MOUNTED RIFLEMAN COUNSELING GUIDE

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

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

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

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

- Leaders will prioritize engaged leadership through daily interactions and formal counseling, and do so at the expense of METL training, when necessary.

- Leaders will actively gather critical information from personnel documents and associated agencies to “connect the dots” of their Troopers’ lives. **This effort is decisive in identifying risk and setting conditions for that Trooper’s success.**

- Leaders will go beyond the superficial discussion that too often characterizes “counseling.” They will ask hard, often uncomfortable questions seeking information and answers that will improve—and possibly save—the lives of their subordinates.

- Leaders will use the Army’s Composite Risk Management Worksheet (DA Form 7566) as the primary tool to document identified risk, develop risk mitigation measures, and develop an implementation plan. Every Trooper will have an individual CRM Worksheet.

- First Sergeants will be personally responsible for Trooper transitions within the formation, for both Troop-to-Troop and intra-Regimental/intra-post moves. Managing these transitions, especially with medium and high risk Troopers is critical to mitigating risk.

- Finally, leaders will compliment the effort to reduce risk with a corresponding campaign to inspire Troopers to live the Army Values. Leaders will seek, identify, and emphasize strengths, help Troopers achieve personal and professional goals, and continue to display an example worthy of emulation. They accomplish this feat through effective counseling, and as such leaders, primarily NCOs, will institute a counseling training program to ensure all leaders understand how to properly counsel subordinates. Proper counseling is the linchpin to everything within this document.
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MEMORANDUM FOR 3d Cavalry Regiment

SUBJECT: Mounted Riflemen Counseling Guide (MRCG)

1. REFERENCES
   a. Army Doctrine Reference Publication 6-22, Army Leadership, August 2012
   d. Comprehensive Soldier Fitness Goal Book, June 2011
   e. Guide for Use of the U.S. Army Soldier and Leader Risk Reduction Tool (USA SLRRT)

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

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

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

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

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

Brave Rifles!

JOHN B. RICHARDSON IV
COL, AR
Commanding
Situational Vignette

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

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

Why don’t we know these facts about PFC Jones?
Would it help us take care of him, and be best for the unit, if we knew PFC Jones better?
Who should ask him these deeper questions?
What tools should PFC Jones’ leaders use to get to know him?

... What must we do?
The “Why”

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

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

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

Problem Statement:

“We currently lack the ability to identify and correlate risk indicators, and then take action to mitigate the risk to maintain good order and discipline and protect the force.”
It became clear that leaders at many levels were not engaging Soldiers to the level that would adequately identify risk. We were also not leveraging the multitude of available data to build a holistic picture of the Soldier. In short, we were not “connecting the dots.” For example, upon inspection, a commander found discrepancies between DD93 and ERB data that pointed to clear risk indicators in the area of Family/Relationships that the first-line supervisor was not aware of.
In response, the Regimental Commander directed the staff to develop a “comprehensive counseling and risk mitigation guide” that would achieve the following endstate:

**Endstate:**

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

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

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

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

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

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

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

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

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

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

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

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

Soldier Profile Card. The Soldier Profile Card is a useful tool to consolidate the Soldier's key administrative data and provide a history of life events that affect the Soldier's overall resiliency, job performance, financial health, and so on. Leaders maintain this tool as a snapshot of each Soldier, then use it to convey risk assessments to the platoon leadership. Units may adapt it to meet their specific needs (i.e. adjust the data fields or embed a picture of the Soldier's off-post quarters), as well as adjust the milestone timeline slide to fit the Soldier's unique situation. A good practice is to keep a timeline for each year of the Soldier's career, capturing highs and lows to paint a picture for the current and future commands. Leaders, however, are encouraged to utilize discretion regarding how much the timeline captures based on the age, experience, and maturity of the Soldier. (The Critical Document Overview Section will provide details of the Soldier Profile Card.)
US Army Soldier and Leader Risk Reduction Tool (SLRRT). This is the Army’s current personnel risk assessment tool. It is the centerpiece for the MRCG’s questioning methodology and the foundation of this Regiment’s counseling approach. It provides an “If, Then” framework to assist the leader in both identifying risk and mitigating it through action.

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

SLRRT Definitions of Risk:

- **High Risk**: Behaviors or concerns that potentially place the Soldier or others in danger or harm’s way (e.g., life-threatening risk taking behavior, serious performance problems that jeopardize team members’ safety, threat to self or others).
- **Who Else Needs to Know**: Senior leadership (S/O/O commander/equivalent or higher) and appropriate support channels should be notified immediately.

- **Moderate Risk**: Behaviors or concerns that place the Soldier at risk of serious problems if not addressed through appropriate actions (e.g., Soldier experiencing serious financial, legal, family/relationship, alcohol, or other concerns, and is experiencing difficulty getting adequate assistance; Soldier exhibiting a pattern of serious risk taking behavior).
- **Who Else Needs to Know**: Senior leadership (S/O/O commander/equivalent or higher) should be notified.

- **Low Risk**: Soldier has no significant problems or has problems for which he/she is receiving appropriate support. The potential for adverse outcomes appears to be low.
- **Who Else Needs to Know**: Mid-grade leadership (T/C/B commander/equivalent) should be aware of status of support activities.

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

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

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

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

- DD 93/ SLGV Guide
- LES Guide
- ERB Guide
- ORB Guide
- UCFR Guide
- CRM Worksheet
The “How”: Guidelines for Pre Counseling

Pre Counseling

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

Gathering the Tools

Key Components of our Troopers' Environment

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

**Critical Administrative Documents**
- ERB/ORB
- DD 93/SGLI
- LES
- UCFR
- DTMS Training Record
- Previous Counseling/Evaluations
- Medical Profile
- Composite Risk Management Worksheet
- SLRRRT

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

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

### Risk Analysis Inputs/Indicators
- DA 4833's
- Warrant Listing
- Blotter
- Polypharm
- Multiple Offender Listing
- epofile
- Counseling Packet
- SLRRRT
- Peer Survey
- ERB/NCOERs reviews
- Verify risk indicators
- Counseling Packet
  - Personal Information
  - Professional Development
  - Development Counseling
  - Adverse Counseling & Reports
  - Organization Records
  - Composite Risk Management
- Marital Status
- Family Care Plan
- DEERs
- LES
- DDS93/SGLI
- Credit report (if shared)
- Barracks Inspections/Home visits/strip maps
- POI Vis inspections
- Profiles
- Counseling Baseball Card
- SLRRRT
- Security Clearance (JPAS)
- Conversations
- Motorcycle Packet

### Command Directed Mitigating
- COPS
- UA
- Behavioral Health Assessment (BHO)
- ASAP referral
- Family Advocacy
- Bar Review
- Squadron Financial Advisor
- AER
- Family Advocacy Program (FAP)
- Health & Welfare Inspections
- JAG
- FRG
- MEB
- Master Resiliency Trainer

### Mitigating Resources
- Soldier & Family Assistance Hotline
- MFLC
- Fort Hood Website
- ACS
- Chaplain
- CID (Fraud, Waste & Abuse)
- Social Workers
- Army One Source
- MFLC
- Education Services
- MEB
- Consumer Affairs and Financial Assistance Program
- Battle Mind Program
Prior to the actual counseling session, a leader must prepare in several ways. First, the leader must have the necessary documents physically available for reference. These documents include the Comprehensive Counseling Packet, the Soldier Profile Card, Critical Administrative Documents (SGLV, DD 93, etc), the Soldier Profile Card, the Comprehensive Soldier Fitness Goal Book, and counseling aids (MRCG, ADRP 6-22, USA SLRRT). The leader must be intimately familiar with these documents, drawing preliminary connections and developing questions.

**Counseling Packet Security**

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

1. A GSA-approved security container
2. Where lock-bar cabinets are used, the padlock will be secured to the hasp in the locked position, or the padlock will be locked and placed inside the cabinet
3. All other storage criteria will be in accordance with AR 380-5 section 7-4, paragraph 3
Preparation does not stop at physical preparation. The leader determines the time and location of the counseling, and use the unit training calendar to solidify and protect the time period. The time and location reflect the mood the leader tries to create, such as disciplinary counseling conducted before the duty day in an office and goal setting done over lunch. Additionally, a leader should determine a deliberate strategy or road map for how he wants the counseling to progress, such as a direct or indirect approach.

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

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

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

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

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

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

The Squad Leader can only make a recommendation of risk. The platoon leadership is the first level that can formally classify a Soldier’s risk and must notify the T/C/B leadership of any Medium and High Risk Soldiers.
Thoughts from the 74th: What Is a “Good Soldier”

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

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

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

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

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

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

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

Conversational Questions

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

Assessment Suggestions

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

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

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

Conversational Questions

1. What services do you feel the Army, Fort Hood, and 3d Cavalry Regiment adequately provide to assist with health concerns of you and your family? How could we do it better? Why?

2. Where do you and your family receive health services? On or off post? Location? Describe the services given and your satisfaction in services received?

3. What appointments have you had the most trouble with? Why?

4. How are you treated by others because of your health appointments?

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

Assessment Suggestions

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

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

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

*Conversational Questions*

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

*Assessment Suggestions*

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

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

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

Conversational Questions

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

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

Assessment Suggestions

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

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

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

Conversational Questions

1. How much do you sleep on average per night? (7-9 is optimal) Is that more or less than normal? Is that amount enough?

2. How often do you have trouble getting your standard amount of sleep? What do you think are the reasons?

3. What have you done to try to get more sleep? Is it working?

Assessment Suggestions

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

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

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

*Conversational Questions*

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

1. Who do you hang out with in your unit?

2. What are your hobbies? Does anyone else in the unit do them?

3. Are you an introvert or an extrovert? When would you spend time with a group vs. spending time by yourself?

*Assessment Suggestions*

<table>
<thead>
<tr>
<th>Assessment Level</th>
<th>Activity</th>
<th>Mitigation</th>
</tr>
</thead>
<tbody>
<tr>
<td>LOW</td>
<td>Regularly socializes with squad-mates outside of work</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Participates in weekend activities</td>
<td></td>
</tr>
<tr>
<td>MEDIUM</td>
<td>Rarely leaves his room</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Dislikes several squad-mates</td>
<td></td>
</tr>
<tr>
<td>HIGH</td>
<td>Few, if any, friends in the area</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Participates in extreme sports</td>
<td></td>
</tr>
</tbody>
</table>

Remarks:

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

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

**Conversational Questions**

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

**Assessment Suggestions**

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

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

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

Conversational Questions

1. Take a few minutes to characterize and describe your fire team / squad. Illustrate your professional relationships with each?

2. How would you describe your relationship with your parents/family?

3. Describe your fire team / squad's interpretation of the Army's values?

4. Who is your roommate? How would you describe him? Illustrate any points of contention you may have with your roommate?

Assessment Suggestions

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<thead>
<tr>
<th>Assessment Level</th>
<th>Activity</th>
<th>Mitigation</th>
</tr>
</thead>
<tbody>
<tr>
<td>LOW</td>
<td>Well accepted by squad-mates</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Morally opposed to hazing</td>
<td></td>
</tr>
<tr>
<td>MEDIUM</td>
<td>Some confrontations with squad-mates</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Experienced hazing personally</td>
<td></td>
</tr>
<tr>
<td>HIGH</td>
<td>Routinely harassed by squad-mates</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Poor relationship with parents</td>
<td></td>
</tr>
</tbody>
</table>

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

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

Does the Soldier have any current deployment related concerns?

Conversational Questions

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

Assessment Suggestions

<table>
<thead>
<tr>
<th>Assessment Level</th>
<th>Activity</th>
<th>Mitigation</th>
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</thead>
<tbody>
<tr>
<td>LOW</td>
<td>At peace with the deployment</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Has an active support network</td>
<td></td>
</tr>
<tr>
<td>MEDIUM</td>
<td>Experienced direct combat</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Diagnosed with PTSD</td>
<td></td>
</tr>
<tr>
<td>HIGH</td>
<td>Wounded in combat</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Lost someone close</td>
<td></td>
</tr>
</tbody>
</table>

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

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

Conversational Questions

1. What recent losses have occurred recently in your family and friends? How do you think it has affected you?

2. What steps have you taken to help cope with your loss? Are they working?

3. How has your family taken the loss?

Assessment Suggestions

<table>
<thead>
<tr>
<th>Assessment Level</th>
<th>Activity</th>
<th>Mitigation</th>
</tr>
</thead>
<tbody>
<tr>
<td>LOW</td>
<td>Experienced death before</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Frequently talks to friends and family about his loss</td>
<td></td>
</tr>
<tr>
<td>MEDIUM</td>
<td>Dependent not coping with loss well</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Regrets associated with the loss</td>
<td></td>
</tr>
<tr>
<td>HIGH</td>
<td>Lost someone close</td>
<td></td>
</tr>
<tr>
<td></td>
<td>First loss of someone close</td>
<td></td>
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</tbody>
</table>

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

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

**Conversational Questions**

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

**Assessment Suggestions**

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

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

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

Conversational Questions

1. Describe any experience you may have with both domestic violence and child abuse/neglect both in your childhood and your adulthood?

2. Illustrate any personal relationship disagreement / argument where the intensity of your anger tempted you to act in a violent manner?

Assessment Suggestions

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

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

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

Conversational Questions

1. How do you think others describe you?

2. Depict any conversations you have had with friends, family members, or fellow Soldiers in regards to your personal and professional behavior?

3. Describe how you think your friends, family members, or fellow Soldiers would approach you or your chain of command if they thought you were in trouble / harm?

4. What part about you do you want to change?

Assessment Suggestions

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

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

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

*Conversational Questions*

1. Describe any instances where you have felt sad, lonely, low self-esteem, guilt, worthlessness, or difficulty in concentrating, remembering details, and making decisions (symptoms of depression). Did this occur in the past 30, 60, 90 days?

2. What do you think about when you are depressed?

3. Explain any time you were aggressively seeking approval in such a way that it made you the center of attention?

*Assessment Suggestions*

<table>
<thead>
<tr>
<th>Assessment Level</th>
<th>Activity</th>
<th>Mitigation</th>
</tr>
</thead>
<tbody>
<tr>
<td>LOW</td>
<td>No signs of depression</td>
<td></td>
</tr>
<tr>
<td></td>
<td>No change to patterns</td>
<td></td>
</tr>
<tr>
<td>MEDIUM</td>
<td>Sees behavioral health about suicidal thoughts</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Craves attention, negative or positive</td>
<td></td>
</tr>
<tr>
<td>HIGH</td>
<td>Aggressively expresses thoughts of suicide</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Self inflicted injuries</td>
<td></td>
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</tbody>
</table>

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

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

Conversational Questions

1. Are you willing to expand on the last time you talked with a Chaplain, MFLC, and counselor? Would you care to discuss with me what you talked about?

2. What type of support have you felt like you needed from a professional?

Assessment Suggestions

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

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

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

Conversational Questions

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

Assessment Suggestions

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

Remarks:
Note any additional identified risk activities and mitigation factors below, and explain overall assessment of the Soldier on this SLRRT.
Remark:
Note any additional identified risk activities and mitigation factors below, and explain overall assessment of the Soldier on this SLRRT.
SLRRT Professional/Discipline

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

Conversational Questions

1. What have some of the Army professional schools/training opportunities that you want to attend? What has prevented you from attending/participating?

2. Illustrate where you think your professional performance currently resides in regards to your rank?

3. How would you compare your opportunities in the current civilian sector to a career in the Army?

Assessment Suggestions

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

Remarks:
Note any additional identified risk activities and mitigation factors below, and explain overall assessment of the Soldier on this SLRRT.
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<tr>
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<th>Activity</th>
<th>Mitigation</th>
</tr>
</thead>
<tbody>
<tr>
<td>LOW</td>
<td>First/minor UCMJ violation, admits wrong doing, accepts responsibility</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Cares about the Army and wants to be a good Soldier</td>
<td></td>
</tr>
<tr>
<td>MEDIUM</td>
<td>Not sure the Army was the right choice but not certain of what he wants to do</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Is not sure a recovery is possible but believes in trying</td>
<td></td>
</tr>
<tr>
<td>HIGH</td>
<td>Multiple/Major UCMJ violation and refuses to accept any responsibility</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Dislikes the Army; wants out immediately</td>
<td></td>
</tr>
</tbody>
</table>
SLRRT Professional/Discipline

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

Conversational Questions

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

Assessment Suggestions

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<thead>
<tr>
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<th>Activity</th>
<th>Mitigation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>LOW</strong></td>
<td>Owns low/standard performance vehicle</td>
<td>Has not received moving violation in past 24</td>
</tr>
<tr>
<td></td>
<td>Has not received moving violation in past 24</td>
<td>months</td>
</tr>
<tr>
<td><strong>MEDIUM</strong></td>
<td>Owns above average performance vehicle</td>
<td>Received a moving violation in the past 24</td>
</tr>
<tr>
<td></td>
<td></td>
<td>months.</td>
</tr>
<tr>
<td><strong>HIGH</strong></td>
<td>On-post driving privileges revoked previously</td>
<td>Received multiple moving violations in the past</td>
</tr>
<tr>
<td></td>
<td></td>
<td>24 months.</td>
</tr>
</tbody>
</table>

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

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

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

Assessment Suggestions

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<tr>
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<th>Activity</th>
<th>Mitigation</th>
</tr>
</thead>
<tbody>
<tr>
<td>LOW</td>
<td>Displays clear understanding of motorcycle policies and adheres to them</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Has been a motorcycle operator longer than 24 months</td>
<td></td>
</tr>
<tr>
<td>MEDIUM</td>
<td>Displays baseline understanding of motorcycle policies and adheres to them</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Has been a motorcycle operator for six to 24 months</td>
<td></td>
</tr>
<tr>
<td>HIGH</td>
<td>Has no clear understanding of motorcycle policies</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Has been a motorcycle operator for less than six months</td>
<td></td>
</tr>
</tbody>
</table>

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

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

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

Assessment Suggestions

<table>
<thead>
<tr>
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<th>Mitigation</th>
</tr>
</thead>
<tbody>
<tr>
<td>LOW</td>
<td>Does not participate in high risk activities</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Participates in one high risk activity with previous training and experience</td>
<td></td>
</tr>
<tr>
<td>MEDIUM</td>
<td>Participates in multiple high risk activities with previous training and experience</td>
<td>Modestly participates in high risk activities with training and previous experience</td>
</tr>
<tr>
<td>HIGH</td>
<td>Participates in a high risk activity(ies) with no training and limited or no experience</td>
<td>Previously hurt in a high risk activity</td>
</tr>
</tbody>
</table>

Remarks:
Note any additional identified risk activities and mitigation factors below, and explain overall assessment of the Soldier on this SLRRT.
AR 190-11 requires all privately owned weapons that are brought onto military installations be properly registered with the Provost Marshall. Is the Soldier in compliance with the provisions of AR 190-11 as they apply to registration of privately owned weapons? If yes, has the Soldier attended an approved firearms safety class/course?

_Conversational Questions_

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

_Assessment Suggestions_

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

Remarks:
Note any additional identified risk activities and mitigation factors below, and explain overall assessment of the Soldier on this SLRRT.
Has the Soldier ever been involved in alcohol or drug related incidents (in the past three years) and/or tested positive on a urinalysis? Refer to Army Substance Abuse Program at the time of incident and closely monitor Soldier’s progress.

**Conversational Questions**

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

**Assessment Suggestions**

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

**Remarks:**

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

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

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

SLRRRT Risk Assessment:
Commander’s Risk Assessment:

Demographic Information:
Age: 
Sex: 
MOS: 
Marital Status/Children (Ages):
Deployment (Operation/Months):
Geographical Bachelor:

Chain of Command
TL: (Assumption of leadership dates)
SL: 
PSG: 
PL: 

Training and Other Data
Leave Days: 
APFT/Profile:
MRT:
ASAP:
SHARP/OE:
Suicide/Safety:
POW (Location):
POV/POM (Training Date):
Financial Issues (Training Date):
Medical: (Either remark N/A or Consult Commander due to Privacy Act requirements)

History:
SPC XXXXXX joined the Army in March of 2010. After completing OSUT he was stationed at Fort Hood in July of 2010 and was assigned to TROOP in November 2010. While stationed at Fort Hood, SPC XXXXXXX applied for three loans and applied for a Star Card. Through this series of events he accumulated $$$$ debt. Additionally he was required to pay child support for his child.

SPC XXXXXX and his SL set up allotments in order to cover the expenses of child support. SPC XXXXXXX was counseled and ordered to complete financial classes at ACS. He completed Financial classes at ACS on November 2011. In December 2011, SPC XXXXXXX was able to pay off one of his three loans. In July of 2012 he paid off the second, allowing him to focus on the remaining debt. 13 December 2012 PFC XXXXXX scored a 296 on the APFT. This score is the highest in 3rd Platoon.

Goals
Future plans: Stay in the Army and become a NCO
Desired Schools (Army or Civilian Education): Airborne and Air Assault
Desired Next Assignments: TL in 3CR
Recommended Next Assignments: Team Leader

Overall Assessment
Family: He has had a difficult time dealing with being separated from his child

Financial: Attempted to deal with his stress by making extravagant purchases, putting him into debt

Health: He is in good health

Duty Performance: He seems to have recognized his mistakes and is trying to correct them. His performance has been improving.

Risk Identification/ Mitigation Timeline
(only key events)
MEMORANDUM FOR All leaders, 3d Cavalry Regiment, Fort Hood, Texas 76544

SUBJECT: Soldier Transition Standard Operating Procedure (SOP)

1. The purpose of this memorandum is to establish an SOP which creates the framework for the execution of Soldier transitions between Troops, Companies, and Batteries or intra-Regimental and intra-post moves.

2. Similar to transitions between different phases of an operation, Soldier transitions between units requires careful coordination. Valuable understanding and insight into a Soldier’s performance and character may be lost if not properly shared between losing and gaining units. If a proper transition does not take place, a leader’s ability to mitigate risks that affect the health and discipline of the force will be hindered. If we don’t get this right, units will continue to expend organizational energy reacting to serious incidents related to health and discipline rather than preventing incidents which known factors may have helped to predict. Leaders must ensure this understanding is passed on to the new unit when a Soldier transition occurs.

3. To facilitate the transition and understanding of the Trooper’s personal situation, first line leaders (CPL and above) will utilize the Mounted Rifleman Counseling Guide (MRCG) to help identify and mitigate risks that a Soldier may have and which could negatively impact the health and discipline of the force. The MRCG will be completed when a Soldier arrives to the unit and will be reviewed as a part of monthly counseling.

4. First line supervisors (CPL and above) will brief their respective supervisors on key issues identified in the MRCG prior to any transition or unit to unit move of a Trooper. This will ensure that supervisors are aware of events going on in their Soldiers’ lives. This also provides the new chain of command the opportunity to gain important insight and guidance from the Trooper’s previous chain of command.

5. In order to ensure proper transition of Soldiers between units within the Regiment, squad leaders will conduct the following actions, verified by PSG:

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

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

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

The losing unit’s First Sergeant will personally accompany the transitioning Soldier and deliver the MRCG to the gaining unit’s First Sergeant to ensure a proper hand off between units is accomplished. Personal face to face hand off of the Trooper and his/her MRCG is the critical component of the transfer and cannot be delegated below the 1SG level. This is 1SG to 1SG transfer is non-negotiable.

6. The point of contact for this memorandum is the undersigned at 254-288-5601.

JOHN B. RICHARDSON IV
COL, AR
Commanding
MEMORANDUM FOR RECORD

SUBJECT: Standards for counseling packets

1. All leaders will maintain a counseling folder on their Troopers IAW this Regimental SOP, as per page 17 of the MRCG.

2. These counseling folders are to be secured in a secure location when not being utilized, as per page 15 of the MRCG.

3. All counseling folders will be assembled and maintained in the following manner:
   
   a. A red multi-tab folder will be utilized for this purpose.
   
   b. Tab 1 will consist of the Soldier's Privacy Act Statement, Counseling Folder Standards, the Troopers Personal Date Sheet, Sponsorship Worksheet, ERB, LES, DD-93, SGLV, Profiles if applicable, Family Care Plan if applicable, EFMP if applicable and a Strip Map from the unit CP to the Troopers barracks room or quarters. The barracks strip map will include building number, floor, and room number. The quarter's strip map will include address.
   
   c. Tab 2 will consist of a Personal Goal Sheet, the MOS Professional Development Model (ACT), Criteria for Promotion, Promotion Point Worksheet (DA Form 3355), Record Fire Score Card, APFT Scorecard, and if applicable the Body Fat Worksheet (DA Form 5500).
   
   d. Tab 3 will consist of the Trooper's Developmental Counseling to include Performance, Professional Growth, and Event Counseling. For NCOs Tab 3 will also consist of the NCOER Support Form (DA Form 2166-8-1), NCOs previous NCOER, and the NCOs Rating Scheme.
   
   e. Tab 4 will consist of the Adverse Counseling Roster. If applicable it will also consist of Troopers Adverse counseling (DA Form 4856-E), Blotter Extract, SIRs, Article 15, Bar to Reenlistment, and Flag Report.
   
   f. Tab 5 will consist of Training Certificates, Hand Receipts, CIF Records, Personal Clothing Request (DA Form 3078), and Personal Property Record (DA Form 4986). NCOs in the grade of E-5/SGT and above will have a current signed copy of the OCIE Clothing and Accountability Statement.
   
   g. Tab 6 will consist of the 3CR Risk Assessment tool, 3CR Motorcycle Statement of Understanding, State Motorcycle Endorsement Codes, III CORPS POV Inspection Form, TRIPS Report, and Residence Visitation memo.
   
   h. The counseling folder will be identified by 3d Cavalry Regiment Cover Sheet that can be tailored to accommodate specific unit integrity.

4. The counseling folder will be reviewed periodically. Squad/Section Leaders will review their team's folders monthly. Squad/Section Leaders will have their counseling folders reviewed by their Platoon Sergeant quarterly and the results issued in a special counseling. The Commander or First Sergeant reserves the right to inspect counseling folders at any time. Platoon Sergeants or equivalent will turn their counseling folders into the Regimental Command Sergeant Major when performing Regimental Staff Duty. Squad/Section Leaders will turn their counseling folders into the Squadron CSM when they assume Squadron Staff Duty, and Team Leaders will turn their counseling folders into the First Sergeant when assuming Troop Charge of Quarters. CSMS and 1SGs are to focus their packet reviews on the counseling forms and content, not on format or other aesthetics.

5. Leaders will be held strictly accountable for these folders. Success or failure in the upkeep of these folders will be annotated on the appropriate periodic counseling and/or NCOER.

6. POC for further information is the undersigned at 254-287-0598.

PATRICK K. AKUNA JR.
CSM, USA
Regimental Command Sergeant Major
**Spouse and children must be enrolled in DEERS to add them on to the DD93.**

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

All dependents must be added.

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

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

The areas with the Soldier’s parental information is important. It lets us know how far their family is located and if the Soldier remains in contact with the parents.
The new SGLV 8286 combines the old SGLV 8286 and SGLV 8285 forms together into one 2-page form. If the “Have more beneficiaries?” box is checked on the SGLV8286 on the left then the Supplemental SGLI Beneficiary Form on the right, SGLV8286S is required.

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

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

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

Ensure the administrative information in the section “About You” match the Soldier’s ORB/ERB, LES, and DD93.

Question any amount less than $400,000. If Soldier declines SGLI coverage than you must counsel him/her.
Entitlements increase Soldier’s pay.

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

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

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

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

When debts are posted to a Soldier’s pay record, there will annotations in the ‘REMARKS’ section of the LES.
 Soldiers who reside in the barracks and are required to utilize the dining facility for all meals.

These Soldiers will see a MEAL DEDUCTION entry under the deduction column of their LES. The arrow indicates an example of what a meal deduction looks like and where it would show however; this Soldier does not live in the barracks.

The current rate for meal deductions is $7.10 per day and is based on the actual number of days in the month.

- February 1-29 $7.10 x 29 days = $205.90
- March 1-31 $7.10 x 31 days = $220.10

If a Soldier is on Subsisted-in-Kind (SIK) because he/she lives in the barrack and have to use the dining facility, they will receive the full rate of BAS when on leave, TDY, or PCS (these are called status changes).

The rationale for this is because that Soldier will not be able to utilize the dining facility. The net effect is a temporary increase to the Soldier’s pay as no meal deduction occurs when they are in one of the statuses above.
Allotments are a method by which a Soldier directs the payroll office (DFAS) to send money from their account to a financial institution, person, or company of a Soldier’s choice.

There are various types of allotments. Popular allotments are mortgage/house, car, credit card, court ordered child support, alimony, and AER payments.

Other types of allotments are charitable contributions, insurance premiums, thrift saving plan deposits, garnishments, union or other organizational dues.

Allotments can be set up through MyPay on AKO or through finance.

Too many allotment may also indicate the Soldier has a debit problem and should be referred to the Command Financial Specialist.
The LEAVE row will indicate marital status however; some Soldier although married will chose to enter single for tax deduction purposes. This Soldier has “M” for married.

The “PAY DATA” row will indicate if the Soldier receives BAQ with dependents and “BAQ Depn” show what type of dependent entitles the Soldier to BAQ. Spouse will be the default BAQ Dependent when there is more than one dependent.
The remarks will inform you of any changes that were posted to a Soldier's pay record. Usually, reading the remarks can help you better understand the LES.
## Mounted Rifleman Counseling Guide

**ENLISTED RECORD BRIEF**

**SECTION I Assignment Information**
- **PMOS** - 1
- **SSN** - 2

<table>
<thead>
<tr>
<th>BRIEF DATE</th>
<th>NAME</th>
<th>RANK - DOR</th>
<th>PMOS</th>
<th>SSN</th>
<th>COMPONENT</th>
<th>REGULAR</th>
</tr>
</thead>
<tbody>
<tr>
<td>20000506</td>
<td></td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### SECTION II Security
- Verify that Soldier has requisite level

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

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

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

- **PMOS** - Primary MOS awarded
- **SMOS** - Secondary MOS awarded (Same as above if applicable)
- **BONUS MOS** - The MOS the Soldier received an enlistment/re-enlistment bonus. Therefore, on the Unit Manning Report, slot the Soldier against this PMOS.
- **BONUS ENL ELIG DATE** - Bonus enlistment eligibility date.
- **PROMOTION POINTS/YRMO** - The number of promotion points a Soldier who is competing for promotion to SGT or SSG and the effective year and month.
- **PREV PROMOTION POINTS/YRMO** - The previous number of promotion points a Soldier who is competing for promotion to SGT or SSG and the effective year and month.
- **PROM SEQ #** - promotion sequence number, the number given to a senior NCO when selected for promotion to SFC and higher.
- **PROMOTION MOS** - promotion MOS (the promotable MOS for a Soldier identified for promotion).
- **SQI** - Special Qualification Identifier, this is MOS immaterial, meaning that any MOS can obtain any SQI.
- **ASI** - Additional Skill Identifier, a code used to identify any additional skills pertinent to the Soldier’s MOS obtained through military schooling.
- **AEA/DT** - Assignment Eligibility Availability code and the expiration date

### FLAG CODE/FLAG START DT/FLAG EXPIRATION DT
- Contains information on Suspension of Favorable Personnel Actions (FLAG) currently invoked against a Soldier
SECTION IV Personal/Family Data - will let you know date of birth, birthplace, gender/race, number of adult and child dependents, marital status, spouse’s date of birth, PULHES, height/weight, home of record and mailing address (mailing address should be the same as dependent addresses unless the officer is a geographical bachelor). All data in red font must be the same on their DD93/SGLV, LES.

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

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

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

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

- **Language**: Listen/Speak
- **Date**: Year and Month Last Tested

### SECTION VI - Military Education

**MEL/MES (Military Education Level/Status)** - The highest military education level achieved for career development.

- **Course Name/Year**: Maximum of 10 schools/courses recorded in this block. Should include all courses attended. All courses must be 40 hrs or more.

### SECTION VII - CIVILIAN Education

**Highest Civilian Education Level Completed** - Accredited school, official transcripts are required for updating. Display examples: associates, bachelors, masters.
SECTION VIII Awards and Decorations

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

Note: Some awards will not be coded, such as most foreign awards/badges, regimental and state issued awards. Copies of award certificates or orders awarding special skill badges are required to add awards or badges. No documentation is needed to add service awards such as the Army Service Ribbon or National Defense Service Medal.
Section IX – Assignment History - Maximum of 20 assignments reflected by a change in organization (to include deployments), duty title or duty MOS.

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

**From** - Date assigned to current unit or position.

**MO** - Months in assignment

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

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

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

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

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

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

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

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**Mounted Rifleman Counseling Guide**

Annex 9  Page 66
Section X – Remarks

**HIV YRMO** - Date of last HIV Test

**RGMT AFL** - regimental affiliation

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

If named Soldier Printed, will show DA Photo
Marital Status and number of dependents must match DD93/SGLV and LES.

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

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

PUHLES if not 111111 inform the commander.

All on OMPF/Photo
Top line provides officer's branch, rank, name, component, social security number, and date of rank.

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

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

### SECTION III Service Data
Service data will let you know the day the officer joined the Army, the year he/she commissioned, the type of commission and the date of rank each time the officer was promoted. BASD- Basic active service date, this date establishes the beginning of creditable service for retirement purposes (a DA 1506 with supporting documents submitted through finance is required to change this data). Cohort Yr Gp- Fiscal year entered service as an officer/warrant officer. MO Days AFCS- Active service as an officer (months/days) computed to the end of the fiscal year. MO AFS- Total active duty (includes enlisted time) (months/days) computed to the end of the fiscal year. CURR SVC AGRMT/Expr Date- (USAR) Date individuals incurred service expires not applicable to RA officers. It important to look at rank to know if an officer is on track for promotion or passed over for promotion.
SECTION IV Personal/Family Data- will let you know date of birth, birthplace, gender/race, number of adult and child dependents, marital status, spouse’s date of birth, PULHES, height/weight, home of record and mailing address (mailing address should be the same as dependent addresses unless the officer is a geographical bachelor). All data in red font must be the same on their DD93/SGLV, LES.

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

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

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

PUHLES= (P= physical capacity, U= upper extremities, L= lower extremities, H= hearing, E= eyes, S= psychiatric) This data is updated via MEDPROS. If not each category is not a “1” across, see if the commander is tracking that officer may have a profile, MMRB, or MEB.
SECTION V  Foreign Language - Foreign languages that the officer has or had proficiency in; requires DA Form 330 to add or change. Listen/Speak/Read- date. YMPTL- Year and month last tested

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

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

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

Note: Some awards will not be coded, such as most foreign awards/badges, regimental and state issued awards. Copies of award certificates or orders awarding special skill badges are required to add awards or badges to your ORB. No documentation is needed to add service awards such as the Army Service Ribbon or National Defense Service Medal.
**SECTION IV Assignment History** - Maximum of 20 assignments reflected by a change in organization (to include deployments), duty title or duty MOS. If an officer had a break in service; his/her prior AD commissioned or warrant officer service can be added to their assignment history. This does not include periods of active duty for training, national guard, reserve, or enlisted time.

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

**From** - Date assigned to current unit or position.

**MO** - Months in assignment

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

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

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

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Mounted Rifleman Counseling Guide

Annex 10 Page 73
SECTION IV Assignment History continued-

LOC- Location of assignment

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

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

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

Date of last OER- This will be the thru date of the last OER for the officer posted to the interactive web response system (IWRS).
SECTION X Remarks
This is the area of the ORB used to annotate additional pertinent information that is not covered in other sections, examples commonly found are:

- **MO Prior enl svc- #** of months of prior enlisted service
- **Date Last Photo- YYYYMM** of last photo that is on file.
- **Medical certification data**, applies to AMEDD officers only.
- **Enrolled in the MACP** (Married Army Couples Program).
- **Assignment Preferences- X’d out for Promotion Board ORBs.**
- **RGMT AFL-** regimental affiliation

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

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

PUHLES if not 111111 inform the commander

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

All on OMPF/Photo
## THE UNIT COMMANDER’S FINANCE REPORT (UCFR)

### Compare Net Pay to Allotments

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### Verify Status of any debt.

- **BAL DUE US** – Amount Owed or Indebtedness at end of month
- **INCEN PAY** – Yes = MBR receiving incentive pay
- **ETS** – Expiration of Term of Service
- **BAH** – Zip Code of BAH MBR receiving
- **OHA** – Overseas Housing Allowance WD# = With Dep and Number Sharing Rent; W/O = Without Dep
- **COLA** – Cost of Living Allowance. W/O = Without DEP; B/C = Barracks COLA; WD# = With DEP and the Number of DEP Which COLA is AUTH
- **C/M ART 15** – Collection For Court Martial or Article 15

### Compare Quarters Status (On Post/Off Post/Quarters)

To BAH/BAS type receiving

### Legend:

- **GR** – Basic Pay Grade
- **NAME** – Soldiers Name
- **SSAN** – Social Security Account Number
- **STATUS** – MBR Duty Status
  - ON STATION = Present for Duty; AWOL= Absent W/O Leave; DEST= Deserted;
  - CONF= Confinement; FILD= Filed Duty
- **NET PAY** – Next Month Monthly Net Pay; EM = MBR Paid End of Month Only
- **ALMTS** – Total Of Monthly Allotments
  - BAQ (BAH on LES) – W/D = With DEP; W/O = Without DEP; QTR = Partial Rebate (Barracks)
  - *** BAQ Column with “W/O” and no zip code in BAH Column = BAH Differential (MBR Living in barracks and paying child support).
  - Refer to attached “With – BAQ Diff” entitlement page
- **BAS** – STND = ENLISTED; OFF = OFFICER. MBRs living in barracks with meal deductions are on “Will meal collection” report
- **PAY-OPT** – CHEK = Checking account; SAVE = Savings account; ADDR = Local Address
- **LV BAL** – Leave Balance at End of Next Month

The UCFR is designed to give the unit commander a one line rollup of a Soldier’s pay status.
Harnessing the Knowledge of Peers

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

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

Peer Survey Questions

Which Troopers are most likely to get arrested within the next three months?
Which Troopers are most likely to get hurt during a personal recreational activity?
Which Troopers is the least responsible Troopers off-duty?
Which Troopers are most likely to get in a fight with their spouse/girlfriend?
Which Troopers are most likely to get in a fight?
Which Troopers drink too much?
Which Troopers are most likely to use illegal drugs?
Which Troopers have financial trouble?
Which Troopers have recently gotten in trouble off-duty and the chain of command does not know about it but should?
Which Troopers have behavioral health problems, are not seeking help, and should seek help?
Which Troopers are most likely to hurt themselves?
Which Troopers outside of your Platoon do you believe are at risk?
Army Readiness Assessment Program

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

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

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

**Quality Control** - Places emphasis on high standards of performance

**Risk Management** - Assesses the health of unit processes

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

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

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

http://www.211.org/
http://www.militaryonesource.com/skins/MOS/home.aspx
http://www.usa4militaryfamilies.dod.mil/
http://www.benefits.gov/
http://www.military.com/
http://www.militaryhomefront.dod.mil/
http://www.vba.va.gov/VBA/
http://wtc.army.mil/aw2/
http://www.disability.gov/
http://www.myarmyonesource.com/default.aspx
http://www.aerhq.org/
http://www.dol.gov/dol/topic/unemployment-insurance/
https://www.hnfs.com/content/hnfs/home/tn/common/contact_us.html/pp/content/hnfs/home/tn/bene/res/bene_forms.html
http://hmd.humana-military.com/South/phonenumbers.asp
http://www.operationmilitarykids.org/public/home.aspx
https://www.militarymentalhealth.org/Welcome.aspx
http://www.ptsd.va.gov/
http://www.ptsdmanual.com/
## Fort Hood Resources

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<th>AGENCIES</th>
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