will have a training program that educates cadre members (military and civilians) regarding the dangers of trainee abuse and the importance of professional behavior. This training will specifically focus upon positive aspects of professionalism, prevention and why abuse occurs (for example, frustration with trainees, marital problems, financial difficulties, or physical attraction toward trainees). Effective training tools may include quarterly or semiannual small group sensing sessions; officer/noncommissioned/civilian officer professional development classes, where previous instances of trainee abuse are analyzed; or formal trainee abuse presentations during all initial cadre training courses.

(2) Detection of at-risk cadre and abusive acts. The duties associated with a drill sergeant, advanced individual training (AIT) platoon sergeant, or an IMT instructor (Military/civilian)are challenging. Long hours, complex duties, and time away from family members can cause frustration, anger, and other problems that may lead to trainee abuse. An effective system to detect at-risk cadre, and a supportive command climate that encourages cadre to seek assistance from their fellow cadre, the chain of command, local chaplains, or counselors could combat these problems. To be effective, drill sergeants, AIT platoon sergeants, commanders, instructors (military/civilian) and other cadre should rely heavily upon each other by being vigilant for signs or indications of a potential abuser. These cadre members are our first lines of defense against trainee abuse.

(3) Supportive command climate. Commanders will ensure drill sergeants, Platoon Sergeants, and instructors (military /civilian) take ownership of problems they see in other cadre members, by intervening early to prevent any acts of abuse, provide counseling to an at-risk cadre member, and report the matter to the chain of command immediately. Commanders will implement programs that keep these key trainers fresh, alert, properly oriented, and motivated.

(4) Commanders will establish a hotline for Soldiers to report incidents of abuse.

M-3. Reports and Investigations

a. Reporting trainee abuse. All allegations of trainee abuse received by a commander will be reported. Timely reporting of allegations of trainee abuse is vital to the command. Reporting requirements for allegations of trainee abuse are found in TRADOC Regulation 1-8, http://www.tradoc.army.mil/tpubs/regs/tr1-8.pdf and Army Regulation (AR) 190-45. All IMT commanders will be familiar with these requirements, and have copies readily available. Trainee Abuse is additionally defined as any incident in which a trainee is harmed or injured in violation of Army Regulations and TRADOC policies. A report should be filed in any case where there might

be media interest or Command interest, regardless of the alleged perpetrator status (peer on peer included). Only a commander can determine an incident as trainee abuse.

b. Types of reports.

(1) Operations report (OPREP)**.** The OPREP is designed to provide the TRADOC Command Group "real time" information regarding important events or adverse incidents in the command. The Commanding General, TRADOC considers allegations of trainee abuse and sexual harassment a serious matter, and requires commanders to report allegations to the headquarters. Specifically, commanders will follow procedures in TR 1-8, for reporting all allegations of trainee abuse to the TRADOC Emergency Operations Center via OPREP, unless the commander can quickly determine that the allegation is not substantiated or the Criminal Investigation Division (CID) is still conducting the trainee intake report. "Quickly determine" means that the commander finds the allegation is without merit within 2 hours. Commanders must immediately report sexual assault allegations. They do not have the authority to determine if sexual assualt allegations are without merit. If more than a few hours are necessary to make the credibility determination, the commander should report the allegation to TRADOC CoE, EOC and the EOC will send the report to DCG-IMT. Brigade (or any unit) commanders must report all sexual assault allegations to CID, the SARC, and the servicing OSJA, pursuant to AR 600-20, paragraph 8-5. Under no circumstances should the report be delayed longer than 8 hours from the time the commander learns of the allegation. If the report is made after 8 hours, then an explanation of the delay will accompany the OPREP. When in doubt, file the OPREP.

(2) Serious Incident Reports (SIR). In addition to the OPREP, commanders will submit a SIR for allegations that are listed as a reportable incident under AR 190-45. Commanders will also file a SIR if it is determined that the incident may be of concern to Headquarters, Department of the Army, based on the nature, gravity, potential for adverse publicity, or potential consequences of the incident. A sample SIR report is in AR 190-45, figure 9-1.

(3) Hazing reports. Commanders will use the OPREP format to submit allegations of hazing as defined in AR 600-20, paragraph 4-20 as a reportable incident under AR 190-45. Commanders will also file a SIR if it is determined that the incident may be of concern to Headquarters, Department of the Army, based on the nature, gravity, potential for adverse publicity, or potential consequences of the incident. A sample SIR report is in AR 190-45, figure 9-1.

c. Investigating trainee abuse. With the exception of sexual assault, commanders will investigate all allegations of trainee abuse, regardless of the nature, magnitude, or source of the complaint, and keep a record of all allegations. Commanders may use several methods to investigate trainee abuse allegations. These include a commander's inquiry, an AR 15-6 investigation, or a law enforcement investigation. While investigating allegations, commanders will consider appropriate actions to ensure a prompt investigation to protect the interests of the organization. If a trainee who is sexually assaulted desires restricted reporting then allegations of sexual assault should only be reported to the sexual assault response coordinator (SARC), victim advocate (VA), or a healthcare provider and no investigative process may be initiated. If the information involving the sexual assault of the trainee is disclosed to a commander from sources

outside of these restricted reporting avenues, then the commander must report the matter to the SARC and to law enforcement authorities to initiate an investigation.

(1) Preliminary inquiry. At a minimum, commanders must conduct a preliminary inquiry into every allegation of trainee abuse with the exception of sexual assault which must be reported to CID for investigation pursuant to AR 600-20, paragraph 8-5. For minor allegations, this inquiry may be as simple as an interview of the complainant and any witnesses to the incident. Extreme profanity, minor assaults, and improper physical training (PT) are examples of cases that could be properly investigated through the preliminary inquiry.

(2) Administrative investigation (AR 15-6). In more complex cases, the commander will consider use of an administrative investigation, in accordance with (IAW) AR 15-6. This investigation requires a formal appointment of an investigating officer (IO) by the proper "appointing authority," and is much more structured than the preliminary inquiry. Complex cases involving multiple witnesses, victims, allegations, or suspects, may be properly investigated through the AR 15-6 investigation.

(3) Law enforcement investigations. When the commander's preliminary inquiry reveals credible evidence of criminal acts, the commander will contact law enforcement personnel. Personnel of the Criminal Investigation Division (CID) and the Military Police Investigations Unit are experts in investigating serious criminal matters such as hazing, rape, sexual assault, or sodomy.

d. Suspension and/or removal of drill sergeants. AR 614-200, paragraph 8-17, requires the suspension of drill sergeants when there is a serious incident involving an allegation of trainee abuse, where an investigation is mandated (such as an investigation conducted by CID or military police investigator or conducted IAW AR 15-6.

e. Removal from the Advanced Individual Training Platoon Sergeant Program. TR 350-37, paragraph 3-3a(6), and 3-3e, requires temporary reassignment pending investigation when a serious incident occurs or allegation of trainee abuse requiring an investigation. Attention should be given to moving the alleged offender out of the victim's immediate location.

f. Judge Advocate assistance. Commanders and investigative officers will immediately contact their trial counsel or other servicing judge advocate regarding all cases. The timely advice of an attorney will ensure the commander or IO takes the appropriate action to properly investigate the trainee abuse allegation. When in doubt, call your servicing judge advocate.

M-4. References

AR 15-6
Procedures for Investigating Officers and Boards of Officers

AR 190-45
Law Enforcement Reporting (serious incident reporting)

AR 600-20
Army Command Policy

AR 614-200
Enlisted Assignments and Utilization Management

TRADOC Reg 1-8
TRADOC Operations Reporting

Manual for Courts-Martial, United States

M-5. Glossary

Section I
Abbreviations

AIT	advanced individual training
AR	Army Regulation
BCT	basic combat training
BOLC	Basic Officer Leaders Course
CID	Criminal Investigation Division
DA	Department of the Army
DS	drill sergeant
IAW	in accordance with
IET	initial entry training
IMT	initial military training
IO	investigating officer
OPREP	operations report
OSUT	one station unit training
PT	physical training
SARC	sexual assault response coordinator
SIR	serious incident report
TR	TRADOC Regulation
TRADOC	Training and Doctrine Command
VA	victim advocate
U.S.	United States

Section II

Terms

cadre
All military or civilian personnel who command, supervise, instruct, train, or directly support IMT Soldiers.

trainee
All personnel undergoing initial military training (BCT, AIT, OSUT, or BOLC). Also included are those inprocessing at the reception station, awaiting training in fitness training units, receiving English or foreign language training, and/or those who have completed training and remain in a holdover status. Trainee also includes prior service Soldiers, Soldiers undergoing reclassification training, and personnel from other services undergoing IMT on TRADOC installations.

trainee abuse
Any improper or unlawful physical, verbal, or sexual act against a trainee. This definition includes acts involving both cadre against trainee and trainee against trainee. Examples might include assault, rape, sodomy, sexual harassment, hazing, extortion of money, as well as extreme PT not IAW FM 7-22 and the plan of instruction, extreme profanity ("the quality or state of being profane, the use of profane language." Vulgar or irreverent speech or action directed toward an individual to cause undue stress or harm), or any personal relationship that is not required by the training mission.

Section III
Special Abbreviations and Terms

Hazing

The Army has been and continues to be a values-based organization where everyone is encouraged to do what is right by treating others as they should be treated—with dignity and respect. Hazing is fundamentally in opposition to our values and is prohibited.

a. Definition. Hazing is defined as any conduct whereby one military member or employee, regardless of Service or rank, unnecessarily causes another military member or employee, regardless of Service or rank, to suffer or be exposed to an activity that is cruel, abusive, oppressive, or harmful.

(1) Hazing includes, but is not limited, to any form of initiation "rite of passage" or congratulatory act that involves: physically striking another in order to inflict pain; piercing another's skin in any manner; forcing or requiring the consumption of excessive amounts of food, alcohol, drugs, or other substances; or encouraging another to engage in illegal, harmful, demeaning or dangerous acts. Soliciting or coercing another to participate in any such activity is also considered hazing. Hazing need not involve physical contact among or between military members or employees; it can be verbal or psychological in nature.

(2) When authorized by the chain of command and not unnecessarily cruel, abusive, oppressive, or harmful, the following activities do not constitute hazing:

(a) The physical and mental hardships associated with operations or operational training.

(b) Administrative corrective measures, including verbal reprimands and a reasonable number of repetitions of authorized physical exercises.

(c) Extra military instruction or training.

(d) Physical training (PT) or remedial PT.

(e) Other similar activities.

(3) Whether or not such actions constitute hazing, they may be inappropriate or violate relevant civilian personnel guidance, depending on the type of activities and the assigned duties of the employee involved.

b. Scope. Hazing is not limited to superior-subordinate relationships. It may occur between peers or even, under certain circumstances, may involve actions directed towards senior military personnel by those junior in rank or grade to them (for example, a training instructor hazing a student who is superior in rank). Hazing has at times occurred during graduation ceremonies or similar military "rites of passage." However, it may also happen in day-to-day military settings. It is prohibited in all cases, to include off-duty or "unofficial" celebrations or unit functions. Express or implied consent to hazing is not a defense to violation of this regulation.

c. Command responsibilities. Enforcement of this policy is a responsibility of commanders at all levels. Commanders will devote particular attention to graduation or advancement ceremonies as well as other occasions or settings that might put Soldiers at risk for voluntary or involuntary hazing. These situations will be supervised properly, respectful of all participants, perpetuate the best of the traditions that the Army embraces, and leave all participants and spectators feeling proud to be a member of or associated with the U.S. Army.

Glossary

Section I
Abbreviations

1SG	First Sergeant
AA	Active Army
AAR	After Action Review
AAFES	Army and Air Force Exchange Service
ACE	Ask, Care, Escort
ACU	Army Combat Uniform
AIT	Advanced Individual Training
APFT	Army Physical Fitness Test
APRT	Army Physical Readiness Test
AR	Army Regulation
ARNG	Army National Guard
ASIST	Applied Suicide Intervention Skills Training
ASU	Army Service Uniform
ATC	Army Training Center
ATRRS	Army Training Requirements and Resources System
ATSC	Army Training Support Center
BCT	Basic Combat Training
BRM	Basic Rifle Marksmanship
CAT	category
CCFSC	Company Commander/First Sergeant Course
CIIP	Clothing Initial Issue Point
CLS	combat lifesaver
CoE	Center of Excellence
CQ	Charge of Quarters
CSM	Command Sergeant Major
CTC	Cadre Training Course
DA	Department of the Army
dBA	A-weighted decibel
dBP	decibel, peak measurement
DCG-IMT	Deputy Commanding General-Initial Military Training
DCS	Deputy Chief of Staff
DEERS	Defense Eligibility Enrollment Reporting System
DFC	dental fitness classification
DLIELC	Defense Language Institute, English Language Center
DLIFLC	Defense Language Institute, Foreign Language Center
DOD	Department of Defense
DS	Drill Sergeant
EFMP	Exceptional Family Member Program
ELT	English language training
EMS	emergency medical service
EPTS	existed prior to service

ESL	English as a Second Language
FM	Field Manual
FRG	Family Readiness Group
FST	Field Sanitation Team
FTU	Fitness Training Unit
FTX	Field Training Exercise
G-1/4	personnel and logistics
G-3/5/7	plans, operations, and training
G-8	resource management
GTA	graphic training aid
HIV	human immunodeficiency virus
HQ	headquarters
HQDA	Headquarters, Department of the Army
HRAP	Hometown Recruiter Assistance Program
IAW	in accordance with
ICW	in coordination with
IET	Initial Entry Training
IG	Inspector General
IPFU	Improved Physical Fitness Uniform
IRR	Individual Ready Reserve
ISCTC	installation staff contractor training course
ITRO	Interservice Training Review Organization
ITS	interim Top Secret
JPAS	Joint Personnel Adjudication System
LNO	liaison officer
LOD	line of duty
MEB	medical evaluation board
MEDDAC	medical department activity
MEDPROS	Medical Protection System
MEPS	military entrance processing station
MOB	mobilization
MODS	medical occupational data system
MOS	Military Occupational Specialty
MRD	mandatory release date
MTF	medical treatment facility
MWR	Morale, Welfare, and Recreation
NCO	Noncommissioned Officer
NLT	not later than
OPREP	operations report
OSUT	One Station Unit Training
Pam	pamphlet
PCC	pre-command course
POC	point of contact
POI	program of instruction
POV	privately owned vehicle
PRT	Physical Readiness Training

PSG	Platoon Sergeant
PSI	personnel security investigation
PT	Physical Training
PULHES	physical, upper, lower, hearing, eyes, psychiatric
PX	Post Exchange
RC	Reserve Component
RECBN	reception battalion
REFRAD	release from active duty
RHU	reception and holding units
RSD	Recruiting Standards Directorate
SAPR	Sexual Assault Prevention and Response
SHARP	Sexual Harassment Assault Response and Prevention
SCI	sensitive compartmented information
SCTC	support cadre training course
SJA	Staff Judge Advocate
SII	security/suitability investigation index
SOP	Standard Operating Procedures
SQI	skill qualification identifier
STO	split training option
STP	Soldier training publication
TAR	trainee abuse coordinator
TR	TRADOC regulation
TRADOC	U.S. Army Training and Doctrine Command
TRAS	Training Requirements Analysis System
TRICARE	triservice medical care
TSP	training support package
UCMJ	Uniform Code of Military Justice
UMR	unit medical readiness
U.S.	United States
USACCF	U.S. Army Central Personnel Security Clearance Facility
USAE	U.S. Army Element
USAR	U.S. Army Reserve
USARC	U.S. Army Reserve Command
USAREC	U.S. Army Recruiting Command
WBGT	wet bulb globe thermometer
WTBD	Warrior tasks and battle drills
WTRP	Warrior training rehabilitation program

Section II
Terms

Active Army
Members and units of the active Army.

Active Army medical extension
A program to evaluate and treat the RC Soldier with a documented in the line of duty incident incurred or aggravated injury, illness, or disease, and provides pay and allowances, to the extent permitted by law, to those Soldiers while being treated for or recovering from this service-connected medical condition.

Advanced individual training
Training given to enlisted personnel, after completion of BCT, to qualify for the award of an MOS.

Advanced rifle marksmanship
Rifle marksmanship that includes mounting of optical sights, reflexive fire and judgmental engagement scenarios.

Army National Guard
The Army portion of the organized militia of all states, Puerto Rico, the Virgin Islands, Guam, and the District of Columbia, whose units and members are federally recognized.

Army physical fitness test
A three-event test designed to measure the basic component of fitness and evaluate Soldiers' ability to perform physical tasks.

Basic combat training
Training in basic military subjects and fundamentals of basic combat skills, common to all newly enlisted AA and RC personnel without prior service.

Battle buddy team
A team of two or three Soldiers in the same platoon. Buddy teams are essential elements of transformation as Soldiers begin the development of teamwork and team spirit.

Behavioral health care provider
Those trained mental health professionals who are credentialed or licensed as psychiatrists, clinical or counseling psychologists, social workers, or psychiatric clinical nurse specialists.

Cadre
All military, permanent party members, or civilian personnel that command, supervise, instruct, train, or directly support IET Soldiers.

Cadre training
The training of IET unit cadre and support personnel that have major roles in creating and maintaining a positive IET environment that assists with the transition from civilian to Soldier. IET cadre and support personnel are trained IAW the guidelines outlined in paragraph 3-2 and Appendix B, above.

Cadre training course
A mandatory course presented to IET company officers, first sergeants, brigade, and battalion staff to familiarize them with the IET environment, organization, policies and procedures, leadership, training, evaluation, performance management, and administration. Other IET permanent party officers and NCO may attend on a space-available basis.

Constructive credit
Training credit granted to an entire class or an individual for a missed training event due to extraordinary circumstances. Use this credit selectively, and grant only in those cases where there is a clear demonstration that the Soldier meet or exceed the IET graduation standards. Constructive credit authority resides at the TRADOC ATC or TRADOC service school or major subordinate command; delegate no lower than IET brigade commander level. For those training sites located at non-TRADOC organizations, this authority will reside with the first general officer in that school's chain-of-command.

Corrective action
Nonpunitive actions used as a motivational tool by authorized Cadre members to immediately address deficiencies in performance or conduct and to reinforce required standards.

Corrective training
Corrective training is for Soldiers who have demonstrated that they need, and would benefit from, additional instruction or practice in a particular skill. Corrective training must be directly related to the Soldier’s deficiency and assist the Soldier in meeting the standard.

Credible allegations
Trainee abuse allegations are "credible" when a commander determines that it is "more likely than not" that the abuse occurred. The commander may make this determination only after a preliminary inquiry, an administrative investigation, or a law enforcement investigation. Commanders should find allegations credible if, after considering all evidence available, the evidence points to a particular conclusion as being more credible and probable than any other conclusion. The number of witnesses, or volume of physical evidence, does not determine the weight given to the evidence.

dBA
Sound pressure level measured with a sound level meter set to the A-weighted network, reducing the contribution of lower frequencies that are of less concern for hearing conservation.

dBP
Unit used to express the peak sound pressure level of impulse noise.

Drill sergeant
A noncommissioned officer that has successfully completed the prescribed instruction in a U.S. Army Drill Sergeant School, been awarded SQI X, and is qualified to train and supervise IET Soldiers.

Entry-level separation
Separation from the Army of an enlisted Soldier that has completed no more than 180 days of creditable continuous active duty or initial active duty for training, or no more than 90 days of Phase II under a STO.

Fire safe barrier
A barrier that meets the fire, smoke resistance, and means of egress requirements of the latest National Fire Protection Association Standard 101, Life Safety Code; and/or applicable requirements of the latest MIL-HDBK 1008. The local authority having jurisdiction, normally the fire chief, determines the suitability of a barrier meeting standards for a "fire safe barrier."

Go no-go
The condition or state of operability of a component or system: "go," functioning properly; or "no-go," not functioning properly. Alternatively, a critical point at which a decision to proceed or not must be made. (DOD)

Hold
Any trainee in an "inactive status," defined as a trainee not currently progressing toward completion of skill training. Any trainee in an "inactive status" is reported via the with a hold (H) status code and the appropriate reason code listed in verification table 09 in ATRRS.

Inactive Soldier
Any Soldier out of training for more than three days and remaining in the training unit for remedial training or administrative action (for example, school start, port call, security clearance, etc.).

Individual training record
The form (DA Form 5286-R) used to record the training received and standards achieved by the Soldier.

Initial entry training
Training presented to new enlistees with no prior military service. It is designed to produce disciplined, motivated, physically fit Soldiers ready to take their place in the Army in the field. This training includes BCT, OSUT, AIT, DLIFLC, and pre-basic training courses (FTU, DLIELC-ESL). Individuals are considered IET status until they graduate and awarded an MOS. The IET unit is responsible for the Soldier until they sign in to their new duty station.

Initial military training
Term that encompasses all initial Army training including enlisted, warrant officer, and officer.

Mandatory release date
A predetermined release date that is part of the RC enlistment contract. The date is established at the home station to allow students and seasonal employees to enter and complete BCT during IET.

Mandated/directed training
Training mandated by DA and directed by HQ TRADOC for inclusion in IET.

Military occupational specialty qualified
An IET Soldier is considered MOS qualified upon successful completion of all BCT and AIT/OSUT requirements. The MOS qualified Soldier can perform to standard the institutionally taught critical Skill Level 1 tasks identified by the MOS proponent. The Soldier also demonstrates a willingness to live by the Army's core values, loyalty, duty, respect, selfless service, honor, integrity, and personal courage and has the ability to work effectively as a team member.

MOS-T
Designation of Soldier who has graduated AIT/OSUT, awarded their MOS, and is prepared for follow-on additional skill identifier courses and/or assignments.

New start
The reassignment of an IET Soldier to another company or battalion in a later cycle to provide the Soldier the opportunity to make up training missed, due to emergency leave or hospitalization or to achieve performance standards not attained in the first training unit.

Noncredible allegations
Trainee abuse allegations are "noncredible" when a commander determines that it is "more likely than not" that the abuse did not occur. The commander may make this determination only after a preliminary inquiry, an administrative investigation, or a law enforcement investigation.

One station unit training
IET conducted at one location, in one unit, under the same cadre, with a POI tailored to a specific MOS.

Phased training
Phases and associated goals that provide intermediate objectives to give common direction and serve as milestones during IET. The training cadre evaluates each Soldier's performance by the standards for each phase before advancing them to the next phase.

Reclassified Soldiers
Graduates of IET in the grades of private through sergeant first class who have been selected for training in a different MOS due to reclassification or reenlistment actions. The Soldier is assigned to an AIT, OSUT or a RC training location to take Skill Level 1 training.

Remedial training
Additional training given to Soldiers enabling them to attain training standards and remain in cycle, rather than receive new starts.

Reserve components
Members and units of the ARNG and USAR.

Schofield's definition of discipline
"The discipline which makes the Soldier of a free country reliable in battle is not to be gained by harsh or tyrannical treatment. On the contrary, such treatment is far more likely to destroy than to make an Army. It is possible to impart instruction and give command in such a manner and such a tone of voice to inspire in the Soldier no feeling but an intense desire to obey, while the opposite manner and tone of voice cannot fail to excite strong resentment and a desire to disobey. The one mode or the other of dealing with subordinates springs from corresponding spirit in the breast of the Commander. He who feels the respect which is due to others cannot fail to inspire in them regard for himself, while he who feels, and hence manifests, disrespect toward others, especially his inferiors, cannot fail to inspire hatred against himself."MG John M. Schofield, 11 August 1879.

Transformation
The deliberate physical and psychological development/progression of a civilian into a Soldier who demonstrates an appropriate level of commitment, discipline, task proficiency, and adherence to the professional military ethic.

Total control
Continuous cadre supervision; IET Soldiers restricted to company area.

Trainee
All personnel undergoing IET (BCT, AIT, or OSUT). Also included are those inprocessing at the reception station, awaiting training in FTUs, receiving English or foreign language training, and/or those that have completed training and remain in a holdover status. For purposes of this regulation, trainee also includes prior service Soldiers, Soldiers undergoing reclassification training, and personnel from other services undergoing IET at TRADOC service schools and major subordinate commands

Trainee abuse
Trainee abuse is any improper or unlawful physical, verbal, or sexual act against a trainee (however, this definition does not include acts involving a trainee against a trainee). Examples might include assault, extreme PT not IAW a POI, extreme profanity, sodomy, rape, sexual harassment, extortion of money, or any personal relationship that is not required by the training mission. IAW this regulation, only a commander can determine that trainee abuse has occurred.

Training Requirements Analysis System
The purpose of TRAS is to ensure that students, instructors, facilities, ammunition, equipment, and funds are all at the right place and time to implement directed training. The TRAS is a management system that provides for the documentation of training and resource requirements in time to inject them into resource acquisition systems.

Warrior tasks and battle drills
Skills taught in BCT and the BCT portion of OSUT to train Soldiers how to survive in combat.

Weapons immersion training
Training Soldiers on weapons at the earliest time during the cycle. Soldiers' responsibility and understanding of weapons control is enforced through this training. Placing assigned weapons in their hands at the earliest point in training will reinforce security, maintenance, and control.

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TRAINING ABUSE REPORT

(For use of this form see TR 350-6; the proponent agency is TRADOC OSJA.) Explain all "OTHER" entries in the "REMARKS" section of this form.

SECTION I: ALLEGED OFFENSE INFORMATION *(To be completed by the Installation Training Abuse Coordinator.)*

1. CASE NUMBER:

2. CATEGORY OF OFFENSE:	3. LOCATION OF OFFENSE:	4. DATE OF OFFENSE:	5. DATE REPORTED:	6. TIME OF OFFENSE:

SECTION II: SUBJECT INFORMATION *(To be completed by the Installation Training Abuse Coordinator.)*

7. GRADE:	8. DUTY POSITION:	9. SEX:	10. SERVICE:
11. MOS:	12. COMPONENT:	13. CADRE TRAINING COMPLETED:	
14. MARITAL STATUS:	15. UNIT:		TYPE UNIT
16. INSTALLATION:	17. RACE:	18. TIME IN DUTY POSITION:	YEARS MOS

19. PREVIOUS CREDIBLE ALLEGATIONS (A "YES" RESPONSE MUST BE SUPPORTED WITH COMMENTS IN ITEM 20): YES ☐ NO ☐

20. PREVIOUS CREDIBLE ALLEGATIONS SUMMARY:

SECTION III: VICTIM INFORMATION *(Use continuation sheet for multiple victims.)*

21. TOTAL NUMBER VICTIMS INVOLVED:	22. HOW MANY/RACE	23. HOW MANY/SEX:	24. HOW MANY/TRAINING PROGRAM	25. HOW MANY/HOLD STATUS:

SECTION IV: ADDITIONAL INFORMATION *(To be completed by the Installation Training Abuse Coordinator.)*

26. SUMMARY OF INCIDENT:

INCIDENT FIRST REPORTED TO: OPREP NUMBER:

27. CASE STATUS: ☐ PENDING INVESTIGATION ☐ FOUNDED ☐ UNFOUNDED REMARKS:

28. FINAL DISPOSITION (If disposition resulted in trial by court-martial, enter results of trial in Item 30):	29. DATE OF FINAL DISPOSITION:

30. RESULTS OF TRIAL FOR COURT-MARTIAL CASES:

31. REMARKS:

TRADOC FORM 350-6-1-R-E, JUL 2009 Previous editions are obsolete. 8.5 x 11

INITIAL MILITARY TRAINING (IMT)
SOLDIER ASSESSMENT REPORT

(For use of this form see TRADOC Reg 350-6; the proponent agency is DCG-IMT)

PRIVACY ACT NOTICE

DATA REQUIRED BY THE PRIVACY ACT OF 1974

AUTHORITY: Title 5, United States Code, Section 301, Departmental Regulations; Title 10, United States Code, Section 3013, Secretary of the Army.

PRINCIPAL PURPOSE: To assist leaders in verifying enlistment eligibility and in identifying Soldier leadership and personal readiness issues having a predictable, direct, and substantial impact on initial entry training.

ROUTINE USES: In addition to those disclosures generally permitted under 5 U.S.C. 522a(b) of the Privacy Act, these records or information contained therein may specifically be disclosed outside the DOD as routine use pursuant to 5 U.S.C. 552a(b)(3) and published at http://privacy.defense.gov/notices/army/A0600-8-104b_AHRC.shtml.

DISCLOSURE: Disclosure of this information is voluntary. Failure to provide the requested information will hinder processing of official training related functions.

PART 1 - ADMINISTRATIVE DATA

(Record pertinent administrative data on Soldier)

a. NAME *(Last, First, Middle Initial)*	b. PMOSC	c. DATE (YYYYMMDD)

RECEPTION DS: _____	BCT DS: _____	AIT PSG: _____
UNIT: _____	UNIT: _____	UNIT: _____
START DATE: _____	START DATE: _____	START DATE: _____
E-MAIL ADDRESS: _____	E-MAIL ADDRESS: _____	E-MAIL ADDRESS: _____
PHONE: _____	PHONE: _____	PHONE: _____

PART II - PERSONAL DATA

(Initiated by Reception, updated at BCT or OSUT and AIT)

1. FAMILY/FINANCIAL STATUS: List any information that would affect/distract Soldier from training success (e.g., financial issues _____, Exceptional Family Member Program (EFMP) _____, sole provider for family _____, military affiliation _____, family tragedy within the past year _____).

2. EDUCATION STATUS: List highest educational level attained and date it was attained (high school graduation date _____, years of college _____, vocational school _____). List vocational training, unique job experiences, and last three jobs.

3. LEADERSHIP EXPERIENCE IN PRE-ACCESSION (AS DESCRIBED BY RECRUIT AND IN IMT). List any positions of leadership such as Squad Leader, Platoon Guide, ROTC, Police Explorers, Boy Scouts/Girl Scouts, Prior Service, etc.

4. LANGUAGE SKILLS OR BARRIERS: Identify and explain any language skills or barriers, either oral or written.

5. WEIGHT CONTROL/FITNESS LEVEL OR CONDITIONS THAT COULD AFFECT SOLDIER TRAINING. Beginning BCT Height _____ Weight _____ Beginning AIT Height _____ Weight _____ Dental category _____ Profile Data: Profile Type _____ Profile Limitations _____ Exp Date _____

ARMY PHYSICAL FITNESS TEST							BASIC RIFLE MARKSMANSHIP		
1 - 1 - 1	BCT/OSUT APFT #			AIT/OSUT APFT #			Qual Day 1	Qual Day 2	Combat Familiarization Fire
EVENT	EVENT	RAW	SCORE	EVENT	RAW	SCORE			
PUSH-UPS G / NG	PUSH-UPS			PUSH-UPS					
SIT-UPS G / NG	SIT-UPS			SIT-UPS			Additional MOS-related certifications:		
1 MI RUN G / NG	2 MI RUN			2 MI RUN					
TIME	DATE	TOTAL		DATE	TOTAL				

CLS CERTIFICATION DATE: _____ **AIT MODULE TEST SCORES:** _____ **DATE** _____ **DATE** _____ **DATE**

PART III - SUMMARY OF OBSERVATION

(Summarize most significant observed leadership behaviors.)

BCT/OSUT

DRILL SERGEANT OBSERVATIONS/COMMENTS:	AREAS TO SUSTAIN: 1. 2. AREAS TO IMPROVE: 1. 2.

AIT/OSUT

PLATOON SERGEANT OBSERVATIONS/COMMENTS:	AREAS TO SUSTAIN: 1. 2. AREAS TO IMPROVE: 1. 2.

PART IV - SUMMARY RATINGS

Put an X to mark "1" thru "4" or "NA" for each area of emphasis. 1 - Needs much improvement 2 = Needs some improvement 3 = Satisfactory 4 = Excellent

AREAS OF EMPHASIS	BCT/OSUT					AIT/OSUT				
BRM / ARM	1	2	3	4	NA	1	2	3	4	NA
Physical Readiness	1	2	3	4	NA	1	2	3	4	NA
Ability to Conduct First Aid	1	2	3	4	NA	1	2	3	4	NA
Leadership Skills	1	2	3	4	NA	1	2	3	4	NA
Inculcation of seven Army Values	1	2	3	4	NA	1	2	3	4	NA
Understanding of "Resiliency" (What it takes to grow in our Army)	1	2	3	4	NA	1	2	3	4	NA
Discipline	1	2	3	4	NA	1	2	3	4	NA
Military Occupational Specialty	1	2	3	4	NA	1	2	3	4	NA

COMMENTS:

	REC BN	BCT/OSUT	AIT/OSUT
Soldier	Concur/Nonconcur Date (YYYYMMDD) Signature	Concur/Nonconcur Date (YYYYMMDD) Signature	Concur/Nonconcur Date (YYYYMMDD) Signature
Leader	Date (YYYYMMDD) Signature	Date (YYYYMMDD) Signature	Date (YYYYMMDD) Signature