

SMP



Handbook

Simultaneous Membership Program

Simultaneous Membership Program (SMP) Handbook

Summary. This handbook has been developed to assist Troop Program Unit (TPU) commanders, ROTC cadre, and participating ROTC cadets in the management of, and participation in, the Reserve Officers Training Corps (ROTC) Simultaneous Membership Program (SMP). It also contains a training template with examples, a Lieutenant Professional Development Book (LPDB), and an SMP SOP that has been modeled after SOPs used by Reserve Component (RC) TPU units with successful SMP programs.

Applicability. ROTC Battalions, U.S. Army Reserve (USAR) and Army National Guard (ARNG) TPU commanders, and personnel who supervise, train, administer, or process ROTC/SMP are encouraged to use this handbook. Where this handbook conflicts with official regulations or policies, the official regulation or policy will govern.

References. Appendix A lists required and related publications.

Explanation of Abbreviations. The glossary contains explanation of abbreviations used in this handbook.

Suggested Improvements. *Insert appropriate statement*

Preface

This handbook is divided into two sections. The first section provides condensed information that has been extracted from regulations and policies governing SMP; the second section provides guidance and suggestions for managing an SMP program at the user level. It is not meant to dictate operating procedure, but is a tool to assist involved personnel in developing an effective SMP program that meshes with their particular circumstances. Direct coordination between the ROTC and the USAR/ARNG commands/units is essential for the SMP to function as it is designed and intended.

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Section I

(General Information)

Introduction

This section contains selected, condensed extracts from regulations and policies that govern the ROTC/ SMP program. Where appropriate the governing regulation(s) / policy(s) have been noted for further reference.

Purpose

Provide USAR/ARNG unit commanders, ROTC cadre, ROTC cadets and potential cadets, and other personnel involved with SMP a quick reference guide to the ROTC/ SMP program.

General Description of SMP

Objective

The purpose of the SMP Program is to: **(1)** give eligible enlisted members of the Army National Guard and Army Reserve an opportunity to participate in the Advanced ROTC Program; **(2)** provide Non-scholarship, Reserve Forces Duty scholarship, Military Junior College scholarship, or Dedicated Army National Guard scholarship students an opportunity to serve in a Reserve Component unit while participating in Advanced ROTC.

The intent of the SMP is to increase officer accessions into the Reserve Components by increasing ROTC enrollment from enlisted RC members who are attending college. The SMP also reinforces training on the role of the commissioned officer in the Army and gives Cadets the experience of working with soldiers and Noncommissioned Officers.

Upon completion of Basic Training, or equivalent qualification [MSI & MSII, ROTC Basic Camp], a Reserve Component soldier or ROTC cadet, who is an academic junior, can join the Advanced ROTC Program and earn a commission as an officer in the United States Army while completing their college degree.

Program

The ROTC/SMP is a volunteer officer training program designed to increase the number of ROTC officers available for Reserve Forces Duty (RFD). It encourages enrollment and participation in the ROTC Advanced Military Course and provides the future officer with leadership and reserve unit experience.

SMP Cadet

Is a reserve officer trainee assigned to a Reserve Component Troop Program Unit (TPU), while simultaneously participating as a contracted cadet in the ROTC Advanced Course at a university or college.

Responsibilities

References

CDT CMD 145-XX

Professor of Military Science (PMS)

- Interview and Counsel prospective SMP cadets concerning reserve unit assignment and SMP.
- Ensure that contracted ROTC cadets belonging to a TPU have SMP status.
- Secure the SMP agreement (*DA Form 4824-R or NGB Form 594-1*) before cadet signs ROTC contract.
- Provide TPU commander with copy of ROTC Bn training schedule and obtain copy of unit's weekend drill schedule.
- Conduct visit (at least annually) with TPU commander to observe SMP training.

Troop Program Unit (TPU) Commander

- Conduct interview with prospective SMP candidates for suitability prior to acceptance into program.
- Ensure SMP cadets are supervised and mentored by a commissioned officer.
- Develop SMP training plan.
- Evaluate and counsel SMP cadets.
- Notify the ROTC Bn of SMP cadets who demonstrate an inability to develop as a leader.
- Provide a copy of unit's training schedule to the ROTC Bn. Communicate to resolve conflicts.
- Ensure that the number of SMP participants in the unit is not in excess of unit supervisory capacity or regulatory limits (*AR 601-210, para 10-3 c; NGR 600-100, para 13-9a-e*).

SMP Cadet

- Satisfactorily participate in all required ROTC and RC unit functions.
- Be a pro-active participant leadership self-development.
- Keep leadership informed. Communicate with PMS and unit commander as soon as possible to resolve conflicts.

Eligibility Criteria

References

USAR – AR 145-1, paras 3-14 and 3-17; AR 601-210, paras 10-5 and 10-6.

ARNG – NGB 600-100, chap 13, table 13-1.

SMP Cadet Eligibility

- Be fully contracted in ROTC Advanced Course (MS III/IV).
- U.S. citizen.
- Eligible for enlistment in, or already assigned to, an ARNG or USAR unit as an officer trainee and have completed an SMP agreement.
- Has junior class standing and enrolled as a full-time student.
- Maintain at least a 2.0 GPA.
- Be of good moral character.
- Meet height and weight standards.
- Be physically fit.
- Has completed Basic Training or equivalent if enlisted in ARNG/USAR unit prior to enrollment in ROTC.

SMP Cadet Ineligibility

- Recipients of “Green to Gold” scholarships, or 2- and 3-year “On Campus” scholarships, or 4-year National scholarships.
- Warrant Officers.
- Basic Course (MS I/II) cadets.

Student/Cadet Contracting Criteria

USAR – applicants must submit DA Form 4824-R.

ARNG – applicants must submit NGB Form 594-1.

- Acceptance of a cadet in SMP is not mandatory for the reserve unit or ROTC Bn.
- PMS and unit commander retain the authority to accept or reject an individual.

Administrative SMP Processing

References

USAR **non-prior service (NPS)**

AR 601-210, para 10-13 provides guidance for enlisting cadets in USAR SMP.

current service member

AR 601-210, para 10-10 provides guidance for this process.

ARNG **NPS**

NGR 600-100, chap 13 provides guidance for this process.

current service member

NGR 600-100, chap 13 provides guidance for this process.

Assignment Priorities

Reference

USAR - AR 601-210, para 10-3e; CC Pam 145-XX, para 6-1a-h.

ARNG – NGR 600-100, para 13-9e; CC Pam 145-XX, para 6-2a-e

- Establishes priority of SMP cadet assignment when number of applicants exceeds the number of officer trainee spaces available.

Provisions Governing Size of SMP (TPU)

Reference

USAR – AR-601-210, para 10-3c-d; AR 140-1, para 2-5c-d

ARNG – NGR 600-100, para 13-9a-c

General

- SMP cadets may assigned to one unit and attached to another.
- SMP cadets count as part of the enlisted strength of a unit, although they are considered over-strength and non-deployable assets
- SMP cadets are coded as 09R.

ARNG specific

- The unit commander will determine the number of ARNG SMP members based upon the number that can be effectively supervised and trained.
- SMP cadets are **not** coded with an enlisted paragraph and line number, but are assigned on the basis of commissioned officer vacancies, or projected vacancies within the unit.

SMP Cadet Grade/Rank

References

USAR – AR 601-210, para 10-7d; para 10-8d; Table 9-9, Enlistment option 9-H: AR 37-104-10, para 2-13

ARNG – NGR 600-100, para 13-4, 13-5; AR 611-201, para 7-5

- SMP participants serve in ARNG/USAR units in the rank of “cadet” and receive drill pay in pay grade E-5 (higher, if higher enlisted rank held prior to contracting).

***Example:** ARNG E-6 contracts as MSIII; receives drill pay in pay grade of E-6 while participating in SMP.*

- SMP participants who are disenrolled from ROTC advanced Course will return to the grade and rank held prior to SMP participation.

Uniform and Subsistence and Billeting

References

NGR 600-100, para 13-12 through 13-14

- SMP members are authorized a complete uniform issue by their RC unit under the provisions of CTA 50-900.
- During IDT and AT SMP cadets will not be charged for meals but are required to sign headcount sheet.
- Officer trainees should be billeted with junior officers during training periods that require overnight billeting.



Incentive Programs

References

AR 135-7.

The ARNG and the USAR administer a number of incentive programs, to include:


- Enlistment bonus
- Educational assistance
- Reenlist/extension bonus.
- Affiliation bonus
- Repayment of student loans

Additional educational benefits that may be available to ROTC SMP participants:

- Montgomery GI Bill (MGIB)
- MGIB Kicker (an additional \$100 to monthly MGIB benefits)
- Selective Reserve Montgomery GI Bill
- Monthly Stipend

Training

References

 USAR – AR 601-210, para 10-8e-f
ARNG – NGR 600-100, para 13-11

- SMP participants will be assigned duties commensurate with those of a 2nd Lieutenant, under the supervision of a commissioned officer.
- Officer supervision does not preclude conduct of the training by NCOs. NCOs train individuals to be officers.
- Officer trainees are subject to the same standards and regulations for satisfactory performance as apply to the unit's enlisted personnel.
- Officer trainees will not be placed in any position requiring them to act directly for the commander.

Training Priorities/ Resolution of Conflicts

USAR reference – AR 601-210, para 10-8h; AR 135-91, para 4-8; AR 140-1, para 320.
ARNG reference – NGR 600-100, para 13-10; NGR 350-1.

USAR

- SMP cadets will be excused on their request from AT during the year they are required to attend Advanced Camp.
- If able, and they so desire, they may request to attend both.
- The awarding of credit for AT by virtue of any form of ROTC training is not authorized.
- When conflicts arise between weekend drills and ROTC exercises, the unit training takes precedence.

ARNG

- All ARNG/SMP members are required to attend both AT and ROTC Advanced Camp.
- When dates conflict, priority will be Advanced Camp and AT attendance will be rescheduled.
- When there is a conflict between required ROTC training and unit training ROTC takes precedence.

NOTE: Consideration should be given to the many commitments (ROTC, unit, school, student activities, family, etc.) that an ROTC cadet has; commanders should, when appropriate, provide flexibility when planning required or make-up training for SMP cadets.

Evaluation of SMP Cadets

References

AR 601-210, para 10-8k
NGR 600-100, para 13-8b

- Officer trainees will be evaluated on performance and development.
- Officer trainees will not receive an OER/NCOER, but commanders may use an informal cadet evaluation form.
- The commander's evaluation should be forwarded to the PMS.
- 90 days prior to the officer trainee's projected commissioning date the commander will provide the PMS with an evaluation that includes a recommendation to commission or not to commission.
- Ongoing communication between the PMS and the unit commander is essential to provide optimum training and assistance to the officer trainee as well as to preclude problems at the time of commissioning.
- SMP members who do not perform satisfactorily may be removed from ROTC and SMP. Those who were former enlisted soldiers will revert to their enlisted contract requirements.

Scholarships

References

Cadet Command Reg 145-1

Available Scholarships

- 2-, 3-, or 4-year ROTC, "On Campus", Scholarships (not eligible to participate in SMP).
- Reserve Forces Duty (RFD) Scholarship
- Military Junior College Scholarship
- Dedicated National Guard Scholarship
- All members of ARNG TPUs may participate in state funded ARNG State Scholarships or Tuition Assistance Programs provided they meet qualifications.

Guaranteed Reserve Force Duty (GRFD)

References

CDT CMD Reg 145-10

- RFD, MJC, and Dedicated ARNG (Ded ARNG) scholarship recipients must execute a GRFD endorsement to their ROTC contract.
- Cadets who execute a GRFD endorsement on their contracts may request that their GRFD endorsement be revoked for the purpose of requesting Active Duty during the ROTC accession process.
- Ded ARNG scholarship recipients may not request revocation of the GRFD agreement, and must serve in the National Guard.
- GRFD contracted cadets, to include RFD, MJC, and Ded ARNG scholarship recipients must participate SMP.
- Senior ROTC cadets who contract in the Advanced Course as non-scholarship, non-GRFD, may participate in SMP. Not a requirement.

Mobilization/ Call to Active Duty

- SMP cadets may not be mobilized and deployed.
- Enlisted members of the ARNG/USAR who are also taking ROTC Basic Course (but are not contracted, Advanced Course members) may not participate in SMP. These soldiers are eligible for mobilization/deployment.
- SMP members who have been removed from ROTC and the SMP will revert to their enlistment contract and may be mobilized/deployed.

Necessary Forms

Cadets or enlisted soldiers who contract and become SMP participants must complete selected Cadet Command forms/contracts as well as ARNG/USAR forms.

In addition to the forms necessary for contracting, the following forms are necessary for SMP participation:

SMP Handbook

DRAFT

Section I

DA Form 4824-R

SMP agreement between CDT CMD and
USAR unit (USAR only)

NGB Form 594-1

SMP agreement between CDT CMD and
ARNG unit (ARNG only)

- To ensure service in the ARNG/USAR upon commissioning, the cadet must obtain a GRFD control # from CDT CMD and complete the relevant form:

CDT CMD Form 202-R GRFD Non-scholarship Endorsement

CDT CMD Form 203-R GRFD Scholarship Endorsement

- **Note:** If the SMP cadet is a GRFD scholarship recipient, the cadet must sign CDT CMD Form 203-R and participate in SMP.

Section II

(Workbook)

PREFACE

Regardless of a leader's branch, unit mission, or any number of other responsibilities, it is every Army Leader's responsibility to develop future Army leaders. This is the essence of the ROTC SMP program: leadership development. ARNG/USAR commanders and their units, ROTC cadre and cadets, all have great demands placed on their time and energy. Demands from mission, school, personal life, and many other things often cause things that do not seem immediately important to receive less attention than they need; this workbook is designed to help personnel involved with the Simultaneous Membership Program (SMP) to develop and maintain a successful SMP program that meshes with the many demands on their time and energy.

Introduction

This section of the SMP Handbook is designed to assist personnel involved with SMP in the planning, execution, and support of an effective SMP program. It contains tips, guidance, and techniques gathered from RC units, ROTC cadre and cadets, and other personnel experienced with SMP.

The last segment of this workbook is a collection of tips, suggestions, and examples for each of the areas discussed in the previous segments.

The Value of the Simultaneous Membership Program

The Simultaneous Membership Program allows Army National Guard and U.S. Army Reserve commanders, and their units, to influence the quality of newly commissioned officers that the Army, both Active and Reserve Component, receives from the Reserve Officers Training Corp (ROTC). A quality SMP program may influence participating officer trainees to access into the RC, providing the RC with junior officers that have been trained and mentored by the officers and NCOs that they may be serving with. The SMP program also gives RC commanders a tool they can use to select and influence quality enlisted soldiers in their unit, who show officer potential, to obtain an Army commission through ROTC and serve in the RC. SMP allows these ARNG and USAR soldiers to remain in the unit while training to become a officer and provide the RC unit with a soldier capable of performing and accomplishing many officer duties.

The SMP program provides the Active Army with junior officers who have experience leading troops, working with NCOs and officers, and who have an understanding of the Reserve Components that could be very valuable in this time of increased RC mission involvement. The experience and skills that a new 2nd lieutenant has learned while participating in the SMP will be brought to his/her first assignment, helping him/her to accomplish many of the tasks and duties that are required of junior officers. These junior officers' experience with the RC may also be shared with soldiers who wish to leave active service, influencing them to stay in the Army by enlisting in the ARNG or USAR, or choosing to become part of the ROTC program.

The greatest value of the SMP program is the experience that it provides cadets. The ROTC cadet that participates in the SMP will gain practical, hands-on experience that reinforces what is taught in ROTC. An SMP cadet will receive mentoring from officers and NCOs, within a mission orientated environment, that have learned the "tricks" and techniques that achieve mission success. During their time as an SMP, cadets are taught, shown, and evaluated on the many skills and qualities that are important to the Army officer.

MENTORSHIP/ SPONSORSHIP

*"...cadets learn by "osmosis," that is, by observing and emulating a professional example."*¹

- General (Ret) William R. Richardson

Mentorship

Mentoring is the single thing that will most influence the development of an officer trainee. Mentoring can be both positive and negative; as former Sergeant Major of the Army Richard A. Kidd stated, "Soldiers learn to be good leaders from good leaders."² FM 22-100, *Army Leadership*, defines Mentoring as:

"...the proactive development of each subordinate through observing, assessing, coaching, teaching, developmental counseling, and evaluating that results in people being treated with fairness and equal opportunity. Mentoring is an inclusive process (not an exclusive one) for everyone under a leader's charge."

Unit commanders and ROTC PMSs are a cadet's mentors by default but are not, and should not be, a cadet's only mentors. Other members of the unit and ROTC program will, by design or circumstance, mentor cadets. Commanders should consider assigning an officer within the unit to each cadet as that cadet's primary mentor. A junior officer, freshly familiar with the challenges and rewards of serving as an Army officer, can provide invaluable insight and guidance to the officer trainee. If an officer is not available to be the cadet's primary mentor, a senior NCO should be a good choice; after-all, it is primarily platoon sergeants who mentor platoon leaders. As many

cadets as can receive quality mentoring may be assigned to a mentor; regulations state the total number of officer trainees drilling with a TPU will not exceed three SMP members per commissioned officer supervisor. (*AR 601-210, para 10-3 c-d; AR 140-1, para 2-5 c-d; NGR 600-100, para 13-9a-c.*)

It is not necessary for a cadet to constantly “shadow” the mentor (though this may be appropriate in certain circumstances and events), but should look to the mentor for example and guidance. Each cadet’s needs will vary, the mentor identifies these needs and assists the cadet in meeting them. The mentor should make use of other members of the unit; fellow officers, NCOs, and very often soldiers, possess skills and experience that will be of value to the cadet’s officer development.

Sponsorship

The primary mentor should also act as the cadet’s sponsor. Like a new soldier who enters the unit, a new SMP cadet needs someone who insures that he/she is properly in-processed in, and familiarized with, the unit. Sponsorship helps the cadet to more quickly feel like a member of the team.

TRAINING**Goal**

The end goal of the training plan should be to send newly commissioned 2nd lieutenants to their Officer Basic Course (OBC), and then their first assignment, better prepared with the technical and leadership skills necessary to be competent leaders. These new officers should also understand and practice Army values. A Bn commander said this of the importance of values:

“A platoon leader that has weak values or ethics degrades his or her performance and the strength of the unit.”³

Training and mentoring together can achieve these goals.

Plan

Having a training plan for SMP cadets is as important as having a training plan for soldiers. The SMP training plan should have a written SOP that defines responsibilities and outlines the training scheme. There is an SOP in the appendix that may be modified, if necessary, to meet the specific needs and circumstances in most units. This workbook also provides a training template, with examples.

Because an SMP cadet can be a 19-year-old college student with no military experience or a former Active Duty NCO with combat experience (and everything in-between), the first step to fitting the individual SMP cadet into the training plan is to identify the skills and experience that the cadet already possesses, and those that he/she needs to develop. Instruction on basic soldier skills may be necessary for the 19-year-old, whereas the former Active Duty NCO may be ready to act as a platoon leader. Whatever level the SMP member is at, it is important to remember that the goal is to aid in the development of a quality Army officer. Involve all cadets in officer related duties/functions, such as officer additional duties, command and staff meetings, training meetings, social functions etc.

The training plan for a cadet should be integrated with the unit’s training plan and build on the things taught in the ROTC battalion. Communication with the cadet’s PMS can help to achieve this. When developing a training plan for individual cadets be sure to identify other responsibilities and obligations that may create conflict with scheduled unit training. Plan ahead and develop alternative training opportunities for the times when conflicts arise.

Typically an SMP cadet will be in a unit for two years, their junior and senior years of college. The training plans provided in this workbook are designed to prepare SMP cadets to assume the duties and responsibilities of platoon leader at some point during the second year. Some will be able to accomplish this sooner than others, a few will not accomplish this at all, that is why the training methods in this handbook are designed to accommodate officer trainees at any level of personal and professional development.

EVALUATION

References

AR 601-210, para 10-8k; NGR 600-100, para 13-8b.

To gain the most of the SMP, participating cadets require feedback. Regulations state that an evaluation for the first year of unit performance and the two weeks of annual training should be forwarded to the cadet's PMS. A second evaluation should be completed 90 days prior to the cadet's projected commissioning date and include a recommendation to commission or not to commission. These evaluations are formal in nature and should be supported by recorded counseling.

Regulation prohibits the preparation of OER/NCOERs for SMP cadets but does not preclude RC commanders from using an informal cadet evaluation form. Annex B of the SOP is an SMP cadet evaluation form. It is designed to record the evaluation of an officer trainee on the 16 leadership dimensions. The SOP prescribes the circumstances when this evaluation is used. Evaluations may also be done in memorandum format.

In addition to the evaluation found in the SOP, DA FORM 4856-E, Developmental Counseling Form, should be used where appropriate or necessary. This form should be used to record goals/plans, reinforce training, or when the commander feels that its use would aid in the cadet's growth and development.

The SMP program and ROTC provides the officer trainee the vehicle, in the form of a training plan and mentoring, to becoming a quality Army officer. It is the cadet who must make it happen. Cadets must be pro-active in their development, taking advantage of the opportunities for growth that being a member of the RC and ROTC provides. Cadets should associate themselves with quality officers of the RC unit and ROTC Bn. Cadets who lack the initiative and drive to seek self improvement, expecting to be directed and carried through their development, will not likely gain these qualities at OBC and will bring this apathy to their first assignment. The unit's SMP program, in conjunction with the ROTC Bn, should identify these individuals, who, after being provided with counseling, support, leadership, and mentoring, fail to demonstrate the qualities required of an Army leader, and consider recommending that they not be commissioned. Reflect on this: if you were to receive this cadet as a new platoon leader, would you ask "Who allowed this dud to be an officer?" If you would, then you may be the answer to that question. This having been said, keep in mind that the RC unit and ROTC have two years to teach, coach, train, and show these young men and woman, many of whom have never before been challenged to develop the leadership qualities, how to be quality leaders of the best soldiers in the world. We don't give up on cadets, they give up on themselves.

COMMUNICATION/ COORDINATION RC-ROTC

The Reserve Component unit and ROTC Bn should not work exclusive of one another in their efforts to develop future Army leaders. Communication and coordination must exist between the two for the SMP to function as it was designed. Developing effective cooperation between the ARNG/USAR unit and ROTC does not require either to modify operations to accommodate the other, but requires a relationship between the two that recognizes each as partners in the building of the Army's future leaders. The key to achieving and maintaining this partnership is communication.

Communication

The RC unit and ROTC Bn should regularly communicate with each other regarding the development of each SMP cadet. By sharing this information, the two can better provide the officer trainee with the training and counseling that will best aid his/her growth as an Army leader. A cooperative relationship also reinforces to the SMP cadet the one Army concept and adds credibility to the ROTC, RC, and SMP programs. The SOP provided with this workbook requires the RC unit to have an SMP coordinator who works as liaison to the ROTC Bn, keeping the RC commander and ROTC PMS advised of all SMP issues.

Cooperation

Occasions may arise when RC unit training and ROTC training conflict. On these occasions the RC commander and ROTC PMS should work together to determine which training would be more valuable to the cadet's professional development, and to plan make up training if necessary. There may also arise opportunities for the RC unit and the ROTC Bn to support each other's training, perhaps working together on a mission that supports the training objectives of each., or supporting the other with personnel and or equipment.

Other opportunities will arise to build a relationship between the RC and ROTC. Commanders and PMSs should take advantage of these opportunities as they could prove to be beneficial to, not just the cadet, but to the programs of each to the other activities of the RC unit and the ROTC Bn.

RECRUITING/ RETENTION

A successful SMP program can have a positive influence on both RC and ROTC recruiting and retention efforts.

Recruiting/Retention

Recruiters can use the SMP program and RFD scholarships as incentives for recruiting college students and other prospects that plan to go to college. The financial incentives and opportunity to become an officer in the Reserve Components may attract quality people who do not wish to pursue an active duty career but are unaware of the opportunity to be commissioned into the ARNG or USAR. Prospects who are not yet able to join the SROTC due to class standing (not yet an academic junior) may choose to enlist in the ARNG/USAR, planning to join SROTC when eligible.

The SMP program may influence enlisted members of the ARNG/USAR, who are attending college, to join the ROTC. These valuable unit members, by participating the SMP program, are able to stay with their unit while being an officer trainee.

SMP cadets who have a positive SMP experience may influence other ROTC cadets to participate in SMP. They may also influence fellow college students to join ROTC or to enlist in the ARNG/USAR. A positive SMP experience may also influence cadets to seek a commission in the RC.

Even cadets who have been commissioned in the Active Army may have a positive influence on recruiting and retention for the RC and ROTC. These Active Duty officers may promote the ARNG/USAR and ROTC to their soldiers who are leaving active duty. This promotion can result in active duty soldiers enlisting in the ARNG, USAR or joining ROTC. Active Duty officers with RC experience may also influence fellow officers who are leaving active service to join the ARNG or USAR.

The following diagram illustrates the progression of influence.

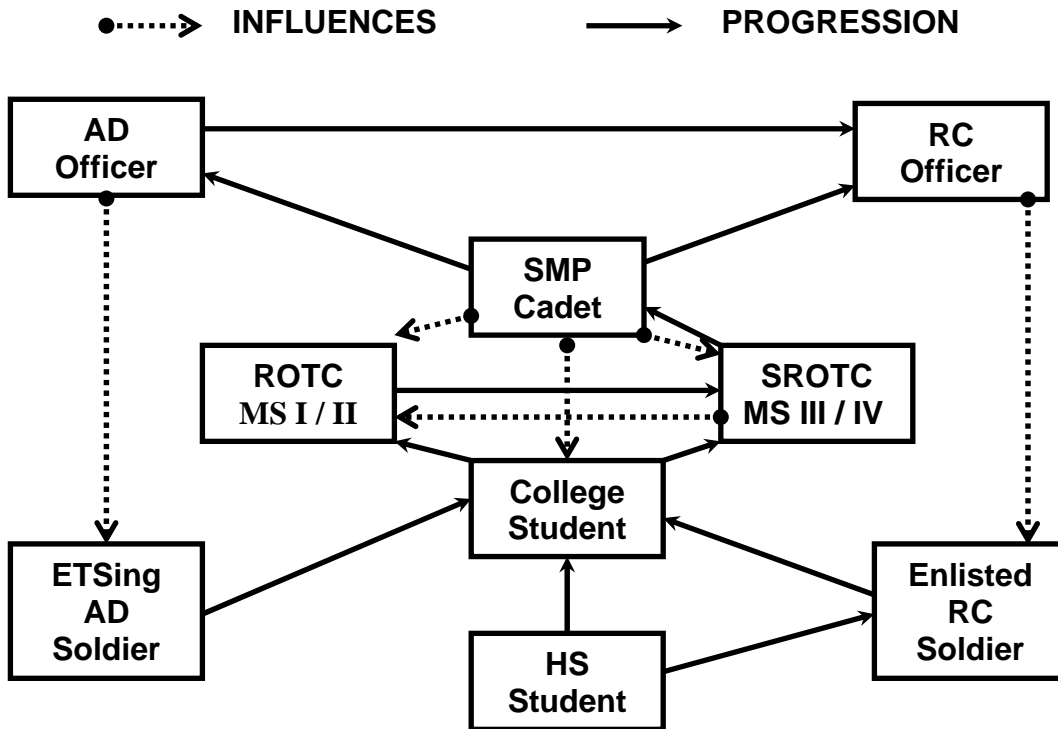


Diagram II-1 Progression/ Influence of SMP program

Soldier Care

It very important to the success of the SMP that cadets are taken care of both professionally and personally. No training plan or program in itself can replace genuine concern for the person. Each SMP cadet should have a sponsor, mentor, or supervisor to whom the cadet can turn to for guidance on professional and personal matters. This person should also insure that the cadet is kept informed on such matters as training dates and opportunities. The mentor should be aware of any personal needs that the cadet may have and help the cadet seek assistance from available soldier support systems (Red Cross, AER etc). Communication with the cadet's ROTC Bn should be a part of soldier (cadet) care efforts.

Recognition

Another facet of soldier care is recognition. Cadets, like soldiers should be recognized for their achievements. Cadets are ineligible for military awards (other than ROTC awards) but can be recognized in many other ways such as letters of commendation, unit coins, and public recognition during a unit formation. A cadet's accomplishments need not to have occurred during a unit training event to be recognized; a cadet's achievements in ROTC, school, and other areas should also be recognized by the unit. The ROTC department should also acknowledge an SMP cadet's accomplishments in the RC. RC units and ROTC departments that recognize a cadet's successes in the other strengthens the leader development partnership of the two.

Follow-up

Often a cadet's OBC date is several months after his/her commissioning date. Too often the newly commissioned lieutenant is left in limbo while waiting to report to OBC, receiving no guidance from the RC or ROTC department. Traditionally 20% of Reserve Forces Duty (RFD) lieutenants do not report to OBC. There are many things that influence this attrition, the most common of which is the new lieutenant's lack of understanding of the commitment and responsibilities he/she now has as an Army officer. These new officers need to receive continued leadership and guidance from the ARNG/USAR and ROTC.

The component (ARNG, USAR, Active Army[ROTC]) that is receiving the new officer should assume responsibility for him/her until he/she reports to OBC. The ARNG/USAR and ROTC should coordinate a plan of action for these lieutenants and may work together to provide new lieutenants with guidance and keep them informed. Follow-up helps to insure that new lieutenants report to OBC with a positive attitude toward the ARNG/USAR and ROTC. Follow-up also reinforces the importance of soldier care to these new leaders.

CONSOLIDATED LIST OF TIPS AND SUGGESTIONS

Included here are several tips, suggestions, and examples for areas of the SMP program.

Mentorship/Sponsorship

- SMP cadets need to be sponsored just as new soldiers are. Units should be able to easily adapt their current sponsorship program to accommodate any specific needs of officer candidates.
- Develop a deliberate mentorship program for cadets. This will benefit not only the cadet but also the mentor and the unit, by accelerating the growth of most cadets resulting in saved energies in the long term.
- A cadet's primary mentor should feel a sense of ownership for the cadet's development. Mentors can be evaluated on their mentorship efforts.
- Mentor the *person*.
- The mentorship program should instill in the officer trainee a sense of the responsibilities and rewards of being an Army officer.
- **EXAMPLE** is the single most powerful tool of mentorship.

Training

- Have a plan.
- Evaluate and provide feedback often.
- We are training the future *leaders* of soldiers. Train cadets to be leaders; But remember:
Soldiers lead soldiers. Train cadets to be soldiers.
- If the cadet is ready to assume greater responsibility, give it to him/her.
- Observation, followed by review, is often effective training.
- Allow cadets to fail, but provide supportive feedback.
- Hold cadets accountable.
- NCOs are the Army's greatest training asset.
- Cadets who do homework while the unit is training, make coffee, or stay in the armory to answer phones, are not training.
- There is more to being a platoon leader than copying overlays, building sand tables, or organizing hand receipts in the supply room.
- Do not miss-use cadets.
- A cadet is not the platoon leader's or commander's personal valet.
- Cadets will lead the way they were led.
- **EXAMPLE** is the most powerful trainer.
- No matter the experience of a cadet, or the training level he/she is at, assign additional duties/ tasks that promote leadership, initiative, and officermanship.
- Although it is necessary for cadets to learn supervisory skills, allow them some time to build credibility before tossing them to the lions (NCOs and experienced soldiers).

Evaluation/ Feedback

- Cadets don't know if no one tells them.
- Encourage cadets to seek feedback.
- Teach cadets, through example and training, how to evaluate and give feedback.
- Use developmental counseling to assess and guide cadet growth.
- Be supportive but candid.

Recruitment/ Retention

- Discuss with recruiters a way to use the SMP program to increase recruitment and retention.
- Have an SMP cadet give a briefing about ROTC and the SMP program to interested soldiers.
- During retention interviews discuss the opportunity for enlisted soldiers to receive a commission in the ARNG/USAR through ROTC and the SMP program.
- Take care of cadets, their buddies at the university may be considering joining the ARNG/USAR or ROTC.
- Good training can be fun. Fun training keeps them coming back.

Top Ten List**of things the SMP can do help develop competent platoon leaders
- from Commanders, Platoon Leaders, and Platoon Sergeants**

1. Army values and ethics
2. Coordination and resourcing skills and experience.
3. Counseling, particularly NCO counseling. Not just NCOERs but general and development counseling as well.
4. Provide feedback/ evaluation focused on developing and reinforcing leadership traits.
5. Provide the cadet with a mentor/sponsor that is available to provide guidance and support.
6. Platoon leader and platoon sergeant responsibilities. Who is responsible for what.
7. Conduct briefings
8. Supply accountability.
9. Time management, meeting deadlines.
10. Delegation skills.

Additional Duties and Tasks for Officer Trainees

Duties

Section II

Benefits/ special services officer
Buildings and grounds maintenance officer
Community Relations officer
Education officer
Financial management officer
Food service Officer
Income tax officer
Line-of-duty (LOD) investigating officer
Master Fitness trainer
Morale officer
Motor Pool/ Maintenance officer
NBC officer
Postal officer
Range safety officer
Records management officer
Safety officer
Supply officer
Training officer
Unit fund, custodian/recorder
Special event officer
Unit librarian
Information technologies (IT) officer

* *Some of these duties may require a commissioned officer. In those cases the cadet can act as assistant.*

Several of these duties are described in the *Army Officer's Guide*, 47th Ed.⁴

Tasks

Suggested here are several tasks that might be assigned to cadets. Many of these may be acceptable for make-up training.

- Coordinate catering support for unit Christmas party.
- Supervise unit recruiting efforts at university.
- Plan and coordinate unit community awareness projects.
- Provide assistance to unit members attending college.
- Research unit/ branch history.
- Plan and organize children activities for unit family day.
- Write an article about the ARNG/USAR/Army for school paper.
- Attend Brigade training/ staff meeting.
- Become subject matter expert/ trainer for a new piece of unit equip.
- Counsel and enroll soldiers in Army Correspondence Courses.

Appendix A

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References

AR 37-104-10 Military Pay and Allowances procedures for Reserve Components of the Army	CDT CMD R 145-10 Guaranteed Reserve Forces Duty (GRFD) Program
AR 40-501 Standards of Medical Fitness	CDT CMD PAM 145-XX Simultaneous Membership Program
AR 104-10 Assignments, Attachments, Details, Transfers	FM 7-8 Infantry Rifle Platoon and Squad
AR 135-7 Montgomery GI Bill and Kicker Program	FM 21-20 Physical Fitness Training
AR 135-91 Service Obligations, Methods of Fulfillment, Participation Requirements, and Enforcement Procedures	FM 22-100 Army leadership
AR 140-1 Mission, Organization, and Training	NGR 350-1
AR 145-1 Senior Reserve Officers Training Corps Program: Organization, Administration, and Training	NGR 600-100 Commissioned Officers – Federal Recognition and Related Personnel Actions
AR 310-10 Military Orders	NGR 600-200 Enlisted Personnel Management
AR 600-9 The Army Weight Control Program	Army Officers Guide
AR 601- 210 Regular Army and Army Reserve Enlistment Program	
AR 611-201 Enlisted Career Management Fields and Military Occupational Specialties	
AR 670-1 Wear and Appearance of Army Uniforms and Insignia	
CDT CMD R 145-1 Army ROTC Scholarship Administrative and Procedural Instructions	
CDT CMD PAM 145-4 Enrollment, Retention and Disenrollment Criteria, Policy, and Procedure	
CDT CMD R 145-9 Accessing and Commissioning	

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SMP



SOP

SMP SOP

1. PURPOSE.

- a. The purpose of this SOP is to provide training guidelines for ROTC Cadets participating in the Simultaneous Membership Program (SMP) in an ARNG/ USAR Troop Program Unit (TPU) unit.
- b. All appendixes referenced in this SOP are internal.

2. TRAINING OBJECTIVES.

- a. The Simultaneous Membership Program has 3 objectives:
 - 1) Expose the cadets to duties they can expect to perform after receiving their commission and give them experience with working with NCOs and soldiers.
 - 2) Increase both operational and training strengths of the assigned unit.
 - 3) Increase officer accessions into the Reserve Components (RC) by increasing ROTC enrollment from enlisted RC members who are attending college.

3. RESPONSIBILITIES.

- a. S-2/3 is responsible for overseeing the Simultaneous Membership Program and will act as the Battalion (or equivalent) Commander's liaison in all matters concerning the program and its participants.
- b. S-2/3 must designate a SMP Coordinator (see Appendix A) to take charge of all SMP training.

SMP Coordinator

- a. The SMP Coordinator will assign a Senior Cadet (see Appendix B) who will work closely with the SMP Coordinator to ensure:
 - 1) All new participants are properly processed into the unit and provided mentorship.
 - 2) Oral and written communication is maintained with the ROTC Department.
 - 3) Resolution of conflicts between ROTC and ARNG/USAR training events.
- b. The SMP Coordinator ensures all section leaders receive information about the role of the SMP Cadets, including protocol.

Unit Commander (Company or equivalent)

- a. Unit commanders are responsible for the training and evaluation of assigned SMP Cadets.
- b. Conduct developmental counseling with each cadet upon assignment and after the cadet has attended ROTC Advanced Camp.

4. TRAINING GUIDELINES.

- a. This SOP provides two methods to train the individual SMP Cadet: **rotation** and **phase**. The unit commander, with guidance from the SMP coordinator, will determine which method, or combination of the two, is best for each individual cadet.
- b. Appendix C of the SMP Handbook provides a template used for both of these methods.
- c. Annex C of this SOP is a SMP training record.

1) Rotation:

- a) Cadets rotate from one section of the unit to another. The unit commander will determine how long the Cadet will participate with a section. This may be based on a prescribed number of drills or an evaluation of skills obtained/ tasks completed.
- b) Upon entering a section the section leader ensures:
 - 1. Cadets receive information about the section's mission, responsibilities, and capabilities.
 - 2. The Cadet participates in, and functions as, a working member of the section, but does so within the guidelines of protocol.
- c) The section leader is responsible for the cadet's training.
- d) Upon leaving a section, Cadets must have a basic working knowledge of the function and mission of that section. The Cadet illustrates this knowledge by completing a written memorandum for record (MFR), at the time of rotation.

2) Phase:

- a) Phase training is similar to rotational training but instead of general assignment to a section the cadet is placed in a duty or skill level position.
- b) The cadet may be given the responsibilities and duties of that position (ex. the cadet is the platoon leader) or may be directly assigned to the soldier occupying that position. (ex. the cadet works with the squad leader, learning the job.)
- d. Annex C is form on which to record training.
- e. SMP Cadets should also be assigned Additional Duties, such as Education Officer, Master Fitness Officer, etc. They may also be tasked with other duties or projects that provide them with military and professional experience.
- f. Cadets will be involved in as many officer related events/functions as determined appropriate by the commander. Example: OPD, training meetings, social functions.

5. EVALUATION PROCESS.

- a. At the end of each rotation/phase, the Cadet will:
 - 1) Receive an outbrief and written evaluation (Annex B), from the leader responsible for their training, of their performance.

- 2) Receive an oral evaluation from the unit Commander.
 - a) One copy of the written evaluation is placed in the Cadet's file; 1 copy is given to the Cadet; the final copy is forwarded to the ROTC Department.
 - b) Written evaluations are based upon the 16 leadership dimensions prescribed by the ROTC Command as essential for future leaders.

b. Prior to the SMP attending Advanced Camp, or 90 days before the Cadet's projected commissioning date, the unit Commander will again evaluate the SMP. The Unit Commander will do an oral evaluation and a written evaluation (Annex B).

- 1) The evaluation done 90 days before the Cadet's projected commissioning date will include a recommendation from the unit Commander regarding the fitness of the Cadet to be a Commissioned Officer in the US Army, USAR or ARNG. Demonstration of Army Values should be a primary factor in determining this recommendation.

- 2) All negative recommendations will site reasons why and should be supported by appropriate mentoring and counseling documentation.

- 3) Copies of this evaluation will be forwarded as above with one additional copy being provided to the SMP Coordinator.

6. TRAINING OBLIGATIONS.

a. The training obligations differ between the ARNG and USAR.

- 1) **ARNG:** If a mandatory ROTC training event is in conflict with a scheduled unit event, the ROTC event has priority. To receive pay, however, the Cadet must make arrangements with the unit to make up the training.

- 2) **USAR:** If conflicts arise between weekend drills and ROTC exercises, the Unit Training Assembly (UTA) takes precedence.

b. Commanders may allow cadets to reschedule training in order to allow them to attend school/ROTC functions that would enhance their military training and professional development.

c. Rescheduled training should involve activities that promote the cadet's leadership development.

d. The Senior Cadet must give the SMP Coordinator at least a one month notice on potential conflicts.

7. ADMINISTRATION.

a. In addition to the standard forms found in the unit 201 file, Cadet files will contain:

- 1) Cadet information forms (Annex A).
- 2) Evaluation forms (Annex B).
- 3) SMP Training Record (Annex C)

8. STANDARDS OF BEHAVIOR AND APPEARANCE.

a. The Cadet must always conduct him/herself in a manner consistent with that of a future commissioned officer, to include:

- 1) Accepting responsibility for personal actions.
- 2) Observing proper military customs and courtesies.
- 3) Avoiding fraternization with enlisted personnel.
- 4) Adherence to Army Values
- 5) The Cadet must maintain a high standard of appearance in accordance with AR 670-1, and FM 21-20. The following general guidelines apply:

- a) Uniform pressed.
- b) Boots brush shined.
- c) Haircut well within standards.
- d) Maintain a high level of physical fitness.

9. PROTOCOL.

a. The following rules of protocol apply to members of the Simultaneous Membership Program:

- 1) Enlisted personnel will address all Cadets as either Sir/Ma'am or Cadet, and render all customs and courtesies ordinarily reserved for commissioned officers, with exception of saluting.
- 2) Cadets are addressed as either Cadet or Mr./Ms. by all officers.
- 3) Cadets will address their peers as Mr./Ms.
- 4) Cadets will address enlisted personnel by their rank.
- 5) Cadets will address all commissioned officers as Sir/Ma'am.

b. Section leaders are informed of the rules of protocol by Unit Commanders, and are responsible for enforcement of these rules.

10. ANNEXES.

- Annex A – Cadet Information Form
- Annex B – SMP Evaluation Form
- Annex C – SMP Training/ Additional Duty Record

XXXXXXXXXX
XXX
Commanding

Appendix B
SMP SOP

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OFFICIAL:

XXXXXXX

xxx

SMP Coordinator

APPENDIXES to SOP

Appendix A
SMP Coordinator

A-1 The SMP Coordinator will be a Battalion additional duty position assigned by the S-2/3 to a commissioned officer in the grade of O-1 or higher.

A-2 Responsibilities in addition to those already stated in this SOP:

- a. Become familiar with this SOP and all regulations governing the ROTC SMP program.
- b. Advise the S-2/3 on issues affecting the SMP program.
- c. Provide guidance to unit commanders on the SMP program.
- d. Assign and supervise Senior Cadet.



Appendix B
Senior Cadet

B-1 The Senior Cadet will be an MS IV SMP Cadet assigned by the SMP Coordinator.

B-2 Responsibilities, in addition to those already stated in this SOP:

- a. Provide the PMS of all participating Cadets with a copy of this SOP.
- b. Keep the SMP Coordinator and PMS advised of any training, functions, and circumstances that may affect the SMP program or any of its participants.
- c. Act as liaison, for all SMP cadets assigned to the Battalion (or equivalent), in matters not specifically relevant to section or position in which the cadet is assigned.

B-3 The Senior Cadet should be evaluated on his/her performance in this position.

Cadet Information Form

NAME OF CADET (Last, First, MI)	SSN	DATE
--	------------	-------------

CADET STATUS

MS III MS IV Projected Commissioning Date: _____ Branch: _____

SCHOOL DATA

Name of School _____ PMS _____

Phone _____ Fax _____ E-mail _____

ACTIVITY INVOLVEMENT

ROTC	School Activities (describe)
Pistol Team <input type="checkbox"/> Y Ranger Team <input type="checkbox"/> Y Rifle Team <input type="checkbox"/> Y Other <input type="checkbox"/> Y	Student Gov't <input type="checkbox"/> Y Clubs/Organizations <input type="checkbox"/> Y Athletics <input type="checkbox"/> Y Other <input type="checkbox"/> Y

Comments: _____

SCHOOL MAJOR _____ CURRENT GPA _____

<p>Prior Service Yes <input type="checkbox"/> Y No <input type="checkbox"/> Y</p> <p>If yes:</p> <p>Years of Service _____</p> <p>MOS _____</p> <p>Duty Assignment _____</p>	<p>APFT</p> <p>Date of Last APFT _____</p> <hr/> <p>SCORE _____</p> <p>(Attach a copy of most recent APFT)</p>
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Briefly describe future military plans:

SMP Evaluation Form

NAME OF CADET (Last, First, MI)	SSN	DATE
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CADET STATUS: Senior Cadet Junior Cadet Section/ Phase Assignments/ Duties: _____ _____ _____ _____	Code: O: Outstanding E: _Excellent S: Satisfactory U: Unsatisfactory N/A: Not Applicable
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Rate the cadet in these 16 leadership dimensions:

Oral Presentation	O E S U N/A	Technical Competence	O E S U N/A
Oral Communication	O E S U N/A	Initiative	O E S U N/A
Written Communication	O E S U N/A	Mission Accomplishment	O E S U N/A
Sensitivity	O E S U N/A	Delegation	O E S U N/A
Judgement	O E S U N/A	Followership	O E S U N/A
Problem Analysis	O E S U N/A	Influence	O E S U N/A
Decisiveness	O E S U N/A	Planning & Organizing	O E S U N/A
Physical Stamina	O E S U N/A	Administrative Control	O E S U N/A

OVERALL EVALUATION: O E S U

Comments:

TYPED OR PRINTED NAME OF EVALUATOR:

EVALUATOR SIGNATURE	CADET SIGNATURE	DATE
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SMP Training Record

NAME OF CADET (Last, First, MI)	SSN	STATUS MSI / MSII
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Rotation Record

Section/ Phase	Date Assigned	Projected End Date/ Completion Criteria	MFR Completed	Evaluation Done

Additional Duties

Additional Duty	Date Assigned	Date Ended	Evaluation Done	Notes

Additional Specific Training Received

Training/ Event	Date	Training/ Event	Date

Comments

Training Methods

The SMP SOP provides two methods that can be used to train SMP cadets: **ROTATION** and **PHASE**. These are not the only methods that may work but both these methods have been used by units with quality SMP programs. Both methods inject SMP training into the unit's mission training plan (MTP) with little or no disruption and are very adaptable. A commander may use one or both of these methods, together or separate. A training template, and examples of its use for each of these methods, is provided following the descriptions.

Method Descriptions

ROTATION

This method places the cadet with a section in the unit. The cadet is supervised by, and provided training from, the section leader. The cadet operates as a working member of the team. This method is used to expose the cadet to the mission, skills, and operating methods of the different elements of the unit. There is no specific order prescribed for the rotation but the commander should determine the where a cadet will be placed based on the cadet's developmental needs and the needs of the unit.

PHASE

This method is designed to develop the cadet through a series of phases, or "building blocks." Each phase builds on the knowledge and skills learned in the phase before. The phases begin at the soldier level and culminate with the cadet occupying the position and performing the duties of an officer (ex. being the platoon leader). It is not necessary to require each cadet to perform each phase. The commander may choose, based on the developmental level of the cadet and the needs of the unit, to start a cadet at a higher phase (ex. a cadet who had been a member of the unit prior to participating in ROTC may be prepared to begin at Phase 3).

The phases of this method are described below:

PHASE 1 – Soldier/ Team Member mission/skills

PURPOSE: To train/ re-enforce Basic Soldier Skills, military protocol, and the performance of those tasks/ duties required of a soldier. Develop an understanding and appreciation of the effects of leadership on the mission performance, morale, and welfare of soldiers.

PHASE 2 – Team Leader/ Squad/Section Leader mission/skills

PURPOSE: To train/ re-enforce small unit leadership/ management skills within tactical and non-tactical environments. To develop an understanding of the duties and responsibilities of the Team/ Squad/Section Leader and to experience how the platoon leader's and commander's guidance and leadership affect the decision making process of the first line leader.

PHASE 3 – Platoon Sergeant/ Support Elements (Supply, Maintenance, Administrative, etc.)

PURPOSE: To train/ re-enforce the duties/ responsibilities of the platoon sergeant and to develop an understanding of how these relate to those of the platoon leader. Develop an understanding of the mission and relationship of support elements to the platoon. Begin developing coordination skills.

PHASE 4 – Platoon Leader/ Special Weapons/ Support Elements (Weapons Platoon, Commo, Support Platoon etc.)

PURPOSE: To train/ re-enforce the duties/ responsibilities of the Platoon Leader, in tactical and non-tactical environments and to further develop leadership skills. To train/ re-enforce officer protocol and to develop an understanding of the platoon leader's role as related to the unit's mission and command structure. Continue development of coordination skills.

Phase 5 – XO/ Company Commander/ Bn Staff

PURPOSE: To expose the SMP Cadet to the duties/ responsibilities and purpose of the XO, Company Commander, and Battalion Staff and develop an understanding of how these positions interact with, and affect the platoon.

Phase 6 – Assigned Platoon Leader/ Staff Officer

PURPOSE: To place an SMP Cadet, who has demonstrated the competence and leadership ability necessary to perform the task, into the duty position of Platoon Leader or Staff Officer.

SMP TRAINING TEMPLATE

(ROTATION EXAMPLE for MSIV cadet returning from Advanced Camp)

MONTH	AUG	OCT	NOV	DEC
Section/Phase Assigned	HQ Plt - Commo Section	HQ Plt – Supply Section	HQ – Admin Section	HQ - XO
Focus of Training	<ul style="list-style-type: none"> • Maintenance 	<ul style="list-style-type: none"> •Supply accountability 	<ul style="list-style-type: none"> •Soldier Documentation/ Documentation accountability 	<ul style="list-style-type: none"> •Familiarize with, and assist in XO duties
Tasks/Skills to Train	<ul style="list-style-type: none"> • Able to operate each piece of commo equipment in the company •Able to properly fill out all maintenance forms used by the company •Perform proper PMCS on commo equip 	<ul style="list-style-type: none"> •Transfer/ receive Hand Receipt •Sensitive Item Inventory •Cyclic inventory • Understand classes of supply • Fill out Statement of Charges •Review property book •Complete a report of survey 	<ul style="list-style-type: none"> •Understand soldier personnel file •Know all documentation/ records required in soldier file 	<ul style="list-style-type: none"> •Compile USR stats •Complete, review, and submit all training support requests for next 180 days •
Special Training/ Activity	<ul style="list-style-type: none"> •Assist section leader in the supervision of the of the commo section during maintenance turn-in to Bn 	<ul style="list-style-type: none"> •Supervise Plt personal equip layout •Assist in Plt Hand Receipt updates 	<ul style="list-style-type: none"> •Visit Bn PAC office •Review soldier records for completeness/ accuracy •Inform Plts of shortcomings 	<ul style="list-style-type: none"> •Demonstrate proficiency with MS™ word applications
Special Event/ Additional Duties	<ul style="list-style-type: none"> •Unit Education Officer(duties described in memorandum) •Attend Bn Maintenance Briefing 	<ul style="list-style-type: none"> •Attend Bn Staff meeting 	<ul style="list-style-type: none"> •Give educational benefit class to Co 	<ul style="list-style-type: none"> •Give Power Point™ Holiday safety briefing to company
Evaluation, Counseling, or other Mentoring	<ul style="list-style-type: none"> •Receive Developmental Counseling from Co Commander •XO will be primary mentor during HQ Plt rotation 	<ul style="list-style-type: none"> •Actively participate during soldier developmental counseling 	<ul style="list-style-type: none"> •Review developmental plan with Mentor 	<ul style="list-style-type: none"> •Conduct Developmental Counseling with Co commander and XO; Focus: assuming Plt Ldr Position.
Other	<ul style="list-style-type: none"> •Meet with Bn Education Officer, discuss responsibilities of duty •Become familiar with all education regs/programs by next drill 		<ul style="list-style-type: none"> •Attend Regimental Dining In •Assist XO in planning of unit Christmas Party 	

SMP TRAINING TEMPLATE
(Phase Example for NPS MSIII cadet)

MONTH	<i>FEB</i>	<i>MAR</i>	<i>APR</i>	<i>MAY</i>
Section/Phase Assigned	<i>Phase 2 – Tm Ldr</i>	<i>Phase 2 – Tm Ldr</i>	<i>Phase 2 – Sqd Ldr</i>	<i>Phase 2 – SQD LDR</i>
Focus of Training	<ul style="list-style-type: none"> •<i>PCI</i> •<i>Recovery</i> 	<ul style="list-style-type: none"> •<i>Fire Tm actions/ drills in the attack</i> 	<ul style="list-style-type: none"> •<i>Duties of Sqd Ldr</i> •<i>Reporting</i> •<i>NCOER</i> 	<ul style="list-style-type: none"> •<i>Train on skills that support Advanced Camp activities</i> •<i>Land Navigation</i> •<i>Non-Tactical Formations</i>
Tasks/Skills to Train	<ul style="list-style-type: none"> •<i>Conduct Pre- Combat Inspection</i> •<i>Supervise PMCS on Tm equip</i> •<i>Lead tactical movement of Fire Tm</i> •<i>Operate NVGs</i> •<i>Conduct internal AAR</i> 	<ul style="list-style-type: none"> •<i>Give classes on Fire Tm actions/ drills</i> •<i>Supervise Fire Tm STX lane</i> •<i>Conduct AAR</i> 	<ul style="list-style-type: none"> •<i>Perform a Risk Assessment</i> •<i>Construct a sand table</i> •<i>Issue oral OPORD to Sqd</i> •<i>Submit combat reports</i> •<i>Understand how the NCOER is used</i> 	<ul style="list-style-type: none"> •<i>Plan routes</i> •<i>Lead Sqd and Plt Non-tactical formations</i> •<i>Conduct in ranks inspection</i>
Special Training/ Activity	<ul style="list-style-type: none"> •<i>Observe a soldier counseling session</i> •<i>Maintain accountability of all Tm sensitive items</i> 	<ul style="list-style-type: none"> •<i>Observe NCOs conducting SGT's time.</i> 	<ul style="list-style-type: none"> •<i>Attend Bn S-2/S-3 information briefing for Plt Ldrs</i> 	<ul style="list-style-type: none"> •<i>Attend Bn Training meeting with commander</i>
Special or Additional Duties	<ul style="list-style-type: none"> •<i>Attend Company training meeting</i> 	<ul style="list-style-type: none"> •<i>Submit written AAR of Fire Tm training to Commander as per SOP</i> 		<ul style="list-style-type: none"> •<i>Brief Sqd on next year's training plan</i>
Evaluation, Counseling, or other Mentoring	<ul style="list-style-type: none"> •<i>Review Developmental Counseling with Sqd Ldr and Mentor</i> 	<ul style="list-style-type: none"> •<i>Receive feedback on training from Plt Ldr and Plt Sgt</i> 	<ul style="list-style-type: none"> •<i>Provide mentor/ commander a written self evaluation. Identify tasks to train next month in prep for Advanced Camp</i> 	<ul style="list-style-type: none"> •<i>Review Developmental counseling with commander and mentor</i> •<i>Receive written evaluation</i>
Other	<ul style="list-style-type: none"> •<i>Study FM 7-8, Focus: Fire Tm actions/ drills in the attack</i> •<i>Coordinate with Plt Ldr/ Sgt for next months classes</i> 	<ul style="list-style-type: none"> •<i>Study 7-8, Focus: Sqd actions/ Drills in the attack</i> 		<ul style="list-style-type: none"> •<i>Submit MFR to commander describing the mission of the Sqd and the responsibilities of its leaders</i>

SMP TRAINING TEMPLATE

MONTH				
Section/Phase Assigned				
Focus of Training				
Tasks/Skills to Train				
Special Training/ Activity				
Special or Additional Duties				
Evaluation, Counseling, or other Mentoring				
Other				

Lieutenant Professional Development Book (LPDB)

This LPDB is a collection of tasks that are required of lieutenants/ platoon leaders. Each task contains a time frame for completion but it is not necessary that the commander use these times. This book is simply provided as a tool to assist the commander in identifying tasks that are required of lieutenants and platoon leaders. It may be used in whole or part as the commander wishes. One method of its use is to provide the cadet with a complete copy of the book and have the cadet, assisted with guidance from his/her mentor, work to complete each of the tasks while in the unit as an SMP cadet. Coordination with the cadet's PMS/ ROTC department can help to accomplish this.

CONDUCT COUNSELING SESSIONS

CONDITION: Effective leadership demands attention to the personal and performance concerns of unit personnel. The need to counsel cannot be ignored. You are a platoon leader of an equivalent organization.

STANDARD: Conduct counseling sessions in a professional and organized manner. Be prepared with topics of discussion and a pre-typed counseling form. Develop a platoon counseling program that includes a timeline for future counseling sessions for all of your subordinates. Keep and maintain a counseling book.

PERFORMANCE MEASURES: Identify the need for counseling. Identify the appropriate type of counseling. Use the appropriate counseling approach. Plan for follow-up.

REFERENCES: FM 22-100, FM 22-101

APPROVAL AUTHORITY: Company Commander_____

TIME TO COMPLETE: 1 month

**DESCRIBE THE HISTORY OF YOUR COMPANY,
THE BATTALION, AND BRANCH**

CONDITION: Given a copy of the unit's history and lineage during an appropriate gathering of the unit

STANDARD: Recite the history of the unit from initial activation through present. Include a description of the crest and the battle streamers.

PERFORMANCE MEASURES: Use one of the following forums to conduct this task: OPD, NCOPD, SGT's Time, Formation

REFERENCES: Unit history and lineage

APPROVAL AUTHORITY: Company Commander_____

TIME TO COMPLETE: 1 month

KNOW YOUR RISK ASSESSMENT/MANAGEMENT PROCEDURES

CONDITIONS: As a platoon leader, you must use risk management techniques to minimize accidents in unit operations. Your objective is to protect your soldiers, conserve resources, and sustain the mission.

STANDARDS: Manage accident risk in unit operation by:

1. Ensuring unit members adhere to all established safety and occupational health standards.
2. Incorporate risk management techniques into all unit training operations.

PERFORMANCE MEASURES:

1. Ensure all unit members perform routine activities in accordance with established safety standards.
2. Use risk management techniques routinely. Risk management techniques encompass the following:
 - a. Determining unit missions, collective tasks, individual tasks, and unit activities which present the risk of accidents.
 - b. Visit your higher headquarters safety officer and the supporting post safety office to review materials, data bases, and lessons learned on safety (available through the Army Safety Center and the branch schools).
 - c. Use risk control checklists/risk assessment cards.
3. Incorporate safety and risk control into after action reviews. Document lessons learned and implement appropriate changes into unit SOPs, training and future operations.

REFERENCES: AR 385-10, AR 385-40, AR 672-74 and DA Pam 385-1.

APPROVAL AUTHORITY: Battalion Safety Officer _____

TIME TO COMPLETE: 2 months

CONDUCT A CLASS “A” INSPECTION

CONDITION: Given a Pay Day activities, CIP, or any other day in which Class A's are worn.

STANDARD: Conduct a Class A inspection according to FM 22-5

PERFORMANCE MEASURES: Go/No Go

REFERENCES: AR 670-1, FM 22-5

APPROVAL AUTHORITY: Company Commander_____

TIME TO COMPLETE: 2 months

CONDUCT A PRE-COMBAT INSPECTION

CONDITION: Given a deployment or Emergency Deployment Readiness Exercise.

STANDARD: Conduct a Pre-Combat Inspection.

PERFORMANCE MEASURES: Inspect full combat battle dress uniform. Inspect TA-50, and annotate losses.

REFERENCES: N/A

APPROVAL AUTHORITY: Company Commander_____

TIME TO COMPLETE: 2 months

PERFORM DUTIES AS STAFF DUTY OFFICER

CONDITION: You are scheduled to perform Battalion or Group Staff Duty Officer.

STANDARD: Perform duties of Staff Duty Officer in accordance with appropriate SOPs.

PERFORMANCE MEASURES: Inspect a dining facility, complete a duty officer's log.

REFERENCES: SOPs

APPROVAL AUTHORITY: S-1_____

TIME TO COMPLETE: 3 months

GIVE A PLATOON AND COMPANY SAFETY BRIEFING

CONDITION: Given the appropriate reason for a safety briefing

STANDARD: Conduct a useful safety briefing to both a platoon and a company size element. This briefing will include at least four safety reminders.

PERFORMANCE MEASURES: Go/No Go

REFERENCES: Safety SOP's

APPROVAL AUTHORITY: Company Commander_____

TIME TO COMPLETE: 3 months

MAKE A PLATOON BATTLE BOOK

CONDITIONS: You have been assigned as a platoon leader and are responsible for providing training assessments to the chain of command on your soldiers.

STANDARDS: Prepare a leader book that effectively tracks soldier proficiency on mission-oriented tasks and depicts personnel status.

PERFORMANCE MEASURES: The leader book should be a tool maintained by leaders for recording and tracking platoon training status. The exact composition of leader books varies depending on the mission and type of unit. Specific uses for the leaders book are:

1. Track and evaluate soldiers' training status and proficiency on essential soldier tasks.
2. Provide administrative input to the chain of command on the proficiency of the unit; for example platoon, section, squad, team, or crew.
3. Conduct soldier performance counseling.

ORGANIZATION: The organization of the leader book is up to each individual leader. To be effective they must be well organized. Only essential training information is included in the leader book. The following is a recommended format that is applicable to all types of units with minor modifications:

Section 1: Administrative soldier data and platoon equipment status list.

Section 2: Company METL/platoon supporting collective task list with assessments.

Section 3: CTT/NBC proficiency (survival skills).

Section 4: Essential soldier task proficiency and status.

Section 5: Unit collective task proficiency.

REFERENCES: TC 25-30

APPROVAL AUTHORITY: Company Commander _____

TIME TO COMPLETE: 3 months

SUPERVISE PREVENTIVE MAINTENANCE CHECKS AND SERVICES (PMCS)

CONDITIONS: As a motor officer or unit leader, your emphasis is to ensure that all preventive maintenance is properly performed on all of your assigned equipment. Given appropriate equipment, operator level-10 technical manuals, tools and assigned operators and supervisors.

STANDARDS: Ensure preventive maintenance checks and services (PMCS) are performed for all equipment in your area of responsibility.

PERFORMANCE MEASURES:

1. Ensure that all of the required manuals are on hand for all equipment.
2. Ensure there are operators trained on PMCS procedures for all assigned equipment.
3. Ensure all PMCS are recorded correctly and that corrective actions are performed.

4. Ensure SOPs communicate your guidance on procedures to be followed.

REFERENCES: DA Pam 738-750 and FM 29-2

APPROVAL AUTHORITY: Company Commander_____

TIME TO COMPLETE: 3 months

UNDERSTAND THE ARMY WEIGHT CONTROL PROGRAM

CONDITION: Given AR 600-9, unit roster, the current unit SOP, a taping session, and a soldier on the program

STANDARD: Conduct the taping of a soldier who does not meet the height/weight standards. Validate the current unit SOP and ensure that all soldiers in the program are meeting the required standards and progress. Describe to the commander all of the requirements for counseling, documentation, and supervision of a soldier on the weight control program.

PERFORMANCE MEASURES: Revise unit SOP, determine a soldier's body fat, and take appropriate administrative action.

REFERENCES: AR 600-9

APPROVAL AUTHORITY: Company Commander_____

TIME TO COMPLETE: 3 months

IDENTIFY EDUCATION OPPORTUNITIES

CONDITION: Given the Bn education officer, unit training NCO, the unit long range training calendar and unit leader book.

STANDARD: Identify educational benefits available to unit members, which soldiers are eligible for schooling and correspondence courses and when they are able to attend. Encourage these soldiers to take advantage of benefits and to sign up for classes.

PERFORMANCE MEASURES: Educate platoon on the available educational opportunities/ benefits. Sign eligible soldiers up for classes/ education benefit programs.

REFERENCES: Bn education officer, unit training NCO, university, state/ service policy.

APPROVAL AUTHORITY: Company Commander _____

TIME TO COMPLETE: 3 months

**PERFORM TASK CROSSWALK FROM PLATOON
COLLECTIVE TASK TO SOLDIER AND LEADER TASKS**

CONDITION: Given the company's METL, the company's wartime mission, Army Training and Evaluation Program (ARTEP), Mission Training Plans (MTPs), soldiers manuals (SMs), Military Qualification Standards (MQS) manuals, and all other appropriate training materials

STANDARD: Approve all squad collective tasks that support each collective task. Review all subordinate leader tasks and approve all soldier tasks which support the appropriate platoon or squad collective task. Develop training objectives for collective and supporting leader and soldier tasks. Results must support a specific training event in the Quarterly Training Calendar.

PERFORMANCE MEASURES: Fully understand how to crosswalk your platoon's METL tasks. Teach your subordinates the meaning and purpose behind this process.

REFERENCES: MQS II Task #03-8951.00-8952 (OCT 90), FM 25-100, FM 25-101

APPROVAL AUTHORITY: Company Commander _____

TIME TO COMPLETE: 3 months

PLAN COMPANY BATTLE FOCUSED TRAINING

CONDITIONS: You are the company executive officer. Given the units METL, wartime mission, Army Training Evaluation Program (ARTEP), Mission Training Plans (MTPs), soldiers manuals, and all appropriate training materials.

STANDARDS: Apply the battle focus process in accordance with FM 25-101.

PERFORMANCE MEASURES:

1. Select appropriate collective tasks that support each company mission essential task.
2. Identify tasks which support more than one company mission essential task.
3. Review and approve platoon collective tasks.
4. Develop evaluation standards.

REFERENCES: FM 25-100 and FM 25-101

APPROVAL AUTHORITY: Company Commander_____

TIME TO COMPLETE: 6 months

CONDUCT PLATOON TRAINING

CONDITION: Given a training exercise or mission for your platoon, appropriate resources, soldiers and equipment

STANDARD: Conduct Battle Focused METL related training. Initiate training with an OPORD and briefing to both the platoon and the Company/Battalion Commander. Execute the training and write the after action report.

PERFORMANCE MEASURES:

1. Write and brief mission OPORD to platoon and commander.
 - a. Use six paragraph OPORD format
 - b. Be clear and concise; avoid using passive voice.
2. Conduct METL related training.
3. Evaluate training and write after action report.

REFERENCES: Unit ARTEP Manual, FM 25-100, FM 25-101

APPROVAL AUTHORITY: Company Commander _____
S-3 _____

TIME TO COMPLETE: 6 months

CONDUCT CONVOY OPERATIONS

CONDITIONS: You have received a unit movement order and have begun final preparations for convoy departure. Given movement order, convoy clearance, strip map, applicable field manuals, vehicles, personnel, and vehicle marking equipment.

STANDARDS: Move the convoy over a designated route. Ensure convoy reaches SP and RP as prescribed by convoy clearance.

PERFORMANCE MEASURES: Coordinate with battalion S-4 and S-3 for any changes. Make final checks to ensure that all pre-coordinated support is still valid.

1. Check convoy clearances.
2. Prepare vehicles for convoy operations.
3. Stage vehicles.
4. Brief drivers (in tactical environment, ensure the brief includes rules of engagement and actions upon enemy contact).
5. Ensure that the convoy crosses the SP at the designated time and that all departures are immediately reported to the battalion movements section.

REFERENCES: AR 600-55, FM 55-15, FM 55-30 and FM 55-312.

APPROVAL AUTHORITY: Company Commander _____

TIME TO COMPLETE: 6 months

CONDUCT A BRIEFING

CONDITION: In carrying out your duties, you will frequently brief military audiences. Military briefings come in the following three basic forms: an information briefing to give facts with a minimum of commentary, a decision briefing to persuade someone to approve a particular course of action, and a

briefing to direct someone to take action. Given delivery aids (charts, view graphs, handouts, slide projectors, etc.), background material on your subject, as appropriate, standard college dictionary and grammar text, and briefing text or notes.

STANDARD: Start with a clear and attention getting statement of the controlling idea of your presentation and the main points to support that idea. Achieve your stated purpose (for example, a decision reached, information understood, tasking clarified) in the time available. Ensure your briefing notes or text meet the Army standard for writing. Eliminate distracting mannerisms. Summarize and respond to questions.

PERFORMANCE MEASURES: Determine the purpose for briefing. Determine who your audience is, their current level of understanding regarding your topic, and if necessary, who the decision maker will be. Determine when and where you will give the briefing, and how much time it should take. Determine how much time is available to prepare the briefing. Research, outline and draft the briefing text, using the same process you use to prepare a written document in the Army style. Add cues to your briefing text for visual aids and other support for your presentation. Rehearse, simulating as closely as possible the audience and the actual briefing location. Conduct the briefing. Respond to questions.

REFERENCES: AR 25-50, DA Pam 600-67

APPROVAL AUTHORITY: S-3 _____
XO _____
BC _____

TIME TO COMPLETE: 6 months

SUPERVISE URINALYSIS PROCEDURES

CONDITION: Given a unit Urinalysis

STANDARD: Observe the Urinalysis to ensure the personnel are following the proper procedures. Attend the 3 day class here at Ft. Eustis.

PERFORMANCE MEASURES: Go/No Go

REFERENCES: AR 600-85, Local Installation Policies

APPROVAL AUTHORITY: Company Commander _____

TIME TO COMPLETE: 6 months

DEVELOP A PLATOON/COMPANY PT PROGRAM

CONDITION: An effective fitness program will assist your platoon or company to accomplish its mission successfully. Your soldiers have appropriate clothing. In addition to references and DA Form 705, you have assorted exercise equipment and physical training facilities and areas available.

STANDARD: Assess the status of the general fitness level in each platoon or company member. Base your assessment on the five components of fitness (cardiorespiratory endurance, muscular strength, muscular endurance, flexibility, and body composition) in accordance with FM 21-20. Develop physical training sessions. Base them on commander's guidance, the unit's mission essential task list, fitness knowledge, existing constraints, and compatibility with your training cycle. Administer an Army Physical Fitness Test (APFT) to your platoon or company IAW FM 21-20. Describe the purpose of total fitness to your platoon or company IAW 21-20. Describe what is meant by special fitness programs.

PERFORMANCE MEASURES: Determine the mission requirements of your platoon or section using unit mission statement, METL, and goals. Assess your soldiers' current fitness status. Conduct an APFT using an appropriate test site, proper test personnel, and correct testing procedures. Design an effective physical fitness training program. Recognize the weaknesses and strengths of a typical physical fitness training program. Use the frequency, intensity, time, type (FITT) concept to apply the five components and the principles of exercise in developing your fitness training plans. Identify soldiers who have medical problems or other special fitness needs such as weight reduction.

REFERENCES: AR 350-15, DA Pam 350-18, AR 600-9, DA Pam 350-22, DA Pam 350-15, FM 21-20

APPROVAL AUTHORITY: Company Commander _____

TIME TO COMPLETE: 6 months

COMPLETE A UNIT STATUS REPORT (USR)

CONDITIONS: You are assigned the additional duty of USR Officer for your unit.

STANDARDS: Prepare the unit status report IAW AR 220-1. This regulation explains in detail what units are required to report, how reports are prepared, and how reports are submitted.

PERFORMANCE MEASURES: The following is a quick checklist for understanding and completing a unit status report:

1. Research all applicable references.
 - a. Most active duty units must report as of the 15th of each month.
 - b. Understand the reporting channel (ARMY).
2. Learn which unit rosters and information systems are needed to complete the USR and who serves as your point of contact. Coordinate both laterally and with higher headquarters for required materials.
3. Coordinate with the S-2/3 shops for briefing information on slides, Battalion Round Table and 7th Group briefing schedules.

REFERENCES: AR 220-1

APPROVAL AUTHORITY: Company Commander _____
S-1, S-2, S-4 _____

TIME TO COMPLETE: 6 months

ADMINISTER MILITARY JUSTICE AT THE PLATOON LEVEL

CONDITION: Given a soldier and a performance deficiency or violation of the UCMJ

STANDARD: Administer platoon level military justice that is rehabilitative in nature. Ensure that the corrective training or punishment fits the offense. Your actions in administering military justice must comply with the requirements set forth in the Constitution, Uniform Code of Military Justice (UCMJ), Manual for Courts-Martial, and service and local regulations.

PERFORMANCE MEASURES:

1. Become familiar with the UCMJ and the actions you may take as a platoon leader.
2. Execute the administration of UCMJ.
 - a. Request flag action.
 - b. Request confinement.

- c. Administer corrective training.

REFERENCES: Manual for Courts-Martial, Uniform Code of Military Justice, Local Regulations, JAG

APPROVAL AUTHORITY: Company Commander _____

TIME TO COMPLETE: 9 months

SUPERVISE/RECOMMEND MILITARY JUSTICE AT THE COMPANY LEVEL

CONDITION: Given a soldier and a performance deficiency or violation of the UCMJ

STANDARD: Supervise or recommend military justice for a soldier in your platoon. Ensure that the recommended punishment fits the offense. Your recommendation of military justice must comply with the requirements set forth in the Constitution, Uniform Code of Military Justice (UCMJ), Manual for Courts-Martial, and service and local regulations.

PERFORMANCE MEASURES:

1. Become familiar with the UCMJ and the recommendations for punishment you may initiate.
2. Recommend an appropriate punishment if any is necessary.
3. Supervise the administration of UCMJ.

REFERENCES: Manual for Courts-Martial, Uniform Code of Military Justice, Local Regulations, JAG

APPROVAL AUTHORITY: Company Commander _____

TIME TO COMPLETE: 9 months

ATTEND A BATTALION QUARTERLY TRAINING BRIEFING (QTB)

CONDITION: Given a scheduled Quarterly Training Briefing

STANDARD: Attend a scheduled QTB and back-brief the main points to the company commander.

PERFORMANCE MEASURES:

1. Attend a Battalion QTB.
2. Back brief company commander on key point during QTB

REFERENCES: FM 25-101, FM 25-100

APPROVAL AUTHORITY: Company Commander_____

TIME TO COMPLETE: 12 months

PERFORM DUTIES AS BUDGET/SUPPLY OFFICER

CONDITION: You are assigned as Budget/Supply Officer by your commander.

STANDARD: Perform duties of Budget/Supply Officer

PERFORMANCE MEASURES:

1. Understand the unit's Command Supply Discipline Program and ensure the unit enforces good supply procedures.
2. Receive a briefing from the S-4 on the Army Budget System.
Ensure the following areas are covered:
 - a. Understand which classes of supply relate to which Accounting Priority Codes (APC).
 - b. Understand the difference between a commitment and an obligation of funds.
 - c. Review a status of funds printout from the Director of Resource Management (DRM).
 - d. Understand the complete process and flow of a requisition, including the actual pickup from the Installation Supply Division (ISD).

e. Review and understand the Command Budget Estimation process for a fiscal year budget.

REFERENCES: Unit Supply Update, Installation Policies

APPROVAL AUTHORITY: Company Commander_____

TIME TO COMPLETE: 12 months

ESCORT A VIP

CONDITION: You are assigned to perform duties of an escort officer. You receive a briefing from protocol about your VIP.

STANDARD: Perform duties of an escort officer.

PERFORMANCE MEASURES: Go/No Go

REFERENCES: Service Etiquette publications, Protocol Manuals

APPROVAL AUTHORITY: S-1_____

TIME TO COMPLETE: 12 months

SERVE AS ACTING COMPANY COMMANDER

CONDITION: You are put on orders to serve as acting Company Commander. You are briefed on upcoming events and other information necessary.

STANDARD: Perform the duties of Company Commander.

PERFORMANCE MEASURES: Go/ No Go

REFERENCES: N/A

APPROVAL AUTHORITY: Company Commander_____

BN XO_____

TIME TO COMPLETE: 12 months

MASTER WRITING AN NCOER

CONDITION: It is time for you to write an NCOER as the rater and the senior rater.

STANDARD: Understand the rating period and reasons for non-rated time. Write an accurate duty description. Understand the “Values” section and how it relates to the NCO Creed. Write “Excellence” and “Success” bullet comments, or “Needs Improvement” if necessary. Ensure all counseling sessions are documented and enclosed, especially if the NCOER is less than favorable.

PERFORMANCE MEASURES: Obtain a copy of the NCO Creed. Evaluate the performance of the NCO. Write an accurate NCOER as the rater and senior rater.

REFERENCES: DA Form 2166-7, DA Form 2166-7-1, AR 635-205

APPROVAL AUTHORITY: Company Commander _____
S-1 _____

TIME TO COMPLETE: 12 months

RECOMMEND/ WRITE AN AWARD

CONDITION: A well organized unit award system supports unit development by enhancing morale. You know of exceptional service or achievement which you believe merits recognition. Given AR 672-5-1, DA Form 638, and local standard operating procedures (SOP).

STANDARD: List, in order of precedence, all individual decorations for valor, service or achievement, or noncombat heroism. State the circumstances and criteria for awarding each. Identify the peacetime and wartime approving authority for each. Describe the purpose of the following categories of awards: service medals, badges, tabs, and unit awards. Cite three examples in each category. Recommend an appropriate award. Prepare DA Form 638 or provide required input as appropriate. Submit your documentation and recommendation as soon as practical and as directed by local policy.

PERFORMANCE MEASURES: Identify the criteria, precedence and approval authority delegation associated with individual decorations. Ensure that the decoration which you recommend is appropriate for the act, achievement, or service you wish to recognize. Complete DA Form 638 accurately or provide

required input, including supporting documentation in accordance with the regulation and local SOP. Prepare an informal list (desk reference). Include the key details associated with the range of awards and decorations commonly observed or awarded. The key details are purpose, eligibility criteria, and approval authority. At a minimum, your list must include key details for the AAM, ARCOM, and MSM. Refer to the regulations for information on specific awards and definitions.

REFERENCES: AR 672-5-1

APPROVAL AUTHORITY: Company Commander _____
S-1 _____

TIME TO COMPLETE: 12 months

DEFEND A PLATOON POSITION

CONDITION: Your platoon is ordered to occupy, prepare, and defend a battle position or sector as a separate unit or as part of a larger force. The enemy can attack in company size strength, either mounted or dismounted. Both friendly and enemy elements are supported by indirect fire and close air support (CAS).

STANDARD: Ensure the platoon completes all assigned preparations not later than the time specified in the order. The platoon main body is not surprised by the enemy. The platoon accomplishes its assigned tasks. It destroys, blocks, or delays an enemy attack, or denies enemy penetration of a specified boundary or terrain.

PERFORMANCE MEASURES: Receive the defensive operations order. Prepare and implement security plan. Employ crew served weapons. Assign squad sectors of fire. Coordinate with adjacent units. Assign priorities of work. Prepare indirect fire plan. Prepare barrier plan. Prepare sector sketch, and properly fill out a range card. Conduct stand-to procedures. Identify basic combat fundamentals critical to success. Direct and control fires. Consolidate and reorganize unit following contact.

REFERENCES: ARTEP 7-8-MTP, FM 7-8, FM 7-7, FM 7-70, FM 7-7J

APPROVAL AUTHORITY: Company Commander _____

TIME TO COMPLETE: 12 months

REVIEW AN AR 15-6 / LINE OF DUTY INVESTIGATION

CONDITIONS: Given all available documentation, regulations and adequate time, thoroughly review an AR 15-6/ Line of Duty Investigation.

STANDARDS: Review investigation and understand procedures of the investigation and findings.

PERFORMANCE MEASURES:

1. Review investigation
2. Understand the difference between negligent and willful misconduct.
3. Understand soldier's rights and benefits and if findings are in line or not in the line of duty.
4. Familiarize yourself with DD Form 261.

APPROVAL AUTHORITY: Battalion S-1/S-3 _____
Company Commander _____

TIME TO COMPLETE: 12 months

PREPARE AN ACCIDENT REPORT

CONDITIONS: You have been assigned as the leader of a platoon sized element. Given AR 385-40 which outlines the policies, procedures, and responsibilities for initial notification, investigating, reporting, and submitting reports of Army accidents and incidents.

STANDARDS: Properly prepare and submit an accident report IAW Army Regulations.

PERFORMANCE MEASURES:

1. Explain the procedures for accident reporting.
2. Identify the different classes of accidents.
3. Understand the notification process of each accident classification.
4. Become familiar with filling out DA Forms 285-AB-R for ground accidents and DA Form 7306-R for telephonic notification.

5. Understand which accidents are reportable and which are non-reportable.

REFERENCES: AR 385-40

APPROVAL AUTHORITY: Company Commander_____

TIME TO COMPLETE: 12 months

RUN A WEAPON RANGE

CONDITIONS: You are required to conduct a weapons range for unit personnel. You will use a suitable range, appropriate materials, equipment, and training aids. Appropriate FMs and TMs, local regulations and SOP, AR 385-62, and AR 385-63 are available.

STANDARDS: Operate the range safely in accordance with Army regulations, post and unit regulations, and local SOPs.

PERFORMANCE MEASURES:

1. Perform range set-up preplanning. Brief Company Commander and Battalion S-3 Officer. Make arrangements to brief Battalion Commander.
 - a. Ensure range is scheduled/coordinated with range control.
 - b. Ensure ammunition is allocated and that proper documentation has been submitted for overnight storage (if required).
 - c. Review all pertinent regulations and policies.
 - d. Conduct rehearsal of range operations with key personnel.
2. Perform before-operations range checks.
 - a. Assign safeties, coaches, and concurrent trainers.
 - b. Inspect all weapons and equipment.
 - c. Test range facilities.
 - d. Review all safety procedures.
3. Perform during-operations checks.

- a. Enforce all safety rules and regulations.
 - b. Identify personnel who need additional training.
 - c. Teach the training objectives. Coach soldiers to achieve the required standards.
 - d. Evaluate the overall effectiveness of all training.
4. Perform after-operations range checks.
 - a. Account for weapons, personnel, and remaining ammunition.
 - b. Ensure all weapons are cleared.
 - c. Ensure that the range is policed and cleared.
 - d. Close the range.
 5. Conduct and document after action review for unit files. Forward copy to higher headquarters. (S-3).

REFERENCES: AR 385-62, AR 385-63, and local policies.

APPROVAL AUTHORITY: Battalion S-3 _____
Company Commander _____

TIME TO COMPLETE: 12 months

COMPLETE A REPORT OF SURVEY

CONDITIONS: Government property is lost, damaged, or destroyed, and liability is not admitted, and negligence or willful misconduct is suspected. You have been appointed a surveying officer to conduct a report of survey. Given AR 735-5.

STANDARDS: Submit a completed report of survey in proper format and IAW local timelines. Make a recommendation for financial liability or relief of liability based on a thorough investigation. State your case clearly enough to satisfy the requirements of the approving authority.

PERFORMANCE MEASURES:

1. Start your work immediately.
2. Review DA Form 4697 initiated by the accountable officer. It will identify the lost or damaged item, the circumstances surrounding the loss or damage, and the persons involved.
3. Conduct a thorough investigation.
 - a. Examine damaged property to determine its present condition and release for repair or disposal as required.
 - b. Rigidly scrutinize all available evidence.
 - c. Interview witnesses.
4. Consult approving authority on any matter on which you are in doubt.
5. Compile and review all evidence and report your findings.

REFERENCES: AR 735-5

APPROVAL AUTHORITY: Battalion S-4 _____
Company Commander _____

TIME TO COMPLETE: 12 months

Appendix D**DRAFT**

LPDB

AER	Army Emergency Relief	OBC	Officer's Basic Course
AD	Active Duty	OER	Officer Evaluation Report
AR	Army Regulation	PAM	Pamphlet
ARNG	Army National Guard	PMS	Professor of Military Science
AT	Annual Training	RC	Reserve Component
Bn	Battalion	RFD	Reserve Force Duty
CDT CMD	Cadet Command	ROTC	Reserve Officer Training Corps
DA	Department of The Army	SMP	Simultaneous Membership Program
ETS	Expiration of Term of Service	SOP	Standard Operating Procedure
FLL	First Line Leader	SROTC	Senior Reserve Officer Training Corps
FM	Field Manual	TA	Tuition Assistance
GPA	Grade point Average	TPU	Troop Program Unit
GRFD	Guaranteed Reserve Forces Duty	USAR	United States Army Reserve
HQCC	Headquarters Cadet Command	UTA	Unit Training Assembly
MFR	Memorandum For Record		
MJC	Military Junior College		
MOS	Military Occupational Specialty		
MGIB	Montgomery GI Bill		
MS	Military Science, A number (I,II,III, or IV) following MS indicates the course level. MS I and II are Basic ROTC courses and generally indicate the freshman and sophomore years. MS III and IV are Advanced ROTC courses and generally indicate the junior and senior years.		
MUSARC	Major U.S. Army Reserve Command		
NCO	Noncommissioned Officer		
NGB	National Guard Bureau		
NGR	National Guard Regulation		
NPS	Non-prior Service		

¹ Coumbe, Arthur T., Leonard, Arnold, and Brown, Larry. "ROTC Future Lieutenant Study". U.S. Army Cadet Command: historical studies series. 1999. p. 16.

² FM 22-100. "Army Leadership". Headquarters, Department of the Army. Aug 99. P. 5-16.

³ Gerras, Stephan J. Commander 24th Trans Bn, 7th Trans Grp.

⁴ Crocker, Lawrence P. LTC, USA (Ret.). *Army Officer's Guide*. 47th Ed. Stackpole Books. Mechanicsburg, PA. 1996.