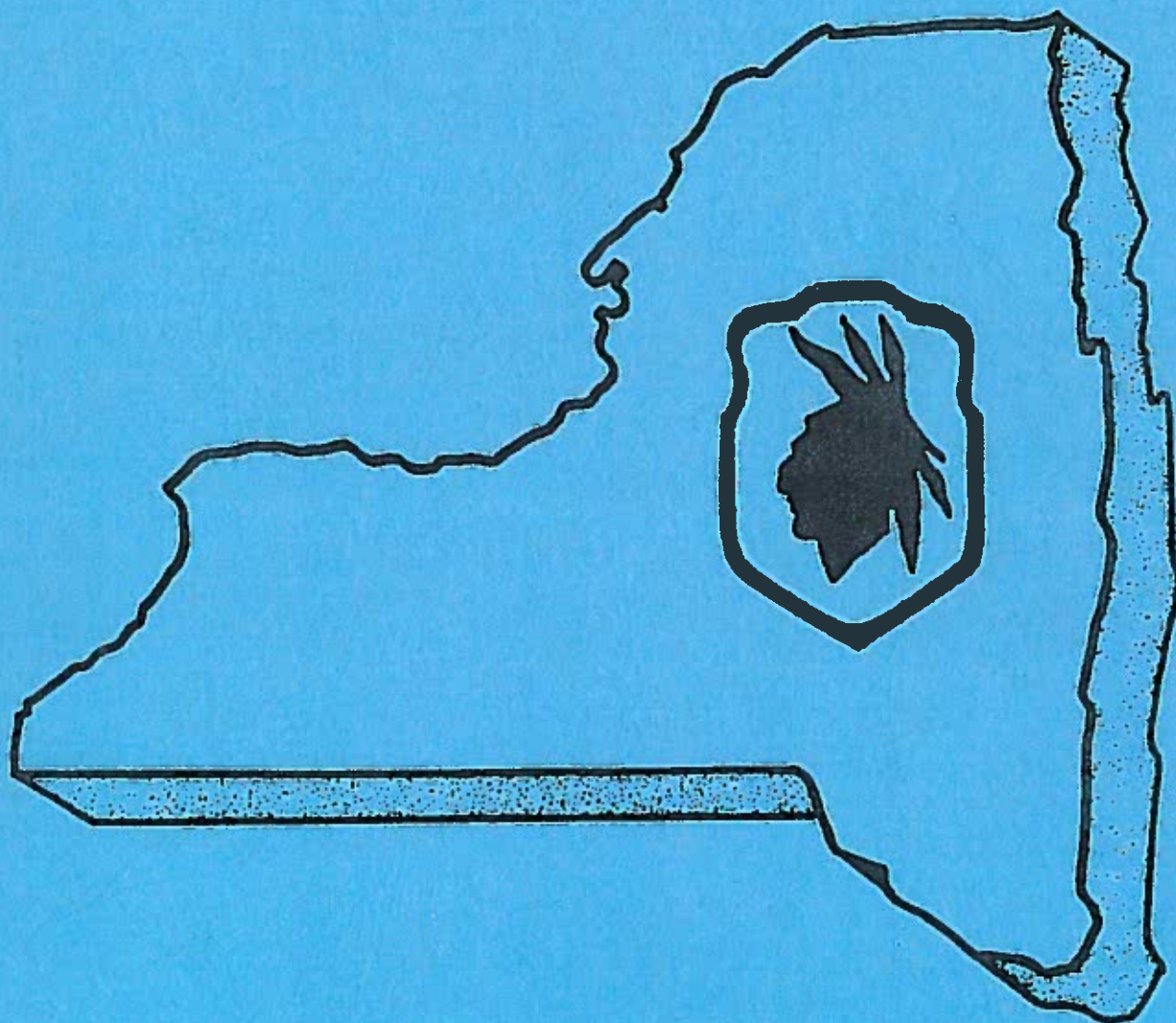


98th Division (Training)



**COMMANDERS SEMINAR
NOVEMBER 1988**

**BG BARCLAY O. WELLMAN
COMMANDING**



"Our commitment to excellence will be sustained by maintaining a well-trained, disciplined, physically fit force."

This conference provides us the opportunity to reflect on the achievements of 1988 as well as the challenges of 1989. It also provides the opportunity for each of us to learn from each other and participate in collective problem solving.

I take this opportunity to sincerely thank each of you for making this a Division we can all be proud of. Our successes are a direct result of your dedication, selflessness, and professionalism.

I also take this opportunity to reaffirm my command philosophy which is quoted above. I feel as I did last year that this commitment is sustainable through training, soldier support from caring leaders, and team building. It is essential that each task we undertake remain focused to this end.

We must assure that all training is performance oriented and performed to standard. It is particularly important in those training units that are equipment constrained, that we expend the extra effort to conduct hands-on training. Reported deficiencies in training execution stem from a lack of planning and preparation; we must reemphasize the conduct of training meetings.

As the leaders of this Division, we must insure that our individual commitment to excellence begins and ends with a commitment to the individual soldier. Subordination of our own interests to those of our soldiers is more discernible from our actions than from our philosophy.

The challenges that face us require teamwork. Remember that our families are an entegral part of that team. Find ways to include them and demonstrate our appreciation for their support.

In no other part of the total Army is the family more important than the 98th Division. Only through their understanding and support can we attain and maintain the individual and unit readiness necessary. It is for this reason I dedicate this year's conference to them, in sincere appreciation for the sacrifices they make.

Barclay D. Wellman
BARCLAY D. WELLMAN
Brigadier General, USA
Commanding





The 98th Division Patch consists of a shield in the shape of The Great Seal of the State of New York, with the head of an Iroquois Indian Chief. The five feathers represent the five original Iroquois nations: the Seneca, Onondaga, Oneida, Cayuga, and the Mohawk. The blue and orange-gold colors are those of the Dutch House of Nassau, the earliest settlers of New York State.



**98th DIVISION (TRAINING)
NEW YORK
Headquarters at Rochester, New York**

Iroquois Division

Constituted 23 July, 1918.

Demobilized in November, 1918, at Camp McClellan.

Reconstituted in the Organized Reserves 24 June, 1921.

Organized in November, 1921, at Syracuse, New York.

Ordered into active service 15 September, 1942, at Camp Breckenridge,
Kentucky.

Inactivated 16 February, 1946, at Osaka, Japan.

Activated in the Organized Reserves 19 December, 1946, at Syracuse,
New York.

Redesignated and reorganized Headquarters and Headquarters Company,
98th Division (Training), 1 May, 1959.

CAMPAIGN STREAMERS

World War II

Asiatic-Pacific

without

Inscription



The following information is provided for your reference:
 The total number of pages in this document is 10.
 The document contains 10 pages of text.
 The text is organized into 10 sections.
 Each section contains 10 lines of text.
 The text is presented in a clear and concise manner.
 The information is accurate and up-to-date.
 The document is a valuable resource for your research.
 The text is presented in a clear and concise manner.
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SYMBOLS OF EXCELLENCE



Medal of Honor



Distinguished Service Cross



Defense Distinguished Service Medal



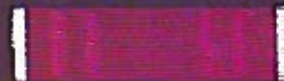
Distinguished Service Medal



Silver Star



Defense Superior Service Medal



Legion of Merit



Distinguished Flying Cross



Soldier's Medal



Bronze Star



Purple Heart



Defense Meritorious Service Medal



Meritorious Service Medal



Air Medal



Joint Service Commendation Medal



Army Commendation Medal



Joint Service Achievement Medal



Army Achievement Medal



POW/MIA Medal



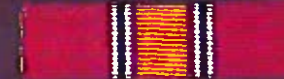
Good Conduct Medal



Army Reserve Components Achievement Medal



Army of Occupation Medal



National Defense Service Medal



Korean Service Medal



Antarctica Service Medal



Armed Forces Expeditionary Medal



Vietnam Service Medal



Humanitarian Service Medal



Armed Forces Reserve Medal



NCO Professional Development Ribbon



Army Service Ribbon



Overseas Service Ribbon



Army Reserve Components Overseas Training Ribbon



United Nations Service Medal



Multinational Force and Observers Medal



Republic of Vietnam Campaign Medal

These medals and ribbons are displayed in the correct order of precedence. They represent what members of today's Army are most likely to wear, but are not all-inclusive. For more information, consult Army Regulations 670-1 and 672-5-1.



AFKA-GCD-AG

MEMORANDUM FOR: 1988 98TH DIVISION (TRAINING) COMMANDER'S CONFERENCE

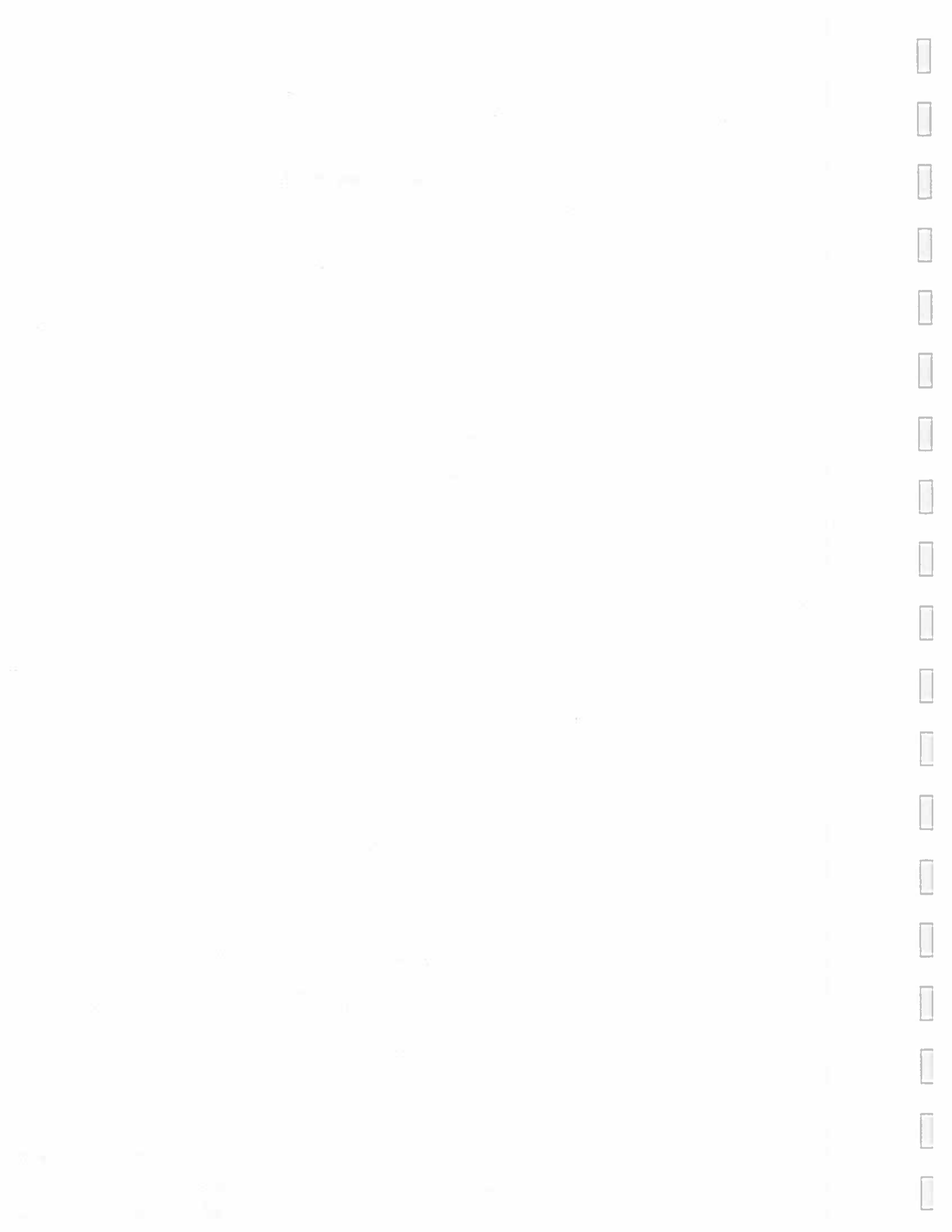
SUBJECT: Correct Order of Precedence for Army Awards

1. The July 1988 issue of Soldiers magazine contains a copy of the enclosed chart. This illustration provides the current information for the correct order of precedence pertaining to U.S. Army Awards.
2. Soldiers are reminded that the Army Reserve Components Achievement Medal (4 year service ribbon) now takes precedence over the Army Forces Reserve Medal (10 year service ribbon).
3. This chart does not contain information on awards unique to the U.S. Navy, U.S. Air Force, U.S. Marine Corps or the National Guard.
4. Point of contact, this headquarters, is Mr. Ginsburg, ext. 226.
5. References:
 - a. AR 672-5-1, Military Awards, with FUSA and FORSCOM Supplements.
 - b. AR 670-1, Wear and Appearance of Army Uniforms and Insignia.



98TH DIVISION COMMANDERS CONFERENCE
5-6 NOVEMBER 1988
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ACofS, G-1

- * AG
- * PAO
- * MD
- * CH
- * EO
- * SJA
- * SMO

1-10 (20.0)

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AFKA-GCD-GA

5 Nov 88

MEMORANDUM FOR: 1988 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: FORSCOM U.S. Army Reserve Drill Sergeant/Instructor Status Report

1. The status of USAR Training Division Drill Sergeant/Instructor strength, qualification and utilization has become a high visibility item at the Headquarters, Forces Command (FORSCOM), Training and Doctrine Command (TRADOC) and the Department of the Army. The Army's senior leadership is increasingly interested in the quantity and quality of soldiers assigned to USAR Drill Sergeant/Instructor positions and in the programs affecting them.

2. The FORSCOM Form 1010-R (enclosure 1) has replaced the monthly report required by FORSCOM message, AFOP-TR, 031300Z Oct 84, Subj: USAR Training Division/Separate Brigade Strength Report. The form dated 1 Oct 86 has been revised. The current FORSCOM Form 1010-R is dated 1 Jan 88. Procedural instructions and definitions of the various data elements are contained on the reverse side of the form. The following suspense dates are 5 Jan 89, 5 Apr 89, 5 Jul 89 and 5 Oct 89. This report is to be consolidated at MSC level and forwarded as indicated by suspense date to 98th Division (Training), ATTN: AFKA-GCD-GA.

3. Enclosure 2 highlights the status of Drill Sergeants by MSC assigned. It depicts percent "X" qualified against unit authorization.

FORSCOM USAR DRILL SERGEANT/INSTRUCTOR STATUS REPORT
(FORSCOM/TRADOC Reg 140-3)

Requirements Control Symbol
AFPR-384 (R1)

FROM (SUBMITTING UNIT)

THRU (CONUSA HQ)

TO Commander
Forces Command
ATTN: FCJ1-PRR
Fort McPherson, GA 30330-6000

REPORTING ENDING DATE

P 30

DEC 31

MAR 30

JUN 30

STRENGTH DATA

	OFFICERS	WARRANTS	ENLISTED	DRILL SERGEANTS	INSTRUCTORS
REQUIRED					
AUTHORIZED					
ASSIGNED					

TRAINING PERSONNEL

	DRILL SERGEANTS (SQI X)	DRILL CORPORALS (SQI X)	INSTRUCTORS (SQI H)
SQI QUALIFIED			
LOS QUALIFIED			
MEDICAL PROFILE			
PER 40 NOT CLEARED			
ACTUAL LOSSES			
NOT SQI QUALIFIED			
TRAINING			
SCHEDULED FOR TNG			
ACTUAL LOSSES			

REMARKS

JNIT POC

TELEPHONE NUMBER

APPROVED BY

TITLE

Encl 1

INSTRUCTIONS FOR COMPLETION OF FORSCOM FORM 1010-R

1. **Report Ending Date:** Check the appropriate space indicating the ending date of the report. Submit to arrive at HQ FORSCOM not later than the 15th of the following month.

2. **Strength Data:**

a. All strength data used in this report refers to personnel required, authorized or assigned to the headquarters and subordinate organic elements of the major unit (Training Division, Separate Brigade or Chemical Training Battalion). Do not include data from elements under peacetime command such as Reception Battalions, Maneuver Training Commands, Division Aviation Sections, PIRC units or Bands.

b. Training Groups, Division Support Commands/Groups, Leadership Academies, Committee Groups, Brigade Headquarters and Training Battalions will be included.

c. Required and Authorized Strength is obtained from the published MTOE/TDA.

d. Assigned Strength should agree with updated SIDPERS-USAR UMR. For Drill Sergeants and Instructors, report only those soldiers who are occupying positions requiring personnel qualified as Drill Sergeants (SQI X) or Instructors (SQI H). Do not include soldiers who possess the indicated SQI but are not occupying positions requiring these qualifications.

3. **Training Personnel:** This section of the report pertains only to required Drill Sergeant and Instructor positions.

a. **SQI Qualified:** Soldiers "assigned" to Drill Sergeant or Instructor positions who have been awarded SQI X or H or who have completed all requirements for award of the SQI except for the required grade. Basic three digit MOS qualification is not a consideration. Drill Corporals are soldiers in pay grade E4 who are assigned under the Drill Corporal Program (See AR 140-58).

b. **MOS Qualified:** "SQI Qualified" soldiers who hold a three digit MOS required by the position to which assigned, or who are counted within allowable MOS substitution or MOS immaterial allocations.

c. **Medical Profile:** "SQI Qualified" soldiers who are unable to fully perform the duties required of SQI X due to medical reasons.

d. **Over 40 Not Screened:** "SQI Qualified" soldiers who are over 40 years old who have not been cleared for participation in the Army Physical Readiness Program.

e. **Actual Losses:** "SQI Qualified" Drill Sergeants, Corporals and Instructors who have transferred from the unit since the last report.

f. **Not SQI Qualified:** Soldiers assigned to positions requiring SQI X or H who are not reported as "SQI Qualified".

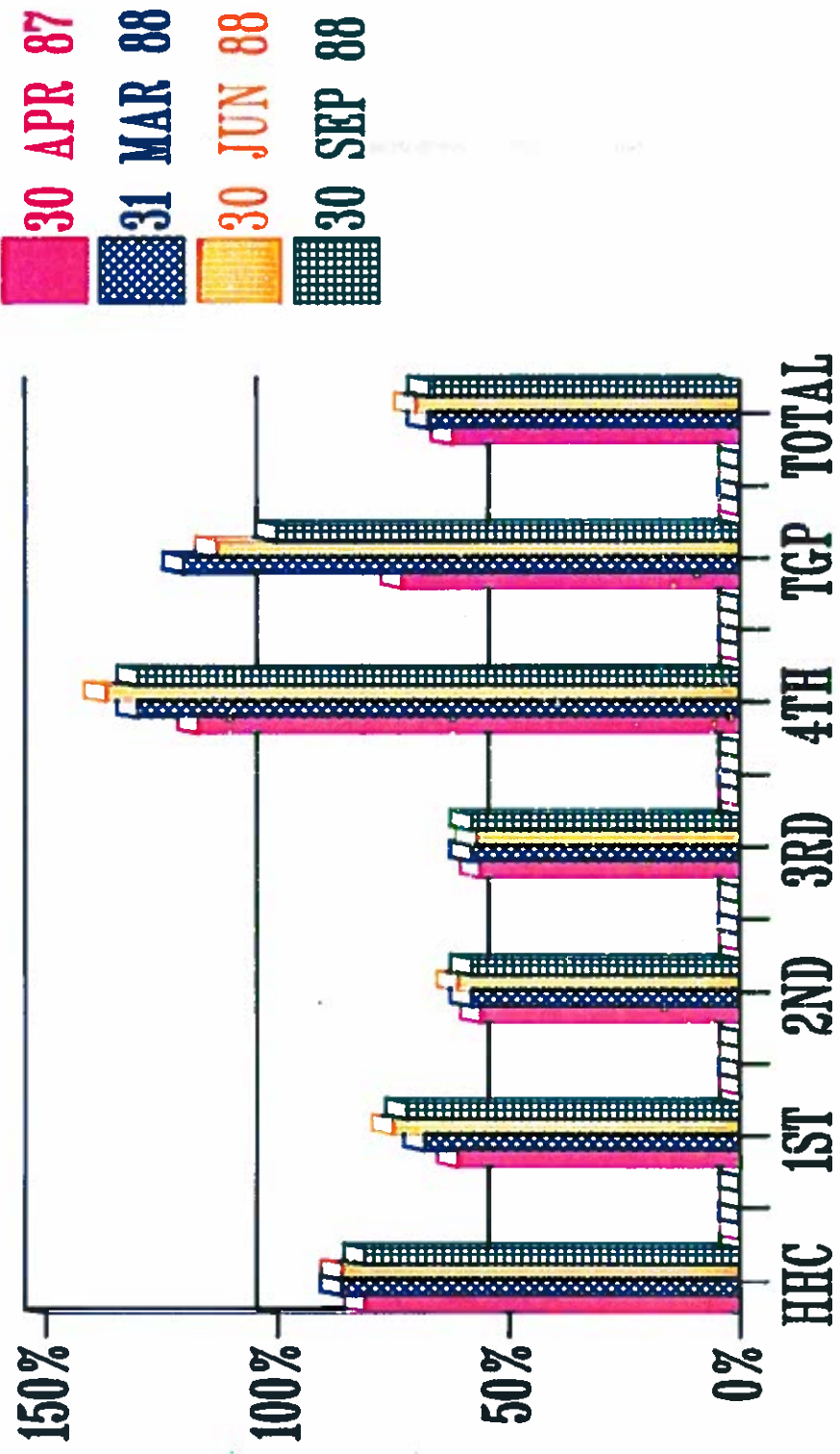
g. **In Training:** "Not SQI Qualified" soldiers who are attending any approved course of instruction designed to award SQI X or H.

h. **Scheduled for Training:** "Not SQI Qualified" soldiers who are scheduled for attendance at the next available SQI X or H producing course.

i. **Actual Losses:** "Not SQI Qualified" soldiers who have transferred from the unit since the last report.

4. **Remarks:** Optional to describe unique problems or to clarify other data. For example, to report critical MOS shortages or imbalances, or qualified DS or DI who may be serving in positions not requiring the SQI but would be available for such assignment on mobilization.

DRILL SERGEANTS QUAL



PERCENT QUAL

DS "X" QUAL VS AUTH

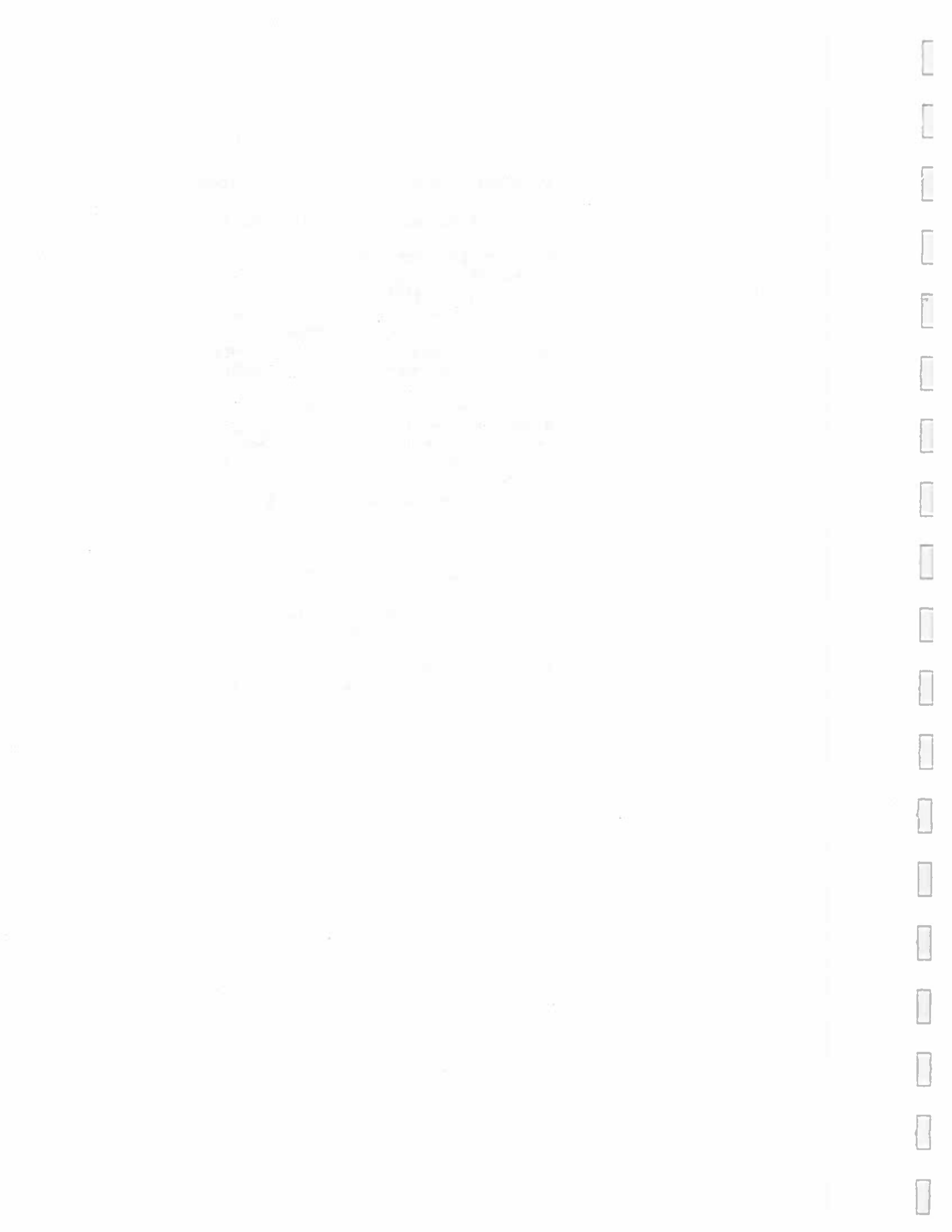


5 Nov 88

MEMORANDUM FOR: 1988 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Preparation for Overseas Replacement (POR) Qualification

1. FORMDEPS Volume III, Part 3, RC Unit Commander's Handbook requires each soldier to have two (2) panographs, two (2) identification tags and a current identification card. Major Subordinate Commanders will certify in writing to this Headquarters, ATTN: AFKA-GCD-GA, when their command accomplishes 100% POR qualification. During Command Inspections, the G-1 will inspect procedures used for validating POR requirements of each soldier.
2. All soldiers will have a dental record and an identification panographic x-ray or file at the DOD operated Central Panographic Storage Facility. Soldiers must complete the duplicate panograph requirement as soon as possible, but not later than 1 October 1989. A soldier is considered not, repeat not, deployable to CONUS or OCONUS for any exercise, TDY, AT, ADT or ADSW unless a dental record is available for identification purposes.
3. Major Subordinate Commanders submit current status of POR qualification quarterly. The following suspense dates are 10 Jan 89, 10 Apr 89, 10 Jul 89, and 10 Oct 89. Once 100% POR qualified, Major Subordinate Commanders will continue to monitor full compliance of this requirement with newly assigned personnel.
4. Enclosure 1 highlights POR support locations. Enclosure 2 provides POR status of divisional units. Enclosure 3 provided POR status of non divisional units.



LOCALLY IDENTIFIED SOURCES OF POR SUPPORT

1. Panographs:

- a. 1205th MD Dental Service Detachment, 95 Burrstone Road, Utica, NY 13502-4887, CPT Carney or MSG Angel (315) 793-8428.
- b. 3295th MD Dental Service, 9400 Porter Road, Niagara Falls, NY 14304-1698, (716) 372-1953. Mail should be addressed to Commander, 338th General Hospital, ATTN: MAJ Boneberg.
- c. VA Hospital, 3495 Bailey Avenue, Buffalo, NY with assistance from and thru 3295 MD Dental Service identified at b. above.
- d. Canandaigua VA Hospital, POC Pete Griffiths, (716) 394-2000, ext. 3226.
- e. Seneca Army Depot thru Post Clinic (607) 869-1225. Available Monday thru Thursday, 0730-1530 hours. Maximum four persons per hour or 28 per day. Coordination should be made 3 weeks in advance with roster of personnel including SSN.
- f. Fort Drum following same procedure as Seneca Army Depot, POC SGT Vargas, (315) 772-6220.
- g. Griffiss Air Force Base, coordinate with TSGT Triplett (315) 330-7637.
- h. Albany VA Hospital, coordinate with Tom Rider, (518) 462-3311, ext. 441.

2. Identification Tags:

- a. ROTC at Rochester Institute of Technology, POC, SSG Saey (716) 475-2934.
- b. 409th PSC, POC, SGT Green (716) 693-9146.
- c. 1019th S&S Bn, POC, SFC Fiello (315) 454-4933.

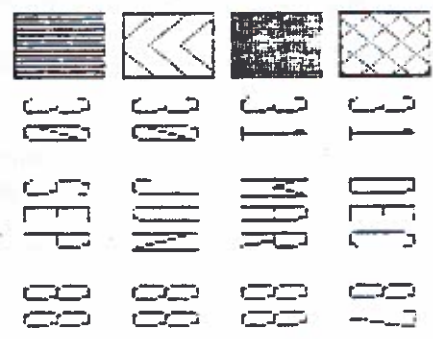
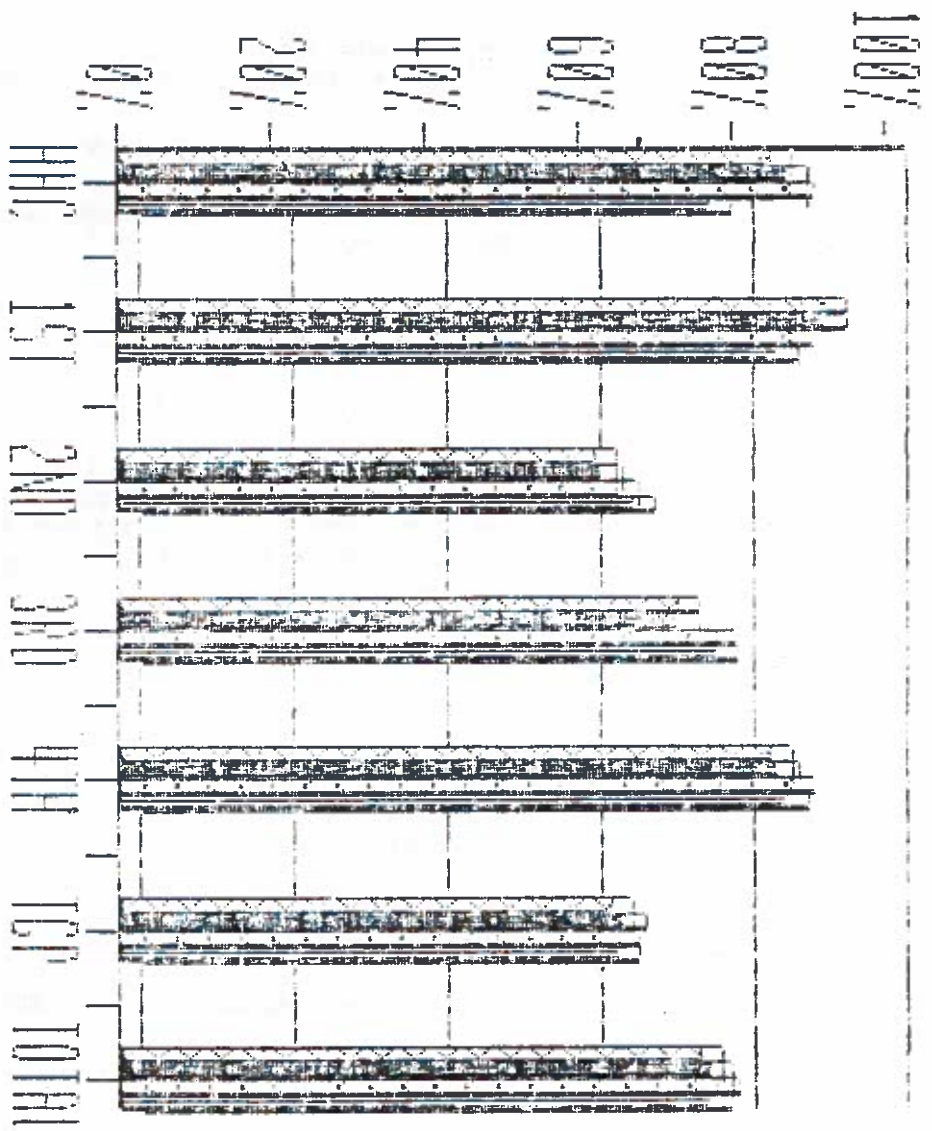
3. ID Cards (expired or non-existing only) thru command channels currently used.

4. When coordinating requirements, any and all costs must be borne by the supported unit. Remember, these limited resources are currently inundated with requests to support and their cooperation is in addition to all other ongoing missions that they have.

POR PERCENT QUAL

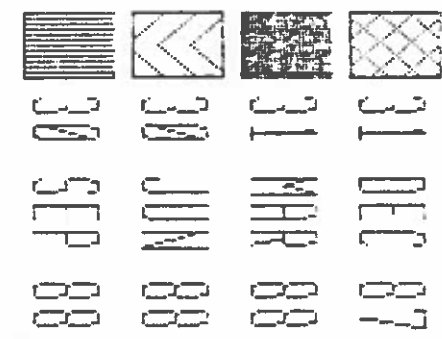
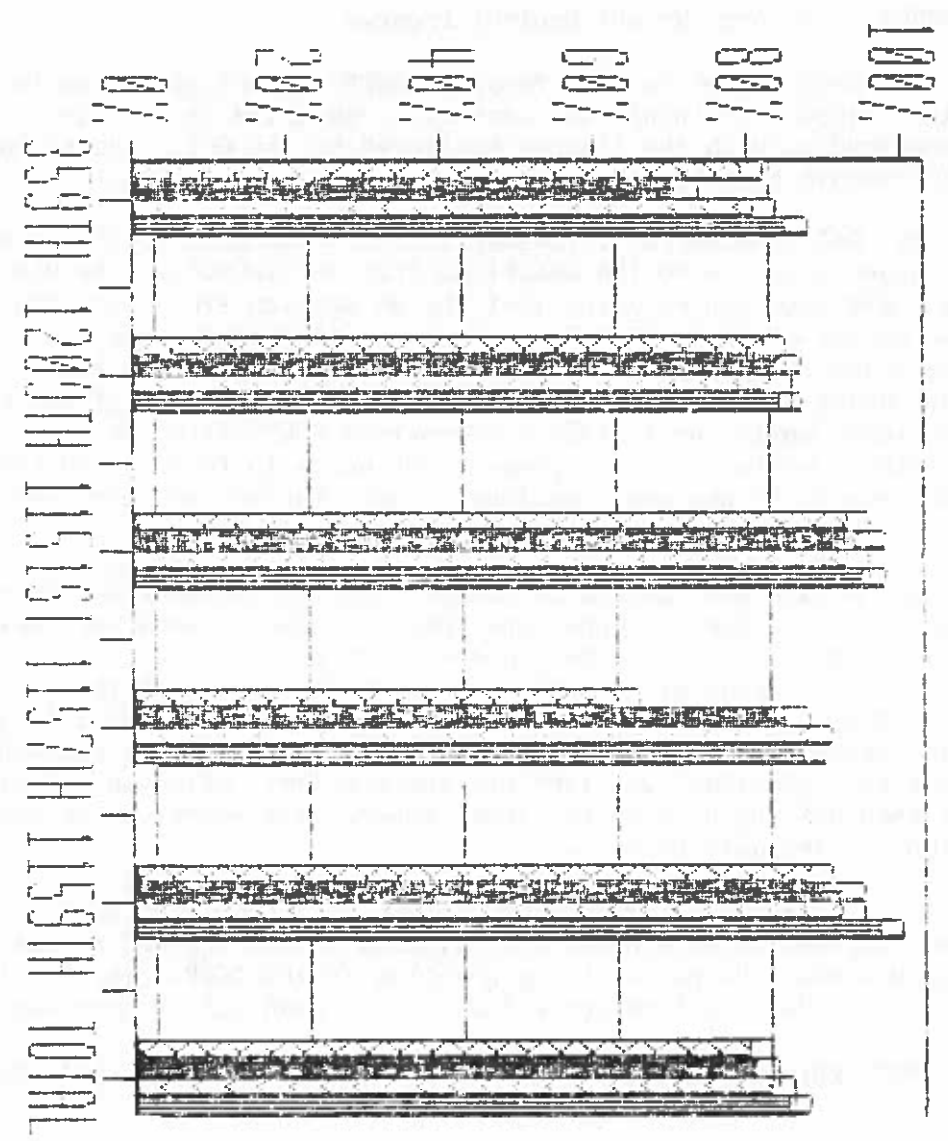
DIVISIONAL UNITS

DIVISIONAL UNITS



FOR QUALITY-ICRITION

NONDIMENSIONAL UNITS



5 Nov 88

MEMORANDUM FOR: 1988 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: The Army Weight Control Program

1. The Army Weight Control Program (AWCP) reporting system for the 98th Division (Training) has improved. Reported figures are corresponding with the figures monitored by the G-1. The following requirements have been made to achieve this:

a. All DA Form 268's (Suspensions of Favorable Action) are now forwarded directly to the Weight Control NCO (WCNCO). The WCNCO makes distribution ensuring that the AG section along with the G-1 have copies of DA Forms 268 on personnel flagged for the ACWP. The latest quarterly Weight Control Program report for each MSC is highlighted at enclosure 1. Enclosure 2 provides AWCP status of divisional units and enclosure 3 provides AWCP status of non divisional units. The requirement for units to forward 1AA Form 181-R quarterly has been rescinded. Only forward DA Forms 268 on a monthly basis.

b. A data base of all personnel entering the AWCP has been established. Once personnel are removed from the program, they are still listed in the data base under a different code. If they re-enter the program, the WCNCO notifies the unit that the individual has been on the program previously and allows the unit to take appropriate action depending on the amount of time elapsed since the individual was taken off the program. After an individual has been off the program for three consecutive years, he or she is taken off the data base.

c. A computer listing of personnel on the AWCP by unit is sent every quarter to each MSC. This listing allows the MSC to see who this Headquarters has as being enrolled in the ACWP. This listing allows the unit to take corrective action when and if necessary.

2. POC, this headquarters, is MAJ Smith, 716-338-7400, ext. 215.

ARMY WEIGHT CONTROL PROGRAM
AS OF 30 September 1988

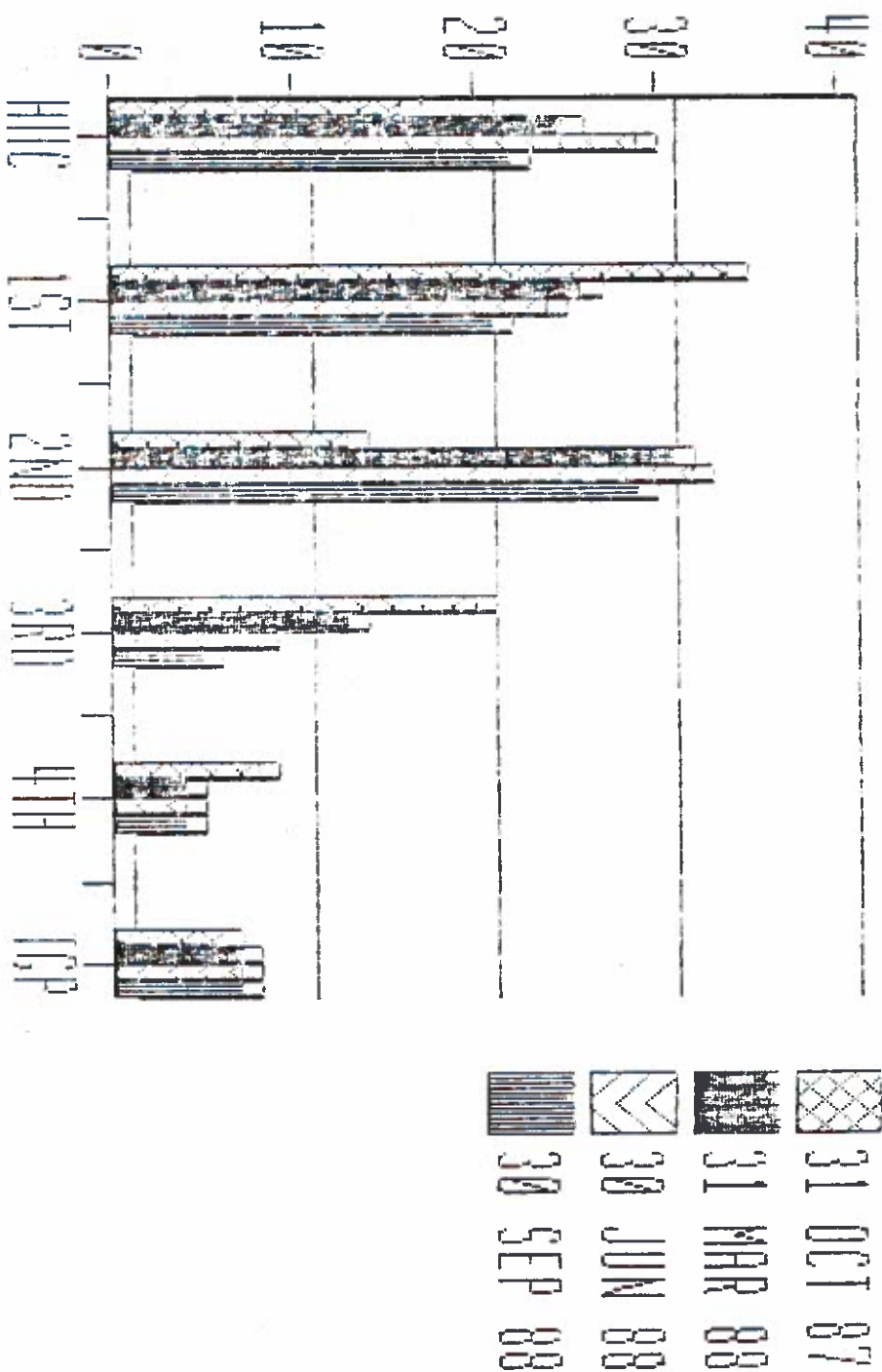
MSC	31_OCT_87	31_MAR_88	30_JUN_88	30_SEP_88
HHC, 98TH	16	25	29	22
1ST BDE	34	26	24	21
2D BDE	13	31	32	29
3D BDE	20	13	8	5
4TH BDE	8	4	4	4
TNG GP	6	7	7	7
TOTAL	97	106	104	88
1209TH USAG	64	79	72	74
359TH SIG BDE	36	46	47	41
1151ST USARFS	0	0	0	0
1157TH USARFS	1	2	1	0
1159TH USARFS	0	4	3	3
TOTAL	101	131	123	118

NOTE: Figures above represent total number of personnel in program by unit. Each reporting period represents approximately 3% of the division total strength.

IN PROGRAM

WEIGHT CONTROL PROGRAM

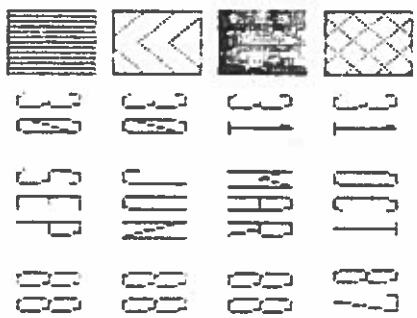
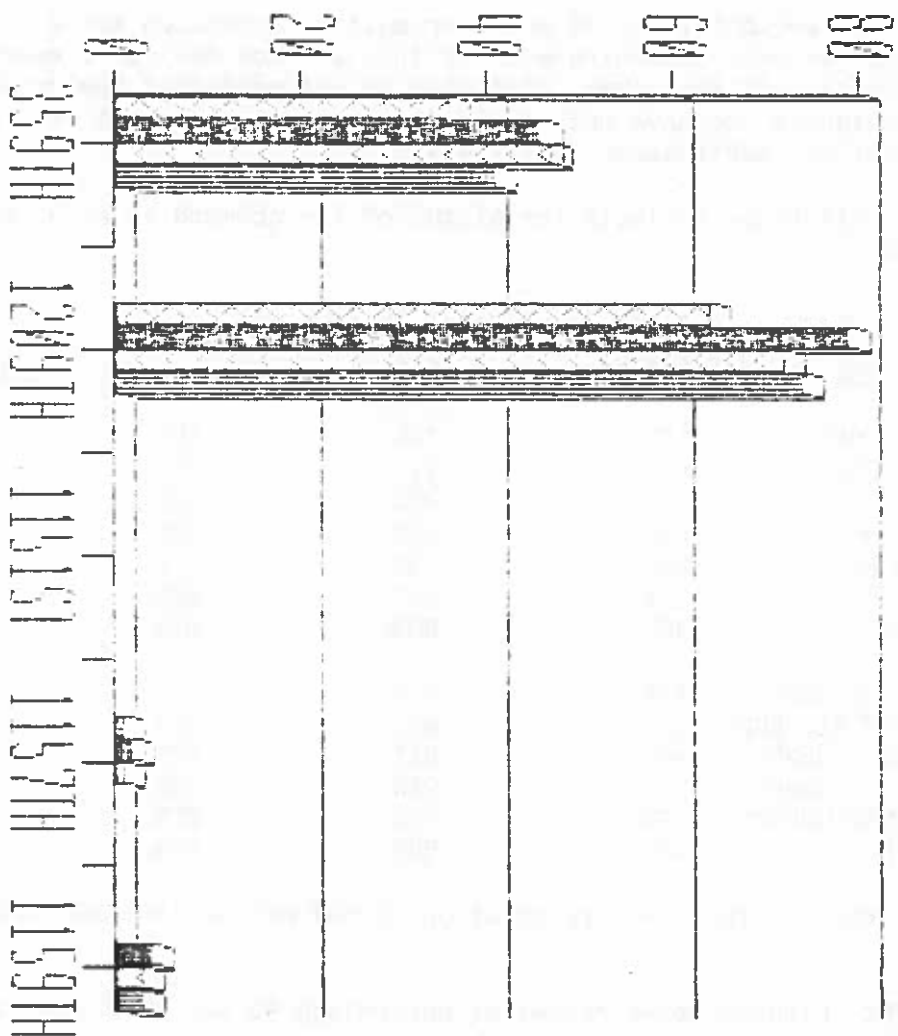
DIVISIONAL UNITS



IN PROGRAM

WEIGHT CONTROL PROGRAM

NONDIVISIONAL UNITS



5 Nov 88

MEMORANDUM FOR: 1988 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: USAR Age 40 and Over Medical Screening Program

1. All personnel age 40 and over must be scheduled for a cardiovascular screening even if they are not due for a quadriennial physical. At this time, screening is not permitted beyond phase I. Individuals who have not been screened or who have not cleared phase I will not participate in the APFT.

2. Data below reflects the status of the command as of 30 September 1988:

AGE 40 AND OVER MEDICAL SCREENING

MSC	31 MAR 87	31 MAR 88	30 JUN 88	30 SEP 88
HHC, DIV	11%	75%	58%	82%
1ST BDE	85%	91%	95%	95%
2D BDE	43%	80%	82%	81%
3D BDE	43%	92%	90%	94%
4TH BDE	33%	73%	77%	78%
TNG GP	59%	81%	56%	59%
TOTAL	48%	83%	81%	84%
1209TH USAG	67%	97%	97%	94%
359TH SIG BDE	89%	86%	92%	94%
1151ST USARFS	24%	81%	82%	82%
1157TH USARFS	17%	91%	95%	95%
1159TH USARFS	23%	75%	81%	75%
TOTAL	62%	90%	93%	92%

3. POC for the above information is MAJ Smith, 716-338-7400, ext. 215.

NOTE: Figures above represent percentage 40 and over screened by unit.

5 NOV 88

MEMORANDUM FOR: 1988 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Expectations for Officer Career Development

<u>GRADE</u>	<u>EDUCATION</u>	<u>MANDATORY TIME_IN_GRADE</u>	<u>SUGGESTED UTILIZATION</u>
01	Complete OBC within 2 years of commissioning	3 years	Should be assigned to CS/CSS units for initial tour whenever geographically feasible. Should not occupy primary staff positions.
02	Should initiate OAC within one year after promotion	4 years	Should occupy Executive Officer position in CS/CSS units or Training Officer /Detachment Commander in Training Division units. Should consider alternate branch for OAC. 1LT's placed in Company Command should be forwarded for Unit Vacancy boarding within six months of eligibility or be reassigned.
03	Should complete CAS3 (When it becomes available)	7 years	All 03's should be afforded command company before any 03 receives a second company command. Company commanders should have follow on tours as battalion S-1 or S-4 of another battalion or Deputy 1, 3 or 4 at brigade level. Consider USAR instructor assignment
04	Should initiate C&GS prior to any 2d OAC	7 years	Battalion executive officers and battalion/brigade S-3s should have had company command.

AFKA-GCD-GA

5 NOV 88

SUBJECT: Expectations for Officer Career Development

05 Complete
executive officers

5 years

Brigade

C&GSC.

should

have had 05 command.

Consider Senior
Service college
by fifth year.

Primary staff (ACofS) should
have had 05 command.

Consider

USAR school

instructor assignment.

All

Officers are encouraged to
move back and forth between
CS/CSS units and Training
Division units.

5 Nov 88

MEMORANDUM FOR: 1988 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Officer Accessions

1. Due to budget and strength constraints, all officer accessioning from the Individual Ready Reserve (IRR) must be accomplished thru this headquarters, to First U.S. Army, to ARPERCEN.
2. The following procedures will be used:
 - a. Unit completes DA Form 4651R to include Request Vacancy Number and position data. Justification for fill must be included.
 - b. DA Form 4651R is submitted thru channels. At O6 level, justification is reviewed and the request is prioritized among all other unfilled requests.
 - c. At 98th Division level, each request will be integrated into the existing Division priorities and forwarded to First U.S. Army.
3. SMP's will be assigned to the IRR upon commissioning and will be immediately reassigned to the TPU.
4. Officers who graduate from OCS will be immediately assigned to the TPU.
5. Officer assignments through the MUSARC Transfer Program will remain unrestricted.

5 Nov 88

MEMORANDUM FOR: 1988 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: HIV Testing

1. HIV testing will continue indefinitely. Testing will be accomplished each year, during IDT for each unit. The goal is to ensure that each soldier is tested every two years or as current requirement dictates for special assignments.

2. TY 89 HIV shceduled are being distributed. Commanders are to ensure the following:

a. Number to be tested equates to one half the average drill attendance.

b. HIV testing is included on the training schedule and is the top training priority for that drill.

c. That the unit POC is available and has no other duties until testing is complete.

d. That procedures outlined in the test day LOI provided to the HIV POC are followed.

e. That all soldiers are tested every other year.

3. The following initiatives are being implemented regarding TY 89 HIV testng:

a. The unit will pay from its designated OMAR funds for all tests scheduled but not completed. This is an OCAR effort to eliminate no-shows.

b. A spousal notification program is being developed for spouses of soldiers who test positive.

c. Soldier education will continue to be part of all HIV testing.

4. Questions concerning the HIV Test Program may be addressed to this headquarters, ATTN: AFKA-GCD-GA (716-338-7400, ext 214). Division POC is Ms. Ruth Stewart.

AFKA-GCD-GAF

5 NOV 88

MEMORANDUM FOR: 1988 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Full Time Unit Support (FTUS) Status as of 1 October 1988

98TH DIVISION (TRAINING) - MILITARY TECHNICIAN (CIVILIAN STAFFING)

	POSITIONS REQUIRED	POSITIONS AUTHORIZED	POSITIONS ON BOARD	TEMPS ON BOARD
STAFF AND ADMIN SUPPORT	130	129	114	2
ADMIN (CLERICAL) SUPPORT	12	5	8	3
MAINTENANCE TECHNICIANS	171	126	134	0
MAINT (CLERICAL) SUPPORT	(4)	(4)	(4)	0
TOTALS	313	260	256	5

1-STUDENT AID

FULL TIME MANNING

	AUTHORIZED AC/AGR	ASSIGNED AC/AGR
OFFICER	7/21	4/20
WARRANT OFFICER	0/8	0/8
ENLISTED	23/174	20/162
TOTALS	30/203	24/190

MEMORANDUM FOR: 1988 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: SIDPERS Update

1. SIDPERS-USAR is managed through four interrelated subsystems: Personnel Data; Position Data; Unit Level Output Documents; and, Training and Assistance.

2. Personnel Data:

a. Personnel Data is managed through:

(1) Annual Personnel Qualification Record (PQR, DA Form 2) Birthmonth Audit Program. (First U.S. Army).

(2) Periodic Blank Data Reports (98th Division).

(3) Internal Data Resolution Programs (98th Division).

b. Personnel Data is monitored through:

(1) MUSARC Condition of Data Report (monthly).

(2) Selected Data Analysis by UIC (periodically).

(3) PQR Quality Assurance Edits (monthly, random selections).

c. Personnel Data is measured by:

(1) Blank reduction statistics (monthly).

(2) Transaction Summary by Entry Point and Originator Code (weekly).

(3) Performance Factor Results (weekly).

(4) Action Register by Unit (weekly).

d. Personnel Data goal is: A sustained level of 95% complete data for the 98th Division.

e. Personnel Data current status is 95.1% complete at the end of September.

f. Personnel Data analysis is limited in that SIDPERS recognizes only MUSARC code and/or UIC, and does not distinguish directly between Major Subordinate Command (MSC).

5 Nov 88

3. Position Data:

a. Position Data is managed through unit level Unit Manning Report (UMR) data change submissions and entry.

b. Position Data is monitored through:

(1) Command review and supervision of personnel utilization.

(2) Periodic analysis of Special Category Position Reports (Awaiting Position Assignment-9992, and Pending Loss-9993).

c. Position Data measurement is more subjective than personnel data, and is generally based on the previously mentioned 9992 and 9993 reports.

d. Position Data goals are 2% or less of assigned strength awaiting position assignment (9992), and 3% or less of assigned strength as pending loss (9993). These percentages are based on "any given point in time."

e. Position Data current status is 749 personnel (10.8%) awaiting position assignment, and 347 personnel (5.0%) pending loss. Percentages are related to Division assigned strength.

4. Unit Level Output Documents:

a. Output Documents are managed through command review and inspection programs.

b. Output Documents are monitored through staff inspection and training assistance visits, since unit level output documents are received by the concerned unit only.

c. Output Document measurement is activity related. Such activity is reflected by the Action register by Unit, personnel Suspense Roster, and Personnel Status Roster.

d. Output Document goals are subjective to the level of command supervision and emphasis.

e. Output Document current status is such that, as a whole, unit commanders are not fully utilizing them to manage, monitor, or measure their unit's SIDPERS activity toward objective goal achievement. A brief synopsis of output documents other than PQR, UMR and DA Form 1379 follows:

SUBJECT: SIDPERS Update

(1) Organization Transcript (annual) provides the unit with the means to verify unit and training center data, including current center address.

(2) Action Register by Unit (weekly, if active) measures the level of activity and success of a unit's SIDPERS input.

(3) Personnel Suspense Roster (monthly) aid unit management of time sensitive personnel data, e.g., ARCAM/AFRM due, physical due, ETS dates, annual OER/EER due, etc.

(4) Personnel Status Report (monthly) aids in the management of flagging actions, deployability limitations, and privacy act disagreements.

(5) Authorization Document Differences Report (monthly as changes occur) provides the unit with the means to reconcile UMR structure data with MTOE/TDA documents.

5. Training and Assistance is program related. There is currently no formally recognized course of instruction or POI for SIDPERS-USAR. This shortfall has been, and will continue to be addressed through staff assistance and training visits; regional and centralized training programs for Division fulltime personnel; First U.S. Army data entry training; MSC participation in data entry; and a forthcoming 98th Division (Training) Supplement to FORSCOM Pam 140-1.

6. Points of contact at Division headquarters are Mr. Gary I. Ginsburg (daytime) and MAJ Richard A. Lawson (IDT) at 716-338-7400, exts. 226/345.

7. References:

a. SIDPERS-USAR Users Guide, 30 April 1987.

b. FORSCOM Pam 140-1, SIDPERS-USAR Handbook for Unit Commander, 1 February 1988.

5 Nov 88

MEMORANDUM FOR: 1988 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Reserve Components Command Sergeants Major Program,
Chapters 5 and 6, AR 135-205

1. The Reserve Components Command Sergeants Major Program (RCCSMP) is designed to improve the effectiveness of soldiers occupying the most responsible enlisted positions in the USAR, thru appointment of the best qualified soldiers to fill command sergeants major (CSM) positions.

2. The Program is currently governed by two chapters of AR 135-205:

a. Chapter 5, AR 135-205 applies to sergeants major assigned to CSM positions on or after 1 November 1985 and before 1 November 1987. Soldiers nominated under this chapter are the only soldiers to compete for their current CSM position.

b. Chapter 6, AR 135-205 applies to sergeants major assigned to CSM positions on or after 1 November 1987. These soldiers compete against other geographically available sergeants major, first sergeants (P) or master sergeants (P) for selection to a CSM position.

3. Chapter 6 establishes three basic levels of CSM position assignment.

a. Battalion level is the basic level. Soldiers would be laterally appointed to CSM at the battalion level.

b. Brigade level would be at the major subordinate command, to include USARF Schools.

c. Nominative level would be the Division or ARCOM CSM.

4. CSMs will be stabilized in their assignments for four (4) years. A change effective 15 September 1988, allows for two one-year extensions after completion of tenure. The first one year extension could be approved at First Army. The second one year extension has to be approved by OCAR. The extensions are not automatic. Justification for retaining an incumbent CSM would be a CSM position that is hard to fill or a high priority unit CSM position.

5. Further changes are anticipated in Reserve Components Personnel Updates 21 and 22. Publication dates for these Updates are unknown.

6. Point of Contact, this headquarters, is SFC David Van Remoortel, 716-338-7400, extension 229.

AFKA-GCD-AG

MEMORANDUM FOR: 1988 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Senior Enlisted Promotions to E7, E8 and E9

1. AR 140-158 underwent revisions that became effective on 1 March 1988. The purpose of the revisions was to allow for a more equitable system under which all soldiers can be considered for promotion.

2. The revised regulation establishes:

a. All eligible soldiers must be considered under a "best qualified" system.

b. The 50 mile/90 minutes distance for travel to a vacancy. The 90 minute rule will be used primarily in urban areas, where soldiers are dependent upon public transportation.

c. Time in grade for E7, E8 and E9, which is a nonwaiverable requirement.

d. Time in service in primary and secondary zones.

e. Use of memorandum of understanding between adjacent MUSARCs. Currently, the 98th Division has proposed this memorandum with both the 77th ARCOM and the 97th ARCOM.

f. Use of promotion packets or MPRJs for selection board review. The policy for the 98th Division is to use promotion packets.

g. All eligibility requirements must be met prior to the convening of the board.

h. The selection list for E7, E8 and E9. The selection list is not a permanent standing list. Each list issued by the promotion board is a new report and not integrated with a previously published list. Each list must be exhausted by grade, MOS, or geographical location before promotions may be made off the new or subsequent lists.

3. The 98th Division held its first E7, E8 and E9 promotion selection board in August. Approximately 1051 promotion packets were reviewed for soldiers competing for promotion to E7, E8 and E9. Sixty-five (65) were not reviewed by the board based on the fact that they did not meet eligibility criteria listed below.

a. Inadequate time in grade - 10.

b. Inadequate time in service - 2.

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SUBJECT: Senior Enlisted Promotions to E7, E8 and E9

- c. Inappropriate or insufficient NCOES completion - 52.
 - d. ETS - 1.
4. Of the remaining soldiers, the statistics are provided:

GRADE	CONSIDERED	ANNOUNCED VACANCIES	SELECTED	PROMOTED
E7	361	184	122	106
E8	422	26	23	19
E9	203	3	1	4

5. All promotions and transfers are effective 30 September 1988. All orders for promotions to E7, E8 and E9 and any required transfer orders were published by the Adjutant General, 98th Division (Training).

6. There are no back up soldiers for cases where a selected soldier declines promotion. However, there are three soldiers, one on the E7 and two on the E8 listed as alternates. Chapter 6, AR 140-158 allows for the use of alternates when an Army Reserve Technician employed after 8 December 1983 is selected for promotion into a unit other than the one the technician services. These three alternates are not reflected in the selected column.

7. In addition, there were six soldiers selected, whose names and sequence numbers are not on the E7 list. These soldiers were under a suspension of favorable personnel actions at the time of the board. Two of the six have had the flagging action lifted and were promoted on 30 September 1988.

8. Soldiers' concerns about promotion should be addressed through the chain of command.

9. Point of Contact, this headquarters, is SFC David Van Remoortel, 716-338-7400, extension 229.

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MEMORANDUM FOR: 1988 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Promotions to E5 and E6

1. AR 140-158 underwent revisions that became effective on 1 March 1988. The purpose of the revisions was to allow for a more equitable system under which all soldiers can be considered for promotion.

2. The revised regulation establishes the following criteria for E5 and E6 promotions:

a. Promotion selection boards are still held at the O5 and O6 level. However, board results are forwarded to the Adjutant General, 98th Division for incorporation into a standing recommended list for E5 and E6.

b. Selection boards meet twice a year, April and October.

c. Time in grade and time in service requirements for E5 and E6, along with the establishment of a primary and secondary zone of consideration for both areas.

d. Soldiers eligible for promotion to E5 and E6 but who are not recommended must be counseled.

e. Reasonable distance of 50 miles or 90 minutes from the soldier's residence to the position vacancy.

f. Requirements for NCOES (for E6), SQT, APFT and weapons qualifications.

3. Results of April boards were due to the Adjutant General NLT 10 May 1988. Based upon the vacancies submitted and the results of the selection boards, 27 soldiers were promoted to E5 and 21 were promoted to E6. Soldiers remaining on the list will have their names incorporated into the new recommended lists for promotion to E5 and E6 to be published in November 1988.

4. Commanders are responsible for ensuring that soldiers selected for promotion are in a promotable status. In addition, commanders have been asked to identify soldiers who are drill sergeants, drill sergeant candidates or instructors.

5. Point of Contact, this headquarters, is Mr. Richard Lawson, 716-338-7400, extension 345.

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MEMORANDUM FOR: 1988 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Revised Noncommissioned Officer Evaluation Report (NCO-ER)

1. PURPOSE: To inform Commanders of changes in the NCO-ER Reporting System, to include:

a. Performance Counseling.

b. CER Monitoring System.

2. PERFORMANCE COUNSELING:

a. Facts: The idea for a new Noncommissioned Officer Evaluation Report began with the work of the NCO Professional Development Study Group in 1985.

(1) The new system has new roles for the rating chain. RATER is the same, except he/she is the primary evaluator of performance and is responsible for performance counseling. SENIOR RATER (new name for indorser) primarily evaluates potential and is responsible for overwatching the performance evaluation. REVIEWER is responsible for overwatching the entire rating evaluation and comments only when he/she disagrees with the rater and/or senior rater.

(2) The Army has integrated performance counseling as a vital aspect of the NCO-ER system. The performance counseling is intended to provide an opportunity for soldiers to improve their performance and professional development, prior to the end of the rating period. Initial counseling will be accomplished within the first 30 days of the rating period and additional counseling will be conducted at least quarterly for Active Army and AGR NCO's and at least semiannually for USAR TPU NCO's.

(3) Performance counseling is the responsibility of the rater. The use of the Counseling Checklist/Record, DA Form 2166-7-1, by the rater, is MANDATORY for all NCO's. Corporals will be counseled, but WILL NOT receive NCO-ER's. The Counseling Checklist/Record is maintained by the rater and the senior rater is responsible for monitoring the performance evaluation.

(4) Unit Commanders will establish an NCO-ER Counseling Log to ensure that counseling sessions take place. The log will identify all senior raters appearing on their unit rating scheme and indicate the number of required counseling sessions to be performed. This log will be maintained at the company level and updated as

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SUBJECT: Revised Noncommissioned Officer Evaluation Report (NCO-ER)

necessary. The Division Command Sergeant Major and Command Sergeants Major of Major Subordinate Command level are responsible to oversee this performance counseling monitoring program.

3. SUBMISSION OF ENLISTED EVALUATION REPORTS (EER), DA FORM 2166-6:

a. Purpose: To accomplish the implementation of the NCO-ER sequentially by rank, ensuring a sequenced transition from the EER system to the NCO-ER system in a standardized and equitable manner.

b. Facts: Close out reports, EER DA Form 2166-6, serving as a final EER code 9, are required for E9/EB as of August, E7 as of September, E6 as of October and E5 as of November, during the 1988 cycle.

(1) The time required for NCO-ER's to reach ARPERCEN is NLT 90 days after the ending month of the report.

(2) The source document for monitoring the progress of EER submission to ARPERCEN will be the "Date Last EER" field in SIDPERS Data Base. Progress achieved by each Major Subordinate Command in achieving the First Army Commander's goal of "No Late Evaluation Reports" will be monitored by Division AG and the results forwarded to 98th Division Command Section for their review and follow-up.

4. REFERENCES:

a. DA Circular 623-205, dated 29 January 1988.

b. DA Circular 623-88-1, dated 1 February 1988.

c. Memorandum, AFKA-GCD-AG, Subject: Performance Counseling for NCO-ER System, dated 6 July 1988.

d. Memorandum, AFKA-GCD-AG, Subject: Close Out of the Enlisted Evaluation Report (EER), DA Form 2166-6, dated 14 July 1988.

e. Memorandums, AFKA-GCD-AG, Subject: EER Monitoring System, dated 28 July 1988 and 16 September 1988.

5. Point of Contact, this headquarters, is SFC Patricia Russo, 716-338-7400, extension 224.

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MEMORANDUM FOR: 1988 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Unsatisfactory Participation

1. During Fiscal Year 1988, the Adjutant General published 98th Division (Training) Pam 135-91, which provided detailed guidance on the administrative processing and proper submission on the unsatisfactory participation cases.

2. During FY 84 through FY 88, the following number of unsatisfactory participation cases were approved by the 98th Division (Training) Adjutant General:

FY 84 - 396
FY 85 - 398
FY 86 - 626
FY 87 - 402
FY 88 - 355

TOTAL - 2177

3. The following is a summary of unsatisfactory participation cases by Major Subordinate Command (MSC) for FY 87 and FY 88:

MSC	EY_87	EY_88	INCREASE/ DECREASE EY_87 - EY_88
HHC, 98th Div (Tng)	17	12	- 5
Training Group	29	19	- 10
1209th USAG	154	130	- 24
359th Signal Bde	79	84	+ 5
1st Brigade	23	40	+ 17
2d Brigade	47	40	- 7
3d Brigade	31	15	- 16
4th Brigade	10	13	+ 3
1151st USARF School	0	0	NA
1157th USARF School	1	0	- 1
1159th USARF School	<u>11</u>	<u>2</u>	<u>- 9</u>
TOTAL	402	355*	- 47

*Does not include cases processed by FUSA.

4. The following is a summary of unsatisfactory participation cases by Grade for FY 88:

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SUBJECT: Unsatisfactory Participation

GRADE	TOTAL
E1	20
E2	95
E3	70
E4	120
E5	40
E6	9
E7	<u>1</u>
DIVISION TOTAL	355

4. REFERENCES:

a. AR 135-91; Service Obligations, Methods of Fulfillment, Participation Requirements and Enforcement Procedures.

b. 98th Division (Training) Pam 135-91, Unit Commanders How To Manual for Unsatisfactory Participants.

5. Point of Contact, this headquarters, is Mr. Gary Ginsburg, 716-338-7400, extension 226.

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MEMORANDUM FOR: 1988 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Update: ESMA/OCS, NYARNG Program, Camp Smith, Peekskill, New York

1. **PURPOSE:** To advise Commanders/applicants of new changes in OCS Training Schedule.

2. **FACTS:**

a. Effective 1988, the ESMA/OCS NYARNG Program has increased their total training hours from 271 hours to 511 hours. This includes the following:

(1) Two (2) weeks of Active Duty at Camp Smith, Peekskill, New York (Phase I, III).

(2) Three (3) MUTA-5 Weekend Training Assemblies (Phase II), Camp Smith, Peekskill, New York.

(3) Ten (10) MUTA-4 Weekend Training Assemblies (Phase II), Branch School.

b. Currently, the 98th Division has nine (9) candidates enrolled in Phase II; upon completion of Phase III, candidates will be commissioned 2LT, USAR. Applications for Class of 1989, Phase I are due at Division Headquarters NLT 15 December 1988. It is anticipated a total of fourteen (14) candidates will apply for Phase I, Class of 1989.

c. Command emphasis is ongoing regarding this Program in order to encourage/motivate all qualified applicants to apply for OCS.

3. Point of Contact, this headquarters, is Mrs. Ellen Kintz, 716-338-7400, extension 222.

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MEMORANDUM FOR: 1988 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Centralized USAR Colonel Selection Board and Chief of Staff Assignment Policy

1. PURPOSE:

a. A centralized CONUSA Assignment Advisory Board will normally be held once each year during the month of October at First Army. If required, an additional board will be held as needed. Nominees for all USAR Colonel Command and Chief of Staff positions will be approved by the Army Commander, subsequent to the actions of a CONUSA Assignment Advisory Board.

b. This Board will allow for all qualified applicants the opportunity to be competitive for command assignments; and the result will be that the BEST QUALIFIED of the fully qualified officers are selected for command.

c. This policy will also ensure officers located outside the local geographic area are permitted to apply and compete for these critical, career-enhancing positions.

2. EACIS:

a. Announcement of projected Colonel command and Chief of Staff vacancies will normally be made at least six (6) months prior to the projected vacancy date. Announcements will be in Message format to First US Army subordinate commands and the U.S. Army Reserve Personnel Center.

b. Criteria for assignment consideration is contained in 1A Supplement #1 to AR 140-10.

c. Centralized Selection Board will also review all requests for extension of three (3) year tenure and make appropriate recommendations to the Army Commander.

3. Point of Contact, this headquarters, is CPT David Liseno, 716-338-7400, extension 223.

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MEMORANDUM FOR: 1988 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Lieutenant Colonel Command Assignment Board Policy

1. PURPOSE: To review/consider and establish an Order of Precedence on all qualified officers in the grade of Major(P) and Lieutenant Colonel who desire to be considered for projected Lieutenant Colonel command positions, as advertised, within the next twelve (12) months.

2. EACIS:

a. A recent Forces Command policy change directed a centralized selection process be developed for the selection of Lieutenant Colonel command positions with a 1 October 1988 implementation date.

b. An annual Board will convene at Headquarters, 98th Division (Training), James W. Wadsworth USAR Center, 2035 North Goodman Street, Rochester, New York. Board will consist of three (3) Colonels and include either the MUSARC Commander, the Deputy MUSARC Commander/Assistant Division Commander, or the Chief of Staff as President.

c. Additionally, a Selection Board will convene on an "As Needed Basis" to consider all qualified officers to fill unprojected O5 command position vacancies that occur between annual boards.

d. The first 98th Division (Training) Lieutenant Colonel Command Assignment Board convened 8/9 October 1988.

3. Point of Contact, this headquarters, is CPT David Liseno, 716-338-7400, extension 223.

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MEMORANDUM FOR: 1988 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Officer Selective Retention Board

1. PURPOSE: To present the problems associated with administration of the Selective Retention Board which merit the attention of commanders and unit personnel administrators.

2. EACIS:

a. Selective Retention Boards are held once a year to consider the retention of officers having 20 or more years of TPU service.

b. The following constitutes problems encountered in the administration of this board:

(1) Submission of ineligible officers. The board will not consider officers in the following categories:

(a) Officer is in "General Officer upon Mobilization" position.

(b) Officer twice passed over for mandatory promotion (Major and below).

(c) Officer subject to mandatory removal (MRD) during the Fiscal Year in which the board is scheduled.

(d) Less than 20 "qualifying years of service as of 30 June of previous year".

(e) Less than 14 months in USAR/ARNG Troop Program Unit as of board convening date.

(f) Was considered by last Fiscal Year Selection Retention Board.

(2) Unwarranted requests for reconsideration of nonselection. These requests must be based on the omission of documents in an individual's file sufficient to constitute material error. One missing OER does not qualify, especially an OER which had not been completed or profiled by ARPERCEN by the time the board convenes.

(3) Lack of knowledge of the options available to the non-selectees. Nonselection by the board is not an adverse action and it does not end an officer's USAR career. Transfer to the IRR can result in an IMA or another TPU assignment after a period of time, with the Army Commander's approval.

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SUBJECT: Officer Selective Retention Board

(4) Packets submitted are incomplete.

c. Familiarity with the provisions of AR 140-10, Chapter 10 and quality control by personnel administrators at the MSC level is imperative.

3. COMMUNICATIONS WITH THE BOARD:

a. Officers are not authorized to appear in person before the board in their own behalf or in the interest of another officer being considered.

b. Officers being considered may write to the selection board. The letter may call attention to DA matters of record that are important. It is the officer's responsibility to screen their records and initiate correspondence prior to the convening date of the board. Letters considered by the board become a permanent record in the soldier's file. Paragraph 10-7, AR 140-10 contains specific guidance regarding communications with the board.

4. Point of Contact, this headquarters, is CPT David Liseno, 716-338-7400, extension 223.

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MEMORANDUM FOR: 1988 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Officer Procurement: Warrant Officer, USAR

1. PURPOSE: Method of Procurement of Qualified Warrant Officers for TPU Vacancies.

2. EACIS:

a. Effective 1 January 1987, the United States Army Recruiting Command assumed responsibility to provide the U.S. Army Reserve with technically and tactically qualified warrant officer candidates to support the Warrant Officer Corps.

b. The USAREC, Fort Sheridan, Illinois recruits warrant officer candidates, not warrant officers. All applicants for TPU vacancies must submit an application packet to include the DA Form 4935-R, "Request for Unit Vacancy Fill", processed by ARPERCEN, direct to USAREC, Fort Sheridan, Illinois. The Division Headquarters is not involved in this process.

c. Once an application is received at USAREC, it is screened for completeness. If complete, application is forwarded to proponent for technical review. Once reviewed/accepted, application is returned to USAREC which, in turn, boards all qualified applicants.

d. Selection boards are held monthly at Headquarters, USAREC, Fort Sheridan, Illinois. Once selections have been finalized by the Board, applications are sent to ARPERCEN, St. Louis, wherein the WO Branch will manage the applicant through the Warrant Officer Training System (WOTS).

3. Point of Contact, this headquarters, is Mrs. Ellen Kintz, 716-338-7400, extension 222.

AFKA-GCD-AG

MEMORANDUM FOR: 98TH DIVISION (TRAINING) COMMANDERS' SEMINAR

SUBJECT: Officer Evaluation Report (OER) Update

1. Below is the OER Submission Summary for FY 88 (1 October 1987 - 30 September 1988). The FY 87 statistics for each MSC are provided for comparison only.

UNIT	EY_88			EY_87		
	SUB-MITTED	* LATE TO DIVISION -----%-----	* LATE TO ARPERCEN -----%-----	SUB-MITTED	* LATE TO DIVISION -----%-----	* LATE TO ARPERCEN -----%-----
HHC	88	9 (10%)	0	105	22 (21%)	3 (3%)
Ldrshp						
Acdy	2	0	0	2	2 (100%)	0
TOTAL	90	9 (10%)	0	107	24 (22%)	3 (3%)
HHC/						
Tro Gp	27	2 (9%)	0	30	1 (3%)	0
Sup Co	4	0	0	3	0	0
STC				4	1 (25%)	1(25%)
401				19	6 (32%)	2(11%)
402				19	5 (22%)	3(16%)
403				17	1 (6%)	0
414				22	6 (27%)	0
TOTAL	26	2 (8%)	0	114	20 (18%)	6 (5%)
HQ/1209	92	8 (9%)	0	96	6 (6%)	1 (1%)
Div Avn				9	5 (56%)	5(56%)
327 Avn				0	0	0
413	14	2 (14%)	0	12	0	0
1018	10	0	0	11	1 (9%)	0
1019	4	1 (25%)	1 (25%)	3	0	0
464	37	1 (3%)	0	31	0	0
479	35	0	0	40	6 (15%)	0
770	5	1 (20%)	0	2	1 (50%)	0
121	2	1 (50%)	0	0	0	0
TOTAL	204	15 (7%)	0	204	19 (9%)	6 (3%)

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SUBJECT: Officer Evaluation Report (OER) Update

UNIT	EY_88			EY_8Z		
	SUB-MITTED	* LATE TO DIVISION -----%-----	* LATE TO ARPERCEN -----%-----	SUB-MITTED	* LATE TO DIVISION -----%-----	* LATE TO ARPERCEN -----%-----
HHD/359	18	1 (6%)	0	25	0	0
425	6	0	0	3	0	0
454	7	0	0	4	0	0
300	12	0	0	16	0	0
409	5	0	0	4	0	0
277	5	0	0	7	0	0
98 Sig	12	2 (17%)	1 (8%)	8	1 (13%)	0
692	4	0	0	7	1 (14%)	1 (14%)
969	5	0	0	6	0	0
434				0	0	0
978	1	0	0	1	0	0
332	15	1 (7%)	1 (7%)	13	1 (8%)	1 (8%)
309	8	0	0	7	0	0
962	5	0	0	7	0	0
TOTAL	103	4 (4%)	2 (2%)	108	3 (3%)	2 (2%)
HHC/						
1 Bde	25	22 (88%)	10 (46%)	21	7 (33%)	1 (5%)
1/389	17	11 (65%)	1 (6%)	14	4 (29%)	0
2/389	16	11 (69%)	1 (6%)	20	2 (10%)	0
3/389	22	5 (23%)	2 (9%)	15	2 (13%)	0
4/389	30	22 (73%)	14 (47%)	24	10 (42%)	1 (4%)
TOTAL	110	71 (65%)	28 (26%)	94	25 (27%)	2 (2%)
HHC/						
2 Bde	30	5 (17%)	0	21	1 (5%)	0
1/390	13	4 (31%)	0	11	5 (46%)	3 (27%)
2/390	21	8 (38%)	0	14	1 (7%)	0
3/390	11	1 (18%)	0	11	2 (18%)	1 (9%)
1/391	13	3 (23%)	0	18	2 (11%)	0
2/391	16	7 (44%)	0	11	0	0
TOTAL	104	29 (28%)	0	86	11 (13%)	4 (5%)

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SUBJECT: Officer Evaluation Report (OER) Update

UNII	EY_88			EY_8Z		
	SUB- MITTED	* LATE TO DIVISION ----- %	* LATE TO ARPERCEN ----- %	SUB- MITTED	* LATE TO DIVISION ----- %	* LATE TO ARPERCEN ----- %
HHC/						
3 Bde	17	14 (82%)	2 (12%)	24	11 (46%)	3 (3%)
3/391	22	4 (18%)	2 (9%)	19	2 (11%)	1 (5%)
1/392	16	4 (25%)	0	9	2 (22%)	1 (11%)
2/392	10	2 (20%)	0	15	2 (13%)	0
3/392	16	13 (81%)	6 (38%)	14	7 (50%)	0
TOTAL	81	37 (46%)	10 (12%)	81	24 (30%)	5 (6%)
HQ/						
4 Bde	28	3 (11%)	0	22	0	0
1/98	16	2 (13%)	1 (6%)	19	0	0
2/98	22	1 (5%)	0	27	0	0
3/98	15	1 (7%)	0	18	0	0
TOTAL	81	7 (9%)	1 (1%)	86	0	0
1151	33	3 (9%)	1 (1%)	40	3 (8%)	3 (8%)
1157	66	14 (21%)	7 (11%)	29	9 (31%)	1 (3%)
1159	38	7 (18%)	2 (5%)	47	28 (60%)	8 (17%)
DIV TOTAL	936	198 (21%)	47 (5%)	996	166 (17%)	40 (4%)

2. Point of Contact, this headquarters, is SGT Barbara Selvey, 716-338-7400, extension 229.

MEMORANDUM FOR: 1988 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Officer Evaluation Report Corrections Checklist

OER CORRECTIONS CHECKLIST

Rated Officer/Unit: _____

Rater/Unit: _____

I/Rater or Indorser/Unit: _____

S/Rater or Reviewer/Unit: _____

Rating Period: _____ Type of Report: _____

_____ Error(s) _____ Corrective Action(s) Taken

- () Administrative data missing or incorrect. (UIC, 98th Div, 1A)
- () Rated officer's signature/data missing:
 - () From OER Support Form.
 - () From OER.
- () Height/weight entry missing from Part IVa12 of OER. (AR 623-105, para 4-13.1c)
- () APFT entry missing from Part IVa12 of OER. (AR 623-105, para 4-13.1b)
- () Is this a Referred Report? (AR 623-105, para 4-27)
- () Rater's signature/date missing:
 - () From OER Support Form.
 - () From OER.
- () Comments by rating official(s) incomplete.

SUBJECT: Officer Evaluation Report Corrections Checklist

<u>Error(s)</u>	<u>Corrective Action(s) Taken</u>
()	
Rated officer dated OER after rating official(s) or rating officials dated out of sequence (must be explained by Senior Rater). (AR 623-105, para 4-11a, 4-11c(4)-(5), 4-16d(2)).	
() OER Support Form not submitted thru rating chain with OER. (AR 623-105, para 4-5e, 4-16d(1)&(2)).	
() Acronyms were used on OER. (AR 623-105, para 4-19)	
() Is a Senior Rater letter of exception required? (AR 623-105, para 7-7c, 3-11)	
() Noted in Part VIIb, AR 623-105, para 7-7c(1).	

POC, this headquarters, is SGT Selvey, 716-338-7400, ext. 229.

5 Nov 88

MEMORANDUM FOR: 1988 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Military Awards Update

1. During 1988, higher headquarters approved two Retirement Legion of Merit (LOM) awards:

- a. LTC Chorazy, HHC, 98th Division (Training).
- b. CW3 Robinson, 1159th USARF School.

2. During 1988, 98th Division soldiers received:

- a. 49 Meritorious Service Medals.
- b. 85 Army Commendation Medals.
- c. 278 Army Achievement Medals.
- d. 412 Total.

3. The following is a summary by enlisted, warrant, commissioned status:

	ENLISTED	WARRANT	OFFICERS	TOTAL
MSM	17	6	26	49
ACM	63	2	20	85
AAM	243	4	31	278
TOTAL	323	12	77	412

4. The following three (3) charts illustrate the award (MSM, ACM, AAM) distribution by grade/MSC for the period January thru September 1988.

MERITORIOUS SERVICE MEDAL (MSM)
JANUARY - SEPTEMBER 1988

MSC	E6	EZ	E8	E9	W2	W3	W4	Q3	Q4	Q5	Q6	TOTAL
HHC, 98	1		1	4	1	1	1	3	4	2	2	20
TNG GP				2						1	1	5
1209TH	2	1				1			1	3		8
359TH		1	2		1		1					4
1ST BDE		1							2	2	1	6
2D BDE		1								1		2
3D BDE												0
4TH BDE				1				1		1		3
1151ST									1			1
1157TH												0
1159TH												0
TOTAL	E6 3	EZ 4	E8 3	E9 7	W2 2	W3 2	W4 2	Q3 4	Q4 8	Q5 10	Q6 4	TOTAL 49

ARMY COMMENDATION MEDAL (ACM)
 JANUARY - SEPTEMBER 1988

MSC	E5	E6	E7	E8	E9	W2	O2	O3	O4	O5	O6	TOTAL
HHC, 98		1	2	2		1			1	2		9
TNG GP		1	1	1								3
1209TH	2	5	2	4	1	1	2	1	2		1	21
359TH	2	4	6	7	2			2	2			25
1ST BDE			1									1
2D BDE	NO DATA RECEIVED											
3D BDE			1	2	1		2					6
4TH BDE			1	2					1			4
1151ST	2				1							3
1157TH	NO AWARDS ISSUED IN 1988											
1159TH	1	2	1	5				1	1	2		13
TOTAL	E5	E6	E7	E8	E9	W2	O2	O3	O4	O5	O6	TOTAL
	7	13	15	23	5	2	4	4	7	4	1	85

ENLISTED
ARMY ACHIEVEMENT MEDAL (AAM)
JANUARY - SEPTEMBER 1988

MSC	E1	E2	E3	E4	E5	E6	E7	E8	E9	ENLISTED TOTAL
HHC, 98					3	2	2	1	4	12
TNG GP					2	2				4
1209TH		1	1	16	19	15	6	1		59
359TH	1		2	8	15	9	10	1	1	47
1ST BDE				3	8	4	6	3		24
2D BDE				3	6	8	7	2	1	27
3D BDE		1	1	1	4	5	14	4		30
4TH BDE				5	6	5	8	2		26
1151ST			1		3			2	1	7
1157TH	NO AWARDS ISSUED IN 1988									
1159TH					1	2		4		7
TOTAL	E1	E2	E3	E4	E5	E6	E7	E8	E9	ENLISTED TOTAL
	1	2	5	36	67	52	53	20	7	243

OFFICER
ARMY ACHIEVEMENT MEDAL (AAM)
JANUARY - SEPTEMBER 1988

	W2	W3	W4	Q1	Q2	Q3	Q4	Q5	OFFICER TOTAL	MSC TOTAL
MSC HHC, 98						1	1		2	14
TNG GP									0	4
1209TH			1		1	1	1		4	63
359TH	2	1			2	3			8	55
1ST BDE				1		2			3	27
2D BDE				1		5			6	33
3D BDE						2	1		3	33
4TH BDE						1			1	27
1151ST							2	4	6	13
1157TH	NO AWARDS ISSUED IN 1988									
1159TH							1	1	2	9
TOTAL	2	1	1	2	3	15	6	5	35	278

TOTAL ARMY ACHIEVEMENT MEDALS AWARDS:

ENLISTED	WARRANT	OFFICERS	GRAND TOTAL
243	4	29	278

5. POC, this headquarters, is Mr. Ginsburg, 716-338-7400, ext. 226.

6. References:

- a. AR 672-5-1.
- b. 98th Div (Tng) PAM 672-5-1.

5 Nov 88

MEMORANDUM FOR: 1988 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Suspension of Favorable Personnel Actions (Flags)

1. Effective 1 March 1988, AR 600-31 was superseded by AR 600-8-2.

2. This new regulation provides guidance concerning peacetime standards of service as follows:

a. A flag will be initiated immediately when a soldier's status changes from favorable to unfavorable.

b. Flagged 201 files will be maintained in a restricted area.

c. Active flag cases will be reviewed monthly.

d. A flag will be immediately removed when a soldier's status changes from unfavorable to favorable.

3. In accordance with paragraph 1-14, AR 600-8-2, the following actions are prohibited by a flag:

a. Appointment, reappointment, reenlistment, and extension.

b. Entry on active duty (AD) or active duty for training (ADT).

c. Reassignment.

d. Promotion or reevaluation for promotion.

e. Awards and decorations.

f. Attendance at civil or military schooling.

g. Unqualified resignation or discharge.

h. Retirement.

i. Advanced or excess leave.

j. Payment of enlistment bonus (EB) or selective reenlistment bonus (SRB).

k. Assumption of command.

AFKA-GCD-AG

5 Nov 88

SUBJECT: Suspension of Favorable Personnel Actions (Flags)

1. Family member travel to an oversea command (when sponsor is overseas).

m. Command sponsorship of family members in an oversea command (when sponsor is overseas).

4. Paragraph 1-15, AR 600-8-2 authorizes processing exceptions in certain situations for:

a. APFT.

b. Weight Control.

c. Reassignment.

d. Advance or excess leave.

e. Unqualified resignation, discharge or retirement.

f. Entry on AD or ADT.

g. Awards and decorations.

NOTE: The APFT and weight control flags may be transferred from one unit to another.

5. The DA Form 268 (Report to Suspend Favorable Personnel Actions (Flag) dated January 1980 is obsolete. The new/current DA Form 268 was published in June 1987.

6. Proper personnel management requires that this program be established/maintained in a totally consistent manner to protect the interest of the U.S. Army and each soldier.

7. Point of contact, this headquarters, is Mr. Ginsburg, ext. 226.

8. Reference: AR 600-8-2, Suspension of Favorable Personnel Actions (Flags).

5 Nov 88

MEMORANDUM FOR: 1988 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Retirement Points Accounting System (RPAS)

1. Since November 1987, each unit has been updating the retirement points account for reserve soldiers as directed by Congress.
2. The updated accounts are submitted through the chain of command to the U.S. Army Reserve Personnel Center.
3. The objective is to purify this data and ultimately link the system with finance which will expedite the publication of 20 year letters.
4. The progress of this special audit is provided below:

MSC	SOLDIERS ASSIGNED (31 JUL 88)	AUDIT COMPLETED (30 SEP 88)	PERCENTAGE COMPLETE (30 SEP 88)
HHC, 98TH	441	281	64
TNG GP	331	331	100
1ST BDE	641	641	100
2D BDE	834	411	49
3D BDE	615	378	61
4TH BDE	573	381	66
1209TH	2162	1500	69
359TH	1103	895	81
1151ST	88	88	100
1157TH	69	69	100
1159TH	105	82	85
TOTAL	6962	5064	73

5. Point of contact, this headquarters, is Mr. Ginsburg, ext. 226.

6. References:

a. AR 1450-185, Training and Retirement Point Credit and Unit Level Strength Accounting Records.

b. First U.S. Army, AFKA-PR-SIB, Memorandum of Instructions for FY 88 Special Retirement Points Audit, dated 19 October 1987 with 98th Division (Training), AFKA-GCD-AG, 1st Endorsement, dated 26 October 1987.

5 Nov 88

MEMORANDUM FOR: 1988 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Correct Order of Precedence for Army Awards

1. The July 1988 issue of Soldiers magazine contains a copy of the enclosed chart. This illustration provides the current information for the correct order of precedence pertaining to U.S. Army Awards.
2. Soldiers are reminded that the Army Reserve Components Achievement Medal (4 year service ribbon) now takes precedence over the Armed Forces Reserve Medal (10 year service ribbon).
3. This chart does not contain information on awards unique to the U.S. Navy, U.S. Air Force, U.S. Marine Corps or the National Guard.
4. Point of contact, this headquarters, is Mr. Ginsburg, ext. 226.
5. References:
 - a. AR 672-5-1, Military Awards.
 - b. AR 670-1, Wear and Appearance of Army Uniforms and Insignia.

5 Nov 88

MEMORANDUM FOR: 1988 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Unit Public Affairs Representatives

1. The 98th Division (Training) Public Affairs Office has an ongoing Unit Public Affairs Representatives (UPARs) program to improve coverage of events and people throughout the division.
2. Unit level PA representatives augment the limited staff of the division PAO in covering geographic span of the division. They are selected by unit commanders based on their desire and ability to perform public affairs duties for the unit.
3. UPARs provide information about the unit's activities (newsworthy stories and photographs) for use in the division newspaper and for release to other military and civilian publications.
4. UPARs coordinate their activities with the division public affairs supervisor who also provides training and guidance through staff visits and the division public affairs conference.
5. UPARs are also supported by the division PAO with film and photo processing for mission related photographs.
6. UPARs are provided the opportunity to attend Public Affairs mini-courses through the Defense Information School at Fort Benjamin Harrison, Indiana.
7. At present, UPARs are selected at Major Subordinate Command (MSC) levels. The Public Affairs Office plans to expand this program to battalion level in the near future.
8. Project NCO is MSG Anthony P. DeBellis, 716-338-7400, ext. 319.

5 NOV 88

MEMORANDUM FOR: 1988 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: 98th Division (Training) Hometown News Release Program

1. Since its inception in March 1985, the 98th Division (Training) Public Affairs Office (PAO) has received over 300 DD Forms 2266 and released over 175 separate hometown news releases. The DD Form 2266 is the information for hometown news release form.
2. The Hometown News Release program provides members of the 98th Division (Training) the opportunity to receive recognition in their hometown newspapers. But for this program to succeed, officers and NCOs at all levels must identify newsworthy accomplishments of their subordinates and submit hometown news release forms to the PAO.
3. The hometown news release form is available at all Reserve Centers. Unit administrators and administrative personnel should ensure that all forms are filled out completely and submitted within thirty (30) days of the newsworthy event.
4. Only original copies of the completed forms should be forwarded to the Division PAO. Copies are not acceptable. Each DD Form 2266 contains a Privacy Act Statement on the reverse. Originating units must comply with the Privacy Act requirement. The unit must obtain the member's signature in block 20 of the form to fulfill the requirements of the act. Incomplete forms will be returned.
5. Story topics suitable for release include the following:
 - a. Graduation from service schools (USAR NCOES courses is one example).
 - b. Completion and commissioning from OCS/EMSA.
 - c. Promotion to grade E-3 or higher.
 - d. Change of assignment (primarily moving from one center to another).
 - e. Participation in major exercises (REFORGER for instance).
 - f. Awards and decorations for individual achievement.
 - g. Reenlistments. Include number of years for which enlisting and number of years already served.
 - h. Retirements. Include total number of years service.

AFKA-GCD-AO

SUBJECT: 98th Division (Training) Hometown News Release Program

6. Remember to fill out the DD Form 2266 completely. The more information you provide, the more we can elaborate in our news releases to your local paper. Use the remarks section and include civilian job title and company.

7. A concerned and conscientious effort on the part of all commanders, staff, officers and NCOs will insure that deserving members of the Division receive recognition for their achievements.

5 NOV 88

MEMORANDUM FOR: 1988 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: 98th Division (Training) Band Requests

1. Requests for the 98th Division (Training) Band must be made to the Public Affairs Office (PAO) at this Headquarters. Requests should be written and include date, time, location, event and point of contact.
2. The 98th Division (Training) Band's primary mission is to promote and maintain the morale and esprit de corps of troops by playing at military formations and civil affairs, recruiting and community relations activities when possible.
3. The Band should provide an opportunity to further public understanding and appreciation of the Army, promote patriotism and support recruiting or community relations programs.
4. Requests for the 98th Division (Training) Band should arrive at this office no later than thirty (30) days prior to the event for which they are requested. However, the more lead time provided this office, the better chance of the Band being available to perform at your event.
5. The Band is prohibited from participating in events at which Band participation would selectively benefit, or appear to selectively benefit, any person, group or corporation. This applies to all affiliations (profit, non-profit, religious, sectarian, quasi-religious, ideological, fraternal, political or commercial).
6. Sponsorship of an event by a commercial enterprise does not automatically prevent an Army band from participating. Support may be provided to an event when sponsored by a commercial enterprise when the support is patriotic in nature, incidental to the program, does not selectively benefit the commercial activity of the sponsor, when the sponsor's role is purely civic and when the commercial interest is subordinate to the community interest and benefit of the program.
7. The requester will provide transportation to and from performance sites over 50-miles from Rochester, NY.
8. For further information refer to AR 220-90 or contact the 98th Division (Training) Public Information Officer, 1LT/Mr, Duane P. Steffens, at (716) 338-7400, ext. 298.

5 NOV 88

MEMORANDUM FOR: 1988 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Domestic Action Projects

1. Domestic action projects, properly conducted, can contribute to positive public relations between reserve units and the civilian community. The PAO and the G-3 section given joint responsibility for overseeing such projects within the Division.
2. All domestic action projects requests should be submitted to the Community Relations Officer, PAO. Requests must be complete and include the following:
 - a. Cover letter from unit(s) requesting approval.
 - b. Completed Domestic Action Project Agreement.
 - c. Project Environmental Impact Statement. The statement must be completed by a person qualified to make an impartial assessment - not a representative of the requesting civilian group or agency.
 - d. Statement from trade union or builders' exchange council stating that the project is not in competition with business or labor interests.
 - e. Statement indicating that liability insurance will be carried by the requesting group or agency during the duration of the project.
 - f. Plans, sketches and project specifications along with deed, release or evidence of ownership.
3. These requirements should be made clear to the requester and with the exception of 2a. above, should be the responsibility of the requesting group or agency.
4. Unit commanders are strongly discouraged from making any commitments (either verbal or written) to civilians without prior approval from this Headquarters. Conducting a domestic action project without prior approval will result in personal liability for any real estate or equipment damaged or destroyed or any injury or death of personnel.
5. Preference will be given to projects which are moderate in scope both in terms of timeline and personnel and equipment utilization and projects must provide mission essential training.
6. For additional guidance, see the 98th Div (Tng) SOP, Annex AE.

5 NOV 88

MEMORANDUM FOR: 1988 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Media Inquiries and Adverse Publicity

1. The Public Affairs Office (PAO), 98th Division (Training), has the primary responsibility for collection, dissemination and management of information for the command. The Public Affairs Officer is the official spokesman for this command.
2. Any publicity reflecting discredit upon the Division, its mission, capabilities or members, should be brought to the immediate attention of the PAO or his representative, or notify the Chief of Staff, through the 98th Division (Training) Command Supervisory Staff Administrator (Mr. Wooding).
3. All pertinent details should be provided (i.e., date/time of broadcast, station broadcasting information, print media title, date, brief description of content of material, etc.). Forward news clippings to the PAO after first telephonically relaying information.
4. Under no circumstances should any response be given at the local level unless specific guidance is received from the PAO. All media inquiries will be directed to the Division PAO or his designated representative.
5. The full-time Public Information Officer at this Headquarters is Mr./1LT Steffens who can be contacted at (716) 338-7400, ext. 298.

5 Nov 88

MEMORANDUM FOR: 1988 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Medical Programs (Cardiovascular Screening & Retention, Medical Records Review, OCONUS Immunizations, Optical Insert Program)

1. Failure of Over 40 Cardiovascular Screening during a periodic physical has no bearing on medical retention of the individual reservist. Failure of screening does not disqualify reservist for retention in the USAR program.
2. Medical records are part of the reservists' 201 file and should be maintained in accordance with regulations. All physicals are to be forwarded to the Division Surgeon's office for review before being filed.
3. OCONUS immunizations will be accomplished before reporting to POMEX sites. AR 40-562, Table #2, area II will be used as general guidance. Requests for the immunization team should be made immediately upon notification of an OCONUS assignment.
4. Optical inserts are a mandatory medical requirement for all reservists with the exception of those assigned to USARF Schools. Scheduling should be accomplished through the Division Surgeon's office annually. The only proper place for optical inserts is in the gas mask. They should not be stored in supply areas nor kept in work areas.

5 NOV 88

MEMORANDUM FOR: 1988 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: The Unit Ministry Team

1. S-1 sections need to communicate any change in the status of their Chaplain or chaplain assistant positions. Any requests for the chaplaincy and chaplain positions as well as any transfers or pending outs for both the chaplain and chaplain assistant slots.

2. The current status of the 98th Division Chaplain and Chaplain Assistant positions are as follows:

	AUTHORIZED	ASSIGNED
CHAPLAINS	21	14
CHAPLAINS ASSISTANTS	18	14

CHAPLAINS PENDING IN: 7

CHAPLAINS ASSISTANTS PENDING PROMOTION: 2

3. There are currently no E6 Chaplain Assistant positions in the 98th Division (Training). Mobilization requires E6 positions. The Brigade Chaplains have this information and will be requesting your support in the upgrading of specific Chaplain Assistant positions so that Division Chaplain Assistants can be promoted.

5 NOV 88

MEMORANDUM FOR: 1988 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: The Unit Ministry Team

1. The Unit Ministry Team (UMT) assists the commander in providing for the religious, spiritual, moral and ethical well being of all personnel in the command.
2. Chaplains prepare and maintain a current mobilization SOP for the UMT.
3. Chaplains conduct regular worship services appropriate to the Chaplain's faith designation.
4. Chaplains provide individual and family spiritual counseling.
5. Chaplains assist in HIV notification.
6. Chaplains are a resource in visiting unit personnel and dependents at time of illness, injury, death or other crisis periods.
7. Chaplains are a resource for teaching leadership, human self-development, moral heritage and curricular appropriate to the training requirements.
8. Chaplains maintain military skills and educational qualifications.
9. Chaplains provide area coverage for all units in their area that belong to the 98th Division (Training).

5 NOV 88

MEMORANDUM FOR: 1988 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Narrative of 98th Division (Training) Racial/Ethnic Statistics

1. Below listed statistics are based on semi-annual report dated March 1988 and do not reflect recent personnel losses.

2. The demographic make-up of the 98th Division (Training) is as follows:

a. Gender:

(1) Females	11.3%
(2) Males	88.7%

b. Race:

(1) Caucasians	87.2%
(2) Blacks	9.7%
(3) Asians	.2%
(4) American Indians	.3%
(5) Other	.8%
(6) Unknown	1.8%

c. Racial Breakdown:

(1) Minorities	11.0%
(2) Caucasians	87.2%
(3) Unknown	1.8%

3. Report of Reference: "Race/Population Group Breakdown Statistics for 98th Division (Training)." Data source RPFM, 31 March 1988. Report name: RPTE02 EWS.

5 Nov 88

MEMORANDUM FOR: 1988 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: 1986 Amendments to the Uniform Code of Military Justice (UCMJ) and the Division SOP on Implementation of the Amendments

1. The 1986 amendments to the UCMJ subject US Army Reserve (USAR) personnel to UCMJ jurisdiction whenever they are in a Title 10 (US Code) duty status, e.g. Active Duty (AD), Active Duty for Training (ADT), Annual Training (AT), Active Guard/Reserve (AGR) or Inactive Duty for Training (IDT).
2. Pursuant to DA Policy, the amendments became effective 1 July 1988.
3. All USAR TPU JAGs received training IAW para 4a(2) of FORSCOM circular 27-87-2, appendix B. All USAR soldiers (enlisted and officers) were offered the training by 30 June 1988. All training must be certified by the unit commander and the soldier's personnel records must be annotated and certified to reflect the training.
4. Officers assuming command after 30 June 1988 must receive military justice training before or within 30 days after assumption of command. Prior training IAW the FORSCOM circular will satisfy this requirement. Required training will be provided by the 98th Division (Training) SJA.
5. The Division Commander, BG Barclay O. Wellman, has withheld Article 15, UCMJ authority to himself over all officers and warrant officers.
6. The Division Commander has withheld Article 15 authority over enlisted personnel from all commanding officers below the grade of O4 while on IDT or ADT status.
7. At Annual Training, any officer in a command position may exercise Article 15, UCMJ authority after consultation with the active component government legal advisor at the installation.
8. Any officer authorized to exercise Article 15, UCMJ authority may also exercise summary court-martial authority.
9. The Division Commander has withheld Article 15, UCMJ authority from the O5 level commanders over all except the following offenses:
 - a. Article 77 (Principals).
 - b. Article 78 (Accessory after the fact).

AFKA-GCD-SJA

5 Nov 88

SUBJECT: 1986 Amendments to the Uniform Code of Military Justice (UCMJ) and the Division SOP on Implementation of the Amendments

- c. Article 79 (Conviction of lesser included offense).
 - d. Article 80 (Attempts).
 - e. Article 89 (Disrespect toward a superior commissioned officer).
 - f. Article 90 (Assaulting or willfully disobeying a superior commissioned officer).
 - g. Article 91 (Insubordinate conduct toward a warrant officer, NCO or petty officer).
 - h. Article 92 (Failure to obey an order or regulation).
 - i. Article 111 (Drunken or reckless driving).
 - j. Article 112 (Drunk on duty).
 - k. Article 112a (Wrongful use or possession of controlled substances).
 - l. Article 117 (Provoking speeches or gestures).
10. All UCMJ incidents must be reported to the Office of the Staff Judge Advocate at 98th Division (Training) Headquarters.
11. The commander exercising UCMJ authority must consult with the Office of the Staff Judge Advocate on all military justice matters to assure that proper procedures are followed. The contact person for the Division is Ms. Ruth Stewart, MILPO, 716-338-7400, ext. 214.
12. The Active Component General Court-martial convening authority (AC GCMCA) for the 98th Division (Training) is the Commander, 10th Mountain Division (Light Infantry) and Fort Drum. Any soldier who is the subject of court-martial charges will be attached to Headquarters Company, U.S. Army Garrison (USAG), Fort Drum.

5 Nov 88

MEMORANDUM FOR: 1988 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Strength Management Program Summary

The following is a listing and brief description of the 98th Division (Training) Strength Management Programs. Any questions concerning these programs may be directed to the unit Retention NCO or the division Strength Management Office.

- a. Reenlistment NCO/Z9D: The soldier filling the 79D position or designated as a Special Duty assignment specifically to manage the unit's Retention programs and initiate career counselling.
- b. First Line Retention Leadership Training (ELRL): A 40-hour course of instruction aimed at all levels of leadership to increase the awareness of strength management programs and how to better retain our soldiers.
- c. Area Retention Councils (ARC): Senior NCOs meet in geographic councils to analyze and resolve problems and to develop actions and procedures to improve the retention of enlisted soldiers.
- d. Personnel Accountability: The unit must closely monitor participation of unit members and counsel those that are absent from drills before they become unsatisfactory participants.
- e. Selected Unit Emphasis Program (SUE): Units identified for increased attention and intensive management of the various Strength Management Programs to improve strength, retention and high attrition of qualified soldiers.
- f. Request Vacancy System (RVS): A world-wide automated listing of unit actual, projected and overstrength vacancies available for fill through recruiting and transfer of personnel.
- g. MUSARC Transfer Program (MT): A program designed to assist in transferring soldiers to TPUs outside of the division when they relocate.
- h. Sponsorship Program: Initiated by the unit immediately upon the assignment of a new soldier to welcome and orient him to the new unit.
- i. Recruiting Partnership Council Meeting: Semi-Annual meetings with Reserve unit commanders and Recruiting personnel. Local meetings may be arranged at any time.
- j. Referral Program: Direct involvement by the individual soldier in recruiting prospective Reserve and unit members.
- k. Selected Reserve Incentive Program (SRIP): A bonus program for selected units and/or enlisted MOS designed to retain personnel in hard skills or in specific units.

AFKA-GCD-SMO

SUBJECT: Strength Management Program Summary

l. Montgomery G.I. Bill (MGIB): An incentive program designed to assist soldiers in obtaining a baccalaureate degree.

m. Army Continuing Education System (ACES): Designed for soldiers who wish to complete high school or seek advanced degrees on a part-time basis.

n. Student Loan Repayment Program (SLRP): To assist the soldier in repayment of specific student loans incurred while pursuing higher education.

o. Employer Support of the Guard and Reserve (ESGR): A nationally supported concept of unit and employer involvement to better relations and build greater understanding between the military and civilian community.

p. Family Involvement: Units involving their soldiers' families in activities supporting the unit to help them have a better understanding of the role and importance of the military.

q. Retention Publicity Items (RPI): Various publications and illustrations available through retention supply channels. Each unit has an account to order its own Retention materials.

r. "Keeping Soldiers in the Reserves": A video with workbooks available from each MSC Command Sergeant Major was directed in 1987 as required viewing for all First Line Supervisors.

s. "Why Should I Stay?" Booklet: Available for ETS interviews and NCOOP. A new edition will be available about December 1988.

t. Reenlistment Awards Program: Each soldier who reenlists receives an item designated by the SMO and presented at the unit in appreciation for military service.

5 Nov 88

MEMORANDUM FOR: 1988 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Strength Management Memoranda

1. During recent telephone conversations with units and observations made during visits to the field, it has been noted that some units have not received the memoranda and directives published by the Strength Management Office. With the high priority in retention and for the 98th Division to standardize its retention programs, units must become familiar with these memoranda.

2. The memoranda are as follows:

<u>SUBJECT</u>	<u>DATE</u>	<u>DISTRIBUTION</u>
Strength Management Program	12 Jun 88	A,C
MOI, Utilization of Primary Duty Reenlistment NCO (MOS 79D) and Unit Reenlistment NCO	12 Jun 88	A,C
98th Division Referral Program	29 Jun 88	B,C
Front Line Retention Leadership Training Dates FY-89	17 Aug 88	A,D
MOI, DD Form 4 Enlistment/Reenlistment Document, DA Form 4836 Oath of Extension	24 Aug 88	A,D
Procedures for Managing Unit Vacancies	26 Aug 88	A,D
Change 1, MOI, DD Form 4 Enlistment/ Reenlistment Document, DA Form 4836 Oath of Extension	6 Sep 88	A,D
FY 89 Retention Class Dates (MOS 79D)	6 Sep 88	D
MOI, SMO Awards and Presentation Program	6 Sep 88	A,D

3. The Commander, Command Sergeant Major, Unit Technician, and Reenlistment Personnel must be familiar with these memoranda. These memoranda were handed out at the Strength Management Conference on 17-18 September 1988 to all attendees.

4. If any unit has not received a copy of all the above memoranda, you may contact the Strength Management Office at (716) 338-7400.

5 Nov 88

MEMORANDUM FOR: 1988 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Front Line Retention Leadership (FLRL) Course

1. Rather than being administratively oriented or teaching regulations, this material is directed to the intangible aspect of handling the individual soldier. Front Line Leaders are the key, yet, this may be their first real leadership role and they may not have ever had any specific training.
2. Each soldier receives a FLRL kit which must be read and the tests completed before attending the course. Both the FLRL workbook and the class address critical areas in the unit and make the leaders apply themselves to:

- Identifying with non-prior and the newer soldiers
- Correcting and instructing without demotivating
- Increasing the application of recognition and positive support
- Reviewing the soldiers understandings and wants
- Getting and keeping family involvement
- Using first-hand evidence to help the soldier review and commit to the Reserve
- Using a sponsorship program to start retention early
- Dealing with the soldier's concerns so they want to stay in
- Involving the employer for maximum support
- Getting the insight to motivation
- Understanding why people join, stay in, or leave the Reserve

3. A list of dates to attend Front Line Retention Leadership (FLRL) was published and mailed out to all units on 17 August 1988.
4. General Wellman has directed that all E-5 through O-6 will attend this course.
5. Front Line Leadership Mission Statement:

TO HELP THE FRONT LINE LEADER TO HONESTLY AND INTENTIONALLY INFLUENCE THE QUALIFIED SOLDIER TO STAY IN THE NATIONAL GUARD OR ARMY RESERVE.

ACofS, G-2

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AFKA-GCD-GB

MEMORANDUM FOR: 1988 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Opposing Forces (OPFOR) Program Within the 98th Division (Training)

1. PURPOSE: This fact sheet outlines the concepts behind the authorization and establishment of an Opposing Forces (OPFOR) detachment within the 98th Division (Training) for the purpose of providing familiarization on Soviet/Warsaw Pact uniforms equipment and training on Soviet/Warsaw Pact tactics to assigned and attached personnel.

2. GENERAL INFORMATION:

a. AR 350-2, Opposing Force Program, defines OPFOR as "an organized force created from US Army units trained, organized, and equipped to portray the doctrine, tactics and configurations of a potential adversary armed force during US Armed Forces Training. Training restrictions limit scenario development, provide designated OPFOR unit designation, and prohibit the wear of actual uniforms and insignia of a foreign country".

b. The OPFOR program allows commanders to see how a potential adversary will operate on the battlefield against both individuals and units. This is accomplished:

1. By training against a noncooperative opposing force that is using the tactics of a potential adversary. This way, US forces become familiar with an adversary's strengths and weaknesses.

2. By operating as members of an OPFOR unit and using the tactics and equipment of a potential adversary. This allows US soldiers to become aware of how a real adversary might try to overcome US tactics and equipment on the battlefield.

c. Within the 98th Division (Training), the OPFOR program will begin in FY 1989 with members of the Division G-2 training an initial cadre of a dozen or so personnel in various aspects of the Soviet soldier and his equipment. This cadre will become the trainers for an OPFOR program throughout the Division.

d. In 1990, the cadre will begin their training of the trainers down to the battalion level. This will consist of OPFOR briefings, displays, weapons, etc.

3. POC this headquarters, SA George Bray III, telephone (716)-338-7400, x262 UTA's or (716) 671-6100 during daytime hours.



Motorized Rifle Squad (BTR)

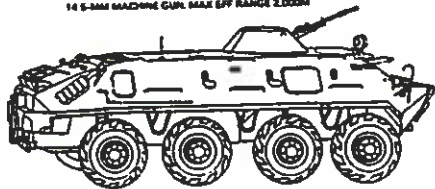
MOTORIZED RIFLE SQUAD (BTR)

Personnel	Equipment	Personnel	Equipment
Squad Leader/BTR Commander	AK-74	Senior Rifleman/Asst. Squad Leader	AK-74
BTR Driver/Mechanic	PM	Rifleman/Assistant Grenadier	AK-74
BTR Machine Gunner	AK-74	Rifleman	AK-74
Machine Gunner	RPK-74	Rifleman	AK-74
Grenadier	RPG-16, PM		

NOTE: The dismounted squad element consists of seven personnel. The BTR driver/mechanic and BTR machine gunner remain with the BTR to provide fire support. The dismounted squad does not have a portable radio.

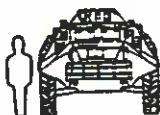
BTR-60 APC USED BY USSR, WARSAW PACT AND THIRD WORLD COUNTRIES

14.5-MM MACHINE GUN, MAX EFF RANGE 2,000M



EASILY CONFUSED WITH LUCHS AND LAV-25

AMPHIBIOUS



AK-74



RPK-74



SVD



PM



RPG-16

Motorized Rifle Platoon (BTR)

MOTORIZED RIFLE PLATOON (3XBTR)

PLATOON HEADQUARTERS

Platoon Leader

Asst. Pl. Ldr.

MOTORIZED RIFLE SQUAD (1XBTR)

(See above)

PRINCIPAL ITEMS OF EQUIPMENT

Equipment	Total	Equipment	Total
9-mm Pistol, PM	7	APC, BTR-60/70	3
5.45-mm Assault Rifle, AK-74	19	Radios:	
5.45-mm Light Machine Gun, RPK-74	3	VHF, Portable, Very-Low-Power, R-126	1
7.62-mm Sniper Rifle, SVD	1	VHF, Vehicle Mount, Medium-Power, R-123	3
Antitank Grenade Launcher, RPG-16	3		

NOTES:

1. With a standard 9-man squad, each BTR has 2 empty seats (6 per platoon) which can accommodate the platoon leader, assistant platoon leader, or possibly SA-7 anti-aircraft gunners allocated from company assets.
2. One squad in each platoon is equipped with an SVD sniper rifle, besides the weapons listed above.
3. Frequency allocators should include the 14.5 mm and 7.62 mm machine gun frequencies when in the BTR.



AFKA-GCD-GB

MEMORANDUM FOR: 1988 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: New Security Container Combination Record and Security Check Forms

1. The recent change to AR 380-5, Department of the Army Information Security Program, included switching from using DA Forms for recording combinations and security container checks to using GSA provided standard forms in their place.

2. DA Form 727, Classified Container Information, has been replaced by Standard Form 700, Security Container Information. This three part form is utilized for recording both the combination of the container and those individuals having access to the container. The major difference is that no record is posted to the outside of the security container, resolving the Privacy Act question which has come from the field recently.

3. Standard Form 702, Security Container Check Sheet, replaces the DA Form 672 which was utilized for recording the daily security checks to security containers and arms rooms. There is no significant change in the form or data required. The Army is merely adopting a services wide form.

4. The Army also has adopted the standard form classified document cover sheets replacing the DA Forms which were eliminated on 30 Sep 86. Command inspections and staff visits show that many units are unaware of this change. The new forms are as follows:

- a. Top Secret Cover Sheet - SF 703.
- b. Secret Cover Sheet - SF 704.
- b. Confidential Cover Sheet - SF 705.

3. POC this headquarters, MAJ Bruce A. Tyo, telephone (716)-338-7400, x262 UTA's.

AFKA-GCD-GB

MEMORANDUM FOR: 1988 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Security Clearance Roster for Annual Training at Fort Leonard Wood, MO

1. Prior to attending annual training at Fort Leonard Wood, MO, all MSC's must submit a current security clearance roster annotated by either the Unit Commander or Security Manager.
2. This roster will be further verified by the G-2 of the 98th Division and submitted to the Security And Intelligence office in DPMT where it will be used to verify the security clearance of 98th Division personnel when on post.
3. The roster's primary purpose is verification for ADP access, but it can also be used to gain attendance at classified briefings or to enter the Emergency Operations Center (EOC).
4. Suspense for submission for AT 1989 is 1 April 1989. This will allow the G-2 section thirty days to consolidate the rosters and present them on arrival at FLW in May 1989.
5. POC this headquarters, MAJ Bruce A. Tyo, telephone (716)-338-7400, x262 UTA's.

AFKA-GCD-GB

MEMORANDUM FOR: 1988 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: G-2 Report Submissions

TYPE	OPSEC REPORT (1)	AR380-13 POLICY BOOK REPORT (2)
SUSPENSE	1 June 88	1 Sep 88
1st BDE	On Time	Late
2nd BDE	On Time	Never Received
3rd BDE	Never Received	Never Received
4th BDE	On Time	On Time
TNG GP	Late	Late
1209th USAR	On Time	Never Received
359th SIG BDE	Never Received	Never Received
1151st USARF	Never Received	Never Received
1157th USARF	Late	Never Received
1159th USARF	On Time	Never Received
HHC, 98TH DIV	Never Received	Never Received

1. On recurring reports list, referenced with format in Division SOP and listed on G-2 recurring reports fact sheet from the 1987 Commanders Conference handbook. (98th Division SOP, Section II, Annex BC, Appendix A).

2. Referenced in Division SOP. (98th Division SOP, Section II, Annex BA, Para. 2b).

3. POC this headquarters, MAJ Bruce A. Tyo, telephone (716)-338-7400, x262 UTA's.

AFKA-GCD-PM

MEMORANDUM FOR: 1988 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Weapons, Ammunition and Other Sensitive Items Inventories

1. The following will serve as interim guidance until change 3 of 98th Division SOP on Physical Security is published.

2. Arms rooms at USAR centers:

a. A 100% physical inventory of all weapons (visual accounting of all arms) will be conducted each time the arms room is opened. This count will be recorded on DA Form 2062. This count will be counted by a responsible officer, NCO or civilian.

b. Serial number inventories of weapons will be conducted monthly by a responsible officer or senior NCO (E7-E9), and recorded on a DA Form 2496.

c. In the case of a consolidated arms storage facility, only the arms storage area accessible by the individual performing operations, maintenance or IDS testing needs to be visually counted. If the consolidated arms room is not separated by individual steel cages or secure rooms, then the individual entering the arms room must conduct a 100% visual count of all weapons stored therein.

d. Serial number inventories of all sensitive items will be conducted on a monthly basis by a senior officer, NCO or civilian of comparable grade and recorded on a DA Form 2496.

e. The IDS will be tested when the Arms room has been opened, but not less than weekly using the internal test circuit. The IDS will be tested monthly with the monitoring station.

f. Standard Form 700 (Security Container Information) will be used to record the combination to vault doors and class V security containers. This form will be attached to the inside of the arms vault, out of view when door is open, and to the inside of the class V containers.

g. Small amounts of ammunition authorized by the Commander to be stored in arms rooms will be limited to an amount absolutely necessary for basic mission essential requirements. Temporary storage, not to exceed 10 days of ammunition required for qualification/training purposes, may also be authorized in writing by the unit Commander on a case-by-case basis.

AFKA-GCD-PM

MEMORANDUM FOR: 1988 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Weapons, Ammunition and Other Sensitive Items Inventories

h. All USAR requests for waiver/exception will be sent through this Headquarters, ATTN: AFKA-GCD-PM to the Headquarters First United States Army, ATTN: AFKA-TR-UM for approval. Approved waivers will automatically expire one (1) year from the date of the original approval unless action is initiated for an extension.

i. In circumstances where USAR activities do not have a responsible individual available on site to perform the weekly visual accounting of their assigned weapons, the USAR Center Commander and USAR activity Commander must have a bilateral agreement in writing, to delegate the responsibility to perform the weekly visual accounting requirement. Another USAR unit Commander, USAR facility manager, Senior Staff Administrative Assistant, or Unit Administrator, may be designated by the USAR Center Commander.

3. This guidance does not change any other inventory requirements relating to change of custody of arms' room keys or change of command inventories.

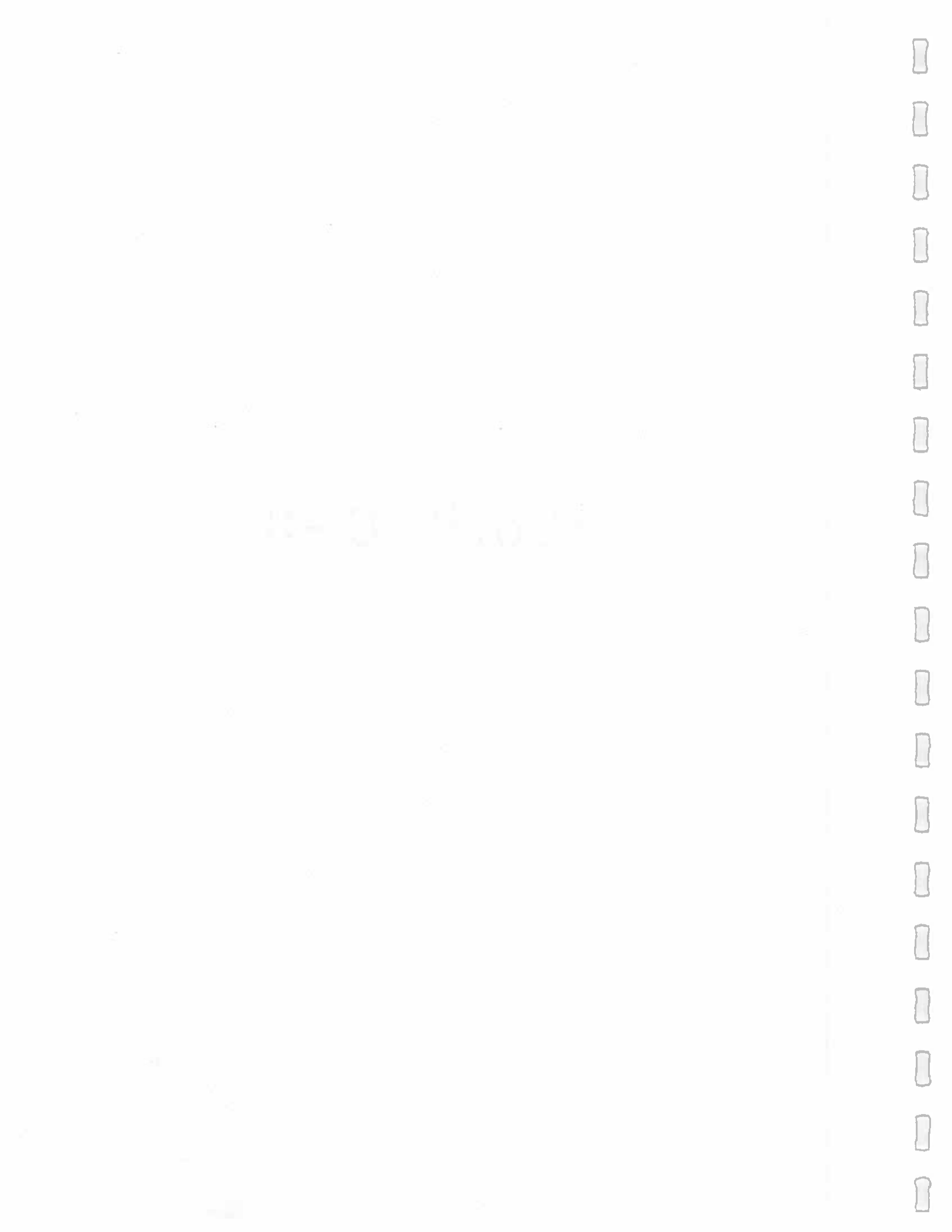
4. Reference:

a. USAONE, AFKA-TR-UM, Msg 142100Z Sep 87.

b. FORSCOM/TRADOC SUPPLEMENT 1 to AR 190-11, Physical Security of Arms, Ammunition, and Explosives.

5. Point of contact is MAJ DiLallo, (716) 338-7400, ext 271.

ACofS, G-3



14 October 1988

MEMORANDUM FOR: 1988 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: CAPSTONE Update

1. CAPSTONE serves as a "bridge" between the current force and the force that HQDA projects in the total Army analysis process.
2. The CAPSTONE Program identifies current force shortfalls and sets priorities for these shortfalls based on priorities established by the Army's field commanders.
3. On 7 Jul 87, HQ FORSCOM revised FORSCOM Reg 350-4 (training under CAPSTONE) and implemented the "wartrain" program with a proposed effective date of 1 Oct 87. Subsequent staffing resulted in a decision to make the revisions effective for planning 1 Oct 87 and for execution 1 Oct 88. At this time the Regulation is still in draft.
4. The following items highlight the major changes to FORSCOM Reg 350-4:
 - a. Wartime mission guidance flows directly to CAPSTONE RC Units with info copy to CONUSA Commander.
 - b. CAPSTONE Commanders approve the METL for their CAPSTONE RC units. METL approval flows through the CAPSTONE chain of command with info copy to the CONUSA.
 - c. CAPSTONE Commanders provide wartime mission guidance and establish mission planning priorities for CAPSTONE RC units.
 - d. CONUSA Commanders provide training guidance and approve all training plans.
 - e. CAPSTONE Commanders provide OER letter report to rating chain of RC units in their CAPSTONE TRACE.
5. The CAPSTONE Alignments were under revision Spring/Summer 1988, with a final decision due out 1 Oct 88. As information is received, all affected units will be informed of their current CAPSTONE Alignment. The versions PLASSN's have replaced the old CAPSTONE Volumes.
 - a. PLASSN 1 - CAPSTONE - EUROPE
 - b. PLASSN 2 - CAPSTONE - SWA
 - c. PLASSN 3 - CAPSTONE - PACIFIC

14 October 1988

MEMORANDUM FOR: 1988 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: CAPSTONE Update (Con't)

- d. PLASSN 4 - CAPSTONE - CONUS Theater Defense Forces.
 - e. PLASSN 6 - CAPSTONE - CONUS Training and sustaining base.
6. The above CAPSTONE PLASSN's, as maintained by HQ, FORSCOM, are the only base source for CAPSTONE alignments. Units/unit cells will perform ODT only in their priority scenario/alignment unless an exception is granted by HQ, FORSCOM.
7. Although wartime mission guidance may not be readily available for dissemination by the CAPSTONE gaining command, a subordinate unit letter of introduction would not be unwelcome. Even though the Wartime Commander has responsibility for initiating contact, a subordinate unit initiated letter could exert positive efforts towards the stimulation of communication between senior and subordinate CAPSTONE units.
8. Point of contact is CPT Hutson, (716) 338-7400, ext 258.

14 October 1988

MEMORANDUM FOR: 1988 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: RCOdT Update

1. Annually, FORSCOM develops and publishes a Five year ODT plan that identifies units/cells selected for participation in OCONUS exercises, by year, for the succeeding five years.
2. Responsibilities of Operations Division, G3:
 - a. Review the CAPSTONE mission, training and readiness status of all units/cells nominated for OCONUS exercises. Provides notification to unit of it's selection.
 - b. Ensure units receive guidance from it's CAPSTONE higher for the development of a three year training plan and calendar to plan training and evaluation of the unit prior to OCONUS training.
 - c. Ensure that required training is conducted IAW FORSCOM Reg 350-2.
 - d. Coordinate for training assistance and support from MAC/MTC, Mobile Training Teams (MTT), etc.
 - e. Require periodic In Progress Reviews (IPR) to determine unit status.
 - f. Ensure preparation of unit prior to participation in OCONUS exercises.
 - g. Evaluate Exercise After Action Reports (AAR) and disseminate lessons learned to other units scheduled for OCONUS participation.
 - h. Ensure units are informed of all changes to the ODT plan in a timely manner.
3. Attached as an enclosure is a listing of all ODT missions scheduled for the 98th Division (Tng) during FY 89.
4. Headquarters, 98th Division (Tng) has the final approval of all RCOdT Plans. If a units CAPSTONE higher says an ODT plan has changed then the unit must obtain confirmation in writing from their CAPSTONE higher and forward it to the G3, 98th Division (Tng) so that a determination can be made if there will be a change.
5. Point of contact is SFC Knickerbocker, (716) 338-7400, ext 254.

1989 RCOOI SCHEDULE

LINE	UNIT	PAX	SPONSOR	LOCATION	DATES
57180	277TH QM CO	16	SETAF	TURKEY	890923-1014
56640A	300TH OD BN	14	SETAF	TURKEY	890923-1014
56640B	300TH OD BN	11	SETAF	TURKEY	890221-0311
88300A	332D OD BN	12	101 OD BN	HEILBRONN	890225-0311
00171A	359TH SIG BDE	5	IX CORPS	CP ZAMA, JP	890115-0129
00171B	359TH SIG BDE	4	IX CORPS	HAWAII	890516-0526
00171C	359TH SIG BDE	2	IX CORPS	CP ZAMA, JP	890311-0325
00171D	359TH SIG BDE	2	IX CORPS	CP ZAMA, JP	890715-0729
04050A	359TH SIG BDE	10	I CORPS	CP HUMPHREY	890311-0325
04050B	359TH SIG BDE	4	I CORPS	CP HUMPHREY	890812-0826
70470A	464TH EN BN	6	130 EN BDE	HANAU	890128-0211
69950	479TH EN BN	20	130 EN BDE	HANAU	890909-0930
56000	1018TH CS CO	60	SETAF	TURKEY	890923-1014
01250A	1019TH CS CO	4	19 SUPCOM	TAEGU	890610-0624
09140	277TH QM CO	67	I CORPS	CP HUMPHREY FIELD	890312-0406

14 October 1988

MEMORANDUM FOR: 1988 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: REMOB to FLW for Annual Training 1990 (AT 90)

1. PURPOSE: This paper outlines the overall concept for the conduct of AT 90 at Fort Leonard Wood and the MOBEX designed to help prepare for AT 90.

2. GENERAL INFORMATION:

a. Annual Training 90:

(1) Dates: 9 week period Spring/Summer 1990

(2) Location: Fort Leonard Wood (FLW)

(3) Participants: All 98th Div units mobilizing at FLW less training battalions in train-up mission and mess teams.

b. MOBEX:

(1) Dates: 3-4 Mar 90

(2) Location: Rochester, NY

c. Initial Planning Conference (IPC) for the MOBEX.

(1) Date: 8 Jun 89

(2) Location: Rochester, NY

d. Participants/Invitees for the MOBEX and IPC:

Cmd Group, 98th Division, principal and directorate staffs (98th Division and FLW), 98th Division MSC Commanders, S3's and Staff Operation Tng Specialists (1st Bde, 2d Bde, 3rd Bde, 4th Bde, Tng Gp) and selected individuals from First U.S. Army.

3. SEQUENCE OF EVENTS:

a. 8 Jun 89. IPC with all participants to finalize how the MOBEX in MAR 90 will be conducted. A scenario for the MOBEX will be developed that will be oriented to running the 98th Division and FLW bound MSCs through all steps of the mobilization process.

14 October 1988

MEMORANDUM FOR: 1988 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: REMOB to FLW for Annual Training 1990 (AT 90) (Con't)

b. 3-4 Mar 90. Scenario-driven MOBEX to be run by First U.S. Army Staff/identification of mobilization issues. Participants will be required to review all mobilization procedures, fill out and send in required reports and deal with selected mobilization issues.

c. Spring/Summer 1990: The Training Division AT 90 at FLW will be conducted in a REMOB format.

4. CONCEPT OF THE REMOB, MOBEX and ANNUAL TRAINING:

a. MOBEX: The 1A staff will run the scenario. A scenerio will be developed by 98th Division and 1A. All elements of the scenerio will be provided to the MSC's NLT 13 Jan 90.

b. ANNUAL TRAINING: The 98th Division will conduct an exercise Mobilization Alert prior to Annual Training. Between the alert and moving to FLW all participating units will either perform or simulate all their mobilization plans/procedures to include exercising the Mobilization Unit Movement Plan.

c. OBJECTIVES:

(1) Gain understanding and awareness of all actions required between alert and the unit beginning its mobilization mission at FLW.

(2) Identify major issues (old and new) which are major problems/training stoppers. Reidentify those issues which have been resolved. Begin resolution of newly identified problems.

(3) Issues will be categorized into current and long term.

(4) Transfer issues which must be resolved at higher HQ's.

5. AT 90 MISSIONS:

- a. 1st Bde. 2 Bns MATC (2d Bde, 3d Bde).
- b. 2d Bde. MATC, Eng OSUT (8 weeks).
- c. 3d Bde. MATC, Eng OSUT (8 weeks), 1 Bn Train-up.
- d. 4th Bde. BT VUD
- e. Training Group. MATC Support

6. Point of contact is CPT Hutson, (716) 338-7400, ext 258.

REMOB AT 90 TIME LINE

WEEKS	1	2	3	4	5	6
O S U T	HHC, 98TH DIV					
	BDE HQS TWO INCREMENTS			BDE HQS TWO INCREMENTS		
	BN MATC		BDE MATC BN MATC		BN MATC	
	BN MATC		BN MATC		BN MATC	
				BN VUD		BN VUD
	11B RETRAIN TO BE COMPLETED DURING REMOB TIME PERIOD (WEEKS TBD)					
B T				BDE HQS VUD		
				BN VUD		
				BN VUD		
			BN SATELLITE-BT TRAIN-UP			
			BN SATELLITE-BT TRAIN-UP			
T N G G P				TNG GRP HQ		
				BT INSTR BN		OSUT INSTR BN W/CECs
				AIT BN TRAIN-UP		
LEADERSHIP ACADEMY (WEEKS TBD)						
WEEKS	7	8	9			
O S U T	BDE HQS TWO INCREMENTS					
	BDE MATC					
	BN MATC					
	BDE MATC					
	BN MATC		BN TRAIN-UP			

14 October 1988

MEMORANDUM FOR: 1988 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Postmobilization Training Support Requirements (PTSR)

1. GENERAL: The annual PTSR submission on 30 Sep of each year is the only time the Reserve Components have an opportunity to tell FORSCOM what postmobilization training support requirements they have. As such, it is imperative that it is current and correct.

2. GUIDANCE: The following guidance is provided to help fill out the forms:

a. The as of date is always 30 Sep.

b. Past submissions have included several typographical errors in the UIC/MTOE/TDA/DODAAC fields. Check these carefully.

c. Section B:

(1) Block 2 - Tng Days with equipment must be greater than or equal to the number of days POL products are required in Section E.

(2) Block 3A - Ranges: use a separate line for each weapon and range; the computer will accept a total of 17 lines.

(3) Block 3B - Ground Maneuver Areas: Only G codes are entered here; you must decide what size area you need and select the correct code; only one G22 code can be input; the computer will accept a total of 17 lines.

(4) Block 3C - Other: Only F codes are entered here; you must decide what type/size area you need; use a different line for each area; only one F37 code can be input; the computer will accept a total of 17 lines.

(5) Block 3F - Training Ammunition: Enter both DODIC and nomenclature and use only the DODICS specified in the FORMDEPS; use the STRAC Manual to determine the amount, you do not need over 200 rounds of M-16 ammo per person to qualify.

d. Section C:

(1) Your total assigned strength is used in sections D, F, G and H.

14 October 1988

MEMORANDUM FOR: 1988 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Postmobilization Training Support Requirements (PTSR)
(Con't)

(2) Block 5 - This is based on MOS not religious preference.

e. Section D - The total clearances required cannot exceed you assigned strength entered in section C.

f. Section E - Block 3: The number entered in the "# DAYS" column cannot exceed the number training days with equipment you entered in Section B, Block 2.

g. Section F, G, H - These numbers cannot exceed your assigned personnel.

h. Section K - The approving officers name needs to be readable.

3. It is important that all Training Aids, facilities and ammunition that the unit will need are listed on the forms.

4. Point of contact is CPT Hutson, (716) 338-7400, ext 258.

14 October 1988

MEMORANDUM FOR: 1988 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Individual Training Evaluation Program (ITEP)

1. Current Policy governing the ITEP is contained in AR 350-37, para 4-4. The reference states that all reserve soldiers in grades E-1 thru E-7 will take their SQT once every 2 years. Soldiers may be tested annually at the discretion of the Commander. Annual testing is encouraged by this command. AGR/AC soldiers E-1 thru E-7 must test annually by regulation. RC soldiers will take the SQT corresponding to their duty MOS and at the skill level commensurate with their grade (i.e.-a SP4 75B10 filling a 71L20 slot would take the 71L10 SQT).
2. Testing is done at unit level with completed Marksense Forms (MSF) sent to Fort Eustis thru the division TSO. Quality control is performed at unit, Bn, Bde, and division level to insure Marksense Forms (MSF) are sent to Fort Eustis error free. The quality control performed at unit level and at some Bn, Bde levels is currently not up to standard and needs to be addressed by unit Commanders to insure that it improves. All SQT material is ordered by the units thru Division, who in turn requests it from Fort Eustis and upon receipt, distributes it to the appropriate units.
3. CTT-CTT is done by regulation annually for all soldiers, both RC and AGR/RC. Central scoring of CTT (i.e., filling out a MSF and forwarding it thru Division to Fort Eustis for scoring) was discontinued in FY 88 but is being proposed to be reinstated for FY 89. Although a completed MSF is no longer a requirement, CTT testing is still required, and completion of the CTT hands-on evaluation sheets must still be completed and should be kept with a soldiers Training records. The completed evaluation sheets can be an IG inspection item.
4. Currently under consideration is the establishment of separate TSO accounts for selected units throughout the Division. If adopted, accounts would be established either by MSC, or by geographical location. It is felt that this will greatly improve the efficiency of the ITEP program, as well as greatly reduce the money spent in mailing costs. The Division would oversee the new program through a policy of staff assistance and inspection visits. As stated in paragraph 2, quality control at certain units is at present not up to standard, and must greatly improve if the new

14 October 1988

MEMORANDUM FOR: 1988 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Individual Training Evaluation Program (ITEP)

proposal is to work. Again, unless Commanders become involved with making sure ITEP is performed IAW 350-37 to include quality control, the program is destined to fail. The benefits of establishing TSO accounts throughout the Division are many, and include giving Commanders more immediate results of their soldiers' tests, thus making it easier for them to focus training where it is needed. A unit can only perform as a unit if the individuals that make up the unit know and are proficient at their jobs.

5. Point of contact is SSG Bossard (716) 338-7400, ext 231.

14 October 1988

MEMORANDUM FOR: 1988 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: G3 Schools

1. Non-Commissioned Officers Education System. First US Army NCO Academy TY-89 Guidance, Schedules and Quota Allocations was distributed by this headquarters on 20 September 1988. Applications will be processed on a first-come, first-serve basis. The following RC-NCOES changes were effective 1 September 1988:

a. PLDC will be conducted in a 15 day AT/ADT mode only.

b. BNCOC and ANCOC will be conducted in two (2) Phases: Phase I - Common Leadership and Phase II - MOS Specific. MOI published by this headquarters 29 August 1988.

(1) Phase I - Common Leadership, can be accomplished through IDT or AT/ADT modes. Soldiers completing Phase I of BNCOC or ANCOC on or after 1 October 1988 and whose MOS is noted below, must enroll in Phase II within one (1) year of completion or lose credit for that phase.

(2) Phase II - MOS Specific. this phase will be conducted in the AT/ADT mode only. Established Phase II MOS Courses to date are:

(a) BNCOC - 11B, 11C, 11H, 12B, 71L, 75B, 88M, 88N.

(b) ANCOC - 11B, 11C, 11H.

c. New rank waivers. Effective 1 September 1988, FUSA granted new automatic waivers of rank prerequisites for attendance at RC-NCOES Courses as follows:

(1) SSG - SSG's who have not received credit for completion of a primary level RCNCOES course may attend PLDC to meet prerequisite for attendance at BNCOC.

(2) SFC - SFC's with a DOR of 1 Oct 87 or later, who have not received credit for completion of a basic level RCNCOES course, may attend BNCOC to meet the prerequisite for attendance at ANCOC.

(3) MSG - MSG's who have not received credit for completion of an advanced level RCNCOES course, may attend ANCOC to meet the requirement for promotion as established by AR 140-158.

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MEMORANDUM FOR: 1988 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: G3 Schools (Con't)

2. Special Mission MOS - Copies of FUSA's Special Mission MOS TY-89 Tentative Schedules and Allocations were distributed at the SOTS meeting on 13 Sep 88. The finalized Circular has not yet been published. TY-89 Special Mission Courses and Schedules from other army areas will be distributed by this headquarters upon receipt of same. Applications for these courses will be accepted on a first-come, first-serve basis. Major subordinate commanders need to ensure that soldiers are enrolled in IDT phases as applicable. Other MOS courses and schedules which have been received and published by this headquarters to date are:

a. NBC Off/NCO Defense Courses - Area NBC Schools. We have not yet received the new FORSCOM/TRADOC Circular. A compiled listing of TY-89 course schedules received from individual schools was published by this headquarters on 22 September 1988.

b. 54B10/20/30 Transition Courses - Per FUSA, all transition training is to be completed NLT the end of TY 90. MSCs need to ensure SMs are enrolled in the IDT Phase (Phase I). Two (2) classes are scheduled at FTIG this summer. A MOI with class schedules was published by this HQS on 16 Sep 88.

c. Maintenance and Sustainment Courses - High Technology Center, Fort Dix, NJ. This is a relatively new program initiated in 1987 and administered by the NJ ARNG for First Army. A MOI with course schedules was published by this HQS on 29 Aug 88.

d. Unit Alcohol and Drug Coordinator Training Courses - Fort Dix, NJ. This is a training program for E5's and above who have been designated UADC. A MOI was published by this HQS on 5 Oct 88.

e. 55B/55X (Ammo Spec/Inspector) - Redstone Arsenal, AL. These courses are conducted at AC schools and applications need to be submitted ASAP.

f. IIC and CIC Training Courses - Fort Dix, NJ NCO Academy - FY 89. A memorandum and schedule of classes were published by this headquarters on 5 Oct 88.

3. Special Instructions for Completions of FORSCOM Form 1058-R.

a. Block 26. APC: ADT/ZSDC; AT/ZSBA

b. Block 27. Program Code: ADT/3221; AT/3110.

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MEMORANDUM FOR: 1988 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: G3 Schools (Con't)

c. Block 28. Duty Type: ADT/School; AT/Annual Training

d. Block 35. Purpose: To attend: PLDC/BNCOC/ANCOC/FSC #__
-89 or, if attending an MOS producing school, note the MOS Course
and number.

e. Block 37. Additional Instructions: The following should
always be indicated:

(1) ATTACHED TO: Example: 1A NCOA, Fort Indiantown Gap,
PA.

(2) Alternate Class Date(s) and No(s).

(3) If NCOES, note if SM is attending course under new
automatic waiver; last course attended and completion date.

(4) If applying for Spec Mission MOS Course, note date
completed or to complete IDT Phase, where applicable.

4. Miscellaneous Items. MSCs need to ensure:

a. The utilization of their Order of Merit List for selection
of soldiers for attendance at NCOES.

b. That soldiers with temporary medical profiles are not
scheduled for NCOES.

c. That FORSCOM Forms 1058-R are submitted NLT 45 to 60 days
prior to class start date to ensure the timely issuance of orders
and welcome packets.

d. Monitor soldiers with weight problems, on a weight program
or who are borderline and that they are weighed prior to departing
HS.

e. That waivers and DA Form 5500-R or 5501-R (Body Fat Content
Worksheet) are submitted with FORSCOM Form 1058-R, where applicable.

5. Point of contact is SFC Johnson (716) 338-7400, ext 233.

14 October 1988

MEMORANDUM FOR: 1988 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Officer Education

1. Reserve Component Officer Advanced Course (OAC) has been standardized across all branches. Phase I is branch immaterial and may be taken in one of two options, either correspondence or USARF School. Phases II and IV are taught at the Branch Schools, are Branch specific, during the summer months at Annual Training. Phase III is also branch specific, and is usually taken by correspondence. The Engineer School is still offering the seven phase modular system which gives additional opportunities to obtain the various phases in residence at the USAES. A schedule of classes was released in late October 88. The four phase RC system equates to the AC seven phase system in the following manner:

a. RC 4 Phase: Phase I, Phase II, Phase III, Phase IV.

b. AC 7 Phase: Phase I, II; Phase V; Phase VI, VII; Phase III, IV.

2. TY-89 Quota Management Guidance from ARPERCEN reflects drastic cuts in the 89 budget (approximately 1/3 of the 88 budget). The following training priorities have been established:

a. Captains needing to finish OAC for their Majority board (5 - 7 years TIG).

b. Lieutenant Colonels needing to finish C&GSC for the Colonel board.

c. Majors needing to finish the first half of C&GSC for the Lieutenant Colonel board.

d. Junior Captains who have started OAC and need to finish within the three year window.

e. All others.

ARPERCEN doesn't expect to get much farther than c or d priority. The outlook is not good for Lieutenants and Junior Captains to obtain quotas and funding from ARPERCEN. This Division will help as much as its funds, which are also limited, will allow.

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MEMORANDUM FOR: 1988 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Officer Education (Con't)

3. Tentative AT dates for all Branch Schools teaching RC OAC within the First Army area are as follows:

Branch	Phase	Dates	Location
QM OAC	II, IV	4 - 16 Jun 89	Fort Lee, VA
ORD OAC	II, IV	9 - 21 Jul 89	Aberdeen Prv Gr, MD
TR OAC	II, IV	7 - 19 May 89	Fort Eustis, VA
TR OAC	II, IV	6 - 18 Aug 89	Fort Eustis, VA
EN OAC	II, IV	21 May - 2 Jun 89	Fort Belvoir, VA

AT dates for schools located in other Army areas will be announced as soon as they become available.

4. Point of contact is CPT Culp, (716) 338-7400, ext 232.

14 October 1988

MEMORANDUM FOR: 1988 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Weapons Qualification Standards

1. **GENERAL:** The information provided in Enclosure 1 was taken from DA PAM 350-38 (Standards in Weapons Training). The purpose is to enable units to identify:

- a. What weapons training/qualification must be conducted.
- b. Who must qualify.
- c. How often personnel must qualify.
- d. Type of weapons training to be conducted (specific events for each type of weapon).

2. **Training Readiness Condition (TRC) Levels:** Active Components units are designated TRC A or TRC B. Reserve Component units are designated as TRC C. USAR Training Divisions are designated TRC D (USAR Training Battalions).

3. **Categories:** Qualification standards and training strategies for some weapon systems have been divided into two categories:

a. Category I (rifle/infantry scout) applies only to soldiers with either an 11B or 11M MOS assigned to rifle or infantry scout squads. For the Claymore Mine, Combat Engineers are included in Cat I.

b. Category II (Combat Arms/Combat Support/Combat Service Support) applies to all other soldiers that are not assigned to rifle or infantry scout squads as identified in Category I.

4. **Groups:** Units are divided in three groups for the purpose of forecasting pyrotechnic training requirements. Units are grouped according to like-type training missions and the intensity and/or frequency of field training in which they would be expected to participate:

a. Group 1: Armor, Cavalry, Infantry.

b. Group 2: Air Defense Artillery, Aviation, Chemical, Combat Engineer, Field Artillery, Military Police.

c. Group 3: Adjutant General, Finance, Medical, Military Intelligence, Ordnance, Other Engineer, Quartermaster, Signal, Transportation; Transportation Aviation Maintenance Units.

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MEMORANDUM FOR: 1988 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Weapons Qualification Standards (con't)

5. The following notes apply to the tables included in Enclosure 1.

a. Requirements for TRC D USAR Training Battalions are ONLY for Instructors and Drill Sergeants involved in marksmanship instruction for each specific weapon. All other personnel in the training units (TRC D) will follow TRC C, Category II (Combat, CS, CSS) programs for individual weapons.

b. Requirements identified under the TRC D column include both Committee Instructors and Drill Sergeants. When the standards are not the same for Committee Instructors and Drill Sergeants the requirements are indicated separately.

c. Whenever there is a requirement for weapons qualification to be conducted while wearing NBC protective equipment, EULL individual protective equipment (MOPP_4) will be work (see 1A Suppl 1 to FORSCOM Reg 350-2, dated 1 Nov 87).

d. Other notes are included at the bottom of each table/page.

6. Point of contact is Mr. Streb, (716) 338-7400, ext 272.

STANDARDS IN WEAPONS TRAINING

WEAPON/EVENT	ROUNDS PER WPN	TRC C	TRC D	REMARKS
M16A1/A2 RIFLE (CAT II)				
ZERO	18 BALL	1X12 MO	1X12 MO	
RECORD FIRE	40 BALL	*1X12 MO	*1X12 MO	
NBC RECORD FIRE	20 BALL	N/R	*1X24 MO	
**NBC INSTRUCTIONAL FIRE	10 BALL	*1X12 MO	N/R	
NIGHT RECORD FIRE	10 BALL/ 20 TR.	N/R	*1X24 MO	
CO FTX	40 BLANK	1X12 MO	N/R	
M203 GRENADE LAUNCHER (CAT II)				
INSTRUCTIONAL FIVE	12 TP	1X12 MO	1X12 MO	
QUALIFICATION FIRE	9 TP	*1X12 MO	*1X12 MO *1X36 MO	CMT INSTR DS
NBC RECORD FIRE	STP	N/R	*1X24 MO	
M1911A1 .45 CAL PISTOL				
INSTRUCTIONAL FIRE	10	1X12 MO	1X12 MO	
**CBT PISTOL QUAL	40	*1X12 MO	*1X12 MO	
NBC RECORD FIRE	20	N/R	*1X24 MO	
9MM PISTOL				
INSTRUCTIONAL FIRE	10	1X12 MO	1X12 MO	
**CBT PISTOL QUAL	40	*1X12 MO	*1X12 MO	
NBC RECORD FIRE	20	NR	*1X24 MO	
M2HB .50 CAL MG (CAT II)				
INSTRUCTIONAL FIRE	56 MIX	1X12 MO	1X12 MO	
NBC INSTRUCTIONAL FIRE	40 MIX	1X12 MO	N/R	
CO FTX	50 BLANK	1X12 MO	N/R	

- NOTES: 1. (1X12 MO) Means that the soldier will have qualified within the past 12 months
2. *Mandatory training requirement (Standard Prescriptive)
3. **For these events, .22 cal ammo may be used
4. N/R = Not Required

STANDARDS IN WEAPONS TRAINING - (CONTINUED)

WEAPON/EVENT	ROUNDS PER WPN	TRC C	TRC D	REMARKS
M60 MACHINE GUN (CAT II)				
10 METER PRACTICE FIRE	108 BALL	1X12 MO	1X12 MO 1X36 MO	CMT INSTR. DS
10 METER RECORD FIRE	108 BALL	N/R	*1X12 MO	CMT INSTR ONLY
TRANSITION RANGE RECORD	140 MIX	*1X12 MO	*1X12 MO	CMT INSTR ONLY
NBC RECORD FIRE	140 MIX	N/R	*1X24 MO	CMT INSTR ONLY
NIGHT RECORD FIRE	140 MIX	N/R	*1X24 MO	CMT INSTR ONLY
CO FTX	100 BLANK	1X12 MO	N/R	
@ LAW (CAT II)				
TABLE I AND II (DAY)	7	1X12 MO	*1X12 MO *1X36 MO	CMT INSTR DS
TABLE III (NIGHT)	3	1X12 MO	N/R	
QUALIFICATION	10	*1X12 MO	N/R	
HAND GRENADE (CAT II)				
INSTR QUAL COURSE PRAC	5 M30	*1X12 MO	*1X12 MO	
LIVE GRENADE THROW	1 M26A1/2	N/R	*1X12 MO	
M18A1/A2 CLAYMORE MINE				
CAT I (CBT ENGR)				
EMPLOYMENT INSTRUCTION	INERT	1X12 MO	N/R	
SQD/PLT/CO FTX	INERT	1X12 MO	N/R	
BN FTX	INERT	1X12 MO	N/R	
LIVE FIRE QUAL	1 PER SQD	*1X12 MO	N/R	
M18A1/A2 CLAYMORE MINE				
CAT II				
EMPLOYMENT INSTRUCTION	INERT	*1X12 MO	*1X12 MO *1X36 MO	CMT INSTR
CO FTX	INERT	1X12 MO	N/R	

NOTES: 1. *MANDATORY TRAINING REQUIREMENTS

2. @ LAW STANDARDS FOR CS/CSS UNITS REQUIRE ONLY 10% OF ASSIGNED E5 AND BELOW TO QUALIFY. TABLES I, II, III CAN BE FOUND IN FM 23-33.

14 October 1988

MEMORANDUM FOR: 1988 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: FY 89 Ammunition Allocation

1. This is to inform commanders at all levels of ammunition allocations within the 98th Division (Tng).
2. Your FY 89 training ammunition allocation is at enclosure 1. The amount listed under each Major Subordinate Command (MSC) is the total allocated for your STRAC and Non-STRAC based requirements.
3. Allocations have been determined based upon your stated justification, DA PAM 350-38 (STRAC), 1 July 1987, Weapons Densities and Prior Usage. Requests for additional ammunition allocations must be forwarded to this Headquarters, ATTN: AFKA-GCD-GC, as soon as possible. The G3 will support all requests that are accompanied by valid justification.
4. Time is of the essence. FORSCOM will re-allocate ammunition based upon "First In, First Out". However, a shortfall is till expected and G3 will sub-allocate based upon greatest need/strongest justification.
5. A new ammunition SOP is soon to be published to assist all units with the training ammunition management process. This new SOP will be an update of Annex B0 to the 98th Division (Tng) SOP. (Draft copies of the SOP annex were disseminated at the Sep 88 SOTO/SOTS Conference)
6. The ASP at Seneca Army Depot is now available to units within the 98th Division (Tng). Procedures for requesting and pick up of ammunition at SEAD are detailed in the new ammunition SOP.
7. Point of contact is CPT Torres, (716) 338-7400, ext 370.

FY 89 TRAINING AMMUNITION ALLOCATION

DODIC	NOMENCLATURE	1209th		359th		1ST BDE		2ND BDE		3RD BDE		4TH BDE		TNG GP		SEC 98 DIV/LEAD ACAD		1151ST		MARKSMAN		98TH DIV	
		INITIAL	ALLOCATION	INITIAL	ALLOCATION	INITIAL	ALLOCATION	INITIAL	ALLOCATION	INITIAL	ALLOCATION	INITIAL	ALLOCATION	INITIAL	ALLOCATION	INITIAL	ALLOCATION	INITIAL	ALLOCATION	INITIAL	ALLOCATION	INITIAL	ALLOCATION
A071	5.56BALL	118250	90765	60750	43866	55392	41702	25218	23208	25450	0	15309	0	500000									
A072	5.56MM TR M196	1319	154	3583	955	3272	950	918	1715	134	0	0	13000										
A080	5.56 BLANK	58203	71481	3633	6264	5568	16370	3828	0	2782	1782	0	170000										
A086	.22 BALL LR	5556	274	2113	4424	0	6850	4773	0	0	0	0	24000										
A091	.22 BALL LR MG	0	0	0	0	0	0	0	0	0	0	0	16000										
A093	.22 BALL LR MG	0	0	0	0	0	0	0	0	0	0	0	9000										
A111	7.62 BLANK LKD	8024	4993	1575	475	4160	0	297	0	0	475	0	20000										
A122	7.62 BALL	0	0	0	0	0	0	0	0	0	0	0	0										
A130	7.62 BALL, CLIP	0	0	0	0	0	0	0	0	0	0	0	0										
A131	7.62 4:1 LKD	13498	5382	10431	4400	92831	0	6413	0	1607	0	15339	140000										
A136	7.62 BALL MATCH	273	0	0	0	0	0	1078	0	0	0	11649	13000										
A140	7.62 TR M62	4000	0	0	0	0	0	0	0	0	0	0	4000										
A143	7.62 BALL M60 LKD	0	0	0	0	0	0	0	0	0	0	0	0										
A145	7.62 TRACER	0	0	0	0	0	0	0	0	0	0	0	0										
A175	.45 BALL	1833	1007	2507	1348	1616	800	587	1549	0	0	18592	30000										
A482	.45 CAL WADCUT	0	0	0	0	0	0	0	0	0	0	0	0										
A483	.45 BALL MATCH	0	0	0	0	0	0	0	0	0	0	0	0										
A554	.50 CAL BALL M2LKD	0	0	0	0	0	0	0	0	0	0	0	0										
A557	.50 4:1 LKD	1344	1440	0	4704	0	0	0	0	0	0	0	7400										
A559	.50 CAL BLANK	0	0	0	0	0	0	0	0	0	0	0	0										
B519	40MM PRAC	1085	262	0	246	1046	223	33	0	105	0	0	3000										
B546	40MM HEDP	0	10	0	0	60	0	0	0	0	0	0	70										
C282	90MM HEAT	24	0	0	0	0	0	0	0	0	0	0	24										
C283	90MM PRAC	0	0	0	0	0	0	0	0	0	0	0	0										
G010	BODY, PRAC HAN GREW	0	0	0	0	0	0	0	0	0	0	0	0										
G078	FUZE PRAC HD GR	1366	1136	0	251	1366	0	5	0	875	0	0	5000										
G081	GREN HD FRAG M67	0	0	0	45	0	23	0	0	78	0	0	150										
G015	GREN HD PRAC	0	0	0	0	0	0	0	0	0	0	0	0										
G024	GREN HD CSI M25	0	0	0	0	0	0	0	0	0	0	0	0										
G030	GREN HD SMK HC	61	62	0	39	0	0	0	0	12	0	0	200										

FY 89 TRAINING AMMUNITION ALLOCATION

DODIC	NOMENCLATURE	ALLOCATION										INITIAL	TOTAL			
		12094b	3594b	1ST BDE	2ND BDE	3RD BDE	4TH BDE	TNG GP	HHC 98	DIV/LEAD	ACAD			1151ST	MARKSMAN	98TH DIV
:G940	:GREN HD SMK GRE	21	21	1	7	10	10	0	0	0	0	0	0	0	0	70
:G945	:GREN HD SMK YEL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
:G950	:GREN HD SMK RED	39	22	0	12	20	12	0	0	0	0	0	5	0	0	110
:G955	:GREN HD SMK VIOL	16	32	0	0	10	0	0	0	0	0	0	0	0	0	58
:G963	:GREN HD CS M7	22	40	0	5	12	20	0	0	0	0	0	0	0	0	99
:H708	:35MM RKT SURCAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
:K002	:ACTIV AT MIN PR	55	0	0	0	0	0	0	0	0	0	0	25	0	0	80
:K030	:PRIMER IGNITER	10	0	0	0	0	0	0	0	0	0	0	0	0	0	10
:K031	:IGNITER ASSEMBLY	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
:K040	:CHG SPOT F/W8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
:K051	:FUZE MINE PRAC	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
:K055	:FUZE MINE COMBO	60	0	0	0	0	0	0	0	0	0	0	0	0	0	60
:K058	:FUZE MINE COMBO	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
:K091	:MINE AP INERT M61A	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
:K092	:MINE APERS M16	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
:K105	:MINE AP PRAC	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
:K121	:MINE AP M14	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
:K122	:MINE AP PRAC M16A1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
:K139	:MINE AP M18A1 INERT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
:K143	:MINE APERS M18	15	0	0	3	0	0	0	0	0	0	0	0	0	0	27
:K180	:MINE AT M15	15	0	0	0	0	0	0	0	0	0	0	0	0	0	15
:K181	:MINE AT M21	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
:K231	:AT MINE PRAC HVT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
:K250	:MINE AT M19	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
:K270	:SIM AP MINE PROJ	20	0	0	0	0	0	0	0	0	0	0	0	0	0	20
:K271	:CAP AP F/W8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
:K280	:BODY AP F/W8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
:K765	:CS CAPSULE	11	29	22	0	0	0	0	0	0	0	0	0	0	0	80
:K866	:SMK POT GRD	11	20	0	0	0	20	0	0	0	0	0	0	0	0	51
:K867	:SMK POT FLOATING	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

FY 89 TRAINING AMMUNITION ALLOCATION

		12094b	3594b	1ST BDE	2ND BDE	3RD BDE	4TH BDE	TNG GP	HHC 88 DIV:LEAD ACAD	1151ST	MARKSMAN	98TH DIV
		INITIAL	INITIAL	INITIAL	INITIAL	INITIAL	INITIAL	INITIAL	INITIAL	INITIAL	INITIAL	TOTAL
		ALLOCATION	ALLOCATION	ALLOCATION	ALLOCATION	ALLOCATION	ALLOCATION	ALLOCATION	ALLOCATION	ALLOCATION	ALLOCATION	ALLOCATION
:M097	:CAP BLAST NONELEC I	0	0	0	0	0	0	0	0	0	0	0
:M098	:CAP BLAST ELEC INERT	0	0	0	0	0	0	0	0	0	0	0
:M130	:CAP BLAST ELEC	605	0	81	126	87	0	0	0	0	0	900
:M131	:CAP BLAST NONELEC	667	0	65	138	130	0	0	0	0	0	1000
:M027	:BASE COUPLING	0	0	0	0	0	0	0	0	0	0	0
:M420	:SHAPE CHG 15 LB	0	0	0	0	0	0	0	0	0	0	0
:M421	:SHAPE CHG 40 LB	0	0	2	0	0	0	0	0	0	0	2
:M444	:DEMO KIT (M157)	0	0	0	0	0	0	0	0	0	0	0
:M456	:DET CORD REINFORCED	13414	0	3287	837	462	0	0	0	0	0	18000
:M458	:DET CORD INERT	0	0	0	0	0	0	0	0	0	0	0
:M591	:DYNAMITE MLL M1	0	0	0	0	0	0	0	0	0	0	0
:M626	:FIR DEV DEMO PRESS	0	0	0	0	0	0	0	0	0	0	0
:M627	:FIR DEV DEMO PRES-R	0	0	0	0	0	0	0	0	0	0	0
:M629	:FIR DEV DEMO PULL-R	0	0	0	0	0	0	0	0	0	0	0
:M630	:FIR DEV DEMO PULL	0	0	0	0	0	0	0	0	0	0	0
:M631	:FIR DEV DEMO	0	0	0	0	0	0	0	0	0	0	0
:M633	:FIR DEV M1 INERT	0	0	0	0	0	0	0	0	0	0	0
:M635	:FIR DEV DEMO P INE	0	0	0	0	0	0	0	0	0	0	0
:M637	:FIR DEV DEMO M3 INE	0	0	0	0	0	0	0	0	0	0	0
:M639	:FIR DEV DEMO M5 INE	0	0	0	0	0	0	0	0	0	0	0
:M641	:FIR DEV DEMO M1 INE	0	0	0	0	0	0	0	0	0	0	0
:M670	:FUZE TIME BLAST	1317	0	353	444	385	0	0	0	0	0	2500
:M671	:FUZE BLAST TIME INE	0	0	0	0	0	0	0	0	0	0	0
:M765	:IGNITER TIME BLAS	725	0	52	157	42	0	0	0	0	0	976
:M767	:IGNITOR TIME BL FU	0	0	0	0	0	0	0	0	0	0	0
:M914	:MCLIC PRACTICE	8	0	0	0	0	0	0	0	0	0	8
:M922	:SHAPE CHG INERT	0	0	0	0	0	0	0	0	0	0	0
:M965	:DEMO NET CRATER	0	0	0	0	0	0	0	0	0	0	0
:M999	:FIR DEV V-CRATER	45	0	0	0	0	0	0	0	0	0	60

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14 October 1988

MEMORANDUM FOR: 1988 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Annual Training (AT) 1989 Schedule

1. Enclosure 1 is the Annual Training (AT 1989) schedule for all units in the 98th Division (Tng).
2. Points of contact are CPT Torres/CPT Hutson (716) 338-7400, ext 370/258.

98TH DIVISION ANNUAL TRAINING 1969

UNIT	AT DATES	AT LOCATION	MISSION
HHC, 98th Div	Year Round	HS/Ft Leonard Wood	
LEAD ACAD	29 Jul - 12 Aug	Ft Leonard Wood	DSS
TRAINING GROUP //////////////////////////////////////			
HHC, Tng Gp	5 - 19 Aug	Ft Leonard Wood	VUD w/136th En Bde
BCTG	5 - 19 Aug	Ft Leonard Wood	VUD w/136th En Bde
SPT CO	5 - 19 Aug	Ft Leonard Wood	VUD w/136th En Bde
STC	5 - 19 Aug	Ft Leonard Wood	VUD w/136th En Bde
FIRST BDE //////////////////////////////////////			
HHC, 1st Bde	29 Apr - 13 May	Ft Leonard Wood	VUD w/132d En Bde
CEC	29 Apr - 13 May	Ft Leonard Wood	VUD w/132d En Bde
1/369	29 Apr - 13 May	Ft Leonard Wood	MOS Conversion - 12E
2/369	29 Apr - 13 May	Ft Leonard Wood	MOS Conversion - 12B
3/369	29 Apr - 13 May	Ft Leonard Wood	VUD w/589th En Bn
4/369	TBA	TBA	TRAIN-UP
51 & 62 CMTS	5 - 19 Aug	Ft Leonard Wood	VUD
SECOND BDE //////////////////////////////////////			
HHC, 2nd Bde	3 - 17 Jun	Ft Leonard Wood	VUD w/132d En Bde
CEC	3 - 17 Jun	Ft Leonard Wood	VUD w/132d En Bde
1/390	3 - 17 Jun	Ft Leonard Wood	VUD w/31st En Bn
2/390	15 - 29 Apr	Ft Leonard Wood	BT Conv w/4th Bn 10th Inf
3/390	3 - 17 Jun	Ft Leonard Wood	VUD w/589th En Bn
1/391	1 - 15 Apr	Ft Leonard Wood	BT Conv w/4th Bn 10th Inf
2/391	3 - 17 Jun	Ft Leonard Wood	VUD w/35th En Bn
THIRD BDE //////////////////////////////////////			
HHC, 3rd Bde	29 Jul - 12 Aug	Ft Leonard Wood	VUD w/132d En Bde
CEC	29 Jul - 12 Aug	Ft Leonard Wood	VUD w/132d En Bde
1/392	29 Jul - 12 Aug	Ft Leonard Wood	VUD w/31st En Bn
2/392	29 Jul - 12 Aug	Ft Leonard Wood	VUD w/589th En Bn
3/392	29 Jul - 12 Aug	Ft Leonard Wood	VUD w/35th En Bn
3/391	TBA	TBA	TRAIN-UP
FOURTH BDE //////////////////////////////////////			
HHC, 4th Bde	8 - 22 Apr	Ft Leonard Wood	BT Conv w/3rd Bde (BT)
1/98	TBA	TBA	BT Conversion
2/98	1 - 15 Apr	Ft Leonard Wood	BT Conv w/4th Bn 10th Inf
3/98	15 - 29 Apr	Ft Leonard Wood	BT Conv w/4th Bn 10th Inf
63 & 88M CMTS	5 - 19 Aug	Ft Leonard Wood	VUD

99TH DIVISION ANNUAL TRAINING 1989

UNIT	AT DATES	AT LOCATION	MISSION
1209TE USAG			
HHC, 1209th	15 - 28 Oct 88	Ft Drum	
464th En Bn	TBA	Ft Drum	Post Support
479th En Bn	8 - 23 Jul	Ft A.P. Hill, VA	
770th En Co	6 - 20 May 89	Ft Picket, VA	
HHC, 413th S&S Bn	?? Jul - ?? Aug	Ft Drum/Ft Picket	Support 42d/28th Div
1018th S&S Co	23 Sep - 14 Oct 89		RCODT
1019th S&S Co	?? Jul - ?? Aug	Ft Drum/Ft Picket	Support 42d/28th Div
121st Chem Det	Year Round	FIG, PA	MOS reclas (54B)
2365th USAFSC Det	15 - 29 Oct 88	Ft Gordon, GA	Signal School Program
359TH SIGNAL BDE			
HHC, 359th Sig Bde	Year Round	Home Station	
425th MTD	16 - 29 Apr	Charlottesville, VA	
454th MTD	9 - 22 Oct 88	Charlottesville, VA	
HHC, 98th Sig Bn	Indiv AT		MOS retrain
692d Sig Co	NO AT		Pending deactivation
989th Maint Co	1 - 15 Oct 88	Ft Meade, MD	Maint on FC equip
319th Maint Det	1 - 15 Oct 88	Ft Meade, MD	Maint on FC equip
434th Maint Det	1 - 15 Oct 88	Ft Meade, MD	Maint on FC equip
978th Maint Det	1 - 15 Oct 88	Ft Meade, MD	Maint on FC equip
HHC, 300th Ord Bn	Aug 89	Lexington, KY	
409th PS Co	20 Jul - 12 Aug	Ft Devens, VA	
277th QM Co	Year Round		RCODT
HHC, 332d Ord Bn	Year Round		RCODT/LOGEX
962d Ord Co	5 - 26 Aug 89	Ft Drum	Run ASP
309th Ord Co	15 Jul - 5 Aug 89	Ft Drum	Run ASP
1151st USARFS	25 Jun - 5 Jul 89	FTIG, PA	71L/75B10; 711/75B ENCOG
1157th USARFS	9 - 21 Jul 89	Ft Dix	63B10/88M10
1159th USARFS	6 - 18 Aug 89	FTIG, PA	71M10/71L10/75B10

14 October 1988

MEMORANDUM FOR: 1988 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Miscellaneous Training Notes

1. Units need to be aware of the time requirements for submitting approved training schedules to the G3 office. IAW 98th Div SOP III-BH-0-1 units will submit training schedules NLT 30 days prior to the start of the applicable month, ie. the June training schedules should arrive at this headquarters prior to 1 May.
2. ROTC will again conduct its mini camp at Fort Drum. Camp dates are 4-9 Apr 89. 98th Division anticipates providing the same level of support again this year as last. G3, Collective Training branch will contact MSC's in January with a by name list of soldiers to provide support along with a list of positions that are vacant.
3. In light of recent OTE/UTE results, the importance of long range training planning cannot be overemphasized. It is essential commanders identify training objectives down to specific tasks to be trained as early as possible. Once this is accomplished the commander can and should assign responsibility for planning, identifying and acquiring needed training resources and the actual conduct of training to his/her subordinates. The FM 25 series provide a solid guideline that will greatly assist commanders in planning training.
4. The G3 offers units the assistance of Collective Training branch in helping units prepare their TY 90 Yearly Training Plans. This is the branch which reviews units YTP for completeness and meeting standards. Units desiring assistance should contact either CPT Regnier or CPT Torres at (716) 338-7400, ext 370/371.
5. NBC training continues as a training weakness in the Division. Units are strongly encouraged to effect a good NBC program. Units can contact the Division's NBC NCO for assistance. Point of contact is SFC McGinnis at (716) 338-7400, ext 370.

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14 October 1988

MEMORANDUM FOR: 1988 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: AT 90-91 Missions

UNIT	AT 90	AT 91
1ST BDE	2 BNs MATC (1-2ND BDE) (1-3D BDE)	MATC EN OSUT (8 WEEKS)
2D BDE	MATC EN OSUT (8 WEEKS)	PURE BDE VUD
3D BDE	MATC EN OSUT (8 WEEKS) 1 BN TRAIN-UP	PURE BDE VUD 1 BN TRAIN-UP
4TH BDE	BT VUD	BT BDE SQUARE
TNG GRP	MATC SUPPORT	MATC SUPPORT

Point of contact is CPT Regnier, (716) 338-7400, ext 371.

14 October 1988

MEMORANDUM FOR: 1988 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Mobile Training Teams (MTT) for FY 89

1. Following is the list of the currently planned Mobile Training Teams (MTT) in preparation for Annual Training 1989.

DATES	UNIT	LOCATION	PERSONNEL	REMARKS
19-22 OCT 88	1st Bde	Ft Leonard Wood	6 Enl	6 Instructors for MOS Conv
03-04 DEC 88	1st Bde	Schenectady	2 Enl	Train instr. of 123 CMT
10-12 FEB 89	Tng Gp	Rochester	1 Off / 1 Enl	
11-12 FEB 89	Tng Gp	Rochester	2 Enl	
11-15 FEB 89	2nd Bde	Ft Leonard Wood	1 Off / 1 Enl	Engr week (D/589th)
18-22 FEB 89	2nd Bde	Ft Leonard Wood	1 Off / 1 Enl	Engr week (E/589th)
20-23 FEB 89	2nd Bde	Ft Leonard Wood	9 Enl	SDIs
08-11 MAR 89	1st Bde	Ft Leonard Wood	1 Off / 5 Enl	SDIs, Co Cdr, ISG
11-12 MAR 89	3rd Bde	Ithaca	2 Enl	SIDPERS School
11-12 MAR 89	Tng Gp	Rochester	2 Enl	Cadre Certification
11-12 MAR 89	1st & 2nd Bde	Newark	1 Off / 1 Enl	EOCT
08-09 APR 89	2nd Bde	Buffalo	1 Off / 1 Enl	EOCT
15-16 APR 89	51 CMT	Glens Falls	1 Off / 1 Enl	CMF 51 Tng
15-16 APR 89	62 CMT	Utica	2 Enl	CMF 62 tng
19-22 APR 89	3rd Bde	Ft Leonard Wood	9 Enl	SDIs
22-25 APR 89	3rd Bde	Ft Leonard Wood	2 Off / 7 Enl	Engr week (D/35th)
29-30 APR 89	3rd Bde	Corning	1 Off / 1 Enl	EOCT
20-21 MAY 89	ALL Bdes	Rochester	1 Off / 1 Enl	EOCT
03-04 JUN 89	Tng Gp	Rochester	3 Off / 6 Enl	BT Instructors
15-16 JUL 89	Tng Gp	Rochester	3 Off / 6 Enl	BT Instructors
03-04 JUN 89	63 CMT	Gerry	3 Enl	CMF 63 tng
15-18 JUN 89	3rd Bde	Ft Leonard Wood	6 Off	-Cdrs site visit
16-17 SEP 89	ALL UNITS	Rochester	28 Off	27 89 AAE
28-29 JAN 89	1st Bde	Mattydale	6 Off / 9 Enl	Bn & Co HQ
04-05 FEB 89	3rd & 2nd Bde	Corning/Buffalo	2 Off / 3 Enl	Bn & Co HQ
04-05 FEB 89	3rd & 2nd Bde	Horsehead/Niaq Falls	2 Off / 3 Enl	Bn & Co HQ
04-05 FEB 89	3rd & 2nd Bde	Binghamton/Newark	2 Off / 3 Enl	Bn & Co HQ

2. Point of contact is CPT Torres, (716) 338-7400, ext 370.

14 October 1988

MEMORANDUM FOR: 1988 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: QAD Evaluations

1. Purpose: To evaluate and test training status of Division units.
2. Summary of 98th Division (Tng) QAD evaluations:

	IY 87	IY 88
Unit Training Evaluations (UTEs)	34	39
Range Fire/Weapons Qualification	3	1
Field Training Exercise (FTX)	1	0
End-of-Course Test (EOCT; Bns tested)	13	12
Other (NBC, NCOC, USARF School Classes)	<u>1</u>	<u>4</u>
	<u>52</u>	<u>56</u>

3. Summary: UTEs, IY 87 and IY 88

- a. Results by UTE Major Area:

	IY 87		YTD IY 88		TOTAL	
	GO(%)	NO GO(%)	GO(%)	NO GO(%)	IY 87	IY 88
I. Attendance	29(97)	1(3)	27(82)	6(18)	30	33
II. Conduct of Training	23(77)	7(23)	24(75)	8(25)	30	32
III. Training Management	22(73)	8(27)	23(70)	10(30)	30	33
IV. Yearly Training Plan	25(86)	4(14)	24(73)	9(27)	29	33
V. MOS Qual Program	19(63)	11(37)	16(50)	16(50)	30	32
VI. Appearance	15(50)	15(50)	23(70)	10(30)	30	33
VII. Leadership	21(70)	9(30)	19(58)	14(42)	30	33
VIII. Headquarters	3(100)	0(0)	5(100)	0(0)	3	5

*Only most current results were tallied; several units were evaluated twice by QAD or, once each by both QAD and First Army.

(See Enclosure 1 - UTE Evaluation Tally)

14 October 1988

MEMORANDUM FOR: 1988 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: QAD Evaluations

b. Comments:

(1) UTEs of Division units were conducted during TY 88 by both the Division's QAD (21) and First Army (OTE-12). Two units underwent evaluations twice; both of these units were visited by the First Army Office of Training Evaluations (OTE) and QAD.

(2) During TY 88, the percentage of unsatisfactory ratings increased from TY 87 in 6 major areas. Units exhibited increased deficiencies in attendance, conduct of training, MOSQ, training management, YTP, and leadership. MOSQ showed continuing difficulties with unsatisfactory ratings resulting from incomplete individual training records (ITRs) and failure to monitor progress of training programs for individual soldiers. These deficiencies are recurring from prior years and do not show marked improvement.

(3) The MOSQ Program was the greatest source of unsatisfactory ratings. The major cause of this unsatisfactory rating was attributed to inadequate monitoring of individual progress in training programs.

(4) Appearance was the only area that showed any degree of improvement from the prior year.

3. Summary - Range Fire/Weapons Qualification, TY 88: No significant deficiencies were noted in range evaluations.

4. Summary - End-of-Cycle Tests (EOCT):

a. EOCT was administered to thirteen battalions with a MATC AT.

b. The overall first-time GO rate for all thirteen units were 48% (an improvement over the prior year's 23%). The soldiers tested demonstrated a higher degree of motivation and appeared better prepared than during TY 87. However, the low first-time GO rate indicates that commanders must put greater emphasis on preparing their training cadre for EOCT certification. Especially noted tasks that experienced the greatest failure rates were NBC-related and first-aid.

5. Point of contact is CPT Myhowych, (716) 338-7400, ext 235.

UNIT	ADDRESS	TRAINING YEAR 1988			COMMENTS
		UTE	RANGE/FTX	EOCT CERT	
HHC, 98TH DIV	ROCHESTER				
LEADERSHIP ACADEMY	MATTYDALE				
HHC, TRAINING GROUP	ROCHESTER				
SPECIAL TNG CO	ROCHESTER	4/7: 17 JAN			
SUPPORT CO	ROCHESTER				
HHC, 1ST BDE	SCHENECTADY				
1/389	GLEN FALLS			9-10 APR	
2/389 (HO,C,D)	UTICA	2/7: 26 MAR		9-10 APR	1*10 APR
2/389 (A,B)	LITTLE FALLS			9-10 APR	1*10 APR
3/389	MATTYDALE			9-10 APR	1*10 APR
4/389	SCHENECTADY			9-10 APR	
HHC, 2ND BDE	AMHERST	4/7: 28 FEB			
1/390	AMHERST			26-27 MAR	1*27 MAR
2/390 (HO,B,C,D,E)	BATAVIA			26-27 MAR	
2/390 (A)	MEDINA			26-27 MAR	1*27 MAR
3/390	NIAGARA FALLS	4/8: 11 MAY		26-27 MAR	1*27 MAR
1/391	AMHERST			26-27 MAR	1*27 MAR
2/391 (HO,A,B,C,D)	NEWARK	5/7: 13 DEC			1A OTE
2/391 (E)	AUBURN	2/6: 23 MAY			
HHC, 3RD BDE	ITHACA	3/7: 9 MAR			
1/392 (HO,A,B,C)	CORNING			30APR-1 MAY	1*25 JUN
1/392 (D,E)	WAYLAND			30APR-1 MAY	1*25 JUN
2/392 (HO,A,B,C)	HORSEHEADS	8/8: 27 MAR		30APR-1 MAY	1*25 JUN
2/392 (D,E)	WAVERTY	6/7: 18 MAY		30APR-1 MAY	1*25 JUN
3/392	BINGHAMTON	7/8: 17 JAN		30APR-1 MAY	1A OTE
3/391 (HO,D,E)	NORWICH			30APR-1 MAY	1*25 JUN
3/391 (A,B,C)	ITHACA			30APR-1 MAY	1*25 JUN
HHC, 4TH BDE	AMHERST				
1/98	AMHERST	8/8: 14 NOV			
2/98 (HO,A,C)	GERRY	4/7: 20 AUG			1A OTE
2/98 (B)	OLEAN				
3/98 (HO,A)	OLEAN	7/7: 16 JUL			
3/98 (B,C)	WELLSVILLE	7/7: 16 JUL			
HO, 1209TH USAG	MATTYDALE	6/7: 6 AUG			
1209TH SIG DET	FT. DRUM				
HHC, 413TH S&S BN	SCHENECTADY	7/8: 11 JUN; 5/7: 14 AUG			1A OTE
1018TH S&S CO	SCHENECTADY				
1019TH S&S CO	MATTYDALE	5/7: 23 JAN			
HHC, 464TH EN BN	SCHENECTADY	5/8: 11 MAR			
CO A	BINGHAMTON	5/7: 17 OCT	S: 17 OCT		
CO B	HORSEHEADS				
CO C	SCHENECTADY	6/7: 10 JUL			1A OTE
CO D	CANANDAIGUA				
HHC, 479TH EN BN	WATERTOWN	4/7: 27 FEB			1A OTE
CO A	OGDENSBURG	6/7: 23 JUL			
CO B	MASSENA				
CO C	CANTON	3/7: 24 JUL			
CO D	OSWEGO	2/7: 28 FEB			1A OTE
770TH EN CO	PENN VAN				
121ST CHEM DET	MATTYDALE				
HHC, 359TH SIG BDE	LIVERPOOL	7/7: 9 AUG			
HHD, 98TH SIG BN	WEBSTER	2/7: 12 DEC			1A OTE
692ND SIG CO	WEBSTER				
969TH MAINT CO	HORSEHEADS	1/7: 16 JAN			1A OTE
425TH MI DET	LIVERPOOL				
454TH MI DET	LIVERPOOL				
HHC, 300TH ORD BN	TONAWANDA	8/8: 5 MAR			
277TH OM CO	NIAGARA FALLS				
409TH PS CO	TONAWANDA	7/7: 21 AUG			1A OTE
HHC, 332ND ORD BN	WATERTOWN	4/7: 12 MAR			
309TH ORD CO	ELIZABETHTOWN	7/7: 12 DEC; 3/7: 9 JUL			1A OTE
962ND ORD CO	PLATTSBURGH	6/7: 9 SEP			
1151ST USARF SCHOOL	TONAWANDA				3*9 JAN
1157TH USARF SCHOOL	SCHENECTADY	6/6: 15 AUG			3*6 FEB; 1A
1159TH USARF SCHOOL	WEBSTER	7/7: 7 Sep			1A OTE

LEGEND FOR UTE'S: TRAINING AREAS PASSED vs. TOTAL EVALUATED IS X/Y

*COMMENT CODES: 1=APFT, 2=TRAINING ASSISTANCE VISIT, 3=CLASS VISIT

ADDRESS		RATING							DATE
HHC, 98TH DIV	ROCHESTER								
LEADERSHIP ACADEMY	MATTYDALE								
HHC, TRAINING GROUP	ROCHESTER								
SPECIAL TNG CO	ROCHESTER	1	1	0	0	1	1	0	
SUPPORT CO	ROCHESTER								
HHC, 1ST BDE	SCHENECTADY								
1/389	GLEN FALLS								
2/389 (HO,C,D)	UTICA	1	0	0	1	0	0	0	
2/389 (A,B)	LITTLE FALLS								
3/389	MATTYDALE								
4/389	SCHENECTADY								
HHC, 2ND BDE	AMHERST	1	1	0	0	1	1	0	
1/390	AMHERST								
2/390 (HO,B,C,D,E)	BATAVIA								
2/390 (A)	MEDINA	0	1	1	0	0	1	0	
3/390	NIAGARA FALLS								
1/391	AMHERST								
2/391 (HO,A,B,C,D)	NEWARK	0	1	1	1	1	0	1	
2/391 (E)	AUBURN	0	0	0	1	1	0		
HHC, 3RD BDE	ITHACA	1	1	0	0	0	1	0	
1/392 (HO,A,B,C)	CORNING								
1/392 (D,E)	WAYLAND								
2/392 (HO,A,B,C)	HORSEHEADS	1	1	1	1	1	1	1	
2/392 (D,E)	WAVERLY	1	1	1	0	1	1	1	
3/392	BINGHAMTON	1	1	1	1	1	0	1	
3/391 (HO,D,E)	NORWICH								
3/391 (A,B,C)	ITHACA								
HHC, 4TH BDE	AMHERST								
1/98	AMHERST	1	1	1	1	1	1	1	
2/98 (HO,A,C)	GERRY	1	0	0	1	1	1	0	
2/98 (B)	OLEAN								
3/98 (HO,A)	OLEAN	1	1	1	1		1	1	
3/98 (B,C)	WELLSVILLE								
HO, 1209TH USAG	MATTYDALE	1	1	1	1	0	1	1	
1209TH SIGNAL DET	FT. DRUM								
HHC, 413TH S&S BN	SCHENECTADY	1	1	1	1	0	0	1	
1018TH S&S CO	SCHENECTADY								
1019TH S&S CO	MATTYDALE	1	1	1	1	0	0	1	
HHC, 464TH EN BN	SCHENECTADY	0	1	1	1	0	0	1	
CO A	BINGHAMTON	0	0	1	1	1	1	1	
CO B	HORSEHEADS								
CO C	SCHENECTADY	1	1	1	1	0	1	1	
CO D	CANANDAIGUA								
HHC, 479TH EN BN	WATERTOWN	1	1	0	1	0	1	0	
CO A	OGDENSBURG	1	1	1	1	0	1	1	
CO B	MASSENA								
CO C	CANTON	1	0	1	1	0	0	0	
CO D	OSWEGO	0	0	0	1	0	1	0	
770TH EN CO	PENN VAN								
121ST CHEM DET	MATTYDALE								
HHC, 359TH SIG BDE	LIVERPOOL	1	1	1	1	1	1	1	
HHD, 98TH SIG BN	WEBSTER	1	0	1	0	0	0	0	
692ND SIGNAL CO	WEBSTER								
969TH MAINT CO	HORSEHEADS	1	0	0	0	0	0	0	
425TH MI DET	LIVERPOOL								
454TH MI DET	LIVERPOOL								
HHC, 300TH ORD BN	TONAWANDA	1	1	1	1	1	1	1	
277TH OM CO	NIAGARA FALLS								
409TH PS CO	TONAWANDA	1	1	1	1	1	1	1	
HHC, 332ND ORD BN	WATERTOWN	1	1	1	0	0	1	0	
309TH ORD CO	ELIZABETHTOWN	1	0	0	1	1	0	0	
962ND ORD CO	PLATTSBURGH	1	1	1	1	0	1	1	
1151ST USARF SCHOOL	TONAWANDA								
1157TH USARF SCHOOL	SCHENECTADY	1	1	1	1	1	1	1	
1159TH USARF SCHOOL	WEBSTER	1	1	1	1	1	1	1	

*****TOTAL NUMBER OF RATINGS***** 33 32 33 33 32 33 33 5

NUMBER SATISFACTORY 27 24 23 24 16 23 19 5
NUMBER UNSATISFACTORY 6 8 10 9 16 10 14 0

'SATISFACTORY' PERCENTAGE 82% 75% 70% 73% 50% 70% 58% 100%

LEGEND: 1=Satisfactory U=Unsatisfactory 1A=FIRST ARMY OTE

*NOTE: 1A OTE CHECKLIST READING COP OAD USE: IN THE "CONSIDER" BY "1A OTE"



ACofS, G-4

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11 October 1988

MEMORANDUM FOR: 98th Division (Training) Commanders Seminar

SUBJECT: CLRT Findings

1. CLRT findings for 1st and 2nd Brigades:

UNIT:	H	H	H	H	H	H	H	H	H	H
	H	H	H	H	H	H	H	H	H	H
	C	D	D	D	C	D	C	D	D	D
	1	1	3	4	2	1	2	3	1	2
	B	3	3	3	B	3	3	3	3	3
	D	8	8	8	D	9	9	9	9	9
	E	9	9	9	E	0	0	0	1	1
*LOG MGT:	S	S	S	S	S	S	S	S	S	S
USR:	S	S	S	S	S	S	S	S	S	S
MCSR:	S	S	S	NR	S	NR	S	NR	NR	NR
UNIT MOV PLAN:	S	U	U	U	U	S	S	S	U	S
LOG DATA FILE:	S	S	NE	NR	NE	NE	NE	NE	NE	NE
AMMO CONTROL:	S	S	NE	NR	NE	NE	NE	NE	NE	NE
*SUP MGT:	S	S	S	S	U	S	S	S	S	S
EXCESS EQUIP:	S	S	S	S	S	U	S	S	S	S
EQUIP OH/RQN:	S	S	S	S	S	S	S	S	S	S
BII/SKOs:	S	S	S	S	U	S	S	S	U	S
ORG PB:	S	NR	NR	NR	U	S	S	S	S	S
CBS-X:	NR	NR	NR	NR	NR	S	S	S	S	NR
PROP ACCT:	S	S	S	S	U	U	S	S	S	S
DOC REG FILE:	S	S	S	S	S	S	S	S	S	S
SPT DOC FILE:	S	S	S	S	S	S	S	S	S	S
D/O RECON:	S	S	S	S	S	S	S	S	S	S
HAND RCPT:	S	S	S	S	U	S	U	S	U	S
OCIE:	S	S	S	S	U	U	S	S	U	S
PLL:	S	S	S	S	S	S	S	S	NR	S
*MAINT MGT:	S	S	S	S	S	U	U	S	U	S
UNIT MAINT PROG:	S	U	S	S	S	U	S	S	U	S
UNIT EQUIP MAINT:	S	S	S	S	S	U	U	S	U	S
CALBR PROG:	S	NR	NE	NR	NE	NE	NE	NE	NE	NE
TAMMS:	S	U	S	S	S	U	S	S	U	S
MAINT SOP:	NE	S	S	S	S	S	U	S	U	S

AFKA-GCD-GD
 SUBJECT: CLRT Findings

2. CLRT findings for 3rd and 4th Brigades:

UNIT:	H	H	H	H	H	H
	H	H	H	H	H	H
	C	D	D	D	C	D
	3	1	2	3	4	1
	B	3	3	3	B	9
	D	9	9	9	D	8
	E	2	2	2	E	
*LOG MGT:	S	S	S	S	S	S
USR:	U	S	S	S	S	S
MCSR:	S	NR	NR	S	S	S
UNIT MOV PLAN:	S	NE	S	S	U	S
LOG DATA FILE:	S	S	S	S	NE	NE
AMMO CONTROL:	S	S	S	S	NE	NE
*SUP MGT:	U	S	S	S	S	S
EXCESS EQUIP:	U	U	S	S	S	S
EQUIP OH/RQN:	U	S	S	S	S	S
BII/SKOs:	U	U	S	S	S	S
ORG PB:	U	S	S	S	S	S
CBS-X:	S	NR	NR	S	S	NR
PROP ACCT:	U	U	S	S	S	S
DOC REG FILE:	U	S	S	S	S	S
SPT DOC FILE:	S	S	S	S	S	S
D/O RECON:	U	S	S	S	S	S
HAND RCPT:	U	U	S	S	S	S
OCIE:	U	S	S	S	S	S
PLL:	U	S	S	S	S	NR
*MAINT MGT:	S	S	S	S	S	U
UNIT MAINT PROG:	S	S	S	U	S	U
UNIT EQUIP MAINT:	S	S	S	S	S	U
CALBR PROG:	S	NR	NR	S	NE	NE
TAMMS:	S	S	S	U	S	U
MAINT SOP:	S	U	S	S	S	S

AFKA-GCD-GD
 SUBJECT: CLRT Findings

2. CLRT findings for 359th Signal Brigade:

UNIT:	H	2	H	3	H	9	9	H	H	H	H
	H	7	H	0	H	6	6	H	H	H	H
	C	7	C	9	C	2	9	C	D	D	D
	3	Q	3	0	3	0	M	2	3	1	2
	5	M	0	R	3	R	A	3	3	3	3
	9		0	D	2	D	I	9	9	9	9
		C					N	0	0	1	1
	S		O	C	O	C	T				
	I		R	O	R	O					
	G		D		D		C				
							O				
	B		B		B						
	D		N		N						
	E										
*LOG MGT:	S	S	S	S	S	S	S	S	S	S	S
USR:	S	S	S	S	S	S	S	S	S	S	S
MCSR:	S	S	S	S	S	S	S	S	NR	NR	NR
UNIT MOV PLAN:	S	S	S	U	S	NE	S	S	S	U	S
LOG DATA FILE:	NE	NE	NE	S	NE	S	S	NE	NE	NE	NE
AMMO CONTROL:	NE	NE	NE	S	NE	S	NR	NE	NE	NE	NE
*SUP MGT:	S	S	S	S	S	S	S	S	S	S	S
EXCESS EQUIP:	S	S	S	S	S	S	S	S	S	S	S
EQUIP OH/RQN:	S	S	S	S	S	S	S	S	S	S	S
BII/SKOs:	S	S	S	S	S	U	S	S	S	U	S
ORG PB:	NR	S	S	NR	S	NR	U	S	S	S	S
CBS-X:	NR	S	NR	NR	S	NR	S	S	S	S	NR
PROP ACCT:	U	S	S	S	S	U	U	S	S	S	S
DOC REG FILE:	S	S	S	S	S	S	S	S	S	S	S
SPT DOC FILE:	S	S	S	S	S	S	S	S	S	S	S
D/O RECON:	S	S	S	S	S	S	S	S	S	S	S
HAND RCPT:	U	S	S	S	S	U	S	U	S	U	S
OCIE:	S	S	S	S	S	S	S	S	S	U	S
PLL:	S	S	S	S	S	S	S	S	S	NR	S
*MAINT MGT:	S	S	S	S	S	S	S	U	S	U	S
UNIT MAINT PROG:	S	S	S	S	S	U	S	S	S	U	S
UNIT EQUIP MAINT:	S	S	S	S	S	S	S	U	S	U	S
CALBR PROG:	NE	NE	NE	S	NE	S	NR	NE	NE	NE	NE
TAMMS:	U	S	S	S	S	U	S	S	S	U	S
MAINT SOP:	S	S	S	S	S	S	S	U	S	U	S

AFKA-GCD-GD
 SUBJECT: CLRT Findings

2. CLRT findings for 1209th US Army Garrison

UNIT:	H H D	H H C	C O A	C O B	C O C	C O D	H H C	C O A	C O B	C O C	C O D
	4	4	4	4	4	4	4	4	4	4	4
	1	6	6	6	6	6	7	7	7	7	7
	3	4	4	4	4	4	9	9	3	9	3
	S & S	E N	E N	E N	E N	E N	E N				
	B N	B N	B N	B N	B N	B N	B N				
*LOG MGT:	S	S	S	S	S	S	S	S	S	S	S
USR:	S	S	NR	NR	NR	NR	S	S	S	S	NR
MCSR:	S	S	S	S	S	U	S	S	NR	NR	NR
UNIT MOV PLAN:	U	U	U	U	U	U	U	U	U	U	U
LOG DATA FILE:	NR	S	U	S	S	S	NE	U	U	S	NE
AMMO CONTROL:	NR	S	S	S	S	S	NE	S	S	S	NE
*SUP MGT:	S	S	S	S	S	S	S	S	S	S	S
EXCESS EQUIP:	S	S	S	S	S	S	S	S	S	S	S
EQUIP OH/RQN:	S	S	S	S	S	S	S	S	S	S	S
BII/SKOs:	S	S	S	S	S	U	S	U	U	U	U
ORG PB:	NR	U	S	S	U	NR	S	S	U	S	U
CBS-X:	NR	S	NR	NR	NR	S	S	S	S	S	S
PROP ACCT:	S	U	U	S	U	U	S	S	U	U	U
DOC REG FILE:	S	S	S	S	S	S	S	S	S	S	S
SPT DOC FILE:	S	S	S	S	S	S	S	S	S	S	S
D/O RECON:	S	S	S	S	S	S	S	S	S	S	S
HAND RCPT:	U	S	U	S	U	S	S	U	S	U	U
OCIE:	S	S	S	S	S	S	U	U	S	U	S
PLL:	S	S	S	S	S	S	S	S	S	S	S
*MAINT MGT:	S	S	S	S	S	S	S	S	S	S	S
UNIT MAINT PROG:	U	S	U	U	S	U	S	S	S	S	U
UNIT EQUIP MAINT:	S	S	S	S	S	S	S	S	S	S	U
CALBR PROG:	NR	S	S	S	S	S	NE	S	S	S	NE
TAMMS:	U	S	U	U	S	S	S	S	S	S	U
MAINT SOP:	S	S	S	S	S	S	S	S	S	S	S

AFKA-GCD-GD
 SUBJECT: CLRT Findings

2. CLRT findings for 1209th US Army Garrison

UNIT:	7	1	H	H
	7	0	H	H
	0	1	C	C
		8		
	E		9	9
	N	S	8	8
		&		
		S	D	D
			I	I
			V	V
			T	T
			N	N
			G	G
			G	
			P	
*LOG MGT:	S	S	S	S
USR:	S	S	S	S
MCSR:	S	S	S	S
UNIT MOV PLAN:	S	U	U	S
LOG DATA FILE:	S	S	NR	NE
AMMO CONTROL:	NR	NR	NR	NE
*SUP MGT:	S	S	S	S
EXCESS EQUIP:	S	S	S	S
EQUIP OH/RQN:	S	S	S	S
BII/SKOs:	S	S	S	S
ORG PB:	NR	S	S	S
CBS-X:	NR	NR	NR	S
PROP ACCT:	U	S	U	S
DOC REG FILE:	S	S	S	S
SPT DOC FILE:	S	S	S	S
D/O RECON:	S	S	S	S
HAND RCPT:	S	S	S	S
OCIE:	S	S	S	S
PLL:	S	S	S	S
*MAINT MGT:	S	S	S	S
UNIT MAINT PROG:	U	S	S	S
UNIT EQUIP MAINT:	U	U	S	U
CALBR PROG:	NR	NR	NR	NE
TAMMS:	S	S	U	S
MAINT SOP:	S	S	S	U

11 October 1988

MEMORANDUM FOR: 98th Division (Tng) Commanders Seminar

SUBJECT: SPBS Training

1. Reference:

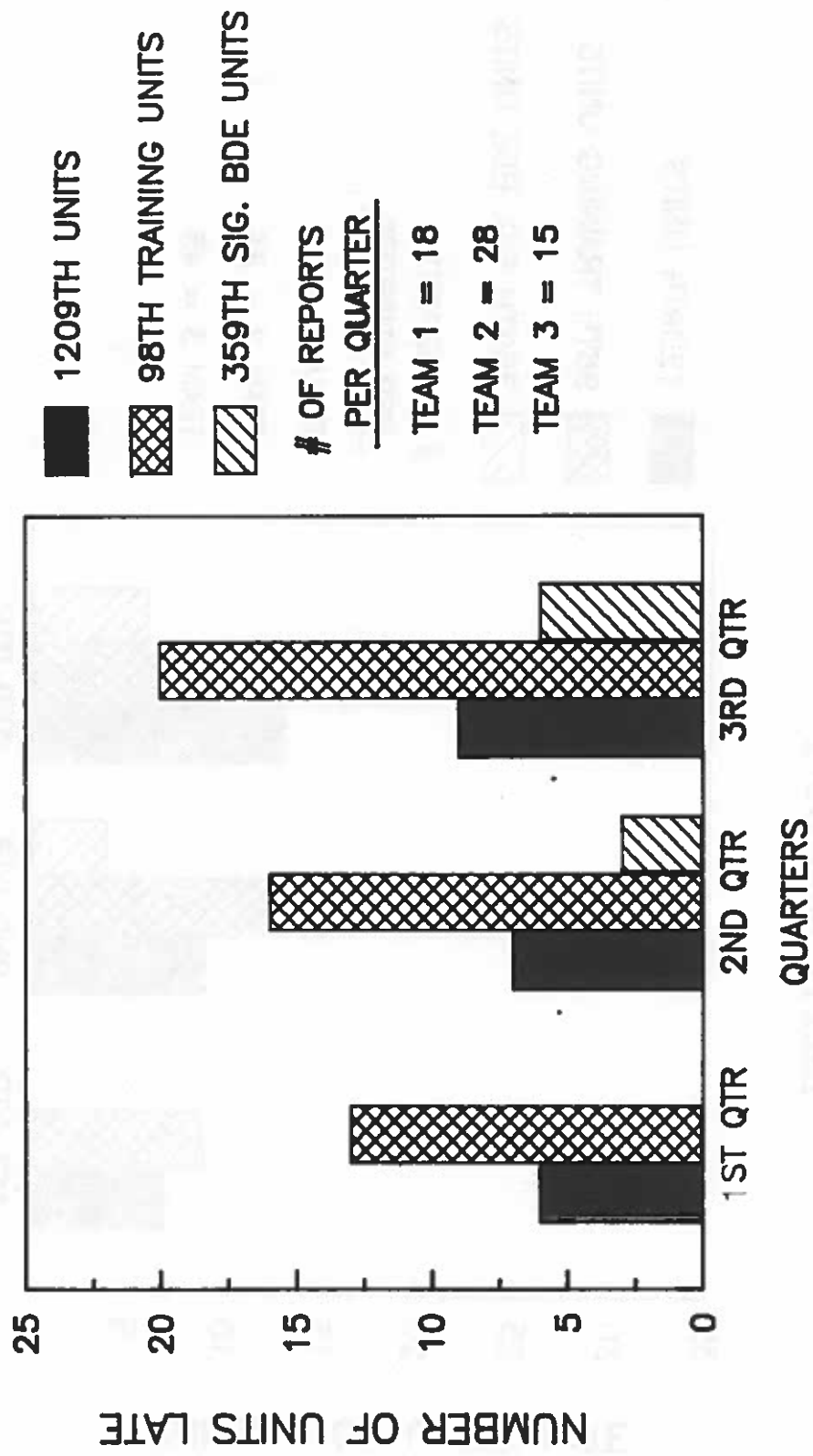
a. TM 38-L17-11, Functional Users Manual for Standard Property Book System (SPBS) with change 7 dated 1 March 1987.

b. 98th Division (Tng) Standard Property Book System External SOP dated 31 March 1988.

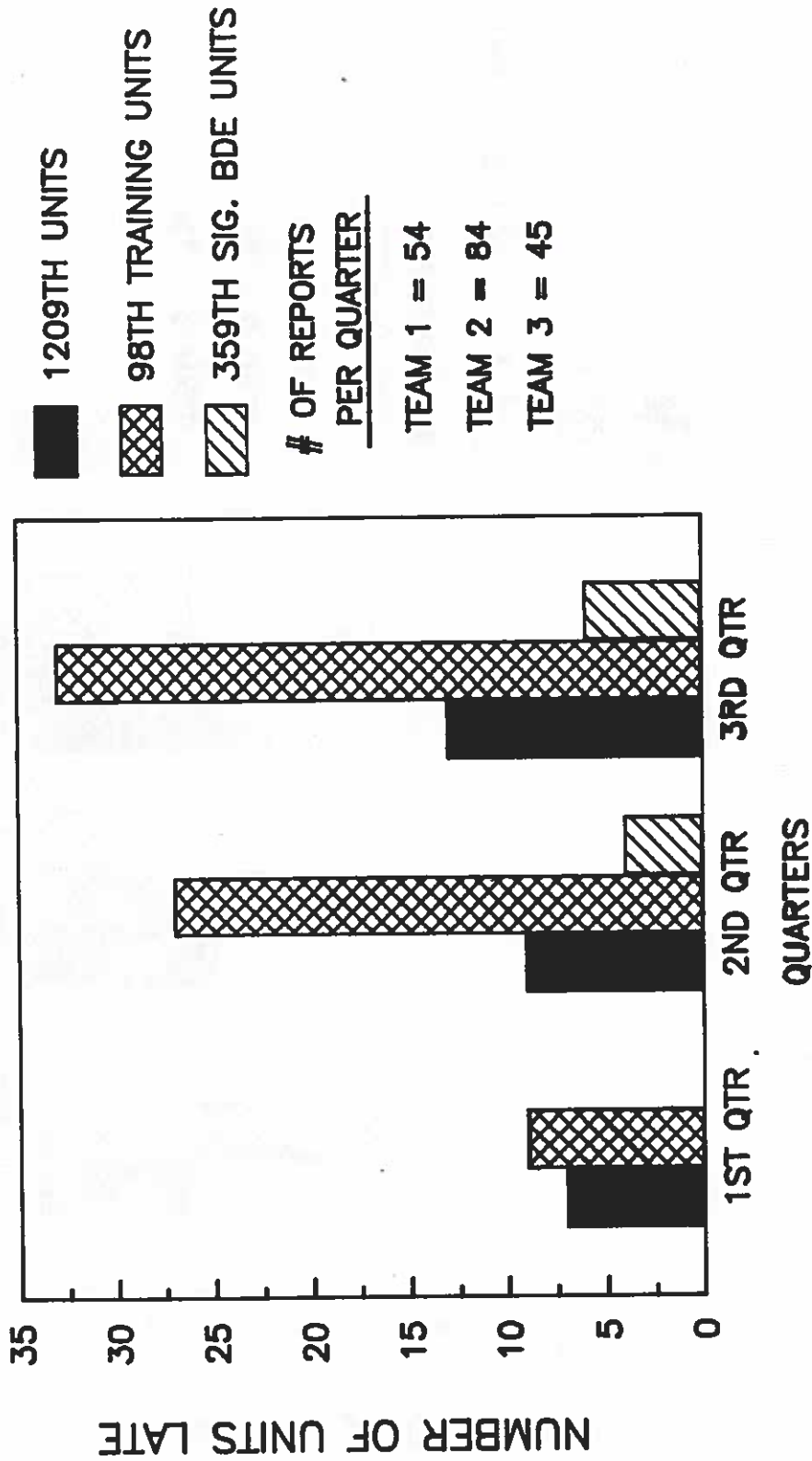
2. Cited references are the basis for a training packet under development by the ACoFS G-4 which would provide programmed instruction on SPBS procedures at unit level. A version of this situation oriented practical exercise was tested at OSMS Level 3 Training conducted at 1st Brigade on 9 October 1988. Versions of the training will be developed for both the commander and supply person. The training consists of a detailed orientation on the Divisions External SOP followed by the practical exercise. The exercise encompasses a 3 month period in which all major supply transactions and SPBS printouts are discussed. The training will be presented by personnel from the Divisions Property Book Teams. The training can be completed in 3 hours. It is therefore possible for the training to be completed in a four (4) hour drill period. This training package will undergo continued testing at OSMS Level 3 training now being conducted by the G-4 staff. The package will not be available before 1 February 1989. Eventually, this material will be developed as a Program of Instruction (POI) for submission to First Army as an Army Area School.

3. POC this headquarters is Mr. Rosebrock at COML: (716) 338-7400 extension 366.

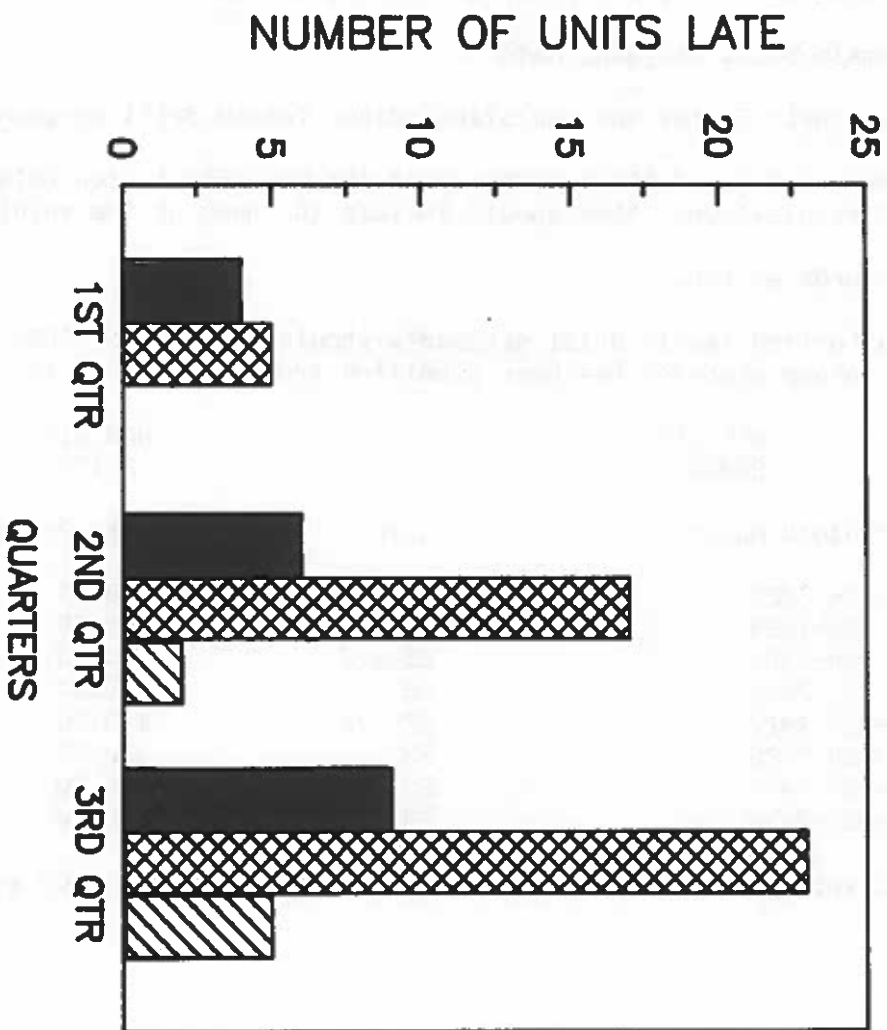
SPBS CYCLIC INVENTORY LATE REPORT



SPBS SENSITIVE ITEM INVENTORY LATE REPORT



SPBS HAND RECEIPTS LATE REPORT



■ 1209TH UNITS
 ▩ 98TH TRAINING UNITS
 ▨ 359TH SIG. BDE UNITS

OF REPORTS
PER QUARTER
 TEAM 1 = 18
 TEAM 2 = 28
 TEAM 3 = 15

11 October 1988

MEMORANDUM FOR: 98TH Division (TNG) Commanders Seminar

SUBJECT: Female Drill Sergeant Hats

1. The Army Supply System has now standardized female drill sergeant hats.
2. Units can now request these items using the new NSNs listed below. When units submit requisitions, they should include the name of the soldier that the hat is being ordered for.
3. Units authorized female drill sergeants should check their SPBS hand receipts to insure a change has been submitted from the old LIN to the new LIN.

	OLD LIN 83453N		NEW LIN H20174
National Stock Number		Size	Unit Price
8410-01-224-7423		20 1/2	\$28.20
8410-01-224-7424		21	\$28.20
8410-01-224-7425		21 1/2	\$28.20
8410-01-224-7426		22	\$28.20
8410-01-224-7427		22 1/2	\$28.20
8410-01-224-7428		23	\$28.20
8410-01-224-7429		23 1/2	\$28.20
8410-01-224-7430		24	\$28.20

4. POC this headquarters is SFC Farr at COML (716) 338-7400 ext 362.

AFKA-GCD-GD

11 October 1988

MEMORANDUM FOR: 98th Division (Training) Commanders Seminar

SUBJECT: Utilization of DESCOM Storage Facility at Seneca Army Depot by 98th Division (Training) Units (Dec 86 - Present)

1. Utilization of DESCOM Storage Facility at Seneca Army Depot is as follows:

TOTAL UNITS	CDE/CWE/CTA	TOTAL MTOE/TDA/OCIE
24	44,678	

CU ET UTILIZED	EQUIPMENT	APPROX COST OF STORED
156,000	\$2,000,000.00	

2. POC, this headquarters is Mr. Sgro at COML: (716) 338-7400 extension 240.

11 October 1988

MEMORANDUM FOR: 98th Division (Training) Commanders Seminar

SUBJECT: 98th Division Logistics Army Area Schools FY89

1. The 98th Division Logistics Army Area Schools FY89 are as follows:

UNPRIORITIZED LIST DTD: 6 OCT 88

<u>PRI</u>	<u>TITLE OF ARMY AREA SCHOOL COURSE</u>	<u>QEE/ENL</u>	<u>DATE</u>
	UMMS II MATTYDALE 359TH (16 HR)	34 / 8	29-30 OCT-88
	REPORT OF SURVEY OFFICER COURSE (16 HR)	30 / 5	29-30 OCT-88
	BASIC DRIVER TRAINING COURSE (16 HR)	0 / 20	29-30 OCT-88
	OSMS III SCHENECTADY 1ST BDE (16 HR)	20 / 10	8-9 OCT-88
	UMMS II SCHENECTADY 1ST BDE (16 HR)	34 / 8	NOV-88
	TAMMS OPERATIONS (16 HR)	0 / 28	12-13 NOV-88
	BASIC DRIVER TRAINING COURSE (16 HR)	0 / 20	19-20 NOV-88
	USAREUR DRIVER TRAINING COURSE (16 HR)	0 / 20	19-20 NOV-88
	OSMS III MATTYDALE 1209TH (16 HR)	37 / 8	19-20 NOV-88
	UMMS II BUFFALO 2ND BDE (16 HR)	34 / 8	DEC-88
	OSMS III ITHACA 3RD BDE (16 HR)	20 / 10	3-4 DEC-88
	REPORT OF SURVEY OFFICER COURSE (16 HR)	16 / 5	10-11 DEC-88
	BASIC DRIVER TRAINING COURSE (16 HR)	0 / 20	10-11 DEC-88
	USAREUR DRIVER TRAINING COURSE (16 HR)	0 / 20	10-11 DEC-88
	TAMMS OPERATIONS (16 HR) ROCHESTER	0 / 20	10-11 DEC-88
	PLL REFRESHER COURSE (8 HR)	7 / 20	8 JAN-89
	UMMS II ITHACA 3RD BDE (16 HR)	42 / 10	JAN-89
	REPORT OF SURVEY OFFICER COURSE 3D BDE(16 HR)	30 / 5	7-8 JAN-89
	REPORT OF SURVEY TRAINING (16 HR)	37 / 4	21-22 JAN-89
	HMMWV DRIVER TRAINING (16 HR)	2 / 20	21-22 JAN-88
	PLL REFRESHER COURSE (8 HR)	7 / 20	22 JAN-89
	BASIC DRIVER TRAINING COURSE (16 HR)	0 / 20	28-29 JAN-89
	USAREUR DRIVER TRAINING COURSE (16 HR)	0 / 20	28-29 JAN-89
	CASH MEAL PAYMENT PROCEDURES (16 HR)	7 / 13	28-29 JAN-89
	USAREUR DRIVER TRAINING COURSE (16 HR)	0 / 20	25-26 FEB-89
	UMMS II BUFFALO 4TH BDE (16 HR)	42 / 10	FEB-89
	OSMS III BUFFALO 2ND BDE (16 HR)	24 / 12	18-19 FEB-89
	REPORT OF SURVEY TRAINING (16 HR)	30 / 4	4-5 FEB-89
	PLL REFRESHER COURSE (8 HR)	7 / 20	5 FEB-89
	REPORT OF SURVEY TRAINING (8 HR)	20 / 7	11 FEB-89
	PLL REFRESHER COURSE (8 HR)	7 / 20	12 FEB-89
	HMMWV DRIVER TRAINING (16 HR) HORSEHEADS	2 / 20	11-12 FEB-89
	TAMMS OPERATIONS (16 HR) SYRACUSE	0 / 20	25-26 FEB-89

AFKA-GCD-GD

SUBJECT: 98th Division Logistics Army Area Schools FY89

USAREUR DRIVER TRAINING COURSE (16 HR)	0 / 20	25-26 FEB-89	
USAREUR DRIVER TRAINING COURSE (16 HR)	0 / 20	11-12 MAR-89	
UMMS II SCHENECTADY 1ST BDE (16 HR)	42 / 10	MAR-89	
BASIC DRIVER TRAINING COURSE (16 HR)	0 / 20	11-12 MAR-89	
OSMS III BUFFALO 4TH BDE (16 HR)	16 / 8	18-19 MAR-89	
REPORT OF SURVEY TRAINING (16 HR)	21 / 0	4-5 MAR-89	FUNDED
USAREUR DRIVER TRAINING COURSE (16 HR)	0 / 20	8-9 APR-89	UNFUNDED
FIELD FOOD SVC REFRESHER COURSE (16 HR)	37 / 91	10-11 APR-89	
TAMMS OPERATIONS (16 HR) WATERTOWN	0 / 20	8-9 APR-89	
UMMS II ROCHESTER TNG GP (16 HR)	34 / 8	APR-89	
OSMS III ROCHESTER TNG GP (16 HR)	16 / 8	8-9 APR-89	
TAMMS OPERATIONS (40 HR) FT DRUM	0 / 20	10-14 APR-89	
HMMWV OPERATIONS (16 HR) FT DRUM	2 / 20	18-19 APR-89	
USAREUR DRIVER TRAINING COURSE (16 HR)	0 / 20	20-21 APR-89	
OSMS III 359TH SIGNAL BDE (16 HR)	30 / 8	22-23 APR-89	
FIELD FOOD SVC REFRESHER COURSE (16 HR)	37 / 91	20-21 MAY-89	
BASIC DRIVER TRAINING COURSE (16 HR)	0 / 28	20-21 MAY-89	
UMMS II ROCHESTER USARFS/DIV HQ	34 / 8	MAY-89	
OSMS III ROCHESTER USARFS/DIV HQ	16 / 8	20-21 MAY-89	
BASIC DRIVER TRAINING COURSE (16 HR)	0 / 28	3-4 JUN-89	
TAMMS OPERATIONS (40 HR) FT DRUM	0 / 20	5-9 JUN-89	
USAREUR DRIVER TRAINING COURSE (16 HR)	0 / 40	15-16 JUN-89	
HMMWV OPERATIONS (16 HR) FT DRUM	2 / 20	13-14 JUN-89	
FIELD FOOD SVC TRAINING (16 HR)	37 / 8	24-25 JUN-89	
BASIC DRIVER TRAINING COURSE (16 HR)	0 / 28	JUL-89	
TAMMS OPERATIONS (40 HR) FT DRUM	0 / 20	10-14 JUL-89	
USAREUR DRIVER TRAINING COURSE (16 HR)	0 / 40	17-18 AUG-89	
M113A3 DRV TNG CRS (40 HR)	0 / 40	MAR-89	
M113A3 DRV TNG CRS (40 HR)	0 / 40	APR-89	
M113A3 DRV TNG CRS (40 HR) FT DRUM	0 / 40	15-19 MAY-89	
M113A3 DRV TNG CRS (40 HR)	0 / 40	JUN-89	
M113A3 DRV TNG CRS (40 HR) FT DRUM	0 / 40	17-21 JUL-89	
M113A3 DRV TNG CRS (40 HR) FT DRUM	0 / 40	18-22 SEP-89	
HMMV, OPN & OPER MAINT (8 HR)	2 / 20	MAR-89	
HMMV, OPN & OPER MAINT (8 HR)	2 / 20	APR-89	
HMMWV DRIVER TRAINING (16 HR) FT DRUM	2 / 20	25-26 JUL-89	
HMMWV DRIVER TRAINING (16 HR) FT DRUM	2 / 20	15-16 AUG-89	
SCRAPER, SELF PROP MODEL 621 (16 HR)	0 / 7	JUN-89	
SCRAPER, SELF PROP MODEL 621 (16 HR)	0 / 7	JUL-89	
SCRAPER, SELF PROP MODEL 621 (16 HR)	0 / 6	AUG-89	
SIMPLIFIED TEST EQUIP - (STE-ICE) (8 HR)	5 / 10	MAY-89	
SIMPLIFIED TEST EQUIP - (STE-ICE) (8 HR)	5 / 10	JUN-89	
TRK 5-T 6X6 M939, OPN & OPER MAINT	0 / 15	MAY-89	
TRK 5-T 6X6 M939, OPN & OPER MAINT	0 / 15	JUN-89	
TRK 5-T 6X6 M939, OPN & OPER MAINT	0 / 15	JUL-89	
TRK 5-T 6X6 M939, OPN & OPER MAINT	0 / 15	AUG-89	
TRK 5-T 6X6 M939, OPN & ORG MAINT	0 / 15	MAY-89	
TRK 5-T 6X6 M939, OPN & ORG MAINT	0 / 15	JUN-89	
TRK 5-T 6X6 M939, OPN & ORG MAINT	0 / 15	JUL-89	
TRK 5-T 6X6 M939, OPN & ORG MAINT	0 / 15	AUG-89	

AFKA-GCD-GD

SUBJECT: 98th Division Logistics Army Area Schools FY89

TRK 5-T 6X6 M939, OPN & ORG MAINT	0 / 15	JUN-89
TRK 5-T 6X6 M939, OPN & ORG MAINT	0 / 15	JUL-89
TRK 5-T 6X6 M939, OPN & ORG MAINT	0 / 15	AUG-89
TAMMS OPERATIONS (40 HR) FT DRUM	0 / 20	7-11 AUG-89
TAMMS OPERATIONS (40 HR) FT DRUM	0 / 20	11-15 SEP-89
CUCV SERIES OPR MAINT CRS (16 HR)	0 / 8	MAY-89
CUCV SERIES OPR MAINT CRS (16 HR)	0 / 8	JUN-89
CUCV SERIES OPR MAINT CRS (16 HR)	0 / 8	JUL-89
CUCV SERIES OPR MAINT CRS (16 HR)	0 / 8	AUG-89
CUCV SERIES ORG MAINT CRS (16 HR)	0 / 8	MAY-89
CUCV SERIES ORG MAINT CRS (16 HR)	0 / 8	JUN-89
CUCV SERIES ORG MAINT CRS (16 HR)	0 / 8	JUL-89
CUCV SERIES ORG MAINT CRS (16 HR)	0 / 8	AUG-89
C/S SUPPLY EXCEL CRS (16 HR)	30 / 16	FEB-89
C/S SUPPLY EXCEL CRS (16 HR)	29 / 15	MAR-89
C/S SUPPLY EXCEL CRS (16 HR)	29 / 15	APR-89
OSMS I BUFFALO 2ND BDE	0 / 24	11-12 MAR-89
OSMS I BUFFALO 4TH BDE	24 / 24	8-9 APR-89
OSMS I NEWARK 2ND BDE 2/391	0 / 24	3-4 DEC-89
OSMS I NIAGARA FALLS 2ND BDE	0 / 24	4-5 FEB-89
OSMS II BUFFALO 2ND BDE	12 / 12	1-2 APR-89
OSMS II BUFFALO 2ND BDE	12 / 12	8-9 APR-89
OSMS II BUFFALO 4TH BDE	20 / 40	8-9 APR-89
OSMS II NEWARK 2ND BDE 2/391	12 / 12	21-22 JAN-89
OSMS II NEWARK 2ND BDE 2/391	12 / 12	18-19 FEB-89
OSMS II NIAGARA FALLS 2ND BDE	12 / 12	11-12 MAR-89
OSMS II NIAGARA FALLS 2ND BDE	12 / 12	4-5 MAR-89
UMMS I AMHERST CTR 4TH BDE	20 / 40	FEB-89
UMMS II AMHERST CTR 4TH BDE	18 / 30	MAR-89

2. POC, this headquarters is MSG Vojvoda at COML: (716) 338-7400 extension 245.

11 October 1988

MEMORANDUM FOR: 98TH Division (TNG) Commanders Seminar

SUBJECT: Female Drill Sergeant Hats

1. The Army Supply System has now standardized female drill sergeant hats.
2. Units can now request these items using the new NSNs listed below. When units submit requisitions, they should include the name of the soldier that the hat is being ordered for.
3. Units authorized female drill sergeants should check their SPBS hand receipts to insure a change has been submitted from the old LIN to the new LIN.

	OLD LIN 83453N		NEW LIN H20174
National Stock Number		Size	Unit Price
8410-01-224-7423		20 1/2	\$28.20
8410-01-224-7424		21	\$28.20
8410-01-224-7425		21 1/2	\$28.20
8410-01-224-7426		22	\$28.20
8410-01-224-7427		22 1/2	\$28.20
8410-01-224-7428		23	\$28.20
8410-01-224-7429		23 1/2	\$28.20
8410-01-224-7430		24	\$28.20

4. POC this headquarters is SFC Farr at COML (716) 338-7400 ext 362.

AFKA-GCD-GD

11 October 1988

MEMORANDUM FOR: 98th Division (Training) Commanders Seminar

SUBJECT: Utilization of DESCOM Storage Facility at Seneca Army Depot by 98th Division (Training) Units (Dec 86 - Present)

1. Utilization of DESCOM Storage Facility at Seneca Army Depot is as follows:

TOTAL UNITS	CDE/CWE/CIA	TOTAL MTOE/TDA/OCIE
24	44,678	
CU EI UTILIZED	EQUIPMENT	APPROX COST OF STORED
156,000	\$2,000,000.00	

2. POC, this headquarters is Mr. Sgro at COML: (716) 338-7400 extension 240.

ACofS, IM



11 October 1988

MEMORANDUM FOR: 1988 98th Division (Training) Commander's Seminar

SUBJECT: PC Training Conducted at Headquarters 98th Division

1. The ACofS, IM has had a successful year in conducting Personnel Computer (PC) training for Division personnel. The following schematic reflects the number of personnel trained on personal computers (PCs) in the 98th Division's PC Lab. The schematic shows personnel by MSC and the type of training given. The last column shows the total number of training seats filled.

	ENABLE	CLAS	OTHER PC TNG	TOTAL TNG SEATS
HHC 98TH DIV	47	13	20	80
TNG GP	21	3	2	26
1ST BDE	26	6	3	35
2ND BDE	30	7	4	41
3RD BDE	27	6	1	34
4TH BDE	22	5	2	29
1209TH	74	12	9	95
359TH	52	8	6	66
1151ST	6	2	0	8
1157TH	5	1	0	6
1159TH	8	1	0	9
TOTAL	317	64	47	429

2. POC this headquarters is CPT Ragona at 716-338-7400, extension 228.

19 October 1988

MEMORANDUM FOR: 1988 98th Division (Training) Commander's Seminar

SUBJECT: Center Level Application System (CLAS) Fielding

1. FORSCOM is currently fielding a multi-functional system which performs cost effective, automated support for unit administrative functions and preparation of reports. This system is the Center Level Application System (CLAS) which uses PC Focus as its Data Base Management System.

2. It is currently being used in Europe, Alaska and Hawaii. It has been tested at the 63rd ARCOM in California. Second Army has fielded CLAS to the 120th ARCOM; Fourth Army has also started to field CLAS. The 98th Division has been chosen as First Army's test unit for CLAS fielding.

3. 64 Division personnel have been trained in CLAS by FORSCOM personnel. The response from that training has been favorable. CLAS uses SIDPERS-RC as the major element of its data base. Using the menu capabilities of CLAS, the user may select from eight functions: Personnel, Intelligence, Operations, Logistics, Training, Mobilization Planning, User Utilities and Graphics Analysis.

4. The original fielding plan for CLAS was delayed due to SIDPERS accuracy issues. The Deputy Chief of Staff, Personnel at First Army has worked through those issues to enable the download of Division's complete SIDPERS-RC database. FORSCOM has been able to program the 98th Division's runtime versions of CLAS.

5. The Information Management CLAS Fielding Plan is to distribute the unit runtime versions to the MSC Information Systems Management Representative (ISMR). The ISMRs will then make further distribution plans for their subordinate units. All inquiries as to the CLAS system will be made through the ISMRs to the Information Management Automation Branch. The MSC ISMRs are as follows:

a. HHC 98th Division	SFC Harvey	g. 1209th	SGT Jarman
b. Training Group	Mr. Glinsky	h. 359th	SFC Naughton
c. First Bde	Mr. Evans	i. 1151st	Mr. Wilson
d. Second Bde	SSG Mondo	j. 1157th	MSG Kolasienski
e. Third Bde	Mr. Smith	k. 1159th	Mr. Murphy
f. Fourth Bde	Mrs. Zombotti		

6. POC this headquarters is CPT Ragona at (716) 338-7400, ext 228.

AFKA-GCD-IM

11 October 1988

MEMORANDUM FOR: 1988 98th Division (Training) Commander's Seminar

SUBJECT: Telephone Budget for FY89

1. During FY88, telephone discipline and economy was exercised to the utmost. Everyone performed in an exemplary manner.
2. The FY89 telephone budgets have been assigned and are shown on the enclosure to this memorandum.
3. Data Grade (Computer) lines are being installed at our Major Subordinate Command Headquarters. Their use will be explained in detail as soon as they are all in. Those Centers receiving this service are:
 - a. Rochester
 - b. Liverpool
 - c. Mattydale
 - d. Schenectady
 - e. Amherst
 - f. Ithaca
 - g. Tonawanda
 - h. SAGE complex
4. Transmission lines are also being installed at selected locations for our FAX machines. A letter detailing their use will also be forthcoming. FAX machines will be installed at the following centers:
 - a. Rochester
 - b. Liverpool
 - c. Mattydale
 - d. Watertown
 - e. Amherst
 - f. Ithaca
 - g. Gerry
5. POC at this headquarters is Mr. Leonard Benedict, Com'1
716-338-7400.

COMMAND	LOCATION	FY88 EXECUTED	FY89 BUDGET	FY89 BUDGET
Auburn USARC	Auburn	#445.50	#720	#455
Batavia USARC	Batavia	#3,982.63	#4,000	#4,067
Binghamton USARC	Binghamton	#12,654.10	#20,232	#12,922
Amherst USARC	Buffalo	#30,715.23	#31,800	#31,365
AMSA #7A	Canandaigua	#552.54	#700	#564
Lemma-Whyman USARC	Canandaigua	#3,058.94	#4,000	#3,124
Canton USARC	Canton	#4,562.23	#4,500	#4,659
CPL Frank W Hayes USARC	Corning	#3,687.15	#12,609	#3,765
Elizabethtown USARC	Elizabethtown	#3,678.27	#6,728	#3,756
AMSA #2	Elmira	#2,547.03	#2,660	#2,601
ECS #1	Ft Drum (not reported)			#0
Gerry USARC	Gerry	#2,788.61	#3,860	#2,848
Glens Falls USARC	Glens Falls	#3,517.11	#5,617	#3,592
Horseheads USARC #2	Horseheads	#2,951.89	#3,120	#3,014
Cpt Alden D Allen USARC	Horseheads	#8,641.14	#15,000	#8,824
SGT Reynold J. King USARC	Ithaca	#11,799.11	#16,800	#12,049
Little Falls USARC	Little Falls	#605.15	#1,112	#618
1LT James McConnell USARC	Liverpool	#20,853.82	#27,100	#21,295
AMSA #1 SubShop	Massena	#1,464	#1,500	#1,495
Pvt P J McGrath USARC	Massena	#4,623.97	#5,800	#4,722
Wm.H Seward USARC	Mattydale	#24,532.53	#30,800	#25,052
AMSA #9	Mattydale	#3,515.22	#3,624	#3,590
Shelby USARC	Medina	#732.15	#800	#748
Newark USARC	Newark	#3,955.74	#6,960	#4,039
Niagara Falls AFRC	Niagara Falls	#38,865.45	#41,731	#39,688
AMSA #5	Niagara Falls	#1,559.78	#1,664	#1,593
Norwich USAR	Norwich	#6,055.78	#7,188	#6,184
Pfc Robt J Manville USARC	Ogdensburg	#2,539.23	#4,800	#2,593
Olean USARC	Olean	#5,540.32	#6,400	#5,658
Ft Ontario USARC	Oswego	#4,652.84	#7,600	#4,751
T3 O A Frederiksen USARC	Penn Yan	#4,442.10	#5,155	#4,536
Pfc Harold P Lynch USARC	Plattsburg	#3,890.50	#4,600	#3,973
J W WADSWORTH USARC	Rochester	#97,336.62	#99,564	#99,397
AMSA #8 & 1018th S&S	Schenectady	#4,722.10	#8,400	#4,822
Sgt Horace D. Bradt USARC	Schenectady	#34,549.36	#52,100	#35,281
Pfc Chas N Deglopper USARC	Tonawanda	#18,595.67	#20,792	#18,989
Elihu Root USARC/AMSA 9	Utica	#30,303.13	#34,429	#30,945
Leso-Leano USARC	Watertown	#12,416.17	#13,500	#12,679
Waverly USARC	Waverly	#896.31	#1,320	#915
SGT H Grover O'Connor USARC	Wayland	#1,904.45	#2,568	#1,945
Webster USARC	Webster	#35,778.78	#53,200	#36,536
AMSA #7	Webster	#1,454.71	#2,088	#1,486
Wellsville USARC	Wellsville	#1,826.20	#2,000	#1,865
TOTAL FUNDS EXECUTED YTD		#463,194	#580,823	#473,000
TOTAL FY88 W/UFR = (#501,000 LESS #145,000)		#440,000		
FY88 FUNDS REMAINING		(#17,194)		
PERCENT SPENT YTD		103.86%		

11 October 1988

MEMORANDUM FOR: 1988 98th Division (Training) Commander's Seminar

SUBJECT: Template Program

1. The Template Program is a management tool devised by the 98th Division to track the programming, acquisition and inventory of 98th Division Information Management equipment. The annual cycle for the program is as follows:

November - Template (spread sheet, Encl 1) update instructions are fielded to center commanders.

March - Division staff analyzes field requests for consolidation into the 98th Division Information Management Plan submission and forwards proposed 5 year acquisition program to First U.S. Army. IM also forwards Budget Year funding requirements to Division Resource Management Office for inclusion in the Command Operating Budget.

June - FORSCOM approved Information Management Plan is forwarded to the 98th Division and in turn fielded to center commanders by means of an updated spread sheet which annotates equipment which has been approved for purchase.

ALL YEAR - Center commanders are responsible for submitting requisitions thru Information Management Office for approved equipment identified on the updated Template spread sheet.

2. As a result of properly documenting prior year Templates, the IM was able to acquire the following equipment in FY 88:

- a. Postal Machines at each center/AMSA
- b. FAX machines for each major center
- c. Laser Printer for each major center
- d. 40 Megabyte drives for Zenith PCs
- e. Local Area Network Package

3. POC for above program is SFC Mc Kinney, (716) 338-7400 x227, Tuesday nights.

CURRENT TENANT UNIT DATA										EQUIPMENT STATUS				IDENTIFIED REQUIREMENTS																					
TNS	STRENGTH	TACS/ULCS	FTS	FTS	ASSTGN	TELE	TELE	TELE	TELE	IM	TYPE OF EQUIPMENT	HAHD	EDPT	EDPT	EDPT	EDPT	1989	1990	1991	1992	1993	1994													
CODE	OF UNIT	AUTHORIZED	FTS	FTS	ASSTGN	TELE	TELE	TELE	TELE	DISCIPLINE		ORDER	ON	ON	ON	ON	Year	Year	Year	Year	Year	Year													
WELLSVILLE USARC																																			
AUTOMATION										MINI COMPUTER SYSTEMS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0									
COMMUNICATIONS										PC COMPUTER SYSTEMS	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							
										PRINTERS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							
										PLOTTERS (COLOR) W/SOFTWARE	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0					
										TAPE BACK-UP SYSTEMS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
										MODERN FAX MACHINE	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0				
										WATTS LINE	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
										TELEPHONE EQUIPMENT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
										ELECTRONIC MAIL SYSTEM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
										POBILUM WITH FA SYSTEM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
										TYPEWRITERS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
										COPIERS	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
										BAR CODE READERS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
										FISCHE READER/PRINTER	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
										FISCHE READER	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
										PHOTO I.D. CAMERA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
										POSTAL METERS	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
										DOCUMENT SHREWER	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
										VCR	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
										OVERHEAD PROJECTOR	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
										VIDEO CAMERA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
										MOVIE CAMERA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
										SLIDE PROJECTOR	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
										PROJECTION SCREEN	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
										MOVIE PROJECTOR	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
										VIDEO CASSETTE PLAYER	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
										COLOR TV MONITOR	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
										MISC. ITEMS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
										MISC. EQUIPMENT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

WELLSVILLE USARC
RD #3, RTE 417
WELLSVILLE NY 14895-9550

TENANT UNITS
CO B, 3RD BN, 98TH REGT, 4TH BDE
CO C, 3RD BN, 98TH REGT, 4TH BDE

****Comments****

AFKA-GCD-IM

11 October 1988

MEMORANDUM FOR: 1988 98th Division (Training) Commander's Seminar

SUBJECT: Information Management School

1. The ACoS, IM conducted its second annual Information Management School on 17-18 September 1988.

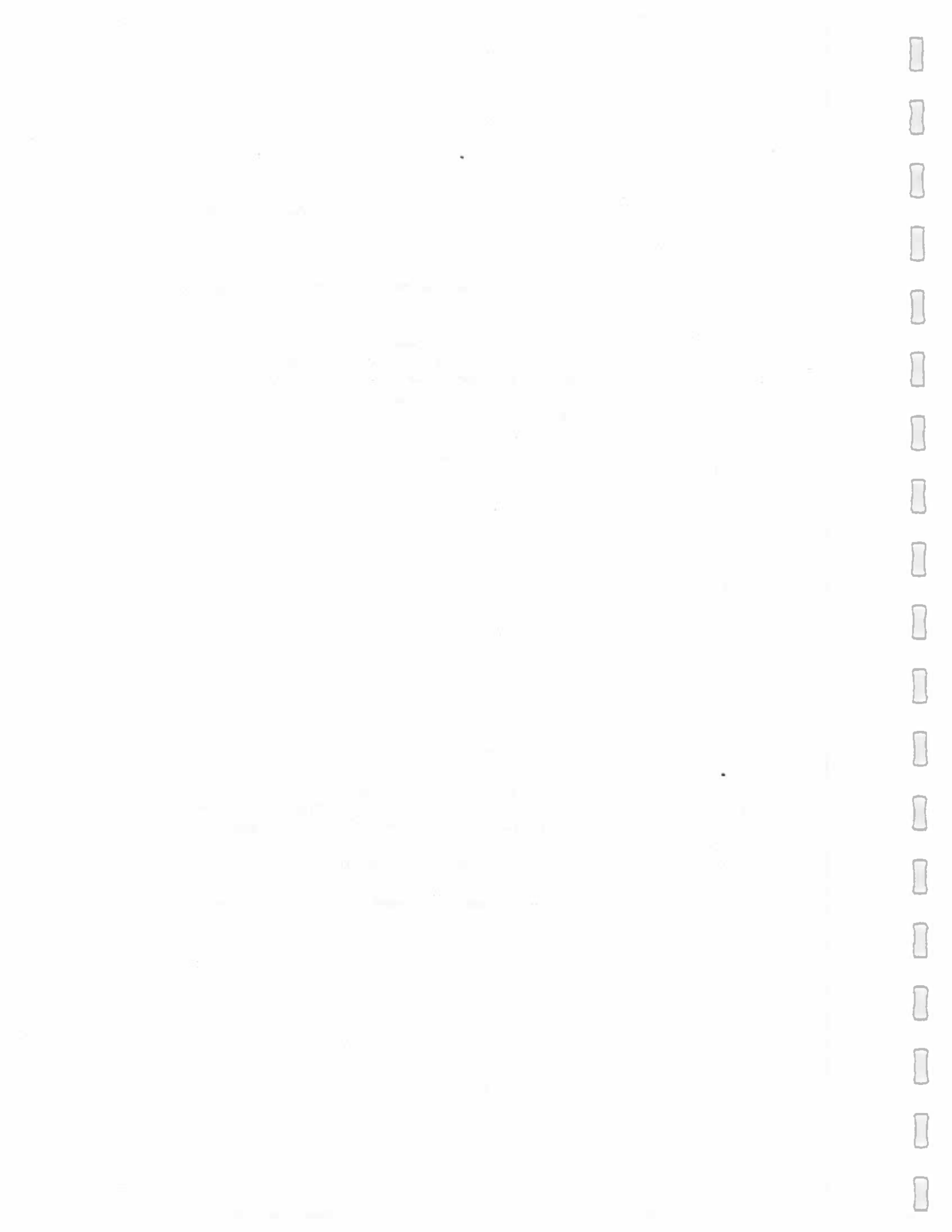
2. Sixty-seven personnel attended the training, representing a cross section of the full time work force and reservists from each Major Subordinate Command. Keynote addresses were given by Mr. George Scott, First US Army DCSIM and by Mr. Donald Dixon, First US Army Chief of Administrative Services Division.

3. For your information, the following is a brief re-cap of subjects taught and discussed.

- Freedom of Information
- IM Equipment Acquisition
- Information Management Planning
- Copier Program Management
- Forms Management
- Telephone Economy and Budgets
- Records Management
- Postal Program and Budgets
- Publication Management
- Center Level Application System (CLAS) Briefing
- PC Training
- Local Area Networking
- MARKS
- IM Unit Inspection Procedures/Checklist

4. Student evaluation sheets indicated that the training was informative and helpful in the administrative operation of the Center and Unit. The IM will be following up on several issues raised by the attendees ie. Advanced PC Training Courses, Copier Upgrades, CLAS Roll-up capabilities, and improved telephone systems.

5. POC this headquarters is Mr. Leonard Benedict at (716) 338-7400, ext 227.



ACofS, RM



11 October 1988

MEMORANDUM FOR: 1988 98th Division (Training) Commander's Seminar

SUBJECT: JUMPS-RC Command Action Report(CAR)

1. The Command Action Report(CAR) is a monthly report produced by the US Army Finance and Accounting Center(USAFAC) at Fort Benjamin Harrison, IN. The report is based on data in the Joint Uniform Military Pay System - Reserve Components (JUMPS-RC). AR 37-104-10 Chapter 4 is the regulation covering the CAR.
2. The CAR is printed on or about the 23rd - 25th of each month with information current as of the 30th of the previous month, i.e., report printed on 23 SEP 88 has information as of 31 July 88. The report is distributed to the MUSARC with a copy to First US Army.
3. The CAR is not a new report, but in the past year received much attention and emphasis at First US Army, specifically from LTG Thompson, to help eliminate pay problems which impact on retention. The CAR identifies suspected or potential problem areas and Commanders at all levels can utilize it as a management tool. LTG Thompson views this as sort of a report card and uses it when visiting units and conversing with the Commander.
4. AR 37-104-10 states that it is a command responsibility to ensure units reconcile and correct items in the CAR as appropriate. The referenced AR describes the various categories, up to 18 separate sections, on the CAR and gives the required corrective action. Some of the more important categories monitored by First US Army are: Validate Training Pay Category, Uniform Allowance Due, Validate Pay Status, Bonus Incentive Anniversary Authorization Overdue, and Bonus Incentive Eligibility in Effect. These categories are reported to BG Wellman in a MUSARC Pay Attention Profile Report. These same categories, omitting the Uniform Allowance Due, are also what each Commander has to brief in the Command Assessment Program(CAP). New categories which are not described in the referenced AR are: Validate Home of Record Address, Validate UTA preformed, and Validate Pay Option.
5. The CAR information is compiled by each payroll number and lists specific soldiers by name with pertinent information. For several years this report has been distributed monthly to your unit payroll technicians for reconciliation, i.e., review each name, determine status, and take corrective action as required.
6. To assist each Commander, the ACoFS, RM-Finance has also compiled the CAR as a statistical report format to reflect the number of items listed by category. This data is shown by payroll number, summarized by battalion and totaled by MSC. This statistical report is sent to

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SUBJECT: JUMPS-RC Command Action Report(CAR)

each MSC for further distribution as appropriate.

7. When using the CAR report as a management tool the Commander needs to understand that the data is 3 weeks old when the CAR is printed and 5-6 weeks old by the time it is received at the Division, compiled, and distributed. Also an action submitted by the unit through Fort Indiantown Gap(FIG) and then to USAFAC generally takes 2-3 months before the name is dropped from the report. High numbers or increasing numbers on the CAR is indicative that the unit is likely to have pay problems. The unit technician should have the current CAR annotated with the Input Control Document(ICD) that transmitted the finance action to FIG or a valid reason for the entry on the CAR. During unit visits or by requesting copies of the current annotated CAR, the Commander or his representative could verify that the unit technician has in fact taken the appropriate action. Action to prevent items from appearing on the CAR are: Have the technician review the Leave and Earnings Statements(LES) every month since several CAR action items are listed in the remarks section of the LES 3 months prior to the due date, preparing the pay documents promptly and correctly, and monitor the status of your soldiers.

8. The CAR is a management oriented report and can help Commanders effectively identify and correct pay problems.

9. Point of Contact is Major Gale Chartier, Division Finance Officer, 716-338-7400 extention 248.

11 October 1988

MEMORANDUM FOR: 1988 98th Division (Training) Commander's Seminar

SUBJECT: 98th DIVISION (TRAINING) REORGANIZATION

1. During FY87 a plan to improve the mobilization readiness of the training base was jointly developed, at the direction of HQDA, by FORSCOM and TRADOC. This plan is three phased.

a. Phase I, completed in FY88, was consolidation of MTOE & TDA into the TDA.

b. Phase II, to be completed during FY89, will be reorganization of existing personnel and equipment authorizations to more closely align with the mobilization station.

c. Phase III, to be completed during FY90, will be the addition of personnel and equipment authorizations to eliminate remaining shortfalls at the mobilization station.

2. During FY89 the Training Division will reorganize its' current assets into:

a. Three Brigade Headquarters, One Station Unit Training (Engineer).

b. Eleven Battalion Headquarters, One Station Unit Training (Engineer).

c. Fifty-Five Training Companies, One Station Unit Training (Engineer).

d. One Brigade Headquarters, Basic Training.

e. Four Battalion Headquarters, Basic Training.

f. Twenty Training Companies, Basic Training.

g. One Training Group Headquarters.

h. One Instructor Battalion Headquarters, Basic and Advanced Individual Training Instructors.

i. Three Basic Training Instructor Companies.

j. Three Advanced Individual Training Instructor Companies.

k. One Instructor Battalion Headquarters, 12B/12C Instructors.

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SUBJECT: 98th DIVISION (TRAINING) REORGANIZATION

1. Three 12B Instructor Companies.
 - m. Two 12C Instructor Companies.
 - n. One Instructor Support Company.
 - o. One Battalion Headquarters, Advanced Individual Training and Advanced Individual Training Instructors.
 - p. Five Training Companies, Advanced Individual Training.
 - q. Two Advanced Individual Training Instructor Companies.
3. The division will begin reorganization when required Permanent Orders and TDA documentation are received establishing the CARRIER PERIOD prior to the actual EFFECTIVE DATE (890919). This CARRIER PERIOD will be established ON ORDER of the Commanding General.
4. POC, MAJ Verdon L. Norsen, (716) 338-7400, ext 249.

11 October 1988

MEMORANDUM FOR: 1988 98th Division (Training) Commander's Seminar Attendees

SUBJECT: INTERNAL CONTROL SYSTEM PROGRAM (ICSP)

1. Internal Control System Program (ICSP)

a. ICSP is an Army Program prescribing the policies, standards, responsibilities, and accountability for establishing and maintaining effective internal control systems to ensure:

- (1) Obligations and costs are in compliance with law.
- (2) Assets are safeguarded against waste, loss, unauthorized use, and misappropriation.
- (3) Programs and administrative functions are efficiently and effectively carried out in accordance with law and management policy.

c. Internal Control Standards: The Comptroller General of the United States establishes the standards of Internal Control.

- (1) The standards specify a MINIMUM LEVEL OF QUALITY ACCEPTABLE for Internal Control Systems in operation.
- (2) EVERY commander and manager is responsible for ensuring all controls utilized within the organization are in accordance with the standard of the Integrity Act.

2. Management Control Plan (MCP) (DA Circular 11-87-7): The requirement was established by OMB Circular A-123 in August 1986 to identify assessable units and their risk ratings (high, medium, low) and to schedule the use of checklists over a five year period. The MCP establishes a method of control for conducting the internal control review evaluations on a five year schedule. 98th Division (Training) is the assessable unit who will disseminate appropriate checklists thru the Management Control Plan (MCP) developed by each staff section to the MSC level of command.

3. Internal Control Checklists: The purpose of using checklists is to determine if there is a REASONABLE ASSURANCE that controls are in place and are operating effectively. Checklists identified in the MCP for a specific year are the MINIMUM requirements that MUST be verified for that year.

4. Annual Assurance Statement Reporting Procedures: The 98th Division (Training) Command Inspection Program will contain the

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SUBJECT: INTERNAL CONTROL SYSTEM PROGRAM (ICSP)

Annual Assurance Statement verification to be completed during Command Inspections. The principal and special staff will be required to sign and date the statement that the MCP for the current year was verified thru the utilization of the ICSP checklists. Verification will state whether material weaknesses were found. This verification by the staff will be the backup for 98th Division's Annual Assurance Statement to First United States Army.

5. Material Weaknesses: A material weakness is the absence of or noncompliance with ANY internal control for accomplishing regulatory requirements. Identification of material weaknesses are listed in paragraph 4-6b(1), AR 11-2. If the situation will keep the unit from accomplishing its mission or requires the attention or awareness of the next higher level of command, then it should be considered a material weakness and reported whether the deficiency has been corrected or not.

6. Deficiencies that continue in reporting requirements are as follows:

a. The Annual Assurance Statement is a recurring report, yet reports continue to be submitted late. Only one command complied with the suspense date for FY88, and all other commands were from 2 to 98 days late. Due to the lack of compliance, this headquarters was not only late in its reporting requirement, but had to submit reports for only 5 out of 11 commands. The Annual Assurance Statement MUST be verified by the next higher headquarters and a copy MUST be on file (11-2a) at each level of command for inspection purposes.

b. Incorrect format for conducting the ICSP and Material Weakness Report was submitted even though the correct format and forms were forwarded with the reminder for the suspense. Error rate for this item was 27.3%.

c. Incomplete information to include omission of unit name, date of report, POC, address and telephone number was 72.7%.

d. Material weaknesses were not reported with complete information such as the Identification Number, Task/Subtask, Short Title, WHO detected the material weakness, and the POC. Concerns or other nonreportable items continue to be reported as Material Weaknesses. A total of 10 items were reported as Material Weaknesses, however none complied with the definition in AR 11-2.

7. POC, MAJ Verdon L. Norsen, ICSP, or Miss Sc B. Mc Kinney, ICSC, (716) 338-7400, ext. 249.

11 October 1988

MEMORANDUM FOR: 1988 98th Division (Training) Commander's Seminar

SUBJECT: 98th Division(TNG) Funds Status (OMAR/RPA) 1988/1989

1. The following statistics represent the status of OMAR funds for the 98th Division in Fiscal Years 1986 through 1988.

	FY87 Actual	FY88 Actual	FY89 Target
Civilian Pay	7409.0	7345.4	6967.0
Travel	692.6	663.4	592.0
Supplies & Equip	3786.9	2411.1	1068.3
Contracts & Other	394.1	226.9	274.4
IM Contracts/S&E		323.6	283.3
Retention	86.7	65.7	57.0
Telephones	412.0	445.3	473.0
Total	12781.3	11481.4	9715.0

2. The following statistics represent the status of RPA funds for the 98th Division in Fiscal Years 1986 through 1988.

	FY 87 Actual	FY 88 Actual	FY 89 Target
Annual TNG	5802.0	6248.4	6122.0
Schools (ADT)	1764.0	1490.4	1271.0
Special TNG (ADSW)	3190.0	2895.7	2327.0
Total	10738.0	10634.5	9720.0

3. Point of Contact CPT Myrna Trull McDonald, Division Budget Officer, 716-338-7400 extention 368.

11 October 1988

MEMORANDUM FOR: 1988 98th Division (Training) Commander's Seminar

SUBJECT: Program Budget Advisory Committee(PBAC) Requirements

1. PBAC's are required at Division Headquarters, Brigade/Group, and USARF School Levels within the 98th Division. PBAC's are desirable but not required at battalion level.
2. The Program Budget Advisory Committee (PBAC) is the primary financial management advisor to the Commander. It advises on all major fiscal management matters regarding mission accomplishments. In considering all aspects of internal command management, the committee insures that the requirements of each staff area of responsibility and each subordinate command/activity are coordinated. The PBAC makes recommendations to the commander and integrates his guidance in program/budget information.
3. Composition of the PBAC:
 - a. Voting members at the Division include the Chief of Staff(Chairman), ACfoS G-1, ACofS G-3, ACofS G-4, ACofS IM, and ACofS-RM(Secretary).
 - b. Non-voting advisors include Command Supervisory Staff Administrator, Senior Advisor, PBAC Recorder, Deputy Chief of Staff, ACofS G-2, Inspector General and the Strength Management Officer.
 - c. At MSC Level it is recommended that at a minimum the unit Executive officer, S-1, S-3, and S-4 are included. Actual membership is the prerogative of the Commander, but the principal fund managers that match the division fund managers should be included.
4. Functions of the PBAC:
 - a. Present to the commander a coordinated OMAR and RPA Command Operating Budget Estimate.
 - b. Develop a coordinated plan for the balanced utilization of resources allocated to the command.
 - c. Applies judgment and determination of the staff concerning major recurring and one-time actions affecting resources allocated to the command.
 - d. Disseminate program and budget guidance, received from higher headquarters, to subordinate units.

AFKA-GCD-RM

SUBJECT: Program Budget Advisory Committee(PBAC) Requirements

e. Review budget submission from subordinate units for economy of operation, need and justification, and assure appropriate balance among subordinate units.

f. Recommends priority finance and unfinanced requirements among subordinate units and makes allocation and distribution of resources as required.

g. Determine funding priorities of subordinate units based upon mobilization/deployment and readiness posture.

h. Monitor budget execution for MSC and program changes.

5. The PBAC should meet at a minimum of Quarterly, and more frequently if the fiscal situation warrants. Meeting decisions must be documented and presented to the unit commander for his approval.

6. Point of Contact, Major William D. Peeck, Deputy ACofS, RM, 716-338-7400 extension 247.

11 October 1988

MEMORANDUM FOR: 98th Division (TNG) Commander's Seminar Attendees

SUBJECT: Summary of FY 87 & 88 Order Production

FACTS:

ORDERS PUBLISHED Year To Date (SERIES 223)

FISCAL YEAR 87 ORDERS

	FY87 ORDERS	AMENDMENTS	REVOCATIONS	TOTALS	1058-R VOCO ISSUED
OCT	1226	149	149	1524	57
NOV	1710	108	141	1959	86
DEC	1258	117	126	1501	41
JAN	2004	192	213	2409	60
FEB	1784	180	183	2147	39
MAR	2673	237	308	3218	79
APR	1690	221	231	2142	89
MAY	1653	210	189	2052	37
JUN	1403	161	150	1714	42
JUL	1727	156	172	2055	39
AUG	1572	154	133	1859	0
SEP	1669	115	270	2054	0
YTD	20369	2000	2265	24634	569

FISCAL YEAR 88 ORDERS

	FY88 ORDERS	AMENDMENTS	REVOCATIONS	TOTALS	1058-R VOCO ISSUED
OCT	1180	88	149	1417	50
NOV	1397	107	193	1697	32
DEC	934	84	121	1139	64
JAN	1346	117	180	1643	52
FEB	1311	162	250	1723	42
MAR	2053	135	244	2432	84
APR	1890	141	181	2212	64
MAY	1437	128	178	1743	45
JUN	1585	128	181	1894	45
JUL	1157	143	140	1440	37
AUG	2393	87	193	2673	45
SEP	1878	71	80	2029	29
YTD	18561	1391	2090	22042	589

11 October 1988

MEMORANDUM FOR: 98th Division (TNG) Commander's Seminar Attendees

SUBJECT: TDY Travel Controls

1. The Inspector General of the Army and the Army Vice Chief of Staff have recently directed increased command involvement in the approval of official travel, followed by supervisory review of travel claims. In keeping with this directive, the 98th Division (TNG) fielded the TRAVEL REQUESTING/APPROVAL CHECKLIST FOR DD FORM 1610 and the REVIEW OF TRAVEL VOUCHERS DD 1351-2 checklist. All Requesting Officials/Travel Approving Authorities must use these two checklists as well as AR 310-10, para 2-12 as guidelines when reviewing DD Forms 1610 and DD Forms 1351-2.

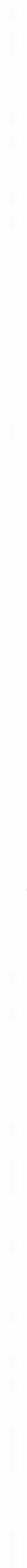
2. According to FORSCOM guidance "Except under unusual circumstances...the requesting official will not sign as the approving official nor will the requesting official or approving official sign as the order authorizing official." AR 310-10 is further quoted "Requesting official...is normally the traveler's supervisor or a person who has full knowledge of the purpose and requirement of the travel. ...Approving official...is normally the person at the next highest level in the chain of command to the requesting official and shares the same responsibilities as the requesting official."

3. Each Major Subordinate Command should review their lists of travel approving authorities/travel requesting authorities to insure that paragraph 3 (above) is complied with. Return any changes to the Resource Management Office. DD Forms 1610 or DD Forms 1351-2 which are not signed by designated officials will be returned without payment.

4. When forwarding DD Forms 1610 to Resource Management Office for costing, they should be transmitted on a transmittal letter. The TL used for transmitting FORSCOM Forms 1058-R may be used or a form similar to 98th Form 40-R.

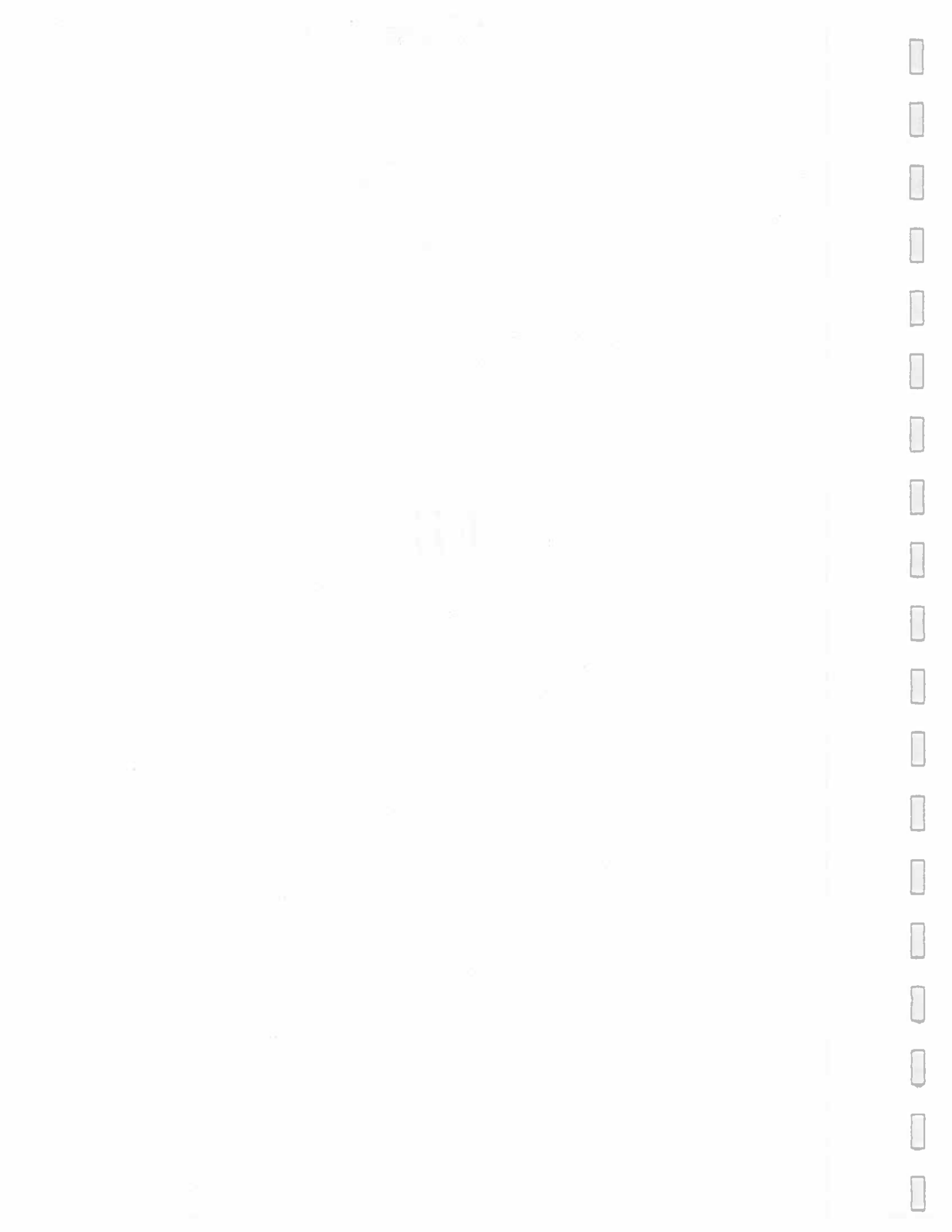
5. Commanders' careful monitoring of the above guidelines is essential to insure proper use of our limited TDY funds.

6. Point of contact, CPT Myrna Trull McDonald, Division Budget Officer, 716-338-7400 extension 368.



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11 October 1988

MEMORANDUM FOR: 98th Division (TNG) Commander's Seminar

SUBJECT: FY 88 QMAR BASOPS Projects

1. The following is a list of significant maintenance/repair and new work projects awarded during FY 88. Most of the projects listed will commence construction during the next 30 days.

LOCATION	DESCRIPTION	FUNDING	CWE
(\$000)			
AMHERST	Convert Heat Plant to Nat'l Gas	K & L	88.3
AMHERST	Const 2400SF Storage Bldg	L	114.0
AMSA #8	Replace Boiler	K & L	54.8
CANTON	Replace Sewer, Repave POV & Fence	K	86.8
ELIZABETHTOWN	Replace Center & OMS Roof	K	96.8
ELIZABETHTOWN	Repair Security Lights & Elect Sys	K	7.0
GERRY	Remove Fuel Tank	K	13.6
GLENS FALLS	Repair Roof	K	61.0
HORSEHEADS	Repave POV Parking & Repair Drain	K & L	52.5
HORSEHEADS	Replace Furnace in OMS	K	9.8
LIVERPOOL	Replace Heating System	K	260.6
LIVERPOOL	Const 2400SF Storage Bldg	L	121.0
MATTYDALE	Replace Heating System	K	294.5
NIAGARA FALLS	Repair Fencing	K	7.7
NIAGARA FALLS	Repair Hangar Doors	K	6.8
PLATTSBURG	Repair MEP Lighting & Upgrade Elect	K & L	15.9
SCHENECTADY	Replace OMS Foof	K	187.8
SCHENECTADY	Const 2400SF Storage Bldg	L	129.0
TONAWANDA	Replace Heating System	K	211.6
TONAWANDA	Replace Doors	K	19.6
UTICA	Const 2400SF Storage Bldg	L	100.0
WATERTOWN	Replace Heating System	K	287.7
WATERTOWN	Const 2400SF Storage Bldg	L	99.9
VARIOUS	Test Fuel Stoga Tanks	K	29.4
	Architect & Engineering Fees		152.4

