



Lesson One – Overview of the Rear Detachment

INTRODUCTION

Welcome to the rear detachment course. The rear detachment commander is responsible for the remaining personnel and equipment, and for assistance to the families of deployed soldiers. This course provides information on unit tasks required for installation support, training of replacements, property accountability, and issues related to family care. Upon successful completion of this course you will be sent a copy of the *Rear Detachment Commander's Handbook*.

OBJECTIVES

This course will assist you in becoming an effective rear detachment commander by providing you with current helpful information. You will learn the relationship between the rear detachment, Family Readiness Group (FRG), and community resources. You'll also learn about available services and how to refer those in need to those services by communicating effectively with family members.

FAMILY SUPPORT STRUCTURE

There is a relationship among the three components of support. They are:

- Community resources, with ACS as the primary POC, and the Family Assistance Center
- Family Readiness Groups; and
- The unit, through the commander, rear detachment commander and the family readiness liaison/leader.

The FRG is a tool that assists commanders with family care. It is responsible for maintaining contact with family members, identifying needs and problems and referring those that they cannot meet, and providing activities that connect family members to one another. Family members, with authorization and guidance from the command, designed the FRG. They should be allowed to function as established, but commanders should provide support as requested.

FRG leaders and members know a great deal about what is happening with military families. Check Army Community Service (ACS) for times and dates for FRG leader training classes and army family team building (AFTB) classes. Both classes are designed to train family members for leadership roles. Some family members will turn to the FRG first for assistance. Be sure that FRG leaders know what they can assist with and which issues should be the rear detachment's (RD's) responsibility. For example, the RD or ACS Financial Readiness should deal with most financial problems. The FRG should refer such issues rather than get involved.

Common courtesy goes a long way to building rapport and trust. Remember that family members do not have to take orders and will resent being treated like one of your soldiers.

Rumors are a fact of life with deployments. Work with the FRG to dispel inaccurate and false information. If you both establish from the beginning that gossip will not be tolerated, you can keep some of this under control. All family members need to be reminded to check stories for accuracy by contacting RD or the FRG before passing anything on to others. If they don't get it directly from you, it should be ignored. Any requests from the media should always be fielded by Public Affairs Office (POA) first.

The rear detachment commander (RDC's) must be familiar with the resources on post and in the local community. Knowing exactly what services are available and how to access them allows the rear detachment to access the proper help in a timely manner, which reduces anxiety on the part of family members. The rear detachment should establish a Smart Book of names and telephone numbers for quick access.

Rear Detachment

Research shows the need for quality personnel to perform rear detachment duties. All, including the commander, must understand the importance of the RD's mission. Personnel assigned to the RD must be caring and experienced in dealing with family support issues. In addition to knowing about the community, both military and civilian, they need to be knowledgeable in personnel, finance and supply matters. They must understand the relationships between the rear detachment, the FRG and the family members, and the community support services. According to research done by the Center for Army Lessons Learned (CALL), the RDC should not be more than two ranks below the commander of the unit. Two senior non-commissioned officers (NCO) should be assigned for battalion and above levels.

The rear detachment commander (RDC) assumes the duties of the unit commander and maintains regular contact with the commander at the mission site. He or she oversees the administrative operations of the unit, submits required reports, and carries out personnel actions for stay-behind soldiers. All mail should be forwarded to deployed soldiers. Someone in the RD should have a valid mail clerk appointment card.

The RD is also responsible for property left behind in storage – personal items and vehicles. RD can assist families with problems regarding pay matters. Be sure to provide army emergency relief (AER) with copy of Assumption of Command orders to facilitate loan assistance. If family members must travel for training purposes, the RD should issue travel orders.

Keep an accurate record of all contacts, actions taken and then follow-up provided. Be sure phone numbers for the RD are widely available. One RD commander had small magnets made for family members containing important numbers that families need to know.

Before deployment takes place, **visit** the services and agencies, and make face-to face-contact with appropriate personnel. Keep an accurate record of all contacts, actions taken, and follow-up provided. When the RD encounters a problem or situation not in his or her area of expertise, refer that family to appropriate service; then follow up to be certain the service was used and the situation resolved. The RD is responsible for distributing or forwarding copies of the leave and earnings statement (LES). The authorized person should be designated in writing or by Power of Attorney (POA).

Timely and accurate information needs to be available to all family members. Hold meetings or visit FRG meetings and pass on this information so uncontrolled rumors will not make the rounds of the family members. Get to know the FRG leadership to build a working relationship.

The unit chaplain can serve as a trainer for family members as well as a crisis response and counseling point of contact (POC). The FRG is an excellent means of training family members.

Rear Detachment Commanders can assist in maintenance of common areas in the housing area, although family members have the main responsibility for their own quarters. Occasionally, situations may occur where the spouse is unable to do yard work. If the RD chooses to be involved in providing such services, develop and publish a policy that is made available to all spouses. Include in the policy exactly what services will be provided, under what circumstances, and what proof is needed. For example, a spouse experiencing difficulties in a pregnancy should provide a statement from her doctor stating the physical limitations placed upon her.

Regular administrative duties, such as Uniformed Cord of Military Justice (UCMJ), counseling, finance, supply inventories, and in and out processing of soldiers, will go on.

Lesson Two - Rear Detachment

Predeployment Preparation (Lessons learned from a Rear Detachment Commander)

1. Responsibilities:

- The RDC and RDC personnel are responsible for all personnel and equipment at home during unit's deployment.
- RDC provides FRG and its leaders with "point of entry" into official Army financial, legal and other personnel services systems.

Rear Detachment personnel should attend all the pre-deployment briefings so family members will know and recognize them.

Entitlements for deployments change depending upon the area and the situation. Be sure to understand exactly which entitlements apply.

Be certain that all spouses have a valid Power of Attorney (POA). This is required for claiming the LES. If the deployment occurs during the tax season, be sure that the POA states that the spouse can file for that tax year. Spouses caring for children from a soldier's previous marriage should have Medical Power of Attorney, unless they have legal guardianship.

A copy of the Family Information form should be on file for each soldier, especially if the family plans to leave the area during the deployment. Knowing how to reach each family is essential.

2. Organization

- Selection of Rear Detachment personnel has changed and the days are gone when commanders leave "sick, lame, or lazy" soldiers in the rear.
- Rear Detachment commanders must have sufficient personnel with skills required to effectively carry out responsibilities.
- Deployed personnel benefit greatly from the careful selection of rear detachment commander

3. Personnel Accountability

- Hold formations, at least twice daily (am/pm), and track closely for emergency circumstances.

4. Supply Accountability

- Take inventories seriously and request split property book, if possible.

5. Website

- Center for Army Lessons Learned www.call.army.mil

Operation R.E.A.D.Y. provides a *Soldier/Family Deployment Survival Handbook*. Personalize this for the unit. Operation R.E.A.D.Y. also has a series of classes on deployment preparation. Family members who attend these classes can learn how to solve many problems for themselves, thus preventing issues from becoming crises.

During Deployment

Plan monthly meetings with family members to keep them informed and to help dispel rumors. During a major deployment, such meetings may take place at the installation level. Even more frequent contact, a minimum of twice weekly, is needed with FRG leaders and advisors. Ensure their chain of concern (telephone tree) is current and all families are listed. FRG volunteers know the families and hear the rumors. They are also the means for getting information out quickly. Involve them in solving problems when appropriate, and ensure they are referring situations that are beyond their means and responsibility.

Be sure the video teleconferencing, e-mail, and phones are working and available to all families.

Be accessible to family members, but don't become personally involved in their situations. This involvement clouds judgment and prevents finding the best possible resolution. Know what resources are available to assist family members, and refer family members to them when necessary.

If the installation establishes a Family Assistance Center (FAC), ensure the unit is represented at all times.

The number of calls and contacts with family members depends upon the size of the unit, the length of the deployment, and the seriousness of the situation the troops are in. More issues and concerns will be raised during the first few weeks of the separation. Generally, the number of calls will increase again as redeployment gets closer.



There are many common areas of concern, such as:

- Financial problems run the gamut from poor management of finances to mistakes on the part of Defense Finance Accounting Service (DFAS). These problems affect the need for food and the ability to maintain the privately owned vehicle (POV).

- It is helpful to know from the beginning, which spouses cannot drive. Develop a plan for getting them to the commissary, medical facilities, etc.
- Domestic violence problems continue, now with Rear Detachment personnel, and sometimes between spouse and parents.
- Tension and anxiety levels are high; so expect neighborhood disputes of all kinds.
- Child abuse and child neglect cases will also continue, and sometimes increase. Report these to Family Advocacy, and get them involved. They usually have resources for respite care and classes for parents.



- Allegations of infidelity abound-some actual and some rumored. Refer these to the appropriate service; don't get in the middle.
- Be prepared to walk into some less than clean homes. Spouses with full responsibility for the home and children, lacking coping skills and experience, can soon become overwhelmed.
- American Red Cross messages will be received and sent.

REDPLOYMENT

Work with Army Community Service to present Operation R.E.A.D.Y. redeployment workshops. There is no such thing as "automatically all right" when soldiers return to their families. The chaplain in the field will use the same materials with the soldiers. Families need to know where, when, and how. Do all the administrative tasks before releasing soldiers to their families.



Rumors will be rampant about who is on which plane, etc. Be sure families understand the Rear Detachment has the final list, and they will be notified once the manifest is final. Utilize the FRG telephone tree for notification.

Plan an appropriate welcome ceremony IAW BDE or installation guidance. Coordinate refreshments.

Lesson Three - Family Readiness Group Overview



FRG MISSION

The mission of the Army is readiness-of soldiers, family members, and the unit. The FRG assists this mission by helping family members to become more **self-sufficient** and **stable**. The FRG can help family members to develop a more positive attitude about the unit and the Army by fostering a sense of belonging, which enables them to develop friendships and provides them with pertinent information about the unit and the community. It provides a family-the unit as a family-for those far away from home.

FRG COMPONENTS

The FRGs work most effectively at the company level. Battalion and brigade serve as steering committees and provide guidance to the FRGs. The family readiness liaison works at this level.

The commander is responsible for establishing the unit's FRG and providing support and guidance.

Volunteer-family members who have the well being of the unit at heart fill all other FRG positions.

The FRG leader can be appointed, elected by the FRG members, or can just step forward and volunteer to do the job. Regardless of how the leader comes to the job, the leader needs to have a written appointment letter from the commander. The unit may also have co-leaders for the FRG.

The FRG is not a one-person job, so other volunteers are needed. The points of contact on the telephone tree hold an important position. They are the contacts with the family members in the unit, passing along accurate information and notifying the leadership of problems and issues.

Since FRGs are permitted to raise money to support their activities, a treasurer is a necessary position. This is someone other than the leader and should not be a military member.

A secretary keeps minutes of meetings and records votes taken on important issues. Other positions can be added, such as refreshment coordinator, child care coordinator, activities coordinator, newsletter editor, welcoming committee chairperson-whatever the FRG feels is necessary. The more people are involved in the FRG, the stronger their commitment to the unit.

FRG ACTIVITIES

The FRG is not just an organization for the spouses. Everyone assigned to the unit is a member of the FRG. The FRG holds regular meetings to inform, educate, and connect the families in the unit.

They maintain an up-to-date roster of all members, a roster of volunteers, and rosters for each telephone tree POC. These rosters need to be maintained even during non-deployment. The membership roster is not to be published outside of the unit and should not be for personal use, like inviting people to Tupperware parties.

The FRG should publish a regular newsletter-either an FRG newsletter or in conjunction with a unit newsletter.

An important function of the FRG is to welcome new arrivals to the unit, either by visiting their homes or holding regular welcome events, or both.

The FRG can sponsor activities that get people out of the house and connected with others in the unit. Parties and other events are especially necessary during deployments.

THE FRG'S IMPACT

Members support and help each other-they don't expect the leader to "do it all."

The FRG, along with the Rear Detachment, is a source of information and referral. It directs family members to the best service for the situation.

The FRG should be a part of rumor control-not a vehicle for passing on gossip. The leadership must set the tone for this and discourage repeating of unfounded stories and inaccurate information.

The FRG is a social network for connecting soldiers and family members with like-minded people in the unit.

An effective FRG affects soldiers' performance. When a unit deploys, soldiers' stress can be reduced when they know that their families have a friend to turn to for assistance-a place to go for help and someone to talk to. Soldiers can concentrate on their jobs because they know their families are being cared for by the FRG.

An effective FRG affects soldiers' readiness. Soldiers with personal and family problems are an increased risk to themselves and to others in the unit. FRGs help families with readiness issues.

An effective FRG affects retention. It will be easier to keep the soldier in the Army if the spouse is satisfied with military life. By being connected to the FRG, family members feel connected to their Army family.

Family members who are actively involved in the FRG are knowledgeable about the community and their role in the readiness of the soldier. Resilient families mean the commander spends less time solving soldiers' problems. Family distracters, such as a soldier needing time off to take a spouse to an appointment, etc., are minimized, and the soldier can focus on the mission.

Reducing demand on support resources allows soldiers to focus on genuine emergencies and preventive training programs. During times of large deployments, many civilian community resources can be seriously over-burdened.

FRG TRAINING

Two programs provide resources and materials for training FRG volunteer leadership- Operation R.E.A.D.Y. and Army Family Team Building (AFTB). Both programs provide training for family members, as well. Encourage family members to take advantage of these programs offered by the installation. See that volunteers receive the training in order to provide the best possible service to our military families.



Lesson Four - Crisis Intervention

The same Chinese character describes a crisis and an opportunity. What does this mean?

Evidently the seeds of the solution to every crisis are an integral part of the crisis. Let's look at crisis intervention to see how this could be.

OBJECTIVES

In this lesson, we will look at crisis situations and try to define them, determine people's expectations during a crisis, learn how to help people solve their own crises, and finally look at when and how to refer individuals to appropriate agencies.

CRISIS FACTORS

We often think of a crisis as a dangerous and fearful event, such as an illness or an accident. It could be a financial crisis, or it might involve post-traumatic stress. Often, it is a challenge to a person's survival, and perhaps to their growth, character, and maturity. The crisis may result from the lack of adequate coping skills.

What are some examples of a crisis?

A crisis state begins with an event or series of events that a person feels unable to handle. Energy rises as the person attempts to deal with the situation. The person experiences many different emotions—anger, fear and sometimes euphoria and confidence. There is a great deal of movement between states of mind. The person may make a decision to do something—usually without thinking through the situation or looking at the consequences of the choice. As the problem continues, coping skills break down, and the person can no longer keep things together.

A crisis is time limited. It normally takes four to six weeks to resolve. The person may find that they are better off than before because they have learned a new skill; they may be worse off because the crisis meant a permanent change in their life, or they may remain the same.

TYPES OF CRISIS

What kinds of crises are developmental? An example would be life transitions.

Deprivational? Death, divorce, or being passed over for a promotion are examples.

Situational? A serious illness such as cancer, a move to an unaccompanied tour area, or deployment to a war zone are situational crises.

Intergrational? Loss of a job, failing the Quantitative Management Program (QMP) board, getting injured in such a way that bars you from competing for the next higher position, and death of a spouse are integrational crisis.

EXPECTATIONS

Which of the four expectations shown here are realistic for a rear detachment commander or any helping person to provide?

- The problem will be solved.
- They will be rescued.

- They will receive helpful information or knowledge.
- They will receive a caring attitude.

Answer: The last two are the only realistic expectations.

RDC's and FRG's will provide information and support to family members to resolve problems and issues.

PROBLEM SOLVING

Dr. Warren Jones developed the **A-B-C problem-solving method**.

The first step is to define the problem, which is the key to the solution.

Once the problem has been isolated and defined, the RDC can help the family member solve his or her problem using their own resources, coping skills, and knowledge of the situation.

Any attempt to solve the problem for the family member will usually result in a less than effective solution and possibly an emotional backlash from the family member.

A good question to ask the client is, "What will occur if this crisis happens?"

Then ask, "What will happen after that; and after that; and then?"

The idea is to explore the threat to its conclusion as far as the family member can see. This does two things—it helps the family member to verbalize it and therefore understand it better, and it reduces the fear factor. The verbalization then helps them see the past and present factors and determine if the crisis is as serious as they once thought.

If you can name it, you can cast it out!

Here is the responsibility of the rear detachment personnel or helping person.

List the resources that are available. Find out what the person may have already tried so as to not send them through the same routine. Assist with problem solving, but do not solve it for them. Let the person decide what they would do and the order in which they will do it. Let them discover that they are not alone but have others available to support them. Summarize the process they will use to solve the problem.

REFERRALS

Referral will be a frequent action. Refer any situation that is not in your area of expertise. Contact the helping agency; get the name of the worker, and set up an

appointment. Send someone with the person in crisis if they show a reluctance to go alone.

SUGGESTIONS

Check for satisfaction and resolution of the problem.

Log each case by numbers, not names. Provide access to the log for only those needing to know such as the commander, chaplain, and immediate supervisor.

Never hesitate to ask if the person is contemplating suicide. If he/she is thinking about it, they normally will tell someone. If he/she is, one must hold the person there and call the police/MPs, or take the person to competent medical authorities.

If one is calm, this will help the client to remain calm in a crisis.

If you have any questions pertaining crisis intervention, please contact Army Community Service Family Advocacy Program Manager.



Lesson Five – Army Community Service

Mission Statement

“To assist commanders in maintaining readiness of individuals, families, and communities within America’s Army by developing, coordinating and delivering services which promote self-reliance, resiliency, and stability during war and peace.”

Findings from Family Adaptation

- Adaptive Army families are those able to manage the demands of Army life and to work together as a team in meeting Army expectations.
- ACS Unit Service Coordinator is a paid staff member who is assigned to your unit. He/she acts as the liaison for your unit and FRG for ACS services
- He/she is your link to community resources.

Programs

Mobilization & Deployment

- Predeployment – ongoing readiness
- Expanded family assistance center services (FAC)
- Postdeployment – Reunion briefings



Financial Readiness

- Individual counseling and group workshops
- Army Emergency Relief
- Consumer Credit Counseling Services (CCCS)

Relocation Assistance

- Pre-move
- Sponsorship training
- Relocation information
- www.gordon.army.mil/acs

Employment Assistance

- Resume & Resumix workshops
- Customized workshops and training
- Local job listings on website www.hirenet.com
- Job Fairs and Networking Group

Family Advocacy Program

- Command & troop education
- Workshops/classes
- Playgroup
- Emergency Services
- Respite care and New Parent Support Group

Volunteer Program

ACS offers volunteers

- Job Skills
- Job references
- Networking
- Job Training

Community Life

- Installation Volunteer Program
- Army Family Team Building (AFTB)
- Army Family Action Plan
- Christmas House

Exceptional Family Member Program

- Information and referral for families with special needs
- Resource directory and library
- Monthly community recreation activity
- Monthly Parent Information Exchange meetings

Army Emergency Relief

Army Emergency Relief (AER) can assist in the following emergency situations. All cases are based upon individual circumstances.

- Food
- Essential POV repairs
- Rent
- Emergency travel

Procedure for applying for AER

- Prepare DA Form 1103
- Obtain commander's signature
- Provide appropriate documentation
- Call AER office for appointment
- After hours, contact Center Duty Officer
- Available through Red Cross if not near a military installation

Lesson Six – TRICARE

TRICARE is the Department of Defense Health Care Program. Humana Military Healthcare Services offers TRICARE in Regions 3 & 4.

Mandatory Enrollment for ALL active duty.

Active Duty Service Member enrollment form is processed to Kentucky; you will be assigned to a Primary Care Manager (PCM). You must have authorization before seeking care anywhere other than at the Medical Troop Facility (MTF). You will go to your PCM for all non-emergency care and referrals to a specialist or hospital when necessary.

➤ **Emergency Care** is considered the sudden and unexpected onset or the acute worsening of a medical condition that is threatening to life, limb or sight, and requires immediate treatment. (Loss of consciousness, convulsions, shortness of breathe, chest pains, uncontrolled bleeding, suicide attempts, drug overdoses, major depression and other acute conditions) (Pregnancy-related medical emergencies involve a sudden or unexpected medical complication that puts the mother, the baby, or both at risk.)

Report to the nearest hospital or emergency room. You or someone acting on your behalf must call your PCM within 24-hours of receiving care to ensure maximum coverage. If an inpatient stay results from the emergency room visit, your PCM or the hospital must obtain an authorization from the Health Care Finder within 24 hours of the admission.

- **Urgent Care** refers to medical attention for a condition that is serious enough that one cannot delay treatment. (i.e., eye or ear infections, bladder infections, extremely high fever, strep throat) Contact your Primary Care Manager (PCM) before receiving care.
- **Routine Care** is not covered while one is away from home. Period of Service (POS) option will apply. \$300 individual/\$600 family deductible PLUS 50% of the allowable charges.
- **BILLS!!!!!!!** If you receive care from any facility, or physician (including ambulance transport) other than at an MTF, and receive bills, bring the bills to Health Benefits to discuss the process for payment.

Beneficiaries are:

- Spouse
- Children
- Wards and pre-adoptive children
- Some former spouses
- Some parents and parents-in-law

Defense Enrollment Eligibility Reporting System (DEERS)

- All beneficiaries must be on DEERS. **Not in DEERS, Not eligible for benefits.**

TRICARE FOR FAMILY

- Voluntary. If you want PRIME Benefits for family, ENROLLMENT is required.

PRIME

- Health Management Office (HMO), quality care at the lowest out-of-pocket expense. No enrollment fee, no cost shares/deductibles. Referrals required from PCM for specialty and civilian care. The Cat Cap (out of pocket expense) for active duty beneficiaries is \$1000.00 per enrollment year. As a Prime enrollee, you have **priority** access to MTF.

STANDARD

- Freedom of choice to see any TRICARE certified provider at higher out-of-pocket expense. No enrollment required. Need supplemental insurance. Cost share 20% of allowable charges. Deductible to meet: E1-E4- \$50/\$100, E5 & above - \$150/\$300 per fiscal year. Cat Cap \$1000.00 per fiscal year.

OB/Maternity Care:

- ALL prenatal care at EAMC
- Delivery at Medical College of Georgia
- Mandatory OB Briefing
- Pre-registration required to be under the OB Contract
- The family is responsible for delivery bills from hospitals other than Medical College of Georgia or Eisenhower.

Pharmacy Benefits

- No charge at MTF
- TRICARE Network Pharmacy - \$3.00 generic \$9.00 brand name for 30 day supply (Wal Mart, K-Mart, Eckerd, Walgreen, Kroger)
- National Mail Order Pharmacy Program - \$3.00 generic \$9.00 brand name for 90 day supply; cannot have other health insurance (OHI) plan that covers medication
- Non-network pharmacy file your own claims, and pay full retail price until your deductible is met

TRICARE Offers

- Programs for Persons with Disabilities and Exceptional Family Member Program

Websites

TRICARE: www.humana-military.com or www.tricare.osd.mil

Monitor Claims: www.mytricare.com

TRICARE Dental Program:

- United Concordia administers and underwrites this program
- This is a separate program from the TRICARE healthcare program.
- Enrollment is required but is not mandatory. Sponsor must have 12 months remaining on commitment with parent service
- DEERS must-be-up-to-date.
- With the enrollment application, you must submit an initial payment (8.14 or 20.35)
- Premiums are deducted from the sponsor's pay each month after initial enrollment
- Coverage effective the 1st day of the month after the month in which a sponsor enrolls and one month's premium payment is received
- Care will be at a civilian dental office.

Visit www.ucci.com for enrollment and provider information.

Further guidance/answers can be obtained from a beneficiary counseling assistance coordinator (BCAC) at the local military treatment facility. At Eisenhower Army Medical Center, the telephone number is 706-787-6261/6346.

Lesson Seven – Casualty and Mortuary Affairs

The Adjutant General Division, Casualty and Mortuary Affairs provide assistance to the next-of-kin (NOK) and Commander when a soldier dies is injured, captured or missing.

➤ Upon notification of the death of a soldier, the Casualty Assistance (AG Division) will appoint a Casualty Notification Officer (CNO) and a chaplain to make official in-person notification to the primary and secondary next-of-kin. Next of Kin notifications are always done in person.

➤ It is imperative that the Command keep all information concerning the death of a soldier confidential until the Casualty Notification Officer has properly contacted the next-of- kin.

➤ No one (anyone in the soldier's unit, friends, media, etc) should ever contact the family until after **all** official notifications have been made. A soldier may have multiple family members in different locations. It may take longer than expected to make the official notifications to all involved.

➤ After official notification has been made, a Casualty Assistance Officer/Noncommissioned Officer (CAO/CANCO) will be appointed to assist the next-of-kin with benefits and entitlements to include:

- **Death Gratuity and Servicemen's Group Life Insurance**
- **Mortuary benefits (embalming, casketing, etc.)**
- **Veterans Administration and Social Security Benefits**
- **Settlement of personal affairs**

➤ The Casualty and Mortuary Affairs Office will provide guidance and information to the Command on the following areas:

- **Line of Duty Investigation**
- **Summary Court Officer and Personal Effects**
- **Escort for transportation of remains**
- **Letters of condolences**
- **Questions regarding death benefits**

The Record of Emergency Data (DD Form 93) and Servicemen's Group Life Insurance form kept in a soldier/officer's Military Personnel Record's Jacket at Darling Hall should be kept up-to-date upon:

- **Change of address of family members**
- **Divorce, marriage, birth/adoption of children**
- **Death of next-of-kin**

Information is obtained to contact the next-of-kin should a soldier become a casualty. Outdated forms may cause delays in notification to family members. At Fort Gordon, the point of contact is Anne D. Harrison, AG Division, Darling Hall, Suite 250, 706-791-2914. The Installation Operation Center's phone numbers are 706-791-9747/791-9748.

Lesson Eight – Finance

1. Leave & Earnings Statement (LES) and Net Pay Advice (NPA)

a. NPA: To provide mid-month pay data and administrative remarks for those soldiers who have elected the mid-month pay option.

b. LES: LES's are released for distribution two (2) days prior to mid-month and end-of-month paydays. Submit requests for missing LES's on a DA Form 2142 to your PAC.

2. Leave

a. The DA Form 31 (Request & Authority for Leave) is used for all categories of leave and prepared in four parts as outlined in AR-600-8-10.

b. The control number and the input source code for the unit will be entered in item 1 of the DA Form 31.

c. Control numbers are used for all chargeable leave, with the exception of leave in conjunction with permanent change of station (PCS), temporary duty (TDY), or terminal leave. Enter "PCS", "TDY", or "CONV" in block number 1.

3. Determining Chargeable Leave: The Battalion S1 will determine the period of leave chargeable when there is "No Travel" involved. The Finance Office will determine the period of leave chargeable when there is travel involved (i.e. PCS, TDY).

4. Terminal (Transition) Leave

a. Upon reporting to Finance for the transition briefing the soldier must have in his/her possession the suspense copy of the DA Form 31.

b. Soldiers being involuntarily separated and are authorized excess leave in conjunction with terminal leave must have the suspense copy of the DA Form 31 forwarded to Finance on a UTM.

c. Terminal leaves are due to finance within two (2) days after the soldier has signed out on leave.

LESSON Nine: Unit Commander's Guide to the Unit Commander's Finance Report (UCFR)

1. The UCFR is distributed to the unit commander monthly prior to the end-of-month leave and earnings statements (LES). This report provides the unit commander a one line rollup of a soldier's monthly pay account, making it easier to review the soldier's pay entitlements. All available documents in the BN S1 or the unit should be used to verify data on the UCFR (i.e., unit rosters , AAC-C27 report, SIDPERS rosters, DA Form 4187 (Personnel Action, AWOL files, and Article 15 files). The review of the UCFR by the unit commander and immediate notification to finance when a difference is noted is essential in order to reduce fraud, waste and abuse to ensure soldiers receive the pay they are entitled.

2. All supporting documentation will be included when corrections need to be made on the UCFR (i.e. 4187 to authorize BAS for a soldier not currently receiving BAH. The unit commander is required to certify the monthly UCFR and return it to the servicing Finance Office within 10 days of receipt. The certification will include the statement: "I certify that I reviewed the accountability and duty status of the personnel contained on this UCFR and they are assigned or attached to my unit. To the best of my knowledge this information is correct and has been corrected on this report." Follow this statement with a signature block and signature of the commander.

3. Monthly Review. The instructions below provide guidance to unit commanders on the proper processing of the UCFR. This includes the unit commander's responsibilities, what to look for and how to take corrective action.

a. Accountability

(1) Verify that all soldier's assigned to the unit appear on the UCFR.

(2) Review the "GR" (GRADE) line on the UCFR and compare it to the soldiers correct pay grade. If the pay grade on the UCFR is not correct, contact the BN S1 to verify the proper grade. The BN S1 will ensure that the proper Grade/JUMPS (Joint Uniform Military Pay System) Army Corrector Transaction (JACT) is submitted through SIDPERS. If a reject occurs on the finance system, then the finance office must be contacted to review the pay account for problems that prevented the promotion transaction from processing.

(3) Review the "Name" and "SSAN" line on the UCFR and ensure they reflect soldiers that are actually assigned and not attached to the unit.

(4) By following the above procedures monthly, it will help identify soldiers still receiving pay and allowances that have been separated, retired, or dropped from rolls (DFR), while ensuring that each member of the unit receives a LES.

b. Monthly Net Pay – "EM" code indicate soldier is receiving end-of-month pay only.

c. Allotments – Total of monthly allotments.

d. Authorized/Unauthorized entitlements

(1) Compare the BAH line of each soldier on the UCFR with the actual dependency status. Notify finance by correcting the type of BAH if any discrepancy exists and schedule an appointment at finance for the soldier to update his/her records.

(2) Review the BAS (Basic Allowance for Subsistence) line on the UCFR. Survey the soldiers currently signed for a meal card and ensure they are not receiving BAS. Review soldiers not receiving BAS who are entitled based on residing off-post, dietary restrictions, duty hours or unavailability of government dining facilities, and should be receiving BAS.

Notify finance of any discrepancy and provide supporting documentation (i.e. DA Form 4187s).

(1) Examine variable housing allowance (BAH) on the UCFR.

e. Pay Option. A “check” or “save” in this column occurs when the soldier has his/her pay going to a financial institution. An “ADDR” indicates the soldier’s pay is going to an address. Advise soldiers who have their pay going to an address that electronic fund transfer (EFT) is mandatory for all government payments.

f. Leave Balance. Leave balance on the UCFR. Numeric values in this column show the current leave balance of each soldier.

(1) Use these figures to plan leave within the unit to ensuring not to inadvertently approve excess leave and cause a financial hardship on the soldier.

Lesson Ten: Military Personnel Division, Personnel Automation Branch

The primary purpose for automated personnel information is to manage the strength of the U.S. Army. Timely and accurate personnel data is the center of mass for the entire military personnel management process. If military personnel clerks and Commanders are not trained properly, the result could lead to many man-hours correcting the problem. A real example of this is that Soldier Smith decided that he wasn’t going to stay in the U.S. Army any longer. The soldier went Absent Without Leave (AWOL) and was never reported AWOL. Following 9/11, the soldier became patriotic and returned to his former unit. The soldier was never reported AWOL and consequently was getting paid. Commanders and personnel managers often do not understand the importance of accurate personnel data and the result is poor data quality.

There are a number of reports available in Electronic Military Personnel (eMILPO) that will assist commanders with data excellence. These reports include:

> Alpha Roster
AAA-342; Human Resource Authorization Report;

> Unit Personnel Accountability Report
AAA-162

> Unit Personnel Accountability Notice
AAA-165

> Report of AWOL's
AAA-160

The Personnel Automation Branch is responsible for working strength deviation reports, error resolution and DA Feedback. This includes the 30-Day past Due Report, the Master Audit Devastation Report, and the Timeliness Report.

When units encounter problems submitting transactions they should contact the system administrator and submit a trouble ticket to the PAB.

Lesson Eleven - Inspector General (IG)

The Inspector General (IG) is the representative of the Commanding General on matters effecting mission accomplishment and the state of economy, efficiency, discipline, morale, training and readiness of the command. In other words, the IG is an extension of the Eyes, Ears, Voice, and Conscience of the Commander.

The IG performs four functions; Inspections, Assistance, Investigations, and Teach & Train.

In the Assistance function, the IG provides assistance to soldiers, civilian employees, family members, contractors, retirees, and civilians. Soldiers should seek resolution of issues with the chain-of-command prior to seeking help from the IG. However, if the soldier insists on addressing problems with the IG, the chain-of-command should never deny them access. To deny a soldier the right to communicate with the IG is punishable under the UCMJ. In many cases the chain-of-command may refer soldiers to the IG when attempts to resolve the soldier's problems become bogged down in the system. The number one issue in providing assistance to family members is in the area of non-support. When a family member contacts the IG for non-support assistance, the Commander will be notified in writing. The Commander is responsible for enforcing the provisions of AR 608-99 related to Financial Support of Family Members. The IG is a good source of information and advice for the leadership on a wide variety of issues.

In the Inspections Function, the IG monitors the Organizational Inspection Program (OIP) for the post. Each unit at battalion and above will have an OIP. New commanders should become familiar with the unit OIP and AR 1-201 as soon as possible. Under the OIP all Company Commanders will receive an Initial Command Inspection (ICI) from their Battalion Commander within the first 90 days of assuming command. They will also receive a Subsequent Command Inspection, usually within a

year. The IG conducts at least one Special Inspection each quarter that focuses on issues rather than units. There is a wide range of topics addressed during IG inspections including counseling, property accountability, private organizations, solicitation, and weight control.

The IG conducts two types of investigations, IG Investigations and IG Investigative Inquires. An IG Investigation is directed in writing by the Commanding General to investigate serious allegations. IG Investigative Inquiries are directed by the IG in cases related to less serious allegations. Both utilize the same investigative techniques, including sworn testimony and formal reports. Since IG records cannot be used to initiate UCJM actions against personnel, IGs may refer the allegations to the commander for a Commander's Inquiry or an AR 15-6 Investigation. If you are directed to conduct a Commander's Inquiry, it is best to follow the guidelines contained in AR 15-6 since there are no formal guidelines for the conduct of a Commanders Inquiry.

Common Pitfalls for commanders:

Abuse of Authority or Position

- Failure to Investigate
- Failure to Take Corrective Actions
- Failure to Support EO Programs
- Unlawful Command Influence

Improper Personnel Actions

- Unequal Treatment
- Failure to Provide Due Process
- Reprisal
- Promotion Boards
- Army Physical Fitness Test (APFT)
- Sexual Misconduct
- Abusive Profane Language
- Sexual Harassment
- Fraternalization
- Awards

Fraud, Waste & Management

- Unnecessary/Excessive Travel
- Questionable Conferences
- "Gold Plate" Renovations
- Improper Use of Resources
- Double Payments
- Cellular Telephones

Personal Misconduct

- APFT
- Sexual Misconduct

- Abusive Profane Language
- Sexual Harassment
- Fraternalization
- Awards

The Inspector General publishes a Commander and 1SG Handbook, which is posted on the web site at <http://www.gordon.army.mil/ig/handbook.pdf> . It is recommended to download the handbook and use it as a quick reference guide to resolving issues that are encountered.

The IG Office is located in building 33800, near the corner of Chamberlain and Rice Roads. The phone number is 791-4565. The hours of operation are Monday-Friday, 0730 to 1630. No appointment is required.

Lesson Twelve – American Red Cross

MISSION: The American Red Cross (ARC), a humanitarian organization led by volunteers and guided by the Congressional Charter and the Fundamental Principles of the International Red Cross Movement, provides relief to victims of disasters and assists people prevent, prepare for, and respond to emergencies.

1. The American Red Cross is located in Eisenhower Army Medical Center, Building 300, 3rd Floor, Room 3D-09; Phone 787-6311/3567, DSN 773-6311/3567. Hours 0730-1600, Monday through Friday. Toll free telephone number 1-877-272-7337, available 24 hours a day and 7 days a week.

2. Emergency Communication - Red Cross provides emergency communications for active duty military and family members assigned to or residing on Fort Gordon 24 hours a day, 7 days a week through the Armed Forces Emergency Services Center (AFES), Falls Church VA. The Red Cross worker is available through the AFES Center (1-877-272-7337). Emergency communications include verification of illness or death of the immediate family (father, mother, sister or brother) of active duty or their spouse. Verification for illness includes obtaining a doctor's statement consisting of diagnosis, prognosis, current condition, life expectancy and a recommendation for presence. Death verification includes the name of the deceased, the funeral home name and phone number, date and cause of death and any funeral plans.

In addition to the above communication, Red Cross also provides birth announcements when the normal means of communications are disrupted. This includes a statement from the doctor with the condition of the mother and baby.

Health and Welfare reports are provided when there has been an interruption in communications between active duty and their family or extended family. This often happens when there are permanent change of stations (PCS), schools or other disruptions that cause families to lose contact.

3. Volunteer opportunities - Red Cross volunteers provide many services for the Fort Gordon community. Opportunities exist to provide leadership, youth program, medical/dental services, disaster relief, teaching and many more. Call the office for details.

4. Educational Training - CPR and First Aid, Babysitter's Training, Water Safety Instruction, Life guarding, and HIV/AIDS Education are just a few of the Health and Safety training offered through the Red Cross.

5. Disaster Relief and Education - In addition to providing disaster relief for the basic necessities (food, clothing and shelter), Red Cross also provides educational classes and materials on disaster preparedness.



Lesson Thirteen – Public Affairs Office

The Public Affairs Office (PAO) needs to be involved with commanders of deployed troops at all times when there is contact with or presence of news media. Public Affairs media relations personnel will talk with media representatives, answer questions and provide input, and arrange interviews for media with members of the Family Readiness Group. PAO will prepare individuals for an interview by briefing questions one should be prepared for when talking to the media, and offer suggested responses to sensitive media questions.

News reporters may call RD commanders/ units or family members of deployed soldiers and want to conduct a telephone interview. Commanders should always have PAO present when talking with the media. If a reporter will not wait until the next day, he or she will not get an interview. It is strongly advised that family members of deployed soldiers seek PAO assistance when contacted by the media. PAO will also prepare family members prior to interviews with the media.

Lesson Fourteen – Office of the Installation Chaplain

1. Mission: The mission of the Installation Chaplain is:

- a. Conduct and provide religious services
- b. Administer sacraments
- c. Provide pastoral care

- d. Conduct/provide religious education
- e. Advise commander on issues of morale
- f. Ensure free exercise of religion
(Title 10 USC, Sections 3073,3547.3581)

2. Chaplains impact soldiers and families through building confidence and strengthen families.

3. Chaplain programs include:

- a. Designated chapel offerings
- b. Emergency food vouchers
- c. Unit moral-building programs
- d. Interactive marriage workshops
- e. "How to Communicate" programs
- f. Marriage/Family strengthening programs
- g. ASIST (Applied Suicide Intervention Skills Training)
- h. Community-wide Ecumenical Thanksgiving/Christmas programs.

4. Chaplain Qualifications

- a. Four year accredited Bachelors degree
- b. Three year accredited graduate degree
- c. Ordained by a recognized religious body
- d. Endorsed by an Armed Forces Chaplain Board Religious Group
- e. Physically and medically qualified
- f. National Agency Check (NAC) qualified for secret clearance

5. According to AR 165-1 (paragraph 4m), privileged communication is defined as any communication to a chaplain or chaplain's assistant given as a formal act of religion or as a matter of conscience. It is communication that is made to a chaplain acting a spiritual advisor or to a chaplain's assistant aiding a spiritual advisor. For rear detachment commanders, this means that most conversations between a soldier and chaplain or family member and a chaplain are considered confidential.

6. In deployment situations, the Installation Chaplain will designate a non-deployed Unit Ministry team (UMT) to provide direct religious support to the rear detachment. This Chaplain may not be from within the deployed unit's organization. This designation should be made before the deployed unit leaves. The wise rear detachment commander will ensure coordination is made with the supporting chaplain.