173rd IBCT (Airborne) Company Commander Smart Book

The flowing pages are organized to assist you as you prepare and take command in the 173rd Infantry Brigade Combat Team (Airborne). This smart book is divided into three sections: taking command, programs and agencies, and systems and ideas. This information is a collaboration from past Company Commanders to help make you successful. This smart book will remain a fluid document for future Company Commanders to update as information, people, locations, and processes change. Hope this document helps you continue the proud lineage of the 173rd IBCT (Airborne).

__Taking Command__

Taking command is a huge step in your career and you want to be able to sprint full speed ahead once you take the guidon rather than begin to learn about the organization that you will lead. At times, taking command can be overwhelming and also cause you to lose sight on many of the critical tasks that you must accomplish. Don't let property inventories and inspections consume your entire brain power prior to taking command. There are many pillars to your organization that you must understand and the checklist and lessons learned below will provide you with a guide to be successful as you prepare to take Company Command.

__Company Command Forum__: The Company Command Forum is the best resource as a starting block to get feedback, ideas, and lessons learned about being a Company Commander. If you are not registered, it is easy to do and I would highly encourage you to do it as soon as possible. You will have access to a database of great resources that can save you endless hours of work and energy. Additionally, you will receive a montly email on feedback from a Company Commander and lessons learned across the force. Follow the link below to register for the forum, it is an amazing resource.
http://companycommand.army.mil/

__Commander and 1SG Quick Reference Guide to Army Regulations__: Many of the topics discussed below are covered in attachment 32, Commander and First Sergeants Quick Reference Guide to Army Regulations. Prior to taking command or while in command, refer to this document routinely to answer many of the questions you might have regarding legal and administrative actions. This document is the best starting point prior to taking command.

__Garrison Battle Drills__: In addition to the Guide to Army Regulations, be sure to read and understand the command in Garrison Battle Drills document, attachment 37. You may not be familiar with all of the drill so many of them are explained in-depth below. Nevertheless, this is a great document to step off with prior to taking command.

__Inventories:__ Inventories are the first impression you will have of your new company. Be stern, fair, and provide expectations for your new company. If your subordinate leaders fail to meet your expectations as clearly stated, make them redo it. Use the checklist below to assist with change of command layouts and inventories.
- ☐ Provide your Executive Officer with your expectations for your inventories at least one month prior to taking command to allow him to conduct a pre-inspection, fix deficiencies and update paperwork.
- ☐ Request the unit property book at least one month prior to taking command and review for any excess items or items not being used.

- ☐ Ensure the Platoon Leader and Platoon Sergeant present for all inventories of their equipment.
- ☐ Inventory all items using the TM or unit generated hand receipt.
- ☐ Ensure all items are displayed in order of TM listing to help expedite the time on each item
- ☐ Ensure all shortage annexes are present at each inventory. All shortage annexes should have the appropriate ARC code stating if the short component is durable, expendable, or nonexpendable.
- ☐ Ensure all equipment is clean and in order.
- ☐ Ensure some form of a maintenance book is present for each item and has a status code on the request for a needed part or service.
- ☐ Identify excess items for turn in and submit paperwork prior to signing property book.
- ☐ Keep one copy of all shortage annexes after inventory and have your supply sergeant provide you with a signed and updated copy the following morning at the start of inventories.
- ☐ Inventory all OCIE. Identify all short OCIE items and request statement of charges for all items not present on OCIE inventory.
- ☐ Request a combined list of all shortages from your inventory. The list of shortages should contain ARC codes, dollar amounts, and a total dollar amount of all items.
- ☐ Request a DCR II and IX for all shortage components displaying their order status prior to signing the property book.
- ☐ Have all sub hand receipt holders sign their PBUSE hand receipt immediately following their layout. Do not sign your property book until you have a signed copy of all sub hand receipts and your personal hand receipt balance is zero.

Change of Command Inventory Memorandums: To aid you in accounting for all of your equipment and to provide you records of your inventories, the list of memorandums and paperwork are critical to have as you keep records of your new property. You Company Executive Officer and Supply Sergeant will be able to prepare all of these items for you.
- ☐ List of shortages with dollar amount (contains the shortages from the out-going Commander's Change of Command and the current list of shortages, see attachment 111
- ☐ Acknowledgement of shortages statement, see attachment 112
- ☐ Memorandum identifying the list of essential shortages for order and the dollar amount associated with those shortages, see attachment 113
- ☐ Technical Manual and no Technical Manual component list inventory list signed by the out-going and in-coming Commander, See attachment 114(TM Memo) and attachment 115 (No TM Memo)
- ☐

Unit funds report: There are two forms of unit funds you have at your disposal as a Company Commander: MWR Funds and FRG Funds. Attachment 1 is the unit funds SOP and Attachment 2 is the memo needed to request unit funds. Ensure you review the SOP prior to

taking command. Ask your unit funds custodian to get you the balance of each account prior to taking command. Both accounts are replenished on the 1st of October; however, if you have money in your account at the end of the fiscal year, you forfeit it. The unit funds SOP explains all of this so ensure you take the time to read it so you know how much money you get per Paratrooper and what you can legally spend your money on.

Personal Accountability Inspection (PAI): The PAI is your inspection of all the Paratroopers in your unit. This is the ideal time to learn some insightful information on each Paratrooper and the chain of command. Have your 1SG or XO establish a time for you to conduct this inspection. This should be planned just as your property inspections are planned. At a minimum, your PAI will verify everyone that is on your AAA-162 by physically inspecting the person, their ID card, and their ID tags. Additionally, you can use this opportunity to inspect other areas of the Paratrooper or chain of command. Some examples are listed below.
- ☐ Counseling packets
- ☐ Individual rifle and assigned equipment
- ☐ Data Sheets (DTMS or some other form)
- ☐ Verify administrative tracker and DTMS information
- ☐ FRG Roster and spouse information

Manning Roster Review: In addition to your PAI, review the manning roster with you 1SG. This will let you know the short-comings within the company as well as let you know when key leaders and Paratroopers are departing. Review this before or after the PAI. Let your 1SG give you the details on many of the Paratroopers and Leaders so you know individual, squad, and platoon personalities. The manning roster review should layout each duty position in the company and the assigned Paratrooper. Attachment 38 is a manning roster shell.

Policy Letter Review: The majority of your policy letters should be complete by the time you take command. Yes, many of these policies may change and a few you will develop along the way, but you should understand how to support the Battalion policies through your letters. A good practice is to have one policy letter for each Battalion Policy Letter. If your policy is the same as your Battalion Commander's then simply provide a policy letter that states your Company policy is "…in accordance with the Battalion Policy letter ##, dated ###..." Some examples of policies letter topics you should address are listed below.
- ☐ Command Philosophy
- ☐ Commander's Open Door Policy
- ☐ Equal Opportunity and SHARP
- ☐ Alcohol and drug abuse
- ☐ Urinalysis
- ☐ Safety and risk management
- ☐ Live fire training
- ☐ UCMJ jurisdiction
- ☐ Family readiness group
- ☐ Physical fitness training

☐ Assigned duties
☐ Motorcycle riders
☐ Off duty communications
☐ Sponsorship program
☐ And many more….

Memorandums for Commodity Shops: Once you take command, you will need to adjust the memorandums for your supply room, communication room, and arms room. These memorandums will give limited access to each commodity shop as well as update your security requirements for each shop. Additionally, you will need to publish a memorandum for monthly inventories. All of these memorandums must be present at each shop as part of Garrison and Brigade inspections
   ☐ Monthly Sensitive Items Inventory Duty Roster: Attachment 24
   ☐ Unaccompanied/accompanied Access Roster: Attachment 25
   ☐ Assignment of duty officer memorandum

SHARP and Equal Opportunity (EO) Documents: Below is a list of memorandums and documents you will need to authorize and update for your SHARP and EO representatives once you take command. Additionally, below is the Army SHARP Guidebook and three examples of SHARP Counseling for your company.
   ☐ Assignment order for Company SHARP representative
   ☐ SOP for reporting sexual assault: Attachment 39
   ☐ SHARP Guidebook: Attachment 26
   ☐ SHARP Counseling Template 1: Attachment 27
   ☐ SHARP Counseling Template 2: Attachment 28
   ☐ SHARP Counseling Template 3: Attachment 29

Command Climate Survey: After you take command, you will need to initiate a command climate survey within the first 30 days and then reassess your company after six months of command. Ensure you add in feedback questions as part of your survey because you will get very candid feedback from your Paratroopers on issues that are a concern to them. Visit https://msaf.army.mil to set up the command climate survey. Your Company EO representative can set up the survey for you and provide you the results once complete.

Commander Critical Information Requirements (CCIR): Prior to taking command, you must know your commander's CCIR, and furthermore, you will need to publish your own Company CCIR. It may be published in a policy letter or it may be guidance that your commander issued to your peer commander's; nevertheless, you must know it and your subordinate leaders must know yours. It will guide you and your company on what requires urgent or routine notification. Be sure to ask the out-going commander for the Battalion CCIR and how he handled personal situations relating to an event. Listed below are some examples of CCIR notification.
   ☐ Urgent Notification: (call immediately)
      o Death of Paratrooper or family member

- o Accident or serious injury resulting in hospitalization
- o Serious incident that causes negative image to U.S Army, likely resulted in arrest
- o Loss or theft to sensitive item or equipment
- o Sexual assault report
- ☐ Routine Notification: (email or call during the duty day)
  - o Red Cross message
  - o Positive result to a urinalysis test
  - o Sexual harassment report
  - o Inspector General or Congressional Report

Urinalysis Testing: Know who your company Unit Prevention Leader (UPL) prior to taking command and the limitation and procedures for conducting a urinalysis. There is not a lot of work to conducting a urinalysis, but it is very easy to mess up. A few things to know are the following:
- ☐ Your higher commander must approval all company urinalysis tests. In event of a protest to a positive Urinalysis test, you must prove the higher commander authorized the test in which case the email will suffice. This is as simple as sending your commander an email stating the date of the test and receiving his approval response.
- ☐ Prior to the start of each urinalysis test, you must give the commander's brief, see attachment 13.
- ☐ You can administer as many 10% and 20% tests you wish per year, but you are limited to only two 100% tests per fiscal year.
- ☐ You must "command refer" all Paratroopers enrolled in Army substance abuse program (ASAP) and have them tested once a month. In order to do this, your UPL must enter in a "CO" code for all Paratroopers you are command referring to test. If not, you will not get credit for testing them while they are in ASAP. You also need a memorandum for record to state the command referred test, see attachment 14.
- ☐ As the commander, you may issue a probable cause urinalysis on any Paratrooper at any time. If you inspect a Paratroopers room and believe that he is using an illegal substance, you can immediately issue a probable cause urinalysis on him. The UPL will initiate a "PO" code for a single urinalysis test. The memorandum should look similar to attachment 14.

Training Calendars Review: Before taking command, set aside a block of time early to discuss the training calendar with the outgoing commander. The outgoing commander should have a long range training calendar (LRTC) and a short range training calendar (SRTC) and provide you the common operational graphic that the company and battalion communicate on. Discuss the timeline for updates to the calendar, how to plan training events, battle rhythm events, and asset coordination throughout the 8-step training model. Ensure you know what calendars you owe to your higher headquarters and what mediums are used to communicate to the company. Below is a list of questions to ask when conducting your calendar review.
- ☐ Battalion battle rhythm events
- ☐ Company battle rhythm events

☐ Local holidays and Vicenza Military Community (VMC) events
☐ Restricted training times and locations (when you can shoot during the week and where)
☐ 8-step training model reflected on your calendar
☐ Dates and products due to higher headquarters
☐ Dates and times products are due to training support agencies and to who
  o Scheme of maneuver for live fire ranges
  o Reservations of ranges and confirmation of training events
  o Coordination with Italian LNOs
☐ Training events and objectives for the current quarter
☐ Training events and objectives for the next quarter
☐ How to request a range or training area
☐ How to request Partnership training with an Italian unit
☐ What days or weeks are off limits to training
☐ Definition of P-week training density and Commander's guidance for each week

Company METL Review: Review the Battalion and Company Mission Essential Tasks List (METL) with your counterpart. Discuss the current assessment of the company from the outgoing commander and the key collective tasks. Additionally, ensure you discuss how the current training plan support improving the current METL assessment. If you are unsure how to develop a company METL, refer to the ATN website and use Attachment 8 as a guide to develop your company METL and crosswalk key collective tasks. Each of your training events should focus on individual and collective tasks to improve your company METL.

Key Personalities: There are many key players that you will need to know once you take command that help you with everything from planning training to reserving resources and everything in between. Reference the programs and agencies section below for some critical reference names and numbers, but also be sure to talk with your counterpart so that you can continue the strong relationships that he has already established with Italian units, on post agencies, and community outreach projects.

UCMJ Polices/Practices/Update: It is imperative to know how to conduct and address UCMJ matters, the Battalion Commander's policy on UCMJ, lessons learned, and an update on all current and pending UCMJ cases in your company. Once you take command, you should know the following minimum legal policies and practices:
☐ Know how to conduct a company grade article 15 and what paperwork you submit to the Battalion JAG representative.
☐ Know the maximum and minimum UCMJ punishments (Company and Field Grade).
☐ Know the process for starting chapter paperwork and the process to separate a Paratrooper.
☐ Know how to and what is required for emplacing, reviewing, and removing flags. See Attachment 54, DA Form 268 (Report to Suspend Favorable Personnel Action)
☐ Know how to emplace and what the limitations are on restrictions (time and review).
☐ Know what events constitute a police report (DA Form 4833) and how to complete.

- ☐ Know the post policy on Service members in the post jail. You must retrieve a Paratrooper from jail within eight hours.
- ☐ Know how to restrict a Paratrooper to post (flag ID card)
- ☐ Know the process to BAR a Paratrooper from reenlistment. Attachment 55 is DA Form 4126 (BAR to Reenlistment).
- ☐ Know how to administer a protective order (attachment 100)
- ☐ Know what the requirement is to enroll a Paratroopers into ASAP.
- ☐ Review the 173rd Commander's Military Justice Brief (attachment 95)
- ☐ Review the Social media guidelines for UCMJ Action (attachment 96)

Additional Duties: Ensure you have a list of the current additional duties roster once you take command. You need to review the additional duties list and counsel certain individuals on your expectations of them are as an assigned officer. See attachment 9 with a list of the required additional duties need in your company. For each additional duty, produce a memorandum for record assigning the designated duty and keep a copy on file in your company operations office.

MWR Funds and Unit Pride Ideas: As stated above, you will receive MWR funds for each member of your company each fiscal year. The funds have to be spent that calendar year and must be used on something to benefit the entire company or towards each Paratrooper. There are many ideas to use your MWR funds or create your own unit pride items. As a note of caution, refer to the unit funds guide attachment to ensure you are purchasing within the guidelines of the MWR funds. Stated below are some ideas for MWR and unit pride items.
- ☐ Company T-Shirts
- ☐ Company BBQ or Picnic
- ☐ Unit Coins
- ☐ Company Pictures
- ☐ Company Hats
- ☐ Company Stickers
- ☐ Company Holiday ornaments

Signature Cards: You will need to have a signature card to various agencies on VMC once you take command. These signature cards will allow members of your unit to act on your behalf to pick up equipment, sign for documents, or process request with your permission. Below is a list of signature cards or authorization memorandums you will need.
- ☐ Authorization memorandum to pick up documents from the following agencies:
  - o Provost Marshall Office
  - o Finance Office

- ☐ Signature cards to sign for and pick up equipment from the following agencies:
  - o Request, receive, and turn-in TADS and VI equipment at Training Support Center- Vicenza
  - o Receive and turn-in Class VII equipment from the PM GPM2S.
  - o Request, receive, and turn-in Class VII equipment from the 173rd PBO.

- o Turn in and pick up TMDE from Mobile Team and Liaison
- o Request and Receive 02 Walk-thru or HI PRI CL IX items from the 173D BSB (A) SSA
- o Request, Receive, and Turn-In Class III and IX items
- o Request, Receive, and Turn-In Class II and IV items
- o Request, Receive, and Turn-In Class II and VII Non-Expendable items

Administrative update: You will not know everything administratively about your company prior to taking command, but it is imperative that you spend some time with your 1SG and the outgoing Commander to review the following administrative topics:

- ☐ Evaluations: what NCOERs and OERs are due in the next 30, 60, 90 days and what evaluations are currently late
- ☐ Know who is scheduled to PCS/ETS in the next 30, 60, 90 days and if their award and evaluation is complete.
- ☐ What are the key medical issues that need action? Some issues are who is on profile and who needs to see medical attention in order to deploy. (refer to the MEDPROS note below for more information)
- ☐ What personal moves need action or are up for action at BN or BDE HQ? Such actions are early return of dependents, tour extensions, schools or any other actions are requires BDE CDR signature.
- ☐ What administrative task do we own to Battalion on a routine basis?
- ☐ What task are we currently late on to Battalion?

Administrative Actions: As part of your administrative update, ensure you know the administrative actions that you can execute as a company commander and what actions your higher commander deems as important to know or nice to know. Listed below is an explanation of common and critical administrative actions you need to understand:

- ☐ Foreign Service Tour Extension (FSTE): extending a Paratrooper past his initial 2 or 3 year tour. Many reasons for this extension are family related. If the extension is for personal reasons with no influencing factors, I would suggest disapproval unless the reason is justified. You are only a recommender for this action.
- ☐ Early return of Dependents (ERD): An early return of dependents is when the command makes the decision to return a services member's family prior to their tour commitment. ERDs are approved by the Garrison Commander. The Battalion Commander and Brigade Commander both have a recommendation block prior to reaching the Garrison Commander. ERDs cost the Garrison at least $45,000 so before you decide to return a Paratrooper's dependents ensure you have done all that you can with the systems available on post. Before you submit the paperwork through your Battalion Chain of Command ensure you can demonstrate your use of all on-post garrison agencies used to help remedy the problem, health the medical concern, or that you can demonstrate the repeated incidents that legitimize how a dependent is destructive or a constant strain on the command or unit. An ERD should be the final step in the process to solve

a problem after you have exhausted all other means, not the first. Contact your Battalion S1 for the paperwork needed to start an ERD.

☐ Command Sponsorship: Command Sponsorship is authorized at the Company level. By command sponsoring a dependent, you are taking responsibility of their actions as well as their well-being. If a dependent becomes a medical or legal concern, they are still your responsibility. You have the right to terminate command sponsorship for a dependent and pursue an ERD in the event that a dependent cannot be supported or is being destructive to the command and the company. In the event you decide to terminate command sponsorship, consult the Brigade JAG to ensure you are taking all of the appropriate steps.

☐ Tuition assistance: this allows your Paratroopers to seek higher education while off duty. This is a simple form to sign that authorizes the tuition assistant funds. If a Paratrooper wishes to attend a class during the duty day, then he must present you the syllabus with the classes and the amount of time required for in-class instruction to complete the course.

☐ DEROS adjustment: This 4187 is an adjustment of a Paratrooper's DEROS date by up to 60 days at the Battalion level and anything over at the Brigade level. This policy can change based on the Brigade Commander for he may reserve the right for all DEROS adjustments. Nevertheless, I highly encourage against a DEROS adjustment. Many request for DEROS adjustments are due to a failure in planning.

☐ Advance Payment for loans: Newly arrived Paratroopers that will live off post will likely need a payment advance until they receive the pay advance for the loan on their rental property. With that being said, most of the loans are usually $2000-$3000. The repayment of the pay advance should take place over the next 24 to 30 months of their time in Italy.

Maintenance Update: It is imperative you know the maintenance status of your equipment and what is broken and what is being fixed. You will discover a great deal of this during your inventories, but it is important that your company has some means to track maintenance status for parts and repairs. Ensure you set aside time with your Executive Officer to talk the company maintenance plan, what items you are short of supply, what items are in repair, and what improvements he recommends to the company maintenance plan.

Attend your Company's Family Readiness Group (FRG) Meeting: In order to have a good understanding of how the FRG operates as well as meet many of the families in your company, attend an FRG meeting the month prior to taking command. Introduce yourself and take notes on how the current command team conducts their FRG meetings. This will help you understand what questions families present and what information is needed or wanted once you take command the following month. Attachment 18 is an example of an FRG meeting agenda.

Guidance for your Company FRG: Your FRG Should assist at passing information within your company. Fundraisers and other activities are all additional benefits the FRG can provide to help build your company, but passing information to inform your families and Paratroopers

should be its primary goal. When you establish your FRG, you will need to appoint your leader and treasurer in writing. Additionally, if you plan to do fundraising as part of your FRG, you need to explicitly state the reason and plan for the money you are raising. The attachments below are a few documents you will need for your FRG:

☐ FRG Leader Appointment Orders: Attachment 40
☐ FRG Treasurer Appointment Orders: Attachment 41
☐ FRG Fund Raising Memorandum: Attachment 42

Update your PBUSE account: Ensure that you, your supply sergeant, supply clerk, and your executive officer are the only ones that can have access to your property book. This is a simple settings change once you sign for the property, but make sure you do it as soon as possible. Additionally, if you do not know how to use PBUSE, it will not be imperative for you as a commander, but you want to be able to view hand receipts, document registers, and property book status of items that come in and off your books. If you need help with this program, ask your supply sergeant, executive officer, of the PBO Chief.

Change of Command Invite: Send your change of command invite out one month prior to the event. This will allow your distinguished guest to plan around their calendar in order to attend the event as well as let your company operations officer track who is coming. Attachment 16 is an example of a change of command invite.

MEDPROS And eProfile access: As a commander, you need to have access to eProfile and MEDPROS. eProfile will allow you to view and approve all medical profiles in your company. MEDPROS will allow you to review multiple medical reports such as periodic health assessments, dental, and medical readiness. MEDPROS will also provide you with your unit UMR Report to view what Paratroopers are on profile, who needs to schedule appointments for immunizations, dental checkups, and vision test. Attachment 31 is the key code to reading the UMR report. Below are the websites for eProfile and MEDPROS. If you need an account, talk to your BN MEDO and he or she can set you up and explain the system.

☐ eProfile: http://mods.army.mil/
☐ MEDPROS: https://medpros.mods.army.mil/MEDPROSNew/

HIPPA Certification: As a Commander, you must be HIPPA certified in order to receive the critical medical information regarding your Paratroopers. If you are not HIPPA certified, you are not authorized to attend meetings regarding the medical conditions of your Paratroopers and the treatment they are receiving. It is easy to get HIPPA certified. Go to www.hippatraining.com website to complete the privacy act training. Be sure to print off your certificate and provide it to the appropriate medical authorities as needed.

AAA Reports: Your AAA reports, or personnel reports, are due after the first seven days of each month. The AAA reports should be verified by your 1SG, but signed and understood by you. You 1SG and senior NCOs will provide recommendations for promotion, but you sign the reports so review the information on each Paratrooper. Prior to taking command, have the

outgoing commander provide you a copy of the previous months AAA reports so that you can verify all of the information on the Paratroopers in the company. The AAA reports consist of the following:

- ☐ AAA-162: Alpha Roster: all Paratroopers assigned to your company
- ☐ AAA-199: Good conduct medal report
- ☐ AAA-095: Paratroopers flagged from favorable actions. Ensure you understand an active and inactive flag. An example of this is a Paratrooper that was in the height and weight program. He will be displayed on your AAA, but in the inactive status.
- ☐ AAA-160: AWOL report. Once a Paratrooper is gone for 30 days, request to drop from roll.
- ☐ AAA-165: Personnel action report.
- ☐ AAA-117: Junior Enlisted Promotions
- ☐ AAA-294: NCO Promotions. With both promotion reports, you will have waivers to promote a Paratrooper early. If you decide to promote someone early, you will lose that waiver until the Paratrooper reaches his standard promotion time.

Vicenza Training and Support walk around: Take a morning prior to taking command to walk around post and meet all of the key personnel listed in the programs and agencies section below. These folks will be the ones to ensure you can meet your training objectives as well as assist you and your Paratroopers with various individual and family services needed on post. It is important that you do a face to face introduction so that each agency can give you up to date information and explain how they can best help you. It will be a very valuable three hours of your time prior to taking command.

Platoon Initial Brief to the Company Commander: You will want to schedule an initial brief with each platoon so that you can meet the Platoon Leader and Platoon Sergeant. Best to do this prior to taking command, but if not, make it one of your priorities so that you can get some internal feedback from them on not only the company but their platoon. Below is a list of question to ask each Platoon Leader and Platoon Sergeant about their platoon. See attachment 88 as an example shell.

- ❑ Platoon Training Meeting Slide:
    - ❑ Manning Issues
    - ❑ Airborne, PT, Marksmanship
    - ❑ Special Skills
    - ❑ Platoon Duty Roster (additional and assigned) and Qualifications
    - ❑ Deployment Readiness
- ❑ Platoon Picture Book (SRP Photo)
- ❑ Platoon Resiliency Tracker
- ❑ Platoon UCMJ issues
- ❑ Evaluation, Awards, Medical, Actions
- ❑ PT Plans T+4
- ❑ Platoon Top Performers
- ❑ Platoon Feedback:

- ❑ Platoon Strengths and Weaknesses
- ❑ Platoon Maintenance Issues
- ❑ Proposed platoon training ideas
- ❑ Company systems to sustain
- ❑ Company systems to change

Commander Initial Brief to the Company: As part of your change of command and inbriefs from each of the platoons, schedule a time on the calendar the day you take command to give you initial brief to the company. This brief should last no more than 1 hour and provide Paratroopers and Leaders the opportunity to respond to your questions and expectations. Below is a general outline to help you prepare for the initial brief.
- ❑ Who you are? Give the Company a brief background on you and your family
- ❑ Foundation and key principles of your leadership
- ❑ Expectation of the company (All Paratroopers)
- ❑ Question/answer session
- ❑ Expectation of the Leaders (Only NCOs and Officers)
- ❑ Question/answer session

Questions to ask: Additionally, below is a list of questions you will want to ask the outgoing commander. Many of these questions and ideas are listed throughout this document, but this centralized list will provide you a checklist to reference.
- ☐ How/when do we submit training/Physical Training plans?
- ☐ What is the current Physical training guidance?
- ☐ How/when do we do morning huddles/leader meetings? Who attends?
- ☐ Supply me a list of the current additional duty roster.
- ☐ Provide me a company MAL and how we separate sensitive items, mark, and allocate our equipment.
- ☐ What are the current company policies?
- ☐ What is the current CCIR reporting criteria for the company?
- ☐ How do we track administrative data and Paratrooper actions?
- ☐ What is our current daily battle rhythm? Leader huddle in the a.m.? Formations and when? Notes at the beginning or close out formation? Training and resource meetings?
- ☐ How do we present awards and promote Paratroopers? Once a month, once a week, how and when?
- ☐ Do we have a company fund and a plan to present gifts to leaders as they PCS?
- ☐ Do we have a company store and what do we sell?
- ☐ How do we conduct training and training management meetings?
- ☐ How do we plan training? What products or processes do we have to ensure tasks completion?
- ☐ How do we submit training plan/platoon training plans? How far out?
- ☐ How do we track maintenance issues, parts needed, and distribute maintenance assignments?
- ☐ How do we conduct recovery operations? Is there a task tracker to complete?

- ☐ Provide me any pending legal/UCMJ/Flagged/disciplinary cases.
- ☐ Do we have a tracker with all the Paratroopers leaving this summer and if their awards/evaluations are complete?
- ☐ What are the outstanding/currently working personal issues that still need action?
- ☐ Provide me a manning roster for all PLTs and the spots that are available and our plan to fill our manning shortages.
- ☐ What is the current Family Readiness Group Meeting schedule? How often do we have them and where?
- ☐ Provide me a copy of the FRG Roster with contact information?
- ☐ How many leaders are DTMS trained? Do we have a Company DTMS expert and how do we update the data?
- ☐ Do we have a tracker with special skills qualifications? Such as who is jumpmaster, HAZ 11, master driver, ranger safety officer, etc qualified?
- ☐ How do we track tasks and task completion?
- ☐ What company incentive programs do we have? Reenlistment/performance/inspections?
- ☐ Do and when are in-ranks inspections? If we do them, what is inspected?
- ☐ Send me a copy of the company resiliency tracker.

Programs and Agencies

The following are programs and agencies available in the Vicenza Military Community to assist in day to day garrison operations, training events, and deployments and redeployments.

Army Community Services (ACS)

Location: ACS Building, 108
Point of Contact: Shannon L. Reynolds
Title: Information Referral/Mobilization Deployment Program Manager
Phone Number: 634-6690
ACS Help Desk: 634-7500
Scope: Manager to coordinate and provide all deployment and redeployment services. Shannon will always be the first and last face you see on a deployment and redeployment, but more importantly, she can provide the services to assist all Paratroopers in leaders with family counseling, financial balance, transition services, and many more. Shannon hosts a quarterly Commander and 1SG breakfast providing information on many of the services as well as updates to the community. I highly encourage you to attend the meeting to socialize with other Command Teams and hear updates for the VMC agencies.

Training Administration Branch Mission Support Element (MSE)

Location:https://portal.setaf.army.mil/mse/mse.tngnatotse/Italian%20Range%20and%20TA%20data/Forms/AllItems.aspx
The MSE website, better known as LionNet will provide you with a great starting point for available ranges and training areas in Italy. In some cases, there are approved live fire scenarios for you to use as well as strip maps to hospitals, range and training area layout, and contact information and owning Italian unit. Before you start to plan your training, look here first so you can be sure to get the best available area to accomplish your training objectives.

Military Family Life Consultant (MFLC)

Location: ACS Building, 108
Point of Contact: Jeff Sherman, Changes every three months
Title: Military and Family Life Consultant
Phone Number: 345 077 0476
Email: mflc.vicenza.173rdib@gmail.com
Scope: MFLC can provide individual counseling for Paratroopers and also group discussions for squads, platoons, and the company. The MFLC is a great source to get general feedback on issues that Paratroopers are facing and understand the trends that are common for units at certain times of the year and after deployments or training events. You can schedule blocks of time for the MFLC to talk to your company as individual meetings or do a collective company

briefing. All are good to inform your Paratroopers and understand the issues that are common in the ranks.

Financial Readiness
Location: ACS, Building 108
Point of Contact: Debra Barker
Title: Financial Counselor
Phone Number: 324 901 1610
Email: mflcfinancialcounselor@gmail.com
Scope: The Financial Counselor can assist Paratroopers and their families in budgeting and planning their financial goals. Additionally, the financial counselor can provide you with great information on many of the army programs and incentives for investing. It is a great idea to schedule a one hour block of instruction for the company to help explain how to read your LES, how to invest in your retirement, and many more. Attachment 21 is the financial planning document that counselor uses. This is a great document to give to have your Paratroopers use if they want to request a loan from you so that you can see they are budgeting their money.

Department of Public Works (DPW)
Location: Building 23, Caserma Ederle
Point of Contact: Angela Spagnuolo, Claudia Albano, and Barbara Tovo
Title: DPW Help Desk
Phone Number: 634-7491
Scope: The DPW Help Desk ladies are who you need to call in the event that your company needs repair or installation work. The Help Desk Ladies are the gate keepers to ensure that the appropriate supporting branch of DPW responds to your work request. The work orders at DPW are typically two to three weeks delayed so being flexible and working with their ladies will help expedite your work request.

Provost Marshall
Location: Building 4B, Caserma Ederle
Point of Contact: Elena Omerini and Patrice Conti
Title: Admin Support Assistant
Phone Number: 634-7827, 634-5660
Scope: Elena is the Provost Marshall Admin assistant that will send, update, and file all police reports, better known as DA Form 4833. Once a police report is complete, Elena will send you the DA Form 4833 for your command action response. You need to print off the first six pages of the report and provide feedback on the actions taken by the command in reference to the particular offense. You have 45 days to complete the report once the DA Form 4833 is distributed. Many UCMJ actions may take longer than 45 days due to training events, sworn statements, investigations, etc. Nevertheless, you need to provide feedback in the first 45 days. Thus, if you receive the DA Form 4833 and you are still waiting action to complete the report, send Elena an initial update as to your current status and what action you are taking and time for completion. Once the action is complete, send a follow up report to close out the DA form 4833. I routinely check with Elena once a month to see if there are any new 4833s for my unit

because you can get a police report for anything from a traffic violation to a positive urinalysis and some actions can take weeks or months to process.

Italian LNO
Location: Building 50 (Del Din)
Point of Contact: SGM Zavagno and SGM Bertozzo
Title: Italian Liaison Officer (Senior NCO)
Phone Number: 634-8882
Scope: These two Italian Senior NCOs are great at assisting you with training plans. Visit their officer during the initial phase as you plan your training. They will be able to tell you the availability of ranges, units, and training capabilities. They are a huge benefit when you plan your training for they will know skills and available land that are seldom used. Create a great relationship with them as they will do whatever they can to assist your company.

Training Administration Branch
Location: Building 50, Del Din
Point of Contact: Perry Doerr and Carlos Garcia
Title: Range/Land/Log Manager
Phone Number:
Mr. Doerr 637-4992
Mr. Askins 637-4998
Mr. Garcia 637-4990
Mr. Watson 637-4991
Mr. Church 637-4996
Scope: The Training Administrative Branch will reserve land and certify live fire ranges for you through JMTC in Germany. Submit all live fire concepts and SDZs to the Training Administrative Branch for approval. Once the concept is approved, you will need to coordinate a date to walk the terrain and physically approve the location of your targets for your training events.

DTMS Technician
Location: Brigade Headquarters (Del Din)
Point of Contact: Tim Watson
Title: Education Specialist
Phone number: 634-6413
Scope: DTMS is just one of the many jobs that Mr. Watson does for the brigade, but he is the foremost expert on the system. Tim will drop everything to come and help you with DTMS. If you are using the system for the first time, schedule a class with him for two hours and he will show you everything you need to know as a Company Commander. Additionally, he will teach classes to your company. I recommend you schedule a class for your Platoon Sergeants and Platoon Leaders so they can have access to DTMS and update their platoon information.

SHARP Representative:
Location: Building 108, Caserma Ederle

Point of Contact: Hallan (Hal) Batts
Phone Number:
Scope: Hal is the Garrison SHARP representative. She can schedule SHARP training for your entire company and will keep you and your Company SHARP representative up to date on the newest army policies and requirements.

Army Substance Abuse Program (ASAP):
Location: Building 169, Caserma Ederle
Point of Contact: Sarah Polanco
Title: Social Services Assistant
Phone Number: 634-7010
Scope: Sarah is a good point of contact to enroll and update any Paratrooper in ASAP. Sarah will contact you for initial counseling for enrolling a Paratrooper and any other follow up counseling based on a Paratrooper's performance. When you need to enroll a Paratrooper into ASAP, use Attachment 34 and send it to Sarah to schedule the initial meeting.

Finance Office
Location: Building 28, Caserma Ederle
Point of Contact: Terri Jones
Phone Number: 634-8010
Scope: Terri is the works in the finance officer on Caserma and is the best point of contact to answer questions on your UCFR or finance issues. If you have adjustments to your UCFR, email them to her. Terri is the great point of contact for your company ops to take any finance issues. She routinely checks all UCFRs so she will keep you informed of any issues that may arise in your company.

Education Center
Location; Building 113, Caserma Ederle
Phone Number: 634-8933
Scope: The Education center offers all of the classes, test, and educational assistance to Paratroopers and their family, but can also offer periods of instruction on how to best use your tuition assistance, GI Bill, use the education center to help benefit you and your family. These periods of instruction are no more than 45 minutes for your company. Contact the education center and they will come to you to help educate your Paratroopers.

Criminal Investigation Division (CID):
Location: Building 4B, Caserma Ederle
Point of Contact: Office Desk
Phone Number: 634-8896
Scope: In the event a Paratroopers has a positive urinalysis, SHARP, or drug related event, CID will want to interview the Paratrooper first to determine if there is any information they can acquire prior to the chain of command notifying the Paratrooper. When in doubt, call the Office Desk and ask if they want to interview the Paratrooper first before you make your notification.

Military Police:
Location: Building 4B, Caserma Ederle
Point of Contact: MP Help Desk
Phone Number: 634-7233/7626
Scope: In the event a Paratrooper in your unit is arrested the MPs will contact you to come and pick them up from the holding cell within 8 hours. The Company Commander and 1SG are the only ones authorized to come and release a Paratrooper. Additionally, if you need to restrict a Paratrooper to post, you can do so at the MP station. Fill out a memorandum for record stating the length of on post restriction and have the Paratrooper's chain of command escort him or her to the MP station. Once the MPs flag an ID card, the Paratrooper's ID card will not allow them back on post and the Chain of Command must come and retrieve him or her from the MP station.

Vicenza Community Club (VCC):
Location: Building 243, Caserma Ederle (Thrift Shop)
Contact Info: http://vccitaly.org/about/contacts/
Scope: The VCC does an enormous amount for the community by fund raising, special events, and donations and scholarships. I highly recommend that you know the members of the VCC for they can greatly enhance your company. The VCC can help supplement events for your company so long as they benefit the community. Seek out the VCC to get their schedule of community events to help support all that they do for the Paratroopers and families. The VCC annually donations more than $30,000 in scholarships to the children and family members of our Paratroopers so when possible support the events they have around post because the money goes back to our families.

Mission Training Complex:
Location: Building 359, Caserma Ederle
Point of Contact: James Beverly
Phone Number:634-8124
Title: Chief, Vicenza MTC
Scope: The MTC can provide a variety of training for your company such as small unit trainers, operational language and cultural trainers, and medical trainers. The MTC is a complete digital training facility that offers unit and individual training platforms to help expound training opportunities when land and time may be limited. The MTC provides many platforms to teach Paratroopers on the essential skills of critical equipment such as FBCB2, BFT, AFATDS, TIGR, and many more.

Wellness Center
Location: Building 112 (upstairs), Caserma Ederle
Point of Contact: Lacy Wolff
Contact Number: 634-8186

Scope: The Wellness center offers a variety of individual classes and assessments, but will also provide unit education and training upon request. The Wellness center can teach your company about functional fitness, military athlete, and bio feedback to name a few. Best to schedule a time block of 45 minutes for a company level discussion prior to scheduling the training for your Paratroopers. This way, they will understand the training they are doing. Furthermore, the wellness center can assist overweight Paratroopers and recovering Paratroopers to get back on the path to excellence.

Simulation Trainers:
Location: Building 378 (classroom 1) Caserma Ederle
Contact Number: 634-8741
Scope: The simulations trainers can be reserved through VMC Garrison headquarters. The simulation trainers offer multiple training opportunities such as call for fire, engagement skills, multifunctional indoor range, MOUT training, and HMMWV egress assistance. The hours of operation are 0900-1700, but if you have a valid justification to use the facilities after hours it typically will not be an issue. Attachment 36 is the garrison request to use these facilities.

Training Support
Location: Building 12 Caserma Ederle
Point of Contact: James Piette
Phone Number: 634-7764
Scope: Mr. Piette is the training support specialist that coordinates and approves the use of training aids to support all operation in Italy. Mr. Piette will approval all request for training products that are submitted on the Vios Army Website.

Graphics Studio
Location: Building 12 Caserma Ederle
Point of Contact: Craigg Faggionato
Phone Number: 634-7304
Scope: The Graphics studio can print and laminate maps, posters, or any other large scale printing jobs that you need. They typically have most training maps on inventory or can produce them in a limited amount of time. There is a limit to the amount of prints you can make with each order so be sure to contact them when requesting a bulk order. To submit your order request, you must log on to www.vios.army.mil and follow the steps. This is the same website you use to request you DA photo.

Aviano ADACG Manager:
Location: Aviano PHA
Point of Contact: Mr. Martin Fano
Phone Number: 314-632-4545
Scope: Mr. Fano is in charge of the PHA at Aviano and controls all of the operations. For unit airborne operations, Mr. Fano can grant you access to control centers for computer and digital support. Additionally, if you want to use the PHA as a staging location for a training event, Mr.

Fano is the individual you need to contact in order to ensure you deconflict any Air Force or Aviano base activities.

Italian Air LNO:
Location: Aviano PHA
Point of Contact: LTC Danilo Colombo
Phone Number: (314)634-8213
Cell Phone: +39 366-612-4673
Email: danilo.colombo.fm.asc@mail.mil
Scope: LTC Colombo coordinates the movement of all aviation assets that assist the 173rd. He is a critical point of contact to have when you plan air assault operations. Contact him early in your planning process to ensure that your planned training area supports the aviation assets you are requesting.   Furthermore, ensure you use attachment 69, Aviation Training Request Checklist, to ensure you have all of the appropriate documentation submitted on time.

Villafranca Airport Base Operations Chief:
Location: Villafranca Airport (Verona, Italy)
Point of Contact: LT Col Vito Rocco Sacchetti
Cell Phone: +39 329 360 4916
Scope: Villafranca is a military and civilian airport. Villafranca is 45 minutes from Caserma Ederle and provides the capability to land C-130 and all helicopter platforms. See attachment 80 for the Villafranca Smartcard

66th Air Assault Regiment Training Officer:
Location: Forli, Italy
Point of Contact: CPT Iuliano Massimo (Julio)
Cell Phone: 334 654 9859
Scope. CPT Massimo a headquarters plans officer with the 66th Air Assault regiment and can coordinate Italian Air Assault School and partnered training events with US and Italian Soldiers and provide Italian Aircraft for training given enough planning time and availability.

6th Alpini Regiment Training Officer:
Location: Brunico, Italy
Point of Contact: LT Mauro Micetto
Cell phone: 335 544 4391
Scope: Lt Micetto is a junior plans officer that can assist you with coordination for 6th Alpini training areas such as San Giorgio, Pontocello, and Villabassa. Additionally, LT Micetto can assist you in coordinating 6th Alpini course for your Paratroopers.

4th Alpini Regiment Assistant Operations Officer:
Location: Verona, Italy
Point of Contact: CPT Gian Luca Missi
Cell phone: 393 942 9600

Scope. CPT Missi is a junior captain in the 4th Alpini regiment that is highly committed to training with U.S Forces in any opportunity. CPT Missi served previously in the 6th Alpini Regiment and can provide great opportunities to train with the 4th Alpini Regiment.

Web Addresses

Company Command Forum:
http://companycommand.army.mil/

DTMS Homepage:
https://dtms.army.mil/DtmsStart/default.aspx?Tgt=https://dtms.army.mil/dtms/protected/dtmslogon.aspx

DTMS Operator Guide:
https://atn.army.mil/dsp_template.aspx?dpID=375

Training Administrative Branch:
https://portal.setaf.army.mil/mse/mse.tngnatotse/default.aspx

Vicenza Mission Training Center:
https://portal.setaf.army.mil/vmctc/default.aspx

HRC Homepage:
http://www.hrc.army.mil/

Maneuver Self Study Program
http://www.benning.army.mil/mssp/

Military Review:
http://usacac.army.mil/CAC2/MilitaryReview/

MEDPROS:
https://medpros.mods.army.mil/MEDPROSNew/

Evaluation Entry System:
https://evaluations.hrc.army.mil/index.html

UCFR Homepage:
https://www.266fc.hqusareur.army.mil/Security/Default.aspx

HRC Applications:
https://www.hrc.army.mil/PERSINSD/Tools%20and%20Applications%20Directory

Army Mapper:
https://mapper.army.mil/

PBUSE:
https://pbuse.lee.army.mil/

173rd IBCT (Airborne) Portal Page:
https://intranet.eur.army.mil/173abct/hq/SitePages/Home.aspx

Systems and Ideas

The following are some training, logistical, and administrative systems and ideas that you can use to assist you with your battle rhythm as well as help you plan for training events. Many of the systems mentioned are attachments to this smart book in the form of powerpoint or excel files. All are methods that have worked for other commanders that can assist you if they work with your leadership style.

Leader Huddles and Barracks Inspections: It is very common in most organization, but to have a leader huddle prior to the start of the day is a good battle rhythm event to prioritize tasks for the day and review the calendar events. A good practice is to do your huddle prior to PT in the morning, 0600. Therefore, after PT, platoons can start to accomplish the main tasks of the day. Additionally, it is good to inspect Paratrooper's rooms at least once per week. We did our room inspections on Tuesday at the 0600 leader huddle because on Monday we had our training meeting and outlined the priorities for Tuesday. Both are important events to maintain discipline and leader focus.

Commander Weekly Priorities: At the first leader huddle each week, provide you leaders with your priorities for the week and the focus and goals to accomplish (Training and combat). Do this with a constant medium and at a constant time so your leaders know what and when to expect it. There are multiple ways to convey this information, attachment 116 is one example.

Company Education Program: Develop a company education program to address a Leader/Paratrooper development topic each week or when available. The topics can consist of anything that you think is beneficial to your company based on the training path, issues concerning your company, or other factors. A proven battle rhythm is to have the education program once a week on Friday at 1300 for one hour. Listed below are some ideas for a company education program:

- ☐ Military Family Life Consultant
- ☐ Mission Essential Task List
- ☐ Uniform Code of Military Justice
- ☐ Anti-terrorism
- ☐ Military athlete and functional fitness
- ☐ Financial planning
- ☐ Sponsorship
- ☐ Contingency response force operations (higher headquarters briefing)
- ☐ Nutrition and components of fitness
- ☐ 8-step training model (examples of each step with checklist)
- ☐ Conduct an airborne assault (company level)
- ☐ Tactical Call outs

- ☐ Targeting
- ☐ Counseling and Awards
- ☐ Defensive operations and engagement area development

Staff Ride (Mobile Leader Development Classes): While stationed in Europe, there are many opportunities to conduct a staff ride on a historical battle site or visit a military museum. While conducting these staff rides, look to pair them with an educational topic that relates to the historical lessons learned to allow your Paratroopers to better understand the historical and present day challenges. Attachment 75 is an example of a Staff Ride in Italy.

Submit monthly reports the first week . Each month you have to submit a few reports verifying inventory of personnel and equipment. Make time for each of these events in your battle rhythm and on your short range training calendar. Each of these events has a different due date so scheduling all of these reports the first week of the month will ensure that they are completed on time. Listed below are the monthly reports that you owe as a commander and information on submitting each report:

- ☐ **Property book Inventory:** The sensitive items inventory, property book, and cyclic inventory are due each month on the 25th. All reports are signed digitally and submitted into PBUSE. Attachment 22 shows you how to sign your inventories. Do your monthly inventories in conjunction with the first command maintenance of the month. This inventory inspection should rotate between platoon leaders and platoon sergeants. Ensure you draft a memorandum of the inventory schedule and submit to your supply sergeant so all leaders know when they are responsible for the inventory. To verify the signing of your property book, have your supply sergeant bring a copy of all lateral transfer and issue documents to a scheduled meeting with you so that you can verify the current property book with last month's property book. If there is a change, the supply sergeant should provide you a document as to why. For the cyclic inventory, have the inventorying officer layout all property book items and basic issue items per the TM, have the XO inspect it, and then you inventory it to ensure shortages are correct and updated. Once all this is done, digitally sign and submit your inventories for the month.
- ☐ **Unit Commander's Financial Report (UCFR):** This report is due each month by the 7th. The UCFR is a digital report that verifies the leave, loans, and entitlements of all the Paratroopers in your company. This is imperative that you thoroughly review this each month. Some things to take note of when reviewing your UCFR are jump pay, leave days, OHA, COLA, and loans. Ensure no Paratroopers have excess leave days that will cause a use or lose. Ensure all airborne Paratroopers are receiving their jump pay and that Paratroopers are receiving the correct amount of COLA and BAH. Attachment 23 is a cheat sheet for you to use when reviewing your UCFR.
- ☐ **AAA Report:** As explained above, these are due the first week of each month. Have your Company Ops get the reports from the BN S1 and have your 1SG

verify first and then you sign after you have verified the reports. You will need to provide an add/drop memo for any Paratrooper coming on or off of your roster. Additionally, you will need to provide counseling for all Paratroopers not being promoted in their primary zone as well as counseling for all Paratroopers that are being flagged. Ensure this data is correct because this is the report that is used by other agencies to contact you in the event there is an issue with a Paratrooper in your company.

☐ **Rating scheme:** This report is due with your AAA Report the first week of each month. This verifies the OER and NCOER rating scheme for the Battalion S1.

Physical Training Competition: Competition breeds strong unit pride and improves all those in the unit so long as the competition is healthy. I recommend Having an individual or team physical competition once a month is a great way to build unit pride and competition. Rotate the event between platoons so the same unit is not planning all the events. Develop an awards plan for the event so that Paratroopers have something to strive for with each competition. Having a rotating trophy or presenting each Paratrooper with a certificate or medal to the winner are good examples. Attachment 46 is an example of an individual physical training competition.

Ranking Squad/Teams/Individuals: Post a board in your company area that ranks each individual, team, and squad on collective and individual tasks. By having a visual leader system posted in your company area, Paratroopers will take pride in being on the top and strive to do what they need to improve on both individually and collectively. Some ideas to post for leader boards are: APFT, M4 Marksmanship, machine gun marksmanship, machine gun team, fire team, rifle squad, and machine gun squad. Update the boards during and after each training event so Paratroopers know how they improved and where they stand in the company amongst the best. See attachment 10 for leader board example.

Property Book Binder: To improve your command supply discipline, have each PBUSE sub hand receipt holder make a property book of all of their equipment. Their property book should consist of the following items:
☐ Signed PBUSE hand receipt
☐ Excel list of all of all shortages and dollar amount, see attachment 111
☐ Copy of their signed sub hand receipt holder counseling, see attachment 89
☐ One document protector consisting of a picture of each end item with all components displayed per cyclic layout standard (see attachment 110), a copy of the TM or unit PBUSE component listing, and a signed copy of all shortages

Training Management Trackers: You will need to develop a system to track all of your training events, ensuring that you account for all classes of supply, the 8-step training model, and all unique VMC request. The system must work for you, but technique is to host a weekly training management meeting to review all training events per the long range training calendar and update the progress of each step in the 8-step training model or supply request. At this time,

you can have platoons submit ideas for training and start to program the support and training plan. See attachment 11 for training management tracker example

Administrative Trackers: Just as training management trackers are important; you must have a means to tracker and account for all Paratroopers in your Company. DTMS is a great means to have all of your Paratrooper data, but a Company Administrative tracker with all Personal information is imperative. This tracker will allow you to quickly reference administrative information on every Paratrooper in your company without having to ask platoons or company operations for the information. Furthermore, a good administrative tracker will allow you to account for all PCS/ETS Paratroopers as well as all evaluations and company actions. Your 1SG should own a product for tracking all of this data and attachment 12 is a good example of an administrative tracker.

UCMJ Tracker: develop a tracking system for all disciplinary events. This tracker should include everything all UCMJ and legal events such as article 15s, flags, policy reports and restrictions. This tracker will help you monitor punishment as well as track the dates to review action on restrictions and flags. Below is a layout of a legal action tracker and information for each field:
- ☐ Admin action with offense
- ☐ UCMJ action such as article 15 and punishment
- ☐ Separation and Chapter actions
- ☐ Alcohol and substance abuse enrollment
- ☐ Reenlistment BAR
- ☐ Flag type and date of issue
- ☐ Police report and date filed

Serious Incident Report: In the event that a Paratrooper or his or her family member is hospitalized, arrested, or has any other significant event happen to them while off duty, it is important to file a Serious Incident Report (SIR). The SIR will keep your Battalion Commander updated on the situation by providing any legal or medical information of the event as you know it at the time. An SIR can be submitted initially and then updated as the situation change. See attachment 87 as an SIR Shell.

Company Newsletter: A Company newsletter once a month is a great way to promote the accomplishments of the Paratroopers in your company as well as inform your families in Italy and the United States. A good format to use is one page note from the command team, one page with awards, one page note from the FRG, multiple pages with pictures, and a section for classified ads of items the battalion and company are selling, upcoming events (FRG meetings and socials), and notes from around the community. Attachment 15 is an example of a Company Newsletter.

Post your Policies and Priorities: Similar to the Squad/Team/Individual ranking boards, post your priorities and the priorities of your higher commander. This is a good practice for your

Paratroopers to see on a daily basis what is important to the unit and important to the higher headquarters. TASC can print and laminate the large posters for you.

Safety Briefs: Prepare what you want to say for each safety briefing. A good practice is to review the events from the previous week, capturing the highlights. Next talk about the training events for the next week, and then discuss the key safety points in your brief. Some important points to mention for your safety brief are any local public demonstrations, recent disciplinary events and how to prevent such events in the future, and be sure to discuss the current threats of the season such as weather, tourist, or events. Make the safety brief a joint discussion between you and your company by having you and your 1SG conduct the briefing together.

Attend the Vicenza Military Community INFO-X: The Vicenza military community host the information-x the first Wednesday each month at 1000 in the upstairs of the arena. With many units moving to Del Din the location may change in the future. Nevertheless, the event is great to hear the feedback, issues, and ideas of all the community agencies and leaders. Many of the notes at the INFO-X will affect daily business in the community. The meeting last approximately 1.5 hours and is great to attend and meet many of the other military and non military leaders on post. If you cannot attend, the slides are posted on the USAG-Vicenza Garrison webpage after the meeting.

Awards and Promotions Ceremonies: Conduct a monthly awards and promotion ceremony. Best to have this ceremony the first week of the month so you can promote all Paratroopers selected on the previous month AAA report, award all PCS/ETS awards to Paratroopers leaving that month, and present all achievement awards from the previous month's training events. It is good to do this just once a month to allow families to attend and to establish a battle rhythm for awards submission within your company. Connect this awards ceremony to the first Friday of each month immediately prior to your company Safety brief. Have the following things for a good awards formation:
- ☐ Script Reader: good job for the Company XO
- ☐ Order of presentation: Achievement awards, PCS/ETS awards, promotions, and reenlistments
- ☐ Allow Promoted Paratroopers and PCS/ETS Paratroopers an opportunity to address the Company
- ☐ Have two award assistants follow you and the 1SG: one with a tray of the medals, and one with the award folders

Civilian Awards: Many times we fail to appropriately recognize the contributions of the civilian volunteers in our organizations. This can be done by a show of public recognition, Certificate of Appreciation (COA), or by a Department of the Army Award. The COA can be presented at the unit level and is a great show of gratitude toward those that contribute to your organization. For those that go above the call of duty and contribute to not only your unit, but to the overall Army mission, there are Army awards available to recognize their great contributions. The Commander's Award for Public Service (CAPS) is a Brigade Commander approval award. All

awards above the CAPS require General Officer approval and must be significant contributions to the Army. Below are two documents that will assist you in presenting Civilian Awards:

- ☐ Certificate of Appreciation Shell, see attachment 108
- ☐ Incentive Award Nomination and Approval, see attachment 109

Master Allocation List (MAL) and weapons/commo cards: Your Armsroom and communication room need a MAL and weapons/commo cards for the ease of assigning and signing out all equipment. First, the MAL should be organized by position and not by name or preference of the individual. Thus, the Company Commander should always have weapon number 1 and labeled in green. This should be the same for all platoons which will make it extremely easy to assign weapons. Furthermore, issue weapons cards for all sensitive items. This will ease the sign-out process and turn in process significantly. The platoon armorers should maintain the weapons/commo card when the sensitive items are not signed out in order to maintain accountability. Additionally, label all sensitive items with a platoon color: green for headquarters, red for 1st platoon, white for 2nd platoon, and blue for 3rd platoon. Attachment 17 is an example of an arms room MAL to help you allocate weapons.

Company Store: If you do not inherit a profitable company store, you need to start one as soon as possible. Your store can be as small as drinks and small food items or as large as company and battalion gifts. Either way, a company store is a huge money maker for your organization. The funds you make from this store are company funds so they can be spent on what you as the commander authorize. Ensure you appoint a funds custodian and track the inflow of funds. If you keep your company store stocked with desired items, it will make you a great profit. A good idea is to use the money to improve the appearance of your command post or save the funds and make a big purchase to benefit the company. Whatever you decide to do, it is money that can go to improving your company.

Company CQ Feedback Sheets: Have your Company CQ NCO and Runner fill out a feedback sheet each day. Make the sheet no more than a page long with about 10 questions that focus on what is good and bad in the company and the unit. Ask for their recommendations for training and anything that needs to be fixed. Much of the feedback you will receive is very informative to seeing if your guidance and intent is being followed and understood. These forms will help you understand if the Paratroopers are getting all the information they need to be successful. Attachment 33 is an example of a CQ feedback sheet.

Give Feedback From all Paratroopers: The CQ feedback sheet is a great means to receive feedback from your Paratroopers, but ensure you have a means to respond to your Paratrooper's comments so that they do not feel as if they their feedback is going unnoticed. By taking the time to respond, you will provide a better understanding of issues that they have and also allow them the opportunity to provide feedback to improve the company.

Monthly FRG Meetings: As the Commander, you can decide your battle rhythm for FRG meetings, but a good practice is to have the meetings once a month and schedule the meetings

over free child care which is the second and third Tuesday of each month. This way parents can drop off their kids and attend the meeting. I recommend that FRG meeting be mandatory for all Paratroopers so that single and married Paratroopers receive all of the same information. You meetings should not last more than an hour and should cover the calendar, upcoming social and FRG functions, and notes from your higher headquarters or from the garrison headquarters. It is best to discuss the calendar out to at least three months and talking about key training events, community events, and days off or overnight training.

Company FRG Key Caller and Alert Roster: For contingency response force operations and for emergency notification, it is vital that your FRG Leader maintains a key caller chain and a roster of all Spouses in your FRG. The roster should also include an email address so that you can email training and mission updates to the families. It is best to pass information over email and use your company Facebook page as a medium to remind families of community events or organizational meetings. Do not post any sensitive information on a public form that can be viewed by all. Furthermore, routinely update the members of your Facebook page with those that are in the unit. Attachment 83 is an example of a FRG key Caller chain and contact roster.

Centralized Monthly Training Calendar: The centralized calendar will provide one document for your Paratroopers and Leaders to understand all the training events, post/garrison events, Italian holidays, schools, and family/BOSS events. Using something similar to this document will allow you to better plan and understand your training events. We used this centralized calendar to plan and discuss training event as the company training meeting and training resource meeting. Something similar to this calendar is critical to deconflict non unit events. Attachment 19 is an example of a centralized calendar.

Weekly and monthly battle rhythm. To maintain a routine and predictability for your Leaders and Paratroopers, consider developing a battle rhythm to ensure you maintain updates on all administrative, training, and logistical requirements and reports. A battle rhythm will assist you with managing requirements while operating within a P-week methodology. Attachment 20 is an example of a company battle rhythm.

Video and picture studio at training events: Use the Vicenza audio and digital support center to record your training events. You can request their services on the Army Vios website. It is great to have them come to a training event even if it is just for an hour. They can take video or picture and provide you a disk in 48 hours of all the footage. These pictures are great to use in company videos or newsletters. In order to submit a request, you must be registered on the website which is easy to do. The Vios website is www.vios.army.mil .   The video and digital support center is located near the south of the alps DFAC at building 93, photo lab.

Reenlistment Tracker: Have your company reenlistment NCO get the information on all of the Paratroopers eligible to reenlist. This data should be separated between first term, second term, and careerist. Depending on the reenlistment mission, you may only be able to reenlist a certain percentage of your Paratroopers. The attached tracker is a method you can use to

ensure you talk to all Paratroopers that are available to reenlist as well as make notes of their plans. Take some time to do this so that you can understand all of your Paratroopers goals both military and civilian career, and if possible, help influence their reenlistment options. Attachment 30 is an example of a reenlistment tracker.

Community Outreach: Establish a relationship with a town in the local community to help promote the U.S. Army and to help culturally integrate the Paratroopers in your company. Your Community Outreach plan does not have to be anything extensive. It can merely be you having a relationship with a military, government, or civil leader in the community and your Paratroopers assisting with local events and clean ups. This a great opportunity to learn more about the community while representing the unit.

Birth Announcements: As new baby Paratroopers join your ranks, take the time to recognize them and the family. A good practice is to announce the birth and post a picture on your unit facebook page as well as recognize them at the next FRG meeting. Attachment 94 is a Baby Certificate to present to the newest members of your formation.

Health and Welfare Inspection: As the Company Commander, you have the right to conduct a health and welfare inspection of your company area and barracks. First, receive the approval from your Battalion Commander and prior to conducting the inspection, consult the Brigade JAG to ensure you are meeting all of the appropriate steps. Use Attachment 35 as a shell memorandum when conducting a health and welfare. It is best to do these inspections at least once a quarter.

Pass Tracker: To help approve and reference all passes for each short and long weekend, have each platoon submit a pass tracker. This tracker will help you identify all of the critical information in your pass forms and allow you to know the location, timeline, and contact information of all Paratroopers in the event of an emergency. Reference Attachment 43 for an example pass tracker.

Weekly Commander's SITREP: Send your Higher Commander a weekly update with your training events, accomplishments and shortcoming from the previous week. Ensure to provide a detailed explanation of all tactical events, administrative updates, and personnel issues. Many Higher Commanders will have a particular format they prefer, but attachment 50 is a good example to start with.

Rear Detachment SITREP: Similar to your Weekly Commander's SITREP, have your Rear-Detachment NCOIC send you a weekly SITREP on the events with your Paratroopers that are not deployed. A weekly note on your Rear Detachment will keep you informed of the available Paratroopers in your Company and the events, training, and issues that need your attention. Attachment 51 is an example of a Rear Detachment report.

Sign PBUSE Hand Receipts once a month: In addition to signing your property book once a month, it is a good practice to have your sub hand receipt holders resign their PBUSE sub hand receipts each month. Routinely property book items are turned in or issued and rather than wait once a quarter or some other time period, once a month is a good battle rhythm to keep your sub hand receipt holders accountable for all of their items. This also allows you the opportunity to view your hand receipt and ensure you are not signed for any new items.

Sub Hand Receipt Holder Counseling: In conjunction with signing youf PBUSE hand receipts, have your PBUSE hand receipt holders sign their counseling at least once a quarter to confirm they understand the expectation for property accountability. Attachment 89 is an example fo a sub hand receipt holder counseling.

Update End Item Shortages. During cyclic inventories, you will update the shortages for each end item once a year. In order to keep a running update of your shortages and changes to any end item, take a day each quarter during recovery and update all shortage annexes for all end items on your property book. Always use the shortage annex from your change of command inspection so that you can demonstrate your repeated inventories and updates once you change out of command. Initially this will be painful, but you will have a much more transparent organization by knowing what you are missing.

Standard Card: To hold your Paratroopers and Leaders accountable for all the basic knowledge issue a standards card with all the critical technical information on all the standard and non standard weapons systems in your company as well as the critical formats such as 9-line UXO and MEDEVAC. Furthermore, you can expound or change this critical technical knowledge based on the formation of your Paratroopers or the critical information needed during training or combat operations. Attachment 57 is an example of a Standards Card.

Physical Training (PT) Plans: Have each of your platoons develop their PT Plans 6 weeks in advance. This will allow your leaders to plan PT around training events and provide all of the Paratroopers in the platoon with predictability to their PT plan so that they can adjust their personal workout regime. All PT plans should start and end with a PRT warm up and cool down/stretch. Additionally, a good practice is to have one road march per week while also varying your workout plan so that your junior leaders provide variety and do not over stress upper or lower body. Attachment 58 is an example of a PT plan shell.

Map Directions to all Off Post Housing Locations: During a deployment, combat or training, and during a contingency response force role, it is critical that you know where all of your Paratroopers and their families live in the event you cannot contact them on the phone or that you need to reach them during an emergency situation. MapQuest direction most of the times are not good enough for all addresses in Italy. Have all of your off post Paratroopers provide a copy of direction to their home as well as a description of their home and special instruction to reach their home in the event a member of the chain of command needs to reach them.

Counseling: It is best to counsel your 1SG and all Officers in your company once a quarter or after each significant training event. For each quarterly counseling, you need to review the events from the initial counseling or previous counseling sessions while discussing the training events during the counseling period   Be sure to capture key contributions and key sustains and improves during the counseling period. This professional growth counseling should be a dialogue so that your subordinate and the unit can improve from the counseling session.

Resiliency Tracker: Any form of a resiliency tracker will help you stay up to date on Paratrooper issues regarding legal, performance, medication, and behavior. Conduct a meeting once a month with your 1SG and platoon leadership to talk any of the issues regarding your Paratroopers. This will help you stay abreast of any developing situations and ensure you get the appropriate action needed to all Paratroopers. Attachment 60 is an example of a resiliency shell. The shell is conditionally formatted as noted.

Maintenance Tracker. To help you maintain a snap shot of the maintenance status of your company, use attachment 61 as a shell. The continually formatted tracker will let you observe all items that are "circle x" or "deadlined" so that you can stay updated on the progress of their repair. It is best to update this weekly with your weekly after your maintenance day.

Letter of Justification: When seeking to purchase additional Items to supplement your unit equipment, it is critical to provide a letter of justification to the Brigade purchasing authority to explain how the item you are requesting is critical to your mission accomplishment or enhancing to your mission capability. Additionally, submitting a quad chart to explain the item and the fielding plan will help justify how you the critical piece of equipment will fit into your formation. Attachment 66 is an example of a letter of justification and attachment 67 is an example of a quad chart.

Professional Timeline: In addition to your counseling sessions with your subordinates, it is helpful for you and them to put their career goals in writing so that you can assist them in supporting the timeline/career path that they wish to follow. HRC puts out many versions of this in their newsletters so attachment 64 is another example of an excel professional timeline to work multiple courses of action for a career path.   This can be a very helpful tool to help explain future moves.

Warrior Transition Unit (WTU): To assist a Paratrooper with recovery from a combat, training, or accidental injury, it is a good idea to consider reassigning him or her to the WTU depending on the nature of his or her injuries. The WTU will allow your Paratrooper to focus on his or her recovery so they can return to your formation. Attachment 65 is the packet needed to request a Paratroopers move to the WTU.

Command Welcome Letter: A command welcome letter is a good message to send to future Paratroopers and family members prior to and once arriving in your unit. Once a sponsor contacts a future Paratrooper, have the sponsor send the welcome letter in order to introduce

the command team and set the expectations upon arrival. Attachment 71 is an example welcome letter.

Company Training Meeting: There are multiple ways to conduct your company training meeting, but in the end it should focus on training. To help reduce the number of meetings, you can couple the training meeting with other administrative and logistical notes. Attachment 73 is one example of a company training meeting.

Company Portal and Share Drive: As much as possible, use your company share drive and portal page to keep your organization transparent. By doing such, you will provide up to date information to all Leaders and Paratroopers. A good practice is to use the portal page as a reference such as training documents, orders, memorandums, etc. Use the share drive as a means to update products that are fluid such as rosters and trackers. Make your portal page easy to use by providing your leaders with the least amount of clicks to get to the product they need. Your knowledge management team can assist you in developing your portal page. Attachment 74 is an example of a portal page layout.

Snow and Avalanche Forecast Services: Italian Air Force authorities use the website below as part of the flight approval process. Refer to the key in the top right corner and anything that is very high (dark red), High (red), or considerable (orange) then pilots are not allowed to fly in those training areas (American and Italian). This site is updated daily and is a good conditions check before an air or ground movement up north in the winter. http://www.sian.it/infoMeteo/index.do?inglese=true

VBS2 for rehearsals: The Mission Training Center (MTC) provides a variety of great resources to help you plan and rehearse your training. The virtual battle system 2 (VBS2) is a great tool to rehearse your operation. The folks at the MTC can produce a digital map of almost any training area or replicate an operational environment (Afghanistan, Iraq, etc) to help prepare Paratroopers for the terrain they will experience. The MTC can also develop your maneuver unit to replicate your SOPs, uniforms, and equipment. Best to give them at least one month to prepare if you have a unique mission you want to conduct. The MTC is a great tool to get a free repetition for team, squad, and platoon live fires. Refer to attachment 76 as an example map of a VBS2 product.

Training Storyboards (Military and Civilian): A training storyboard helps provide feedback on your training events to your headquarters and your families. A one-slide overview of the training event with photos and a general synopsis of the training event can help put in perspective the grate accomplishments of your Paratroopers and Leaders. Attachment 81 provides an SOP for a unit and family storyboard production.

Recruit and Welcome New Officers to your Unit: New Leaders want to feel welcomed to their unit and also challenged. As a company grade officer, it is critical to introduce yourself to new Lieutenants and new branch qualified officers as they join your team. When you know an officer is schedule to come to your organization, reach out and contact them prior to their arrival and make the time to introduce yourself and assist them once they arrive. Don't look at this as

a sponsor's responsibility, but rather the responsibility of every Leader in the organization. As you welcome and challenge new Leaders to your organization, they will feel the responsibility to uphold the reputation and lineage of the unit.

Self Assessment Counseling Tool: As part of your quarterly counseling with your NCOs, provide your leaders the opportunity to give feedback to each other and to assess themselves. The self assessment can provide them the opportunity to reflect on their strengths and weaknesses as well as contributions to the unit. The feedback to other leaders can be anonymous by giving one sustain and one improve to each person. This candid feedback can make a group of professionals stronger as individuals and as a team. Attachment 85 is an example of a self assessment counseling form.

Army Contingency Response Force, Combat, and Training References and Documents

Italian and Germany Training Areas: Understanding the areas to train in Italy and Germany as well as the capabilities of each range will greatly aid you in planning your training event. The Training Administrative Branch portal provides details of all the ranges in Italy as well as the SOPs, pictures, and training limitations and capabilities of each range. Below is the link to the Training Administrative Branch portal page as well as attachments and SOPs that will help you understand the locations and capabilities of Italian and Germany Ranges.
Training Administrative Branch: https://portal.setaf.army.mil/mse/mse.tngnatotse/default.aspx
Attachment 90: Italy Training Area Overview Map
Attachment 91: Introduction to Training in Italy
Attachment 92: GTA SOP #1 Training Operations
Attachment 93: GTA SOP #2 Maneuver

ACRF Packing List: It is critical to not only have individual packing list, but also packing list to supplement your platoons and company headquarters in the event of a company independent mission response force mission. Attachment 44 is an individual packing list and Attachment 45 is a company independent packing list to establish a command post with the supplies needed to conduct initial operations. Many of the company supply list focuses on establishing outpost, marking and separating local nations, and cleaning and establishing support sites.

Communication Architecture for Airborne Rifle Company: Critical to all operations is being able to talk. Each operation is different depending on the size and composition of your higher headquarters and therefore changes your requirement to monitor and report on various nets. Below are communication architectures for three common airborne rifle company missions. These communication layouts can change based on your Battalion's operating SOPs, but this should give you a good starting point to set up your internal company architecture.
- ☐ Attachment 47: Mass Tactical Airborne Operations
- ☐ Attachment 48: Command Post and platoon independent operations
- ☐ Attachment 49: ACRF Command Post with independent platoon outposts

Company Ready Room: With the 173rd assuming an ACRF role, it is important to have all equipment staged and ready to move at all times. If possible, it is best to allocate a room for your company to store all ruck sack and A-bags. It is best to have this room in the company area or the barracks if possible. Attachment 52 is an example of a ready room set up. Using the lockers to separate platoons and ruck sacks in the best solution.

Deployment Containers and packing list: In order to set up your company to conduct field operations or steady state deployed ACRF operations, it is critical to have an established

packing list and an understood layout for your Company Headquarters and Leadership. The packing list can be as large as you deem necessary, but a 7-day packing list that can fit inside a connex or ISU-90 is about the right load. If possible, it is best to take the connex or ISU-90 with you to all field operations so that you can test your system for ACRF deployments. Attachment 56 is a packing list and layout for a Company Command Post.

Command Post Deployed Boards: During training events or deployment operations, you will need a method to track the status of your elements and provide running updates to their situation. There are multiple ways to make a digital and analog Command Post, but key is to provide your RTO with a simple format they can fill out and that you and everyone in your company can understand to remain aware of the current operational situation. Everyone processes information differently so it is important to continue to refine this product so that it works best for you and your company. See attachment 53 for an example of a Command Post Board.

Mission and Training CONOP Shell: There are a million one slide CONOP examples for mission and training orders, so here is one more. You can use this shell for operations and training events to give your leaders one slide to reference the plan. See attachment 62 as an example. The CONOP can be adjusted as you need to fit your task organization, mission, and environment.

Training and Operational Timeline: Similar to the CONOP, there are numerous examples of a operational and training timeline. Attachment 63 is another timeline example to use to manage the operation/training while also accounting for backside support and balancing other factors affecting or contributing to the training or mission.

Rear Detachment Packets: To help ease the process of rapid deployment once notified, it is helpful that your company operations office has all of the packets and paperwork for your Paratroopers in order so in the event of a notification it is an easy transition to process Paratroopers and their belongings. Some of the basic packets of information that your Company Operations Office should maintain are the following:
- ☐ SRP Packets (in alphabetic order for last minute SRP process)
- ☐ Vehicle inspection packets (all single Paratroopers)
- ☐ High dollar value item sheets (all Paratroopers living in the barracks)
- ☐ Driving directions to all off post housing locations (specific instructions and description of house)
- ☐ Rear-Detachment Leader maintains a copy of the FRG roster

Range Training Book: For each training event your company host, it is helpful for the Range OIC and NCOIC to have a range book with all of the training supporting documents. Below is one example of a range book packet:
- ☐ Range Memorandum of Instruction
- ☐ Composite Risk Management Worksheet

- ☐ Range CONOP and Scheme of Maneuver
- ☐ Range Safety brief
- ☐ CASEVAC plan and strip map to nearby hospital
- ☐ Timeline including training, concurrent training, logistical support and backside support

Planning for Backside Support. When conducting any training event, a backside support plan must always be back of your planning process. A Good rule to follow is 2 platoons conduct training while 1 platoon serves as backside support. The backside support plan should have clear instructions on their tasks in order to make the training event as beneficial as possible for the platoons conducting the training. Furthermore, the backside support team should be considered in the training plan. A backside support team that consist of an aid and liter team, RTO, and command post NCO can receive training while units call in reports, evacuate casualties, and request assistance. Listed below are some of the duties to consider when developing a backside support plan.
- ☐ Command Post NCO
- ☐ RTO and Assistant RTO
- ☐ Aid and Liter Team
- ☐ Range OIC and RSO (ensure they have the appropriate training and qualification)
- ☐ Opposing Force
- ☐ Target Detail
- ☐ Headquarters Detail for logistical movements (driver qualified)
- ☐ Range Safeties
- ☐ Ammunition Guard

Training With Italians: Training with any Italian unit is a great cultural experience and a very professional rewarding opportunity for you and all of the Paratroopers in your company. Italians own all of the training ground in Italy so it is far easier to try to train with them rather than wrestle over the land. Italian units offer many diverse specialties such as mountain warfare, air assault, airborne, and other advanced maneuver skills. You first need to decide your training plan well in advance and then seek out the Italian units to partner with in order to get the best possible training opportunity. You Italian LNO can tell you how to plan for this training. Prior to taking command, ask the outgoing commander if he or she already has a reestablished relationship with an Italian unit. If a relationship already exists, build on it because it likely took some time to establish. Refer to attachment 68 for the checklist for developing training with Italian units.

Aviation Request and Italian Training Areas. In order for Aviation units to fly and land on Italian Training Areas, they must first receive approval from the US Embassy in Rome. This approval process can take at least 60 days and requires various documents in order to seek approval. If you request Italian aircraft for a training event, then the process is much shorter as you can use attachment 68 to request such Italian assets. If you wish you have American aircraft train in Italy, use Attachment 69 as a checklist for your training request.

Training Recovery Tracker. After each training event, you should schedule a deliberate recovery with direct guidance on what your expectations are for inspections and recovery of all personnel and equipment. A 5-day deliberate recovery following a major training event is about the right amount of time to commit to ensure all equipment is clean, fixed, replaced, and inspected. Attachment 70 is one example of a recovery tracker.

Range Recon Checklist Package. When planning a maneuver lane for a company live fire, it is best to have all company leaders attend the event so that all platoons and company command leadership can provide input into the plan and have a good visual understanding of the training event. Prior to leaving for a range recon, refer to the checklist below so that you have all of the equipment needed to finalize your training plan and accurately request your resources.
- ☐ Range Map
- ☐ Map board and map markers
- ☐ compass
- ☐ Range MOI and special instructions
- ☐ List of available resources for the range
- ☐ GPS
- ☐ Laser Range Finder
- ☐ SDZ Template for all ammunition used on the range
- ☐ Approved range concepts from JMTC if conducting your final recon
- ☐ Coordinate with the range/LNO at least 1 week out to ensure range is available for a recon. Confirm 48 hours prior to recon that range is still available

Scoring Training Events: For all training events, it is best to keep a record of all Paratrooper's performance. Prior to the training event, establish the scheme of maneuver, scoring plan, and post and inform all Paratroopers. Assign an OIC and NCOIC for each event to ensure equal scoring. At the end of the event, post the top performers at a common location in the company. The public recognition of top performer will be powerful at creating excellence and healthy competition in the company. Attachment 72 is an example of a competition marksmanship event and the scoring plan.

Aviation Capabilities Brief. The 12th CAB conducts multiple training events in Italy and Germany through the year. It greatly eases the planning process by knowing the capabilities of the aviation units you will work with. Additionally, it is a great tool to train junior leaders. Attachment 77 and 78 are the capabilities brief for UH-60 and AH-64 for your planning purposes.

Platoon Focused Training Time. To help your platoons commit resources, time, and focused effort to a weekly training plan, commit a block of time each week for platoons to train in which no administrative or company level training events will influence. This time should be untouchable as much as possible so that squad leaders can reserve resources and plan their training events. Friday in the morning is a good time to us as most end of the week close out

tasks provide availability to training ground on Friday morning. Attachment 79 is an example of a platoon focused training plan.

Contingency Response Force Alert Process and Weekly Update: Each week it is best to update your ACRF rosters and status to ensure all Paratrooper information is current. This should be part of your weekly battle rhythm. Additionally, your Charge of Quarters should maintain an alert book in the event of a notification. Below are the list of weekly ACRF updates and the products needed for your ACRF alert book.

  ACRF Weekly Updates:
- ☐ Verify Paratrooper phone roster
- ☐ Verify FRG phone roster
- ☐ Verify Rear Detachment Roster with Rear-D Leader
- ☐ Verify all Legal Issues with Rear-D Leader
- ☐ Verify all Maintenance Issues with Rear-D Leader
- ☐ Verify all Administrative Issues with Rear-D Leader

  ACRF Alert Book:
- ☐ Alert Message
- ☐ Company Alert Roster
- ☐ Barracks layout with Paratrooper room assignments
- ☐ CQ notification tasks
- ☐ Copy of all Company Alert Rosters
- ☐ Contingency Response Force Notification Policy Memorandum

Planning Exercises: To help maintain you leader's planning edge during times away for the field, conduct a weekly planning exercise by issuing an operation order on Monday morning and requiring your leaders to develop a deliberate plan (2-3 days) or a hasty plan (less than 6 hours). Both of these planning exercises will assist your Leaders to prepare and conduct operations and training events in the future. To make this process standardized across the Battalion or company, have all of your platoons produce this order in a standard format. Attachment 82 is an example format for a hasty OPORD.

Combined Arms Rehearsal (CAR) Script: With time and resources permitting, it is best to do a rock drill or a CAR before any major training event. The CAR or rock drill script can change based on the location, mission, and units. Attachment 84 is an example of a CAR Script.

Hawg-view: Hawg-view is a great website to use to develop overlays, grid reference graphics, and imagery for any place in the world. It is easiest to use by searching for the MGRS Grid to find the exact location. The Hawg-view system will provide all of the grids and grid boxes to help you make products for your unit. See the link below for the website.
http://hawg-view.com/

Italian Army Unit Courses: There is a broad range for courses available for your Paratroopers to attend with a variety of Italian units. Most Italian units are very open to having American

Paratroopers train with them and they are also very interested in attending American training events. A good practice to help develop a relationship with an Italian unit is that if you receive the opportunity to send Paratroopers to an Italian School be sure to offer something in return such as combat life saver, drivers training, rollover trainer, VBS2, call for fire trainer, etc. Italian units are usually very willing to help you out, but are interested in receiving training from your unit too. Listed below are some Italian courses offered and the hosting Italian Unit.

- ☐ Combat Ski Course: 6th Alpini
- ☐ Basic Mountain Warfare: 6th Alpini
- ☐ Mountain Warfare Driving Course: 6th Alpini
- ☐ High and Low Altitude Marksmanship Course: 6th Alpini
- ☐ Close Combat Marksmanship: 4th Alpini
- ☐ Airborne Operations: 4th Alpini
- ☐ Italian Ranger School: 4th Alpini
- ☐ Air Assault Course: 66th Air Assault Regiment
- ☐ Fast Rope Training: 66th Air Assault Regiment
- ☐ Mechanized Infantry Training: 11th Infantry Regiment

Tactical Leader book: To organize yourself and your subordinate leaders, it is essential to have a tactical leader book for any field/combat operation. There are multiple versions of a leader book or a map board. Regardless of the format, it has to work with for you. Some helpful ideas is to have a leader book that can fit in your cargo pocket and is lightweight and easy to use. Listed below are some things to consider when building a tactical leader book:

- ☐ Operational graphics
- ☐ EXCHECK
- ☐ Preformatted reports
- ☐ Maps
- ☐ Communication card
- ☐ PIR/CCIR information
- ☐ Enemy SITEMP
- ☐ Writing pad and an alcohol marker
- ☐ Attachment 86 is an example of a tactical leaderbook

Notification Process and Rear-Detachment Contact Procedures: In the event your Rear-Detachment Leader needs to pass information or he/she receives a request for information from a spouse, a standardized notification process for spouses and leaders aids greatly in the process. To help communicate your spouse contact procedures, introduce your Rear-Detachment Leader at Monthly FRG meetings and remind families of the notification process. Attachment 97 is the notification and contact process between you and your Rear-Detachment Leader and Attachment 98 is the contact procedures for spouses with your Rear-Detachment Leader.

Air to Ground Integration: Communicating with Close Combat Air and other aerial platforms can be initially difficult for a leader as he/she may not understand pro-words, REDs, or

capabilities of an airframe. Attachment 99 is an AGI smartcard to help assist with combined air and ground exercises and missions.

DTMS: DTMS is a great system to manage all of your company training and administrative data. The DTMS system has improved drastically in the past few years and is only getting better. The short range calendar is a great tool to provide a detailed calendar to your company and once your calendar is approved by your higher headquarters an email will be sent to all Paratroopers with the calendar. Additionally, DTMS can allow you to track all administrative information for all Paratroopers. It is the best Army system to manage your company. It is best to have all Platoon Leaders and Platoon Sergeants trained on DTMS so they can update and maintain all of their platoon information. Listed below are the capabilities of the system.
- ☐ Short range calendar
- ☐ Store all training records, personal data, and family data of all Paratroopers
- ☐ Upload critical deployment and information forms (SGLV, DD93, Hero photo, ERB, etc)
- ☐ Company METL and assessment
- ☐ Sort list for any information in the data base (list of all Paratrooper phone numbers)
- ☐ Plan and monitor all 350-1 annual training requirements (validate attendance for all training events)
- ☐ Store all mandatory training data (weapon qualification, APFT, etc)
- ☐ Store all critical skill qualifications for your company
- ☐ And many more…

The DTMS Operator's Course is very helpful for the newest use and someone who wants to maximize the use of the system. Follow this link to the various modules: https://atn.army.mil/dsp_template.aspx?dpID=375

Training Memorandum of Instruction (MOI): For all training events, develop a memorandum of instruction that prescribes the responsibilities of all platoons and sections in order to conduct the training. This MOI, should be separate to a tactical OPORD. The MOI should provide critical information regarding logistics, timeline, backside support personnel, and range concepts in order to allow your subordinate units to develop their range scheme of maneuvers. To help ensure training success, schedule an in-progress review for all training events to ensure all tasks are being completed and your intent for the training plan is being achieved. Below is a sample list of products in a training MOI:
- ☐ Training MOI. Written in five paragraph OPORD format, see attachment 101
- ☐ Training timeline. There are a millions versions of a timelines, here is one, see attachment 102
- ☐ Range Composite risk assessment
- ☐ Range Concept and layout, see attachment 103
- ☐ Tactical OPROD for training, see attachment 104
- ☐ Tactical OPORD enemy SITEMP, see attachment 105
- ☐ Backside support plan. This should be described in your MOI and timeline identifying the platoon responsible and the tasks that must be accomplished to ensure training success, see attachment 106.

☐ Training task tracker, see attachment 107

Attachments

1- Unit Funds SOP
2- Unit Funds Generic Memo
3- Caserma Ederle Map
4- 173rd Legal Guide
5- UCMJ Legal Tracker
6- Weekly and Monthly Battle Rhythm
7- Physical Fitness Competition Example
8- Find Individual Task to Support CO METL
9- Additional Duties Roster
10- Company Leader Boards
11- Training Management Trackers
12- Administrative Trackers
13- Urinalysis Commander's Brief
14- Command Directed Urinalysis
15- Company Newsletter Example
16- Change of Command Invite
17- Arms room MAL example
18- FRG Meeting Agenda
19- Centralized Calendar
20- Company Battle Rhythm
21- Army Expense Tracker
22- Digital sign property inventories
23- UCFR Cheat Sheet
24- Monthly Sensitive Items Inventory Duty Roster
25- Unaccompanied Access Roster
26- SHARP Guidebook
27- SHARP Counseling Template 1
28- SHARP Counseling Template 2
29- SHARP Counseling Template 3
30- Reenlistment Tracker
31- MEDPROS Cheat Sheet
32- Commanders and First Sergeants Quick Reference Guide to Army Regulations
33- CQ Feedback Sheet
34- ASAP enrollment form
35- Health and Welfare Template
36- USAG Vicenza Garrison Facilities Request
37- Garrison Battle Drills

38- Manning Roster Shell
39- SOP for reporting sexual assault
40- FRG Leader Appointment Orders
41- FRG Treasurer Appointment Orders
42- FRG Fund Raising Memorandum
43- Pass Tracker Shell
44- ACRF Individual packing list
45- ACRF Company Command post packing list
46- Individual physical fitness competition
47- Mass Tactical Airborne Operations Communication Architecture
48- Command Post and platoon independent operations Communication Architecture
49- ACRF Command Post with independent platoon outposts Communication Architecture
50- Weekly Commander SITREP
51- Rear-D SITREP
52- ACRF Ready Room Layout
53- Command Post Boards
54- Report to Suspend Favorable Personnel Action (FLAG)
55- BAR to Reenlistment
56- Command Post packing list and layout
57- Paratrooper Standards Card
58- PT Plan Shell
59- OPORD Shell
60- Resiliency Tracker
61- Maintenance Tracker
62- Mission and Training CONOP
63- Training and operational timeline
64- Professional Timeline
65- WTU Packet Shell
66- Letter of Justification Example
67- Quad Chart Example
68- Italian Partnership Training Checklist
69- Aviation Training Request Checklist
70- Recovery Tracker
71- Command Welcome Letter
72- Scoring Training Event Example
73- Company Training Meeting
74- Portal page layout example
75- Staff Ride Example
76- VBS2 Map
77- UH-60 Capabilities brief
78- AH-64 Capabilities brief
79- Platoon Focused Training Time
80- Villabassa Smartcard example

81- Training Storyboards
82- Hasty OPORD Format
83- FRG Key Caller Chain and Contact Roster
84- Combined Arms Rehearsal Script
85- Self Assessment Counseling Form
86- Tactical Leader book
87- Serious Incident Report
88- Platoon Initial Brief to Company Commander
89- Sub Hand Receipt Holder Counseling
90- Italy Training Area Overview Map
91- Introduction to Training in Italy
92- GTA SOP #1 Training Operations
93- GTA SOP #2 Maneuver
94- Baby Certificate
95- Commander's military Justice Brief
96- Social Media Guidelines for UCMJ
97- Notification process with Rear-Detachment
98- Contact Procedures for Families with Rear-Detachment
99- AGI Smartcard
100- Protective Order
101- Training MOI
102- Training Timeline
103- Range Concept
104- Tactical OPORD
105- Tactical OPORD Enemy SITEMP
106- Backside Support Breakdown
107- Training Event Tracker
108- Certificate of Appreciation
109- Incentive Award Nomination and Approval
110- Property Layout Standard Picture
111- Component Shortage Roll Up
112 - Acknowledgement of Shortages Statement
113 - Mission Critical Shortages Memorandum
114- TM Memo
115- No TM Memo
116- Commander's Weekly Priorities