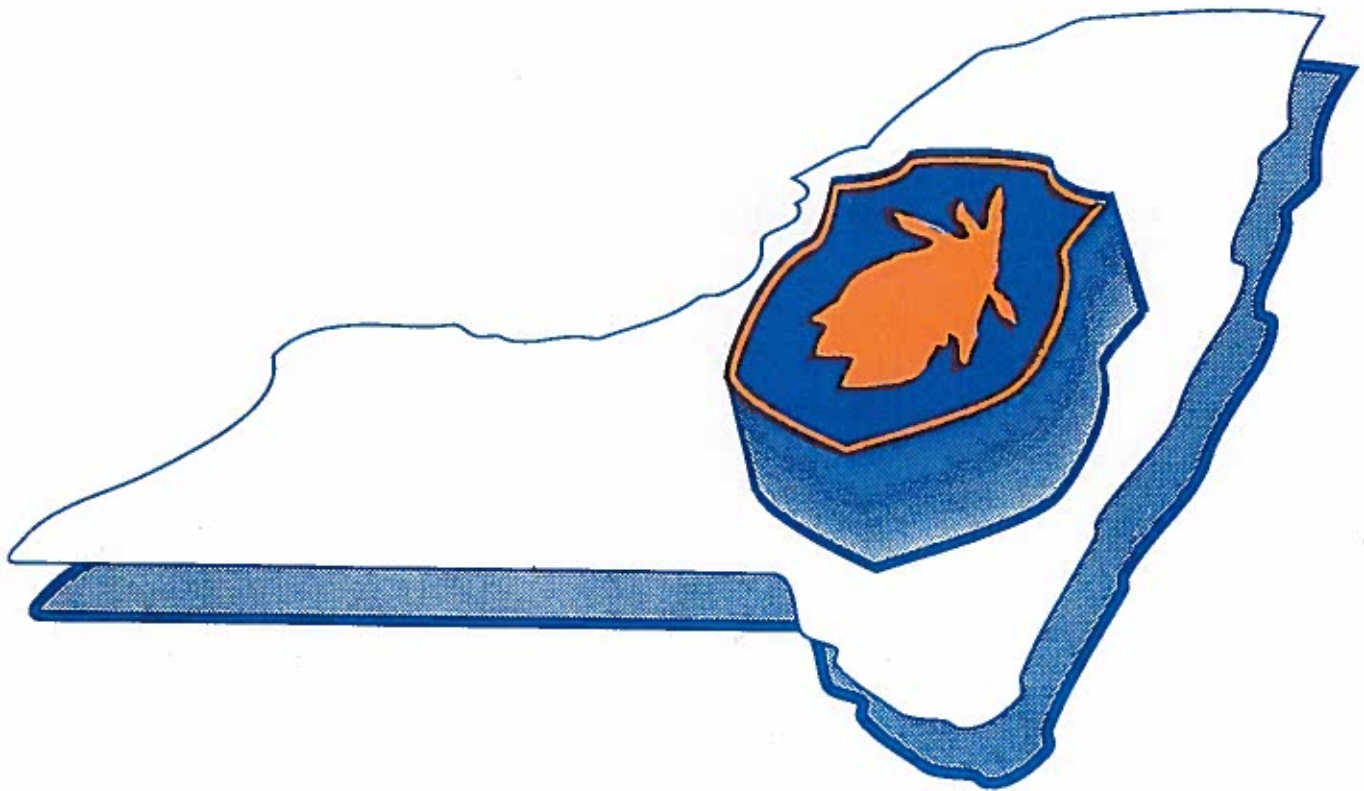


98th Division
(Training)



1992

Commanders
Seminar

BG THOMAS W. SABO

COMMANDING

98th Division

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

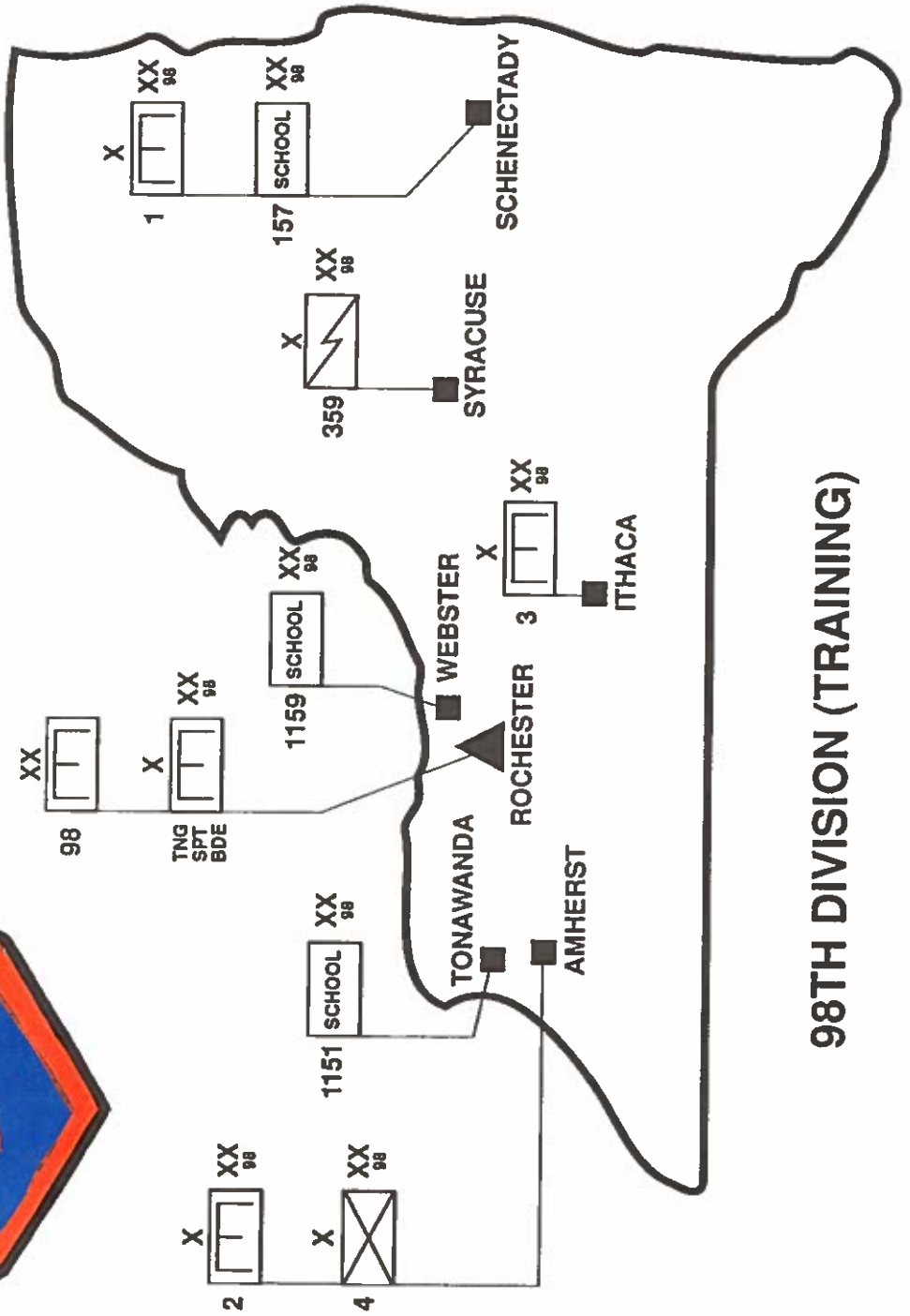
Constituted 23 July, 1918.
Demobilized in November, 1918, at Camp McClellan.
Reconstituted in the Organized Reserves 24 June, 1921.
Organized in November, 1921, at Syracuse, New York.
Ordered into active service 15 September, 1942, at Camp Breckenridge,
Kentucky.
Inactivated 16 February, 1946, at Osaka, 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





98TH DIVISION (TRAINING)





I take this opportunity to welcome everyone to this year's Division Commander's Conference. I intend for this conference to be a forum for exchanging and discussing ideas on how we might become better soldiers and leaders, and how we can continue to reshape this Division while maintaining our qualitative edge. Being a soldier has never been easy, and it will become even more difficult as we face the challenging task of restructuring this Division. The difficulty of the task at hand should not blind us to its rewards. The future of our Division is bright; a Division that is trained to standards and whose soldiers are competent and capable of protecting America's vital interests.

If the 98th Division (Training) is to continue its proud history of being an integral and vital part of our national defense, then we must focus on being thoroughly trained. Training is the glue that holds our Army together. Training is what has brought us those victories in the cold War, Operation Just Cause, and most recently Operation Desert Shield/Desert Storm. To be



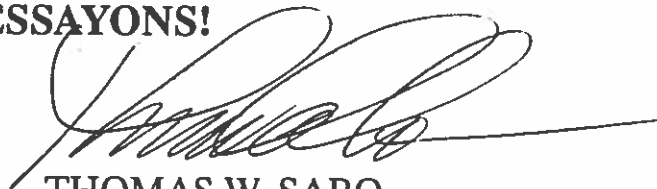
trained and ready requires the proper and efficient use of our limited resources. It requires that all soldiers receive formal schooling at the right time in their careers. It requires that all soldiers receive challenging assignments to support their development, enabling them to reach their full potential.

Each attendee at this conference can be a major player in maintaining the edge. (This conference can build your self confidence and give you the information you need to be that major player, one of the leaders ensuring this Division is trained and ready.) As you arm yourself with knowledge, be prepared to use it to the benefit of each soldier and each family member, wherever they serve this great nation.

There is something I need from each person attending this conference, and that is candid advice on any matter pertaining to our military institution. I need to hear from you on how effective we are with the myriad of programs that exist throughout this division. I need to hear from you on those issues we need to address to make this division a better organization for ALL of us today, as well as our brothers and sisters who follow in our footsteps.

Finally, I want to thank the family members who are with us this weekend, and those who wait patiently at home for our safe return. It is our families who give us the strength and encouragement we need to be professional soldiers. They are the foundation upon which this Division is built. I wish everyone good health and much happiness.

ESSAYONS!

A handwritten signature in black ink, appearing to read 'Thomas W. Sabo', with a long horizontal line extending to the right.

THOMAS W. SABO
Brigadier General, USAR
COMMANDING



SATURDAY, 31 OCTOBER 1992 (CONT)

- 1300 - 1630 ****ACofS, G-3/RC Stripes Training**
 -All Personnel (-)
 (Oneida/Onondaga Room)
- 1450 - 1510 Break for both sessions
- 1400 - 1530 Roundtable Discussion on
 Current Army and Army Reserve Issues
 -Discussion Leader: COL (ret)
 Summers with all VIPs, O-6s and
 Division staff
 (Treaty Room)
- 1540 - 1630 Guest Speaker/ARMY OVERVIEW
 (MG Daniel W. Christman
 Commanding General, FLW)
 -All Personnel
 (Salon A and B)
- 1800 - 0130 Evening Dinner/Dance Program
- **NOTE: Personnel MUST bring required unit documentation for this training.**

SUNDAY, 1 NOVEMBER 1992

- 0600 - 0645 Morning Run with CG
 -All Applicable Personnel
 (Meet in Hotel Front Lobby)
- 0700 - 0730 Church Call (All Denominations)
 (Catholic- Salons A/
 (Protestant- Salon B)
- 0730 - 0800 Guest Speaker/USARC OverviewARS) by
 (MG Max Baratz, DCG USARC)
 -All Personnel
 (Iroquois Ballroom)
- 0800 - 0810 Break
- 0810 - 0855 Guest Speaker/TRAINING
 (MG Joseph G. Gray
 DCSOPS, DA)
 -All Personnel
 (Iroquois Ballroom)
- 0855 - 0905 Break
- 0905 - 0950 Guest Speaker/TRAINING MANAGEMENT
 (COL Paul T. Mikolashek
 Cdr, 3d Training Brigade, FLW)
 -All Personnel
 (Iroquois Ballroom)
- 0950 - 1010 Break

SUNDAY, 1 NOVEMBER 1992 (CONT)

1010 - 1055 ACoFS, RM/Finance Brief (ADARS) by
USARC Personnel - All personnel
(Iroquois Ballroom)

1055 - 1105 Break

1105 - 1135 SMO/Family Support Brief
-All Personnel
(Iroquois Ballroom)

1135 - 1140 Break

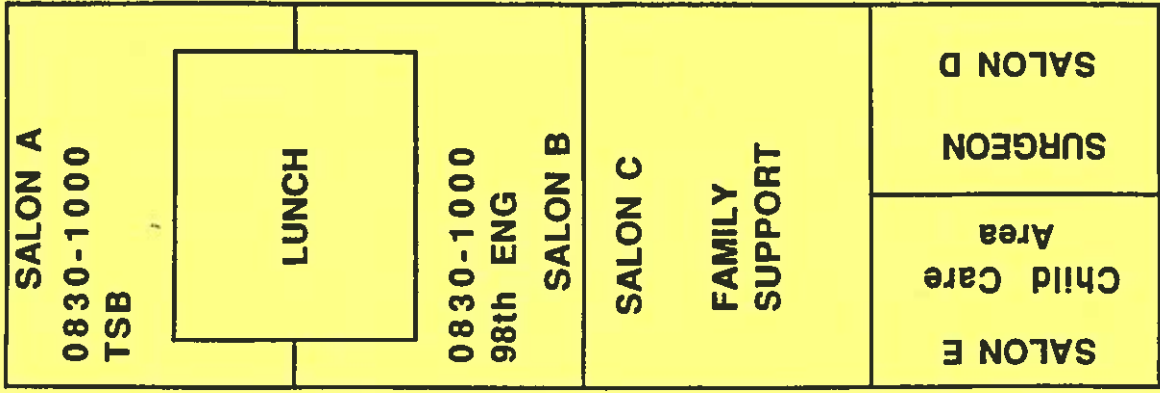
1140 - 1230 Warrant Officer Program Brief
(CW4 Donna Foli & SFC Victor Calcano
USAREC Headquarters, FT Knox, KY)
-All Personnel
(Iroquois Ballroom)

1230 - 1320 Retirement/Survivor Benefits
(Keisha Stephenson & Evelyn Jackson
ARPERCEN - All Interested Personnel)
(Iroquois Ballroom)

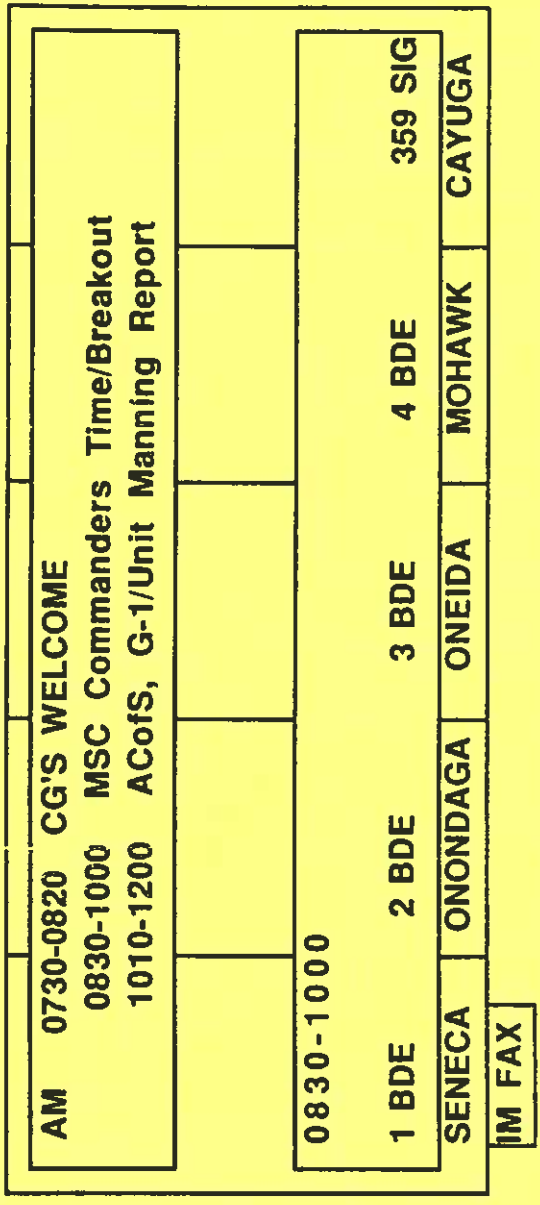
1320 - 1325 Break

1325 - 1345 Closing Session
-All Personnel
(Iroquios Ballroom)

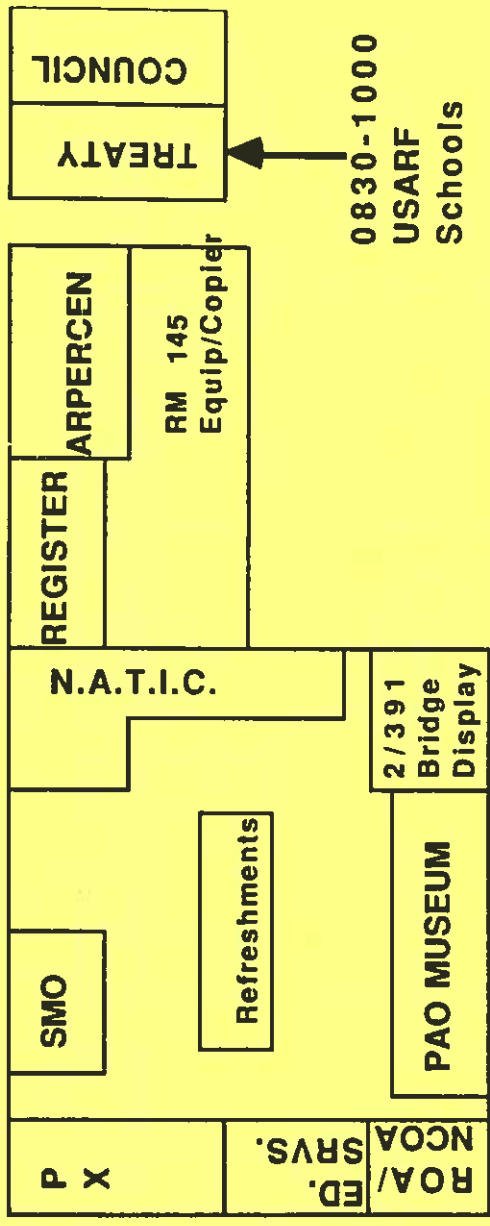
Saturday AM



Hallway to Hotel



Main Hallway --- No Smoking

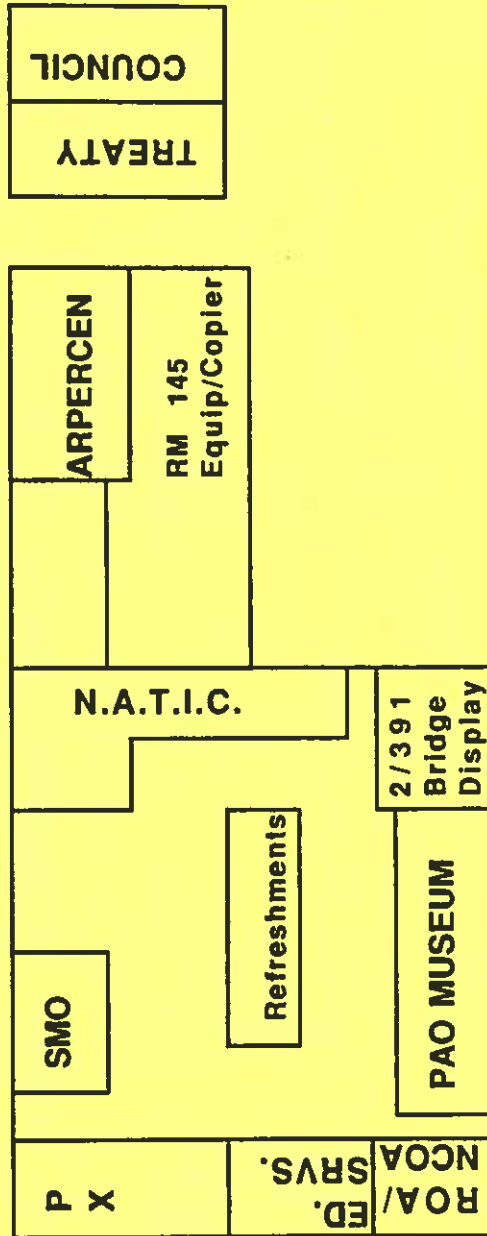


Sunday

0730-0800	MG Baratz, USARC Overview	SENECA	ONONDAGA	ONEIDA	MOHAWK	CAYUGA
0810-0855	MG Gray, Training					
0905-0950	COL Mikolashek, Training Mgmt					
1010-1055	ACofS, RM/Finances Brief (ADARS)					
1105-1135	SMO, Family Support Brief					
1140-1230	USAREC Warrant Officer Program Brief					
1230-1320	ARPERCEN Retirement/Survival Benefits					
1325-1345	Closing Session					
IM FAX						

SALON A	0700-0730 Protestant Services	SALON B	0700-0730 Protestant Services	SALON C	FAMILY SUPPORT	SALON D	SALON E
						Child Care Area	SURGEON
							SALON F

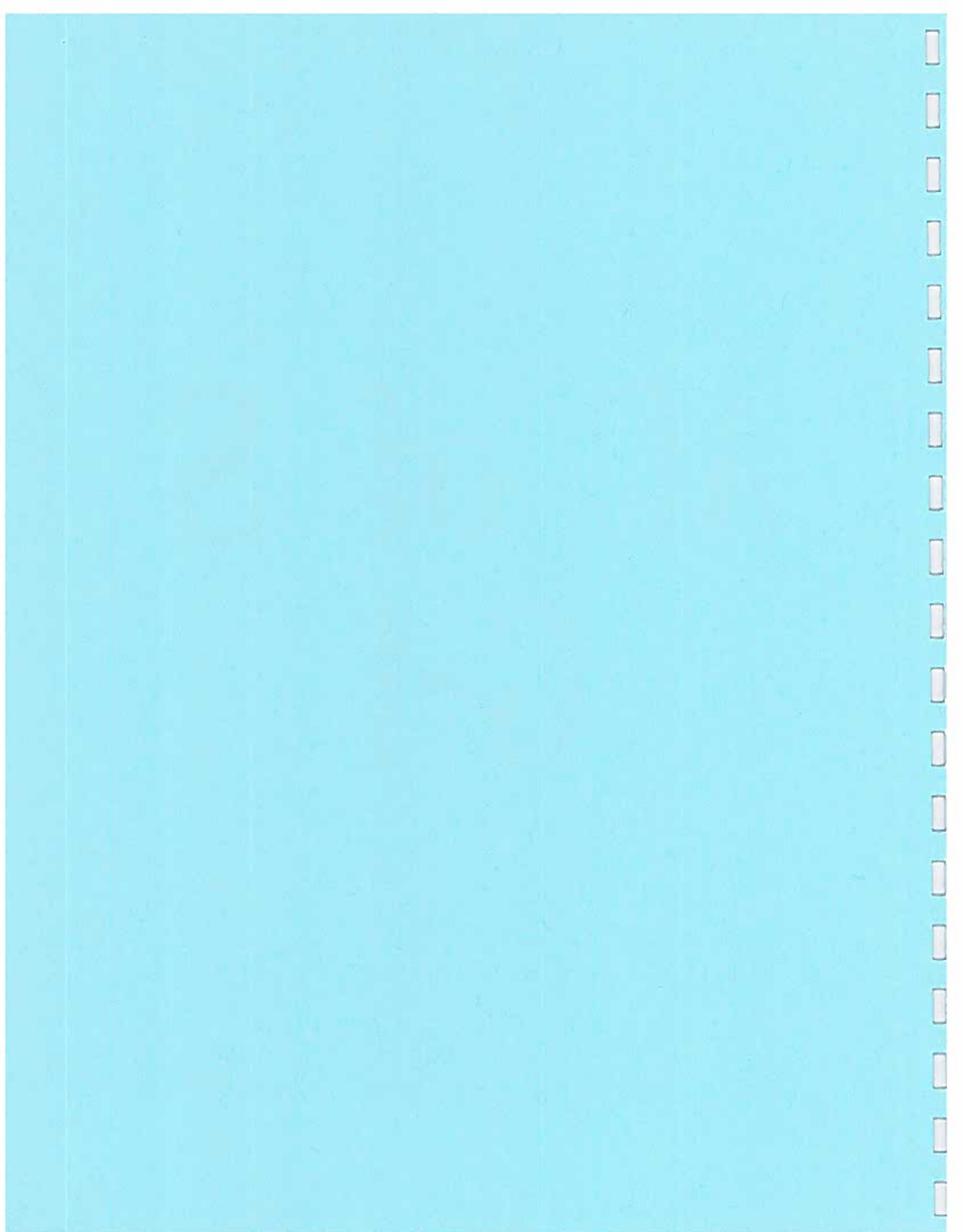
Main Hallway --- No Smoking



Hallway to Hotel

AC of S

G-1



30 October 1992

MEMORANDUM FOR 1992 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Duty MOS Qualification in Training Battalions

1. Below are the first and second quarter-ending duty MOS qualification percentages for the 98th Division's training battalions consolidated by Major Subordinate Command. Calculations are based on the following factors:

a. Figures include all elements under the Major Subordinate Command's IDT control except the Brigade HHC's.

b. The common denominator used in calculating percentage is the total number of soldiers required in the above elements.

c. The numerator used in calculating percentage is the total number of soldiers who are duty qualification coded "Q" or "P".

2. The "Pre-SIDPERS Edit" percentage is based upon figures provided directly from SIDPERS-USAR by the U.S. Army Reserve Command. The "Post-SIDPERS Edit" percentage is based on the same SIDPERS-USAR data following validation edits performed at this headquarters.

MAJOR SUBORDINATE COMMAND	1ST QUARTER 1992 ¹		2ND QUARTER 1992			
	PRE-SIDPERS EDIT	POST-SIDPERS EDIT	PRE-SIDPERS EDIT	POST-SIDPERS EDIT		
1st Brigade :	61%	/	58%	: 65%	/	60%
2nd Brigade :	67%	/	64%	: 70%	/	67%
3rd Brigade :	69%	/	71%	: 70%	/	65%
4th Brigade :	72%	/	70%	: 71%	/	74%
Tng Spt Bde :	59%	/	62%	: 66%	/	68%

3. Point of Contact is Mr. Lawson, 716-338-7400, extension 225.

AFRC-TNY-PR (600-110)

30 October 1992

MEMORANDUM FOR 1992 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Human Immunodeficiency Virus (HIV) Update

1. Reference: Army Regulation 600-110 with Interim Change 1.
2. Above reference requires each soldier to be tested for HIV every 24 months. This command arranges for each unit to be HIV tested each year. Commanders are responsible for insuring that each soldier is tested at least every 24 months.
3. If a soldier tests positive, he/she may:
 - a. Transfer to Standby Reserve or request Honorable Discharge.
 - b. If medically cleared, the soldier may continue to serve in a nondeployable position. The medical clearance is at the soldier's expense and must be updated annually.
4. Enclosed is the 98th Division (Training) HIV Schedule for FY 93. Any changes must be reported to the Point of Contact not later than 60 days prior to the scheduled test date.
5. Point of Contact is Mr. Ginsburg, 716-338-7400, extension 337.

WVSW9A	Leadership Acad, 98 Div		WILLIAM H. SEWARD USAR CENTER (M44) 1099 E. MOLLOY ROAD MATTYDALE 13211-1399		MSG RANDALL 315-454-3613
WQ12AA	Hq, 770th Engr Co	921003	T3 OLAF A. FREDERIKSEN USAR CENTER (M60) 198 CORNWELL STREET PENN YAN 14527-1398	80	SGT CHRISTIANA 315-536-7031
WRJ7A0	A/464 Engr Bn	921003	BINGHAMTON USAR CENTER (M09) GSA BUILDING, HOYT AVENUE BINGHAMTON 13901-1699	70	MR. PIERCE 607-723-0102
WVYL99	2/98/4	921004	GERRY USAR CENTER (M27) P.O. BOX 365 GERRY 14740-0365	40	SFC KINDELL 716-985-4686
WVSW9T	HHC, 98th Div (Tng)	921020	JAMES W. WADSWORTH USAR CENTER (M64) 2035 N. GOODMAN STREET ROCHESTER 14609-1098	100	MR. KRAEMER 716-338-7400, X274 INCLUDES BAND
WBZNAA	1151st USARF School	921024	PFC CHARLES N. DEGLOPPER USAR CENTER (M72) 2393 COLVIN BOULEVARD TONAWANDA 14150-4414	40	MR. BILLITTIER 716-693-9147
WSSMAA	413th S&S Bn	921101	SGT HORACE D. BRADT USAR CENTER (M68) 1201 HILLSIDE AVENUE SCHENECTADY 12309-3597	50	SGT MURPHY 518-374-5329
W7VVA A	2365th Sig Det	921107	2365TH SIGNAL DETACHMENT (M22) BUILDING T-322 FORT DRUM 13602-5214	25	SSG DAVIES 315-772-5007
WRKAA0	A/479 Engr Bn	921107	PFC ROBERT J. MANVILLE USAR CENTER (M54) PARK & LAFAYETTE STREETS OGDENSBURG 13669-3598	60	MR. WILLIAMS 315-393-0800
WRJ7T0	HHC, 464th Engr Bn	921107	SGT HORACE D. BRADT USAR CENTER (M68) 1201 HILLSIDE AVENUE SCHENECTADY 12309-3597	50	SFC FREEMAN 518-374-8416
WVYC99	2/320/2	921108	NEWARK USAR CENTER (M52) 1000 S. MAIN STREET NEWARK 14513-2141	50	MR. DANFORTH 315-331-6211
WQ2GAA	1018th S&S Co	921108	ROTTERDAM USAR CENTER (MG6) 101 REMSEN STREET SCHENECTADY 12306-2184	65	MR. FILKINS 518-355-4714
WVUS99	HHC, 1st Bde	921110	SGT HORACE D. BRADT USAR CENTER (M68) 1201 HILLSIDE AVENUE SCHENECTADY 12309-3597	28	MR. HEGGEN 518-374-8420
WRJ7D0	D/464 Engr Bn	921114	LEMMA-WHYMAN USAR CENTER (M18) CHARLOTTE STREET CANANDAIGUA 14424-1392	92	MR. LAMPHIER 716-394-5654

WVYB99	1/390/2	921121	AMHERST USAR CENTER (M15) 100 NORTH FOREST ROAD BUFFALO 14221-5297	50	MS. O'BRIEN 716-633-8462
WQ1WAA	409th Pers Svc Co	921122	PFC CHARLES N. DEGLOPPER USAR CENTER(M72) 2393 COLVIN BOULEVARD TONAWANDA 14150-4414	80	SFC MICHEL 716-693-9146
WX899	1/389/1	921205	GLENS FALLS USAR CENTER (M28) 69 WARREN STREET GLEN FALLS 12801-4517	45	SFC HAMMER 518-792-6330
WVYK99	3/391/Tng Spt Bde	921212	MAJ DONALD W. HOLLEDER USAR CENTER (M40) 515 OLD RIDGE ROAD WEBSTER 14580-1789	35	SFC BIVENS 716-671-6150 HHD, CO'S A & B
WYA2AA	359th Signal Bde	921212	SAGE COMPLEX 510 STEWART DRIVE WEST NORTH SYRACUSE 13212-3414	70	MS. ROBERTS 315-458-2015 INCLUDES MI DETACHMENTS
WSL2AA	332d Ord Bn	921212	LESO LEAND USAR CENTER (M75) 500 S. MASSEY STREET WATERTOWN 13601-3992	29	MR. FLAVIN 315-788-6075
WRJ7E	B/464 Engr Bn	921212	MAJ DONALD W. HOLLEDER USAR CENTER (M80) 515 OLD RIDGE ROAD WEBSTER 14580-1789	100	MR. RICHICI 716-671-6150
WVYE70	HHD/2/391/TNG SPT BDE	930109	JAMES W. WADSWORTH USAR CENTER (M64) 2035 N. GOODMAN STREET ROCHESTER 14609-1098	70	MRS. DECKER 716-338-7400, X285
WVYK9F	F/3/391/Tng Spt Bde	930109	GLENS FALLS USAR CENTER (M28) 69 WARREN STREET GLENS FALLS 12801-4517	45	MR. ROBINSON 518-792-6330
WRKACO	C/479 Engr Bn	930109	CANTON USAR CENTER (M19) 45 W. MAIN STREET CANTON 13662-1252	70	MR. WEBSTER 315-386-8476
WRKADO	D/479 Engr Bn	930109	FORT ONTARIO USAR CENTER (M58) 60 E. NINTH STREET OSWEGO 13126-1265	65	MR. WEBB 315-343-7430
WVYE50	CO E/2/391/TNG SPT BDL	930110	SGT H. GROVER O'CONNOR USAR CENTER (M76) 303 N. LACKAWANNA STREET WAYLAND 14572-9502	17	MR. DOWNING 716-728-2420
WX89D	CO D/1/389/1ST BDE	930110	PFC HAROLD P. LYNCH USAR CENTER (M61) 76 PERU STREET PLATTSBURGH 12901-3516	18	SFC HAMMER 518-792-6330
WVYJ99	3/392/3	930117	BINGHAMTON USAR CENTER (M09) GSA BUILDING, HOYT AVENUE BINGHAMTON 13901-1699	55	SFC PATTERSON 607-722-4813

W7U5AA	3rd, Tng Spt Bde	930121	JAMES W. WADSWORTH USAR CENTER (M64) 2035 N. GOODMAN STREET ROCHESTER 14609-1098	30	MR. HELMES 716-338-7400, X316
WVZ799	4/389/1	930123	SGT HORACE D. BRADT USAR CENTER (M68) 1201 HILLSIDE AVENUE SCHENECTADY 12309-3597	50	SFC MARTIN 518-374-8452
WVY699	1/392/3	930124	CPT FRANK W. HAYES USAR CENTER (M20) 51 AISNE STREET CORNING 14830-2098	50	MR. DUNN 607-962-6183
WSS1AA	277th QM Co	930206	NIAGARA FALLS AFRC (M51) 9400 PORTER ROAD NIAGARA FALLS 14304-1698	50	MR. SCHWEITZER 716-694-6642
WSMYAA	962d Ord Co	930206	PFC HAROLD P. LYNCH USAR CENTER (M61) 76 PERU STREET PLATTSBURGH 12901-3516	100	MR. MCGRATH 518-561-4190 INCLUDES DETACHMENT 1
WQ2HAA	1019th S&S Co	930206	WILLIAM H. SEWARD USAR CENTER (M44) 1099 E. MOLLOY ROAD MATTYDALE 13211-1399	70	SFC LALONDE 315-454-4933 INCLUDES 121ST CHEM CO
WRKABD	B/479 Engr Bn	930206	P. J. MCGRATH USAR CENTER (M43) 85 ROBINSON ROAD MASSENA 13662-2497	80	MR. MCGREGOR 315-769-2531
WVUT99	HHC, 2d Bde	930208	AMHERST USAR CENTER (M15) 100 N. FOREST ROAD BUFFALO 14221-5297	35	MS. CASON 716-633-8461
WVYK99	3/391/Tng Spt Bde	930213	SGT H. GROVER O'CONNOR USAR CENTER (M76) 303 N. LACKAWANNA STREET WAYLAND 14572-9502	18	MR. DOWNING 716-728-2420 CO'S C, D, & E
WVUU99	HHC, 3d Bde	930220	SGT REYNOLD J. KING USAR CENTER (M32) 101 SUNRISE ROAD ITHACA 14850-3106	26	MS. MCMORROW 607-272-3515/7240
WRKATO	HHC, 479th Engr Bn	930306	LESO LEANO USAR CENTER (M75) 500 S. MASSEY STREET WATERTOWN 13601-3992	90	MR. CARLISLE 315-788-6550
WVX999	2/389/1	930321	ELIHU ROOT USAR CENTER (M73) 95 BURRSTONE ROAD UTICA 13502-4887	70	SFC ZAIFERT 315-793-8411
WVYH99	2/392/3	930321	SGT REYNOLD J. KING USAR CENTER (M32) 101 SUNRISE ROAD ITHACA 14850-3106	45	SFC OFFLEY/MR. MELTON 607-272-3515
WB2WAA	1157th USARF School	930403	SGT HORACE D. BRADT USAR CENTER (M68) 1201 HILLSIDE AVENUE SCHENECTADY 12309-3597	50	MR. MANCUSO 518-374-5250

WVYK9G	G/3/391/Tng Spt Bde	930417	ELIHU ROOT USAR CENTER (M73) 95 BURRSTONE ROAD UTICA 13502-4887	26	MR. WAMELING 315-793-8412
WVYD99	3/390/2	930417	NIAGARA FALLS AFRC (M51) 9400 PORTER ROAD NIAGARA FALLS 14304-1698	50	MS. HERMAN 716-693-9048
WVYM99	3/98/4	930502	OLEAN USAR CENTER (M55) 423 W. RIVERSIDE DRIVE OLEAN 14760-3952	80	MR. SHERMAN 716-372-1953 HND, CO'S A & B
WVYM9C	CO C/3/98/4TH BDE	930502	WELLSVILLE USAR CENTER (M79) RD #3, ROUTE 417 WELLSVILLE 14895-9550	50	MR. SHERMAN (OLEAN) 716-372-1953
W82ZAA	1159th USARF School	930508	MAJ DONALD W. HOLLEDER USAR CENTER (M80) 515 OLD RIDGE ROAD WEBSTER 14580-1789	50	MR. MURPHY 716-671-7502
WVXY99	1/98/4	930603	AMHERST USAR CENTER (M15) 100 N. FOREST ROAD BUFFALO 14221-5297	80	MR. REINHARDT 716-633-8462
WVUV99	HHC, 4th Bde	930617	AMHERST USAR CENTER (M15) 100 N. FOREST ROAD BUFFALO 14221-5297	40	MR. SCOTT 716-633-8463
WRJ7C0	C/464 Engr Bn	930723	SGT HORACE D. BRADT USAR CENTER (M68) 1201 HILLSIDE AVENUE SCHENECTADY 12309-3597	50	MR. HOEFS 518-374-8429
WSNKAA	969th Maint Co	930808	HORSEHEADS IND PARK USAR CENTER (M31) HORSEHEADS IND. PK. BLDG. 17-2 HORSEHEADS 14845-2121	45	LINDA BELILE 607-739-2110
WVLY9C	4/392/3	930821	1LT JAMES MCCONNELL USAR CENTER (M40) 420 ELECTRONICS PARKWAY LIVERPOOL 13088-6097	55	MR. WILDER/SFC KUSZAJ 315-457-1610
WZFS99	4/98/4TH BDE	930911	BATAVIA USAR CENTER (M06) 205 OAK STREET BATAVIA 14020-1031	35	SFC NIXON 716-343-9459/9450 HND, CO'S A, B, & C
WZFS9D	CD D/4/98/4TH BDE	930911	JAMES W. WADSWORTH USAR CENTER (M64) 2035 N. GOODMAN STREET ROCHESTER 14609-1098	35	MR. HALL 716-338-7400, X406
WVYF50	E/1/391/Tng Spt Bde	930918	GERRY USAR CENTER (M27) P.O. BOX 365 GERRY 14740-0365	30	MR. SPRANKLE 716-985-4686
WVYF70	HHD/1/391/TNG SPT BDE	930926	AMHERST USAR CENTER (M15) 100 N. FOREST ROAD BUFFALO 14221-5297	100	MR. QUAGLIANO 716-633-8463

30 October 1992

MEMORANDUM FOR 1992 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Drill Sergeant/Instructor Status Comparisons for TY 91/92

1. Below are the figures for the third quarters of TY 1991 and TY 1992 for each Major Subordinate Command and the 98th Division (Training) Total for Drill Sergeants and Instructors. The figures compare TY 91 to TY 92 data.

a. Drill Sergeants:

	<u>1991</u>	<u>1992</u>	<u>1991</u>	<u>1992</u>
	<u>1st Bde</u>		<u>2nd Bde</u>	
Required	180	180	180	180
Assigned	186	199	194	177
"X" Qualified	99	90	104	102
	<u>3rd Bde</u>		<u>4th Bde</u>	
Required	240	240	240	240
Assigned	214	228	266	303
"X" Qualified	126	126	148	141
	<u>TSB</u>		<u>Ldr Acad</u>	
Required	30	30	14	14
Assigned	61	44	11	12
"X" Qualified	48	29	11	11
	<u>Div Total</u>			
Required	884	884		
Assigned	932	963		
"X" Qualified	536	499		

b. Instructors:

	<u>1991</u>	<u>1992</u>	<u>1991</u>	<u>1992</u>
	<u>TSB</u>		<u>Div Total</u>	
Required	706	706	706	706
Assigned	508	587	508	587
"H" Qualified	378	390	378	390

5. Point of Contact is Mr. Lawson, 716-338-7400, extension 225.



MEMORANDUM FOR 1992 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Security of Night Vision Devices

1. Purpose: To provide security guidance to all unit commanders possessing Night Vision Devices (NVD's).

2. Information: Recently, instances of loss of NVD's have occurred that indicate commanders are not insuring compliance with security regulations. NVD's cannot be placed in rucksacks and left unattended! NVD's cannot be shipped by rail unless they are guarded! NVD's cannot be locked in vehicles that are unattended! The reason for all losses has been - UNATTENDED AND UNGUARDED! NVD's, not in storage, must be provided the same security as a weapon. The following are regulatory requirements:

a. Home Station Physical Security Measures: All NVD's will be secured under double barrier protection (Supply cage(s), room(s), separate secured rooms, and in a secured building), in a separate steel container with an authorized Series 200/5200, secondary padlock. Container(s) will be affixed to the internal structure with an authorized chain (5/16") and a secondary padlock.

b. Outside the Unit Physical Security Measures: During training exercises and unit deployments, all NVD's not in active use will be secured in a locked container inside a secured van, trailer, armored vehicle, or similar type holding facility that is protected by a security fence or a posted guard.

c. Authorized Alternative Physical Security Measures: Secure all NVD's inside the unit's arms storage facility when authorized by the commander, in writing. The NVD's inside the unit's arms storage facility will be secured with a separate locked container(s) with an approved secondary, Series 200/5200 padlock. Container(s) will be affixed to the internal structure with an authorized chain (5/16") and a secondary padlock. This method will be the primary procedure for 98th Division units.

d. Procedural Physical Security Measures:

(1) Access to ALL keys and padlocks protecting or securing NVD's will be strictly controlled IAW AR 190-11, Control and Accountability of Arms Room Keys. Only those individuals authorized arms room keys will be authorized NVD's storage container keys.

AFRC-TNY-PM

SUBJECT: Security of Night Vision Devices

(2) NVD's will be inventoried, visually and serially, at the same frequency as the unit's assigned weapons. Retention of inventories will be the same time periods as weapons inventories.

3. Conclusion: Security of NVD's will be maintained by following noted procedures.

MEMORANDUM FOR 1992 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Drug Demand Reduction Program

1. Purpose: Establish a program to eliminate the use of illegal substances and the abuse of legal substances. This includes educating soldiers and citizens alike to the hazards of substance abuse in any form, the legal consequences of involvement with substance abuse, providing viable alternatives to an abusive lifestyle and deterring substance abuse by executing policies that hold abusers accountable for their actions.

2. Goal: The goal of Drug Demand Reduction (DDR) is to eliminate the demand for abusive lifestyles by offering community support, support drug demand reduction efforts in communities and to have our soldiers, in uniform, become visible proponents of a drug free America.

3. Execution:

a. A Division level council will be formed to:

(1) Write an SOP.

(2) SOP, once established, will complete tasks identified to meet the goal of DDR. Geographic area of Division will be broken into six (6) areas and governed by local council which will report to the Steering Committee, which in turn will report to the Executive Committee at Division headquarters.

b. Actual tasks identified for compliance to DDR goals at this time are:

(1) Have 98th Division (Training) soldiers become visible examples of a drug free America. This is done by aligning ourselves with existing efforts; by initiating our own local, neighborhood effort (i.e., "Adopt" a class, a boy scout troop, a church group, etc.) and becoming a visible, uniformed spokesperson for a drug free America.

(2) Participation of the 98th Division (Training) in the Drug Abuse Resistance Education (D.A.R.E.) Program by:

(a) The purchase of presentation items to include, but not limited to, T-Shirts for students participating in the D.A.R.E. Program.

AFRC-TNY-PM

SUBJECT: Drug Demand Reduction Program

(b) Identification of 98th Division (Training) Reservists that also are police officers that wish to attend D.A.R.E. Instructor Training funded by the 98th Division (Training).

(c) Those schools that accept DDR presentation items will be asked to have a member of the 98th Division (Training) attend social functions such as D.A.R.E. Parents' Night, D.A.R.E. graduation and other school functions. The purpose will be to present each reservist as a drug free role model within the community.

(3) Utilizing available assets such as reserve centers for community substance abuse free events.

(4) Uniformed 98th Division (Training) soldiers will give anti-drug presentations/briefings/speeches.

(5) Units will display or distribute anti-drug literature at reserve centers and at unit formations.

MEMORANDUM FOR 1992 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Legal Services Available to Commanders

1. The mission of the Criminal and Administrative Law Branch of the Office of the Staff Judge Advocate (OSJA) is to provide commanders at all levels with advice and assistance in a number of legal areas related to discipline and administration. The specific areas where Judge Advocate assistance is either required or recommended are discussed below.

2. Actions involving application of the Uniform Code of Military Justice (UCMJ) require consultation with OSJA because of regulatory and policy limitations on the use of UCMJ on reservists. Specific areas which must be discussed with OSJA are as follows:

a. Application of UCMJ to specific acts of questionable conduct or misconduct by unit members.

b. Use of Article 15, UCMJ, to dispose of misconduct by any unit member. Company grade officers are not authorized to exercise Article 15 authority except at Annual Training. Field grade officers may exercise Article 15 authority over enlisted members while in Inactive Duty Training and Annual Training status, but are limited as to the types of offenses they may prosecute under Article 15 during Inactive Duty Training.

c. Coordination of Courts-Martial with Active Component Support Installation. No reserve commander has the authority to court-martial a unit member. The Commanding General, Fort Drum is the court-martial convening authority for the 98th Division. No court-martial charges may be preferred without prior consultation with OSJA, 98th Division (Training).

d. UCMJ training for commanders and unit members. Newly appointed commanders must complete a course of study available from OSJA before they can exercise UCMJ authority. Unit members receive periodic training through the Premobilization Legal Briefing Video discussed below.

3. Judge Advocate services are available to assist commanders in implementing actions in the following administrative areas:

a. Administrative alternatives to UCMJ Action.

b. Reports of investigation under AR 15-6 and UCMJ Articles 138 and 139.

AFRC-TNY-JA

SUBJECT: Legal Services Available to Commanders

- c. Letters of Reprimand.
 - d. Administrative eliminations and separations.
 - e. Reports of Survey, reviews and appeals.
 - f. Standards of Conduct - Ethics in government service.
 - g. Military assistance to civilian authorities, Posse Comitatus.
 - h. Environmental Law.
 - i. Freedom of Information and Privacy Act.
 - j. Interpretation of directives and regulations.
 - k. Litigation involving the USAR - handling subpoenas.
 - l. Operational Law.
 - m. Law of War.
 - n. Military personnel law.
 - o. Civilian personnel law - coordination with Active Component Supporting Staff Judge Advocate.
 - p. Labor relations - coordination with Active Component Supporting Staff Judge Advocate.
 - q. Government contracts - coordination with Active Component Supporting Staff Judge Advocate.
 - r. Claims - coordination with Active Component Supporting Staff Judge Advocate.
4. Premobilization Legal Counseling must be given biennially and may be accomplished through the use of the Premobilization Legal Briefing Video, a copy of which has been provided to each USAR Center. The video, which was produced in October 1991, incorporates mandatory UCMJ and Standards of Conduct training, as well as premobilization subjects. Alternatively, commanders may request a live presentation on these subjects by a Judge Advocate officer who will be provided if available.

AFRC-TNY-JA

SUBJECT: Legal Services Available to Commanders

5. Points of Contact for UCMJ and Administrative Law questions are MAJ Larry Scheafer or CPT(P) Grant Jaquith at 716-338-7400, extension 312 on Tuesday evenings. Point of Contact for Premobilization Legal Counseling questions is MAJ Annette Sansone at the same extension and time. Full-time coordination for OSJA is provided through G-1, Ruth Stewart, extension 214.



30 October 1992

MEMORANDUM FOR 1992 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

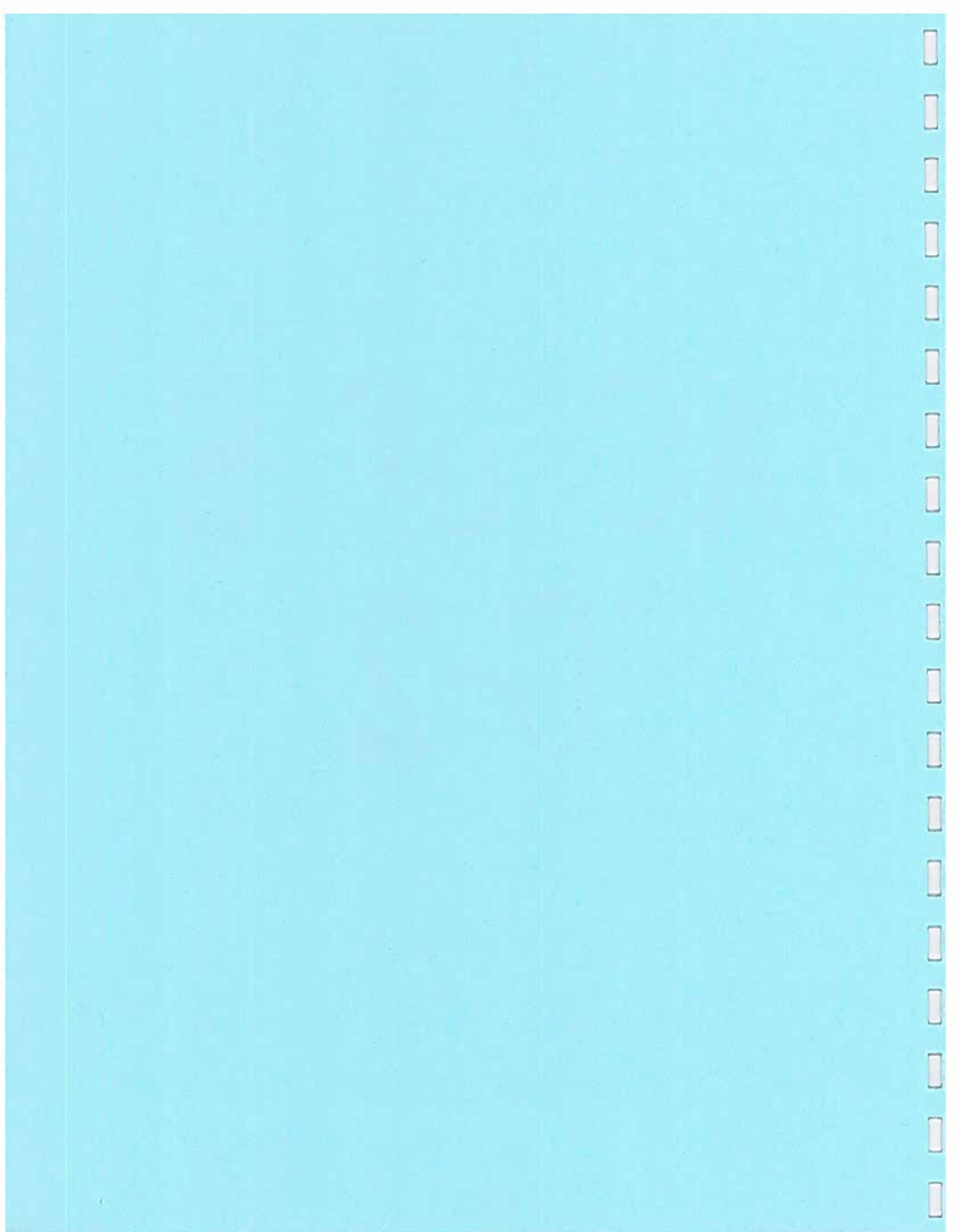
SUBJECT: The Unit Ministry Team

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 (AR 165-1).
2. The Commander's Master Religious Program is prepared for the commander by the assigned Chaplain and becomes the working document which guides the Unit Ministry Team as it executes its ministry program throughout the year.
3. Chaplains conduct regular worship services appropriate to the chaplain's faith designation (Protestant or Roman Catholic).
4. Chaplains provide area coverage for all units in their area that belong to the 98th Division (Training).
5. Chaplains provide individual and family spiritual counseling.
6. Chaplains are a resource in visiting unit personnel and dependents at time of illness, injury, death or other crisis periods.
7. Chaplains assist in HIV notification.
8. Chaplains are a resource for teaching leadership, human self-development, moral leadership training, and curriculum appropriate to the training requirements.
9. Chaplains prepare and maintain a current mobilization SOP for the UMT.
10. Chaplains prepare and maintain a Mission Essential Task List for the UMT.
11. Chaplains maintain military skills and educational qualifications.
12. In the Division, Training Brigades have two chaplains assigned, the 359th Signal Brigade has one chaplain at HHC and one chaplain assigned to its subordinate battalions, and the 98th Engineer Group has one chaplain for each of its battalions.
13. Point of Contact, this headquarters is Chaplain (LTC) Brown, Tuesday evenings, 1900-2300 hours, 716-338-7400, extension 409.



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G-2



MEMORANDUM FOR 1992 98TH DIVISION COMMANDER'S SEMINAR

SUBJECT: Entry/Exit Inspection Program (EEIP)

1. Paragraphs 5-300 through 5-303, AR 380-5 outline the Entry/Exit Inspection Program (EEIP). They direct each command to develop written procedures to establish an exit/entrance inspection program for deterring and detecting the unauthorized introduction and removal of classified material from DOD installations.
2. Due to the limited classified information within the USAR environment; FORSCOM and USARC have authorized the establishment of EEIP Management Cells within the MUSARC. 98th Division has directed each MSC to establish an EEIP Management Cell comprised of two to four members, which will inspect each MSC headquarters and its subordinate units. The EEIP Management Cell will be responsible for conducting at least one hour of Entry/Exit inspections per quarter.
3. Personnel comprising the EEIP Management Cell must have at least a SECRET security clearance and be provided a copy of the EEIP Plan developed by each MSC which will incorporate the guidelines of the above mentioned paragraphs of AR 380-5.
4. Reports of these inspections will be maintained on file and will be subject to inspection by this headquarters. The information included in these reports will include as a minimum the information required by paragraph 5-303, AR 380-5.
5. POC is SSG Lambert, 716-338-7400, extension 262.



31 October 1992

MEMORANDUM FOR 1992 98TH DIVISION COMMANDER'S SEMINAR

SUBJECT: FORMS REQUIRED FOR THE VARIOUS TYPES OF SECURITY ACTIONS

1. Single Scope Background Investigation (SSBI), and Periodic Reinvestigation (PR) for Top Secret Clearance.

- a. DD Form 1879, Mar 90, submit original (2 copies)
- b. DD Form 398, Mar 90, submit original (4 copies)
- c. FD 258 - Fingerprint Card (12-29-82 edit) (2 copies)
- d. DD Form 398-2, Mar 90, Complete items 1-8 on Spouse, Cohabitant, Alien Parents, submit original
- e. Certification of U.S. Citizenship (1 copy)
- f. USARC Overprint Form 1-R, Sept 83
- g. Returned Addressed Envelope

2. National Agency Check for Secret and Confidential Clearances, and Periodic Reinvestigation (PR) for Secret Clearances.

- a. DD Form 398-2, Mar 90, submit original (1 Copy)
- b. FD 258 - Fingerprint Card (12-29-82 edit) (2 copies)
- c. Citizenship (1 Copy)
- d. USARC Form Overprint 1-R, Sept 83
- e. Returned Addressed Envelope

3. Records Check

- a. USARC Form Overprint 1-R, Sept 83
- b. Certification of U.S. Citizenship (1 Copy)

AFRC-TNY-IN

SUBJECT: FORMS REQUIRED FOR THE VARIOUS TYPES OF SECURITY ACTIONS

4. National Agency Check with inquiries
 - a. SF 85 Nonsensitive Position or SF 86 Sensitive Position
 - b. SF 87 Fingerprint Card
 - c. SF 171 (current)
5. POC is SGM Couch, 716-338-7400, extension 262.

31 October 1992

MEMORANDUM FOR 1992 98TH DIVISION COMMANDER'S SEMINAR

SUBJECT: Computer Security Program (Accreditation) AR 380-19

The following example is a brief outline to utilize as a guide when submitting requests for computer accreditation.

UNIT HEADING

UNIT OR OFFICE SYMBOL (380-19)

DATE SIGNED

MEMORANDUM FOR

SUBJECT: (Select One) Accreditation documentation

(or)

Justification for Nonsensitive
Designation

1. Select one of the following for paragraph 1:

Request the PC described below be accredited at the Unclassified Sensitive 1 (US1) or Unclassified Sensitive 2 (US2) level.

(or)

Request the PC described below be designated as Nonsensitive.
(IN RARE cases, AIS may be categorized as nonsensitive, provided they do not fall in any of the above categories).

AFRC-TNY-IN

SUBJECT: Computer Security Program (Accreditation) AR 380-19

a. ID Computer: Make, model (i.e., Wang System III, Zenith 248, etc.) and serial numbers. Government or Privately owned.

b. Name and phone number of Information systems Security Officer (ISSO). Must be full-time military or civilian employee. Attach copy of Orders at enclosure 1.

c. Location: USAR Center, building and room number.

d. Applications or jobs processed. List and briefly describe applications/jobs processed on the system. For a personnel roster, for example, tell what items of information the roster includes (name, rank, SSAN, MOS, home address, etc.).

e. Amount and types of sensitive processing. Show wall clock hours or percent per month of each type of sensitive information processed.

Type of Information	Processing Time (Hours or Percent)
Unclassified Sensitive 1 (US1)	_____
Unclassified Sensitive 2 (US2)	_____
Nonsensitive	_____

f. List security controls and procedures that apply to small computers under the main headings listed below:

1. Personnel Security.
2. Physical and environmental security.
3. Access Controls.
4. Magnetic media protection.
5. File protection.
6. Software security.

AFRC-TNY-IN

SUBJECT: Computer Security Program (Accreditation) AR 380-19

7. Contingency planning - routine back-up activities.
 8. Additional controls.
 9. Procedural security - SOP (one or two pages) controls that will protect equipment and information processed or stored.
2. Unit POC and telephone number. POC should be someone who is full-time in the activity. Do not list a drilling Reservist or part-time employee.

Encls

1. ISSO Orders
2. SOP

/s/ Signature Block

NOTE: Assembled documentation meets the criteria for "FOR OFFICIAL USE ONLY" information, FOIA exemption Number 5. Type the following notice in the bottom margin of the first page of the memorandum:

FOR OFFICIAL USE ONLY

This document contains information exempt from mandatory disclosure under the FOIA, Exemption 5 applies.



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31 October 1992

MEMORANDUM FOR 1992 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: 98th Division (Training) Participation in "CALL FORWARD - 1993"

1. "CALL FORWARD - 1993" will be a mobilization exercise at Fort Leonard Wood based upon a regional contingency, partial mobilization scenario. Information is provided as tentative with the operations plan to be published by the G3 prior to the beginning of calendar year 1993. Currently, it is anticipated that the 98th Division (Training) will participate to the following extent:

a. Staff elements of the division headquarters will provide mobilization cells to their counterpart directorates at Fort Leonard Wood. The mobilization cells will consist of one or more soldiers performing a mobilization mission as installation augmentation. To not only Fort Leonard Wood but to see if mix of cell personnel is appropriate/adequate.

b. Three 20-soldier food service teams will be needed to operate a battalion-sized dining facility in the 800 area. Anticipated dining facility operation will include two eight hour shifts per day, seven days per week. Food service personnel must become familiar with Fort Leonard Wood regulations governing food handling and ration breakdown.

c. It is anticipated that the Division will provide augmentation to operate the Soldier Readiness Preparation (formerly POR) processing station. It is further anticipated that, in addition to organic elements, individual soldiers from the 409th Personnel Service Company may also be participating in this augmentation.

d. Elements of the 2nd and 3rd Battalions, 391st Regiment will provide instructors for the Rapid Train-Up (RTUP) of 12B and 51B Individual Ready Reservists. Preliminary planning calls for train-up student loads of approximately 200 12Bs and 40 51Bs. Preliminary plans do not call for the shipment of heavy equipment by these units.

2. Point of contact in Operations and Plans Division, G3, is Major Knope.

31 October 1992

MEMORANDUM FOR 1992 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Test Directive for Reserve Forces Training Assessment Model (TAM)

1. This FORSCOM directive establishes procedures for field testing the (TAM) in selected Army Reserve units. A TAM will be completed for each company/battalion in the BOLD SHIFT Pilot Program in FY 92.
2. The objectives of the model are to provide a standard, comprehensive means for commanders to monitor and assess the current training readiness of their units and soldiers. It will provide the chain of command with a training assessment of the unit's performance at Annual Training (AT) with recommendations for improvement. The TAM will also provide the chain of command information to crosscheck the Unit Status Report (USR). From this assessment commanders will be able to develop effective training programs, determine where and how to apply emphasis and resources, and be more objective in determining how much time will be needed for premobilization and postmobilization training.
3. Information from the commander's worksheet should be used to feed training and personnel qualification data into the USR system. In addition, it will enable commanders to more precisely focus premobilization training programs and update support and schooling requirements, as well as adjusting postmobilization training plans.
4. Identified BOLD SHIFT pilot units will begin using the TAM upon receipt. In each case, the Active Component unit identified as the sponsor for the RC unit will be responsible for supporting and evaluating training conducted during the AT period. The TAM will be one of the primary mechanisms for assessment of BOLD SHIFT training programs.
5. Point of contact in Operations and Plans Division, G3, is Major Knope.

31 October 1992

MEMORANDUM FOR 1992 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Unit Status Report (USR) Edit and Submission

1. In general, the overall USR edit error rate is improving. The Division edits, and especially the Major Subordinate Commands in the pre-edits, will continue to intensively check unit submissions to ensure accuracy and completeness. Some general guidance on submission follows:

a. USR edits will continue to be conducted quarterly with "as of" dates the 15th of October, January, April, and July.

b. Although a new version of AR 220-1, Unit Status Reporting, has been distributed, the previous edition will be used for USR preparation until further notice.

c. Two pencil copies of the report are still required at the Division edit. One copy will be submitted to this headquarters and the unit will retain a copy. Due to the classification of the USR, photocopies will not be made -- no exceptions!

2. Based on edits conducted during FY 92, units should give particular attention to preparation to ensure that:

a. The Senior Grade assigned strength on the PSPER remarks card should match the personnel count on the SGPER remarks card.

b. The Available Strength should not be greater than the Assigned Strength.

c. All MOS shortages reflected on the MSPER and RQPER remarks cards should be those shortages which are critical to the unit's mission capability and listed in descending order of priority.

3. Point of contact in Operations and Plans Division, G3, is Major Knope.

31 October 1992

MEMORANDUM FOR 1992 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Mobilization Files (MOBFILE) Inspection and Assistance

1. Staff inspections during FY 92 have shown that unit mobilization plans and files (the seven binders) are largely ignored unless special emphasis is given to them. Because of the detail involved in maintaining the mobilization files, and greatly compressed time for Phase II in future mobilization scenarios, it is imperative that appropriate and on-going attention be given to MOBFILE maintenance. Contingency force plans indicate units will not have the time to develop detailed plans between alert and deployment.
2. A well prepared and maintained MOBFILE is an integral part of unit readiness. Mobilization preparedness will continue to receive command emphasis and this program will be a matter not only for inspections, but also for the First U.S. Army Training Readiness Assessment briefing to be held on 15 May 1993.
3. To this end, and in light of increasingly constrained resources for executing staff assistance visits, it is expected that tasks related to MOBFILE maintenance will be incorporated within Staff METLs and be reflected on Yearly Training Calendars.
4. Point of contact in Operations and Plans Division, G3, is Major Knope.

MEMORANDUM FOR 1992 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Yearly Training Brief (YTB) Summary -- Training Detractions

1. Training Detractions: The following common areas were identified as training detractions during YTBs. Following each item is a brief discussion for further consideration.

a. Insufficient number of BNCOC and PLDC quotas. Although the number of quotas may be less than optimal, are we maximizing the quotas currently provided? Current no-show and academic failure rates show that we aren't maximizing the current quotas.

b. Need guidance for transition of current 12B and 12C combat engineer MOSSs to the consolidated 12A combat engineer MOS. According to the U.S. Army Engineer School, 12B and 12C will be converted to 12A for skill levels 1 through 4. The combat engineer vehicle crewman MOS 12F will convert to 12A at skill level 4. However, these conversions are not expected to take place until late in FY 94 at the earliest. Until these changes are accepted into the force structure, commander's will have to manage MOS training according to structure and qualification requirements currently in effect.

c. Shortage of organic vehicles in most training units hampers transportation of soldiers and equipment to and from off-site training. This is a problem for which there is no sure-fire solution; however, most training units are in reasonable proximity to unit which do have such organic capability. Future planning should include driver training and testing, PMCS, and realistic budgeting for POL. Off-site training should be planned well enough in advance to coordinate the loan of such vehicles. Also insure you program commercial transportation required in your COBE.

d. Training aids such as AT-4s, MILES sets, etc., requested from Fort Drum TASC may be held only for three days. The recent establishment of Train the Trainer Equipment (TTE) authorizations for training units may help solve this problem. However, this is an evolving program, and units will have to continue to plan well ahead. Remember that it's first come first serve at TASC, so reserve equipment well in advance of the scheduled training.

AFRC-TNY-OP (350)

SUBJECT: Yearly Training Brief (YTB) Summary -- Training Detractions

e. Annual Training dates need to be confirmed in accordance with the Command Training Guidance two year calendar. The entire Army is in a period of massive mission transition, especially in flux are the training base installations. Annual Training will become an increasingly year-round event from a Division standpoint. With training base closures, active force cadre buy-outs, and short-fused IET surges, the Division must be prepared to react to training demands which cannot be fulfilled by our active counterparts. Ensure Divisional units know their respective POI's and prepare to execute at any time of the year.

f. Unavailability of ammunition, crew-served weapons, and ranges to perform weapons qualification training according to STRAC standards. There is no quick fix for these problems, especially those related to crew-served weapons qualification. However, we can still train to standard in individual weapons qualification, and, overall there has been sufficient resources to perform these tasks to STRAC standards when there has been the planning and determination to do so. See list of available ranges on following page.

2. Point of contact in Collective Training Division, G3, is Major Marasco.

AFRC-TNY-OP (350)

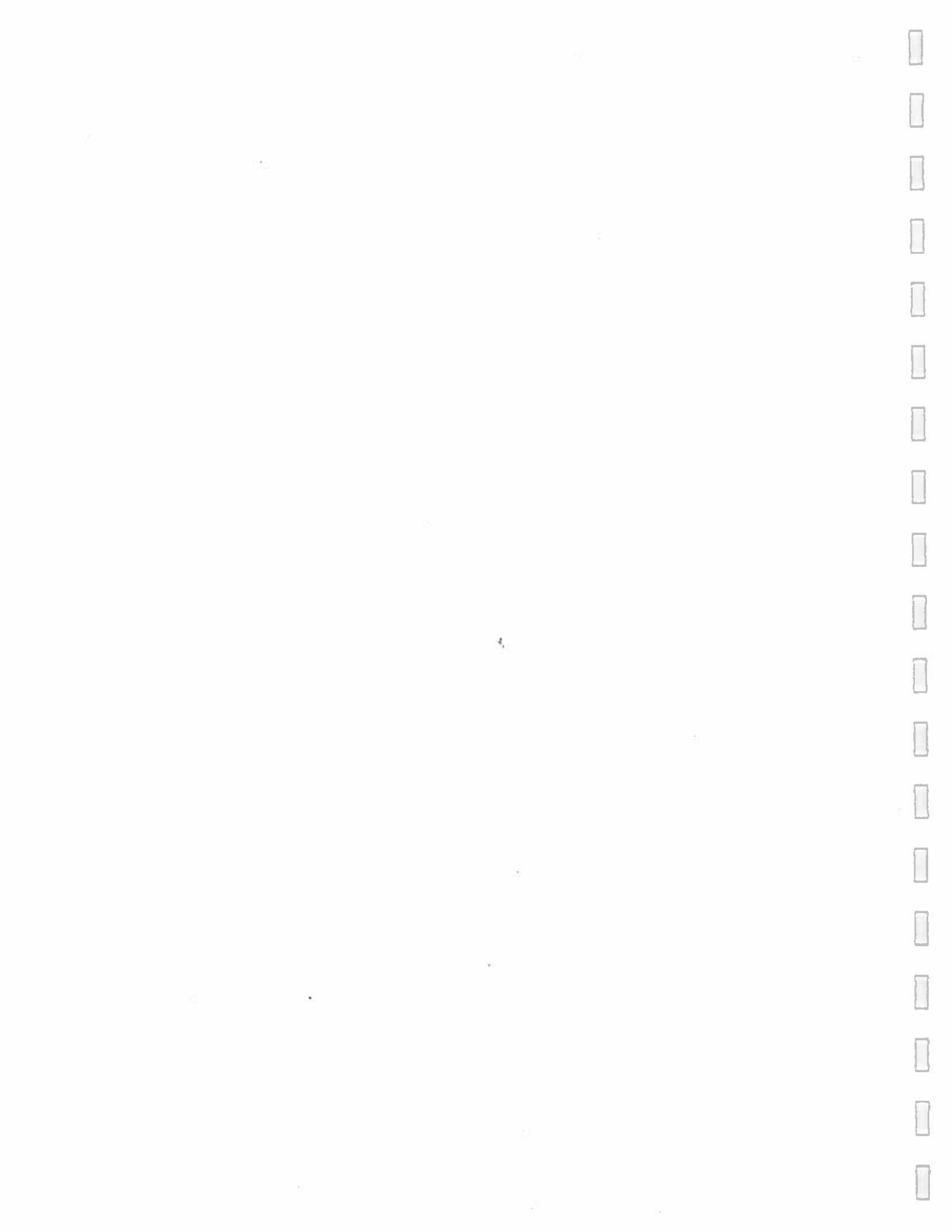
MEMORANDUM FOR 1992 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

Subject: Available Ranges for Weapons Qualification

1. The following ranges are available, within NY State, to conduct weapons qualification. These ranges support STRAC requirements for the weapons indicated. Ranges identified with an asterisk do not support night firing.

<u>RANGE</u>	<u>M16A1</u>	<u>M203</u>	<u>PISTOL</u>	<u>M60</u>	<u>M2</u>	<u>LAW/AT4</u>	<u>HG</u>	<u>M18A1</u>
Owego	Yes	No	Yes	No	No	No	No	No
Hancock	Yes	No	Yes	No	No	No	No	No
Platts AFB	Yes	Yes	Yes	No	No	No	No	No
Ft Drum	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Griffiss	Yes	No	Yes	No	No	No	No	No
Guilderland	Yes	No	Yes	No	No	No	No	No
West Point	Yes	No	Yes	No	No	Yes	Yes	Yes
Camp Smith	Yes	Yes	Yes	No	No	No	No	No
SEAD	Yes	Yes	Yes	No	No	No	No	Yes
Ransomville	Yes	No	Yes	No	No	No	No	No
Randolph	Yes	No	Yes	No	No	No	No	No
Auburn Police	Yes	No	Yes	No	No	No	No	No
*Genesee Conservation	Yes	No	Yes	No	No	No	No	No

2. Points of contact for thi subject is MAJ Marasco and SFC Leary, (716) 338-7400 extension 368/371.



31 October 1992

MEMORANDUM FOR 1992 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Yearly Training Brief (YTB) Summary -- Lessons Learned

1. The following were commonly cited as lessons learned during TY 92.

a. Training must be performance-oriented and conducted to Army standard. Time is a non-renewable resource which must be used to ensure that the task being trained is being trained to the performance standard. It is more important to train a limited number of tasks to standard in a given amount of time than to attempt a multitude of tasks and not achieve the Army standard in any of them.

b. Command emphasis needs to be put on physical training. Emphasis should be directed toward individual soldiers making physical fitness an integral part of their life.

c. Opportunity ("hip pocket") training needs to be well planned and METL-related. Instructors must be identified and provided adequate time for preparation and rehearsal as opportunity tasks are placed on the training schedule draft.

d. Unit training leaders and staffs, both officers and NCOs, must be fully involved in the development of the Yearly Training Guidance (YTG) and Yearly Training Calendar (YTC). Such involvement not only broadens the base for creative input and training innovations, but also fosters an atmosphere in which all feel "ownership" in the unit's training program.

e. Training meetings must happen on a drill-by-drill basis in order to maintain adequate command and staff coordination for training and as a forum for communication, assessment, and feedback.

f. Increased integration of Common Task Training/Testing and NBC Proficiency Training/Testing into major unit training events such as weapons qualification and field training exercises maximizes training productivity.

AFRC-TNY-OPC (350)

SUBJECT: Yearly Training Briefing (YTB) Summary -- Lessons Learned

g. Pre-qualification exercises with Precision Air Weapons System (PAWS) and the weaponeer improves first-time weapons qualification.

h. Mutual Support Training missions gives Drill Sergeants the opportunity to practice METL IET training tasks during IDT in a field environment.

i. Where qualified strength allows, company level (organic units) and platoon level (non-organic units) has proven to be the most efficient and effective.

j. Rehearsal of major training events is necessary for fully successful execution. Rehearsals can be in the form of trainer back briefs and/or terrain walks or site exercises by key training and support personnel (Tactical Exercises without Troops). Sand tables are also a useful rehearsal tool. When time allows, as many troops as possible should be fully briefed on the training event.

k. Commander's must continue to maximize all available assessment tools in order to plan and conduct training which will steadily improve their unit's mobilization readiness. After Action Reviews for all training, training management meetings, training evaluations, assistance and inspection reports, test results, FORSCOM Forms 1-R/2-R evaluations, and FORSCOM Form 216-R are tools which require ongoing command review and assessment for determining training objectives and the strategies necessary to achieve the objectives.

2. Point of contact in Collective Training Division, G3, is Major Marasco.

31 October 1992

MEMORANDUM FOR 1992 98th Division (TNG) Commander's Seminar

SUBJECT: Reserve Component NCOES, Functional and MOS Courses

1. GENERAL: The TY-93 Guidance, Schedules and Quota Allocations for NCOES, functional Courses and MOS Courses has been published.

2. NCOES: With the exception of PLDC, all applications will be processed on a first-come, first-serve basis only. With the expanded implementation of ATRRS, it is imperative that all applications be submitted to this office NO LATER THAN 90 days prior to the class start date. If possible, they should be submitted sooner.

a. PLDC: A 16-day course conducted at Region I NCOA, Ft Indiantown Gap, PA. Quotas for TY-93 classes have been allocated to brigade level.

b. PHASE I BNCOC and ANCOC: Soldiers must attend these Phase I courses in the IDT mode at a local USARF School. Enrollment in the resident phases at 1A NCOA, Ft Indiantown Gap, PA will be by exception to policy only for those who cannot attend the IDT Phase. All requests must include a complete justification.

c. PHASE II BNCOC and ANCOC: These are 2-week MOS specific courses conducted at academies throughout the CONUSA. Soldiers must complete Phase II within 2 years of completing Phase I BNCOC or ANCOC or lose credit for Phase I. Reinstatement or a request for exception to this policy can be approved only by the first General Officer in the chain of command. In MOS' where phase II courses have not been Reserve Component configured, completion of Phase I will suffice for promotional purposes.

3. NCOES Requirement for Promotion:

RANK	NCOES	EFFECTIVE DATE
SGT	PLDC	1 Oct 92
SSG	BNCOC	1 Oct 93
SFC	ANCOC	1 Oct 93
SGM	USASMA	1 Oct 93
CSM	USASMA	1 Oct 92

AFRC-TNY-OPI

SUBJECT: Reserves Component NCOES, Functional and MOS Courses

4. FUNCTIONAL COURSES:

a. US Army Sergeants Major Academy, Ft Bliss, TX: Applications for USASMA are no longer processed through Division. Application packets will be sent directly to eligible soldiers by ARPERCEN. Enrollment can be accomplished by application to the 6-month resident course or the Corresponding Studies Program which includes a 2-week resident phase.

b. Sr NCO Battle Staff Course: A 2-week course designed to prepare battle staff NCOs for wartime responsibilities. The course will train principal staff NCOs in basic staff functions and procedures at the battalion, brigade and division level. Command Sergeants Major and First Sergeants are ineligible to attend this course.

c. First Sergeant Course: A 2-week resident course at 1A NCOA, Ft Indiantown Gap, PA. Soldier must be in a 1SG position or selected to occupy a 1SG slot upon completion on the course. A SFC acting as a 1SG is ineligible to attend this course unless he or she has been selected for promotion by a promotion board.

5. MOS COURSES: Phase II and non-phased 2-week MOS courses conducted within First US Army and throughout the CONUSA. Commanders need to ensure that soldiers are enrolled and complete Phase I courses prior to attending a Phase II course. Applications for soldiers requiring attendance at Phase II courses should be submitted as soon as possible to ensure that a quota can be obtained. Again, with the expanded utilization of ATRRS, we can no longer wait until April or May to obtain quotas for June and July. MOS courses to be conducted within the First US Army Area during TY93 are noted in the TY93 guidance published by the G3. If you have a training requirement that is not listed, please call SFC Johnson who can advise you if, when and where the course may be offered within the CONUSA.

AFRC-TNY-OPI

SUBJECT: Reserve Component NCOES, Functional and MOS Courses

6. NCOES EQUIVALENCY CREDIT:

a. PLDC: Credit will be considered by the proponent for soldiers who graduated from OCS/WOC or ROTC after 1 October 85. Written requests must be submitted to the proponent school through the chain of command and G3 office.

b. BNCOC/ANCOC: Credit for completion of OBC/OAC will be determined by the proponent school. Written requests must be submitted to the proponent school through the chain of command and G3 office.

c. NCOES courses completed under the auspices of the Marine Corp, Navy, Air Force or other military services will NOT be considered.

7. ADMINISTRATIVE: The following were problem areas during TY92:

a. ACADEMIC FAILURES: The Division had a 7% academic failure rate at PLDC in TY92. The high failure rate is attributed to map reading, land navigation and reading comprehension.

b. WEIGHT: Overweight soldiers were allowed to report to schools. Soldiers were not screened ten (10) days prior to school report date. Body Fat calculation sheets (DA Form 5500-R) contained inaccurate percentages.

c. MEDICAL: Soldiers reported to schools with temporary medical profiles. SOLDIERS WITH TEMPORARY MEDICAL PROFILES ARE NOT TO REPORT TO ANY NCOES COURSES. SOLDIERS WITH PROFILES LIMITING THEIR PHYSICAL ACTIVITIES ARE NOT TO REPORT TO SOME MOS COURSES. (REFER TO AR 611-201 FOR COURSE PREREQUISITES.)

d. BRIEFING: Soldiers were not briefed by their Commanders, First Sergeants or Section Sergeants prior to departing home station.

8. Point of contact at this headquarters is SFC Johnson, (716) 338-7400, ext 233.



31 October 1992

MEMORANDUM FOR 1992 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Training Evaluation Trends, TY 92

1. Following is a summary of data compiled from all eight Organizational Training Evaluations (OTE) conducted by First U.S. Army and all seven Unit Training Evaluations (UTE) conducted by 98th Division (Training) during the period 1 October 1991 through 21 August 1992. All evaluations are conducted to the same standard within the same seven major areas: Attendance; Conduct of Training; Training Management; Yearly Training Guidance; MOS Qualification; Appearance; and, Training Leadership. Conduct of Training, Training Management, and Yearly Training Guidance are given greater weight in determining the overall rating for "Training Execution" than do the other areas. Also, Training Leadership is directly linked to the three areas of greatest emphasis.

2. Overall satisfactory performance in each area is shown below.

Conduct of Training.....	47%	Attendance.....	60%
Training Management.....	53%	MOS Qualification....	87%
Yearly Training Guidance...	53%	Appearance.....	93%
Training Leadership.....	53%		

3. Point of contact in Quality Assurance Division, G3, is Major Greene.

31 October 1992

MEMORANDUM FOR 1992 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: End-Of-Cycle Test (EOCT) Results, TY 92

1. The EOCT is a TRADDOC required certification for drill sergeants and other key training cadre in organic training base expansion units. Following is a numeric summary of test results for the Division by Major Subordinate Command.

	<u>Scoring 100%</u>	<u>1st Time Go</u>	<u>Retested</u>	<u>Ttl Certified</u>
1st Brigade	10	31	58	89
2nd Brigade	3	33	57	90
3rd Brigade	11	38	81	119
4th Brigade	29	71	28	99
Tng Spt Bde	0	8	31	39
Division Ttl	53	181	255	436

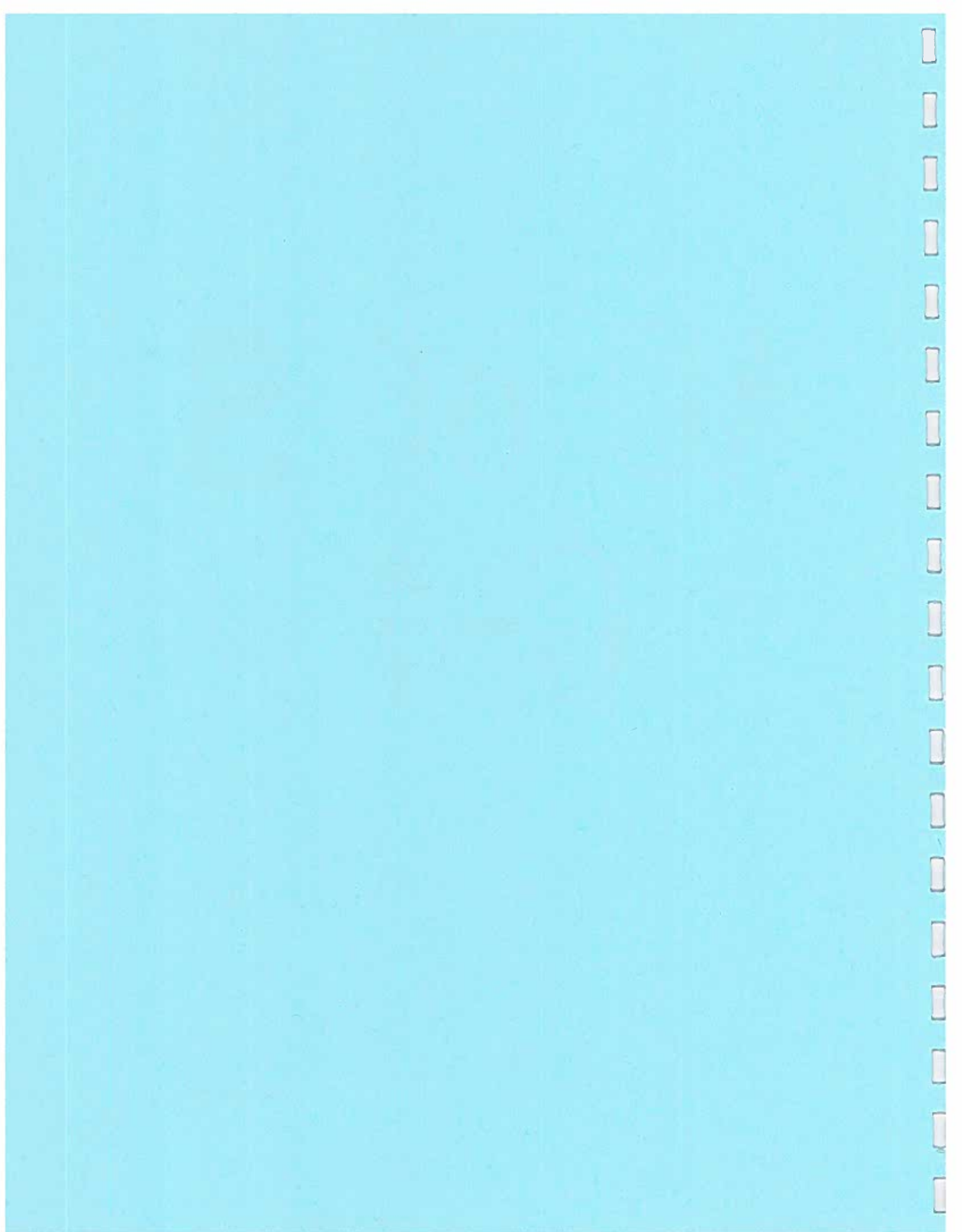
2. The following tasks are identified as training weaknesses:

<u>Task Nbr</u>	<u>Task Title</u>	<u>% PASS</u>
031-503-1002	Put On/Wear/Remove M-17 Series Protective Mask w/Hood	46%
081-831-1042	Perform Mouth-To-Mouth Resuscitation	51%
081-831-1031	Administer First Aid to a Nerve Agent Casualty (Buddy Aid)	53%
031-503-1007	Decontaminate Your Skin and Personal Equipment	60%
071-311-2204	Battle Sight Zero a M16A1 Rifle	62%
071-318-2201	Prepare a M72A2 LAW for Firing/Restore to Carrying Configuration and	63%
071-318-2203	Apply Immediate Action to a M72A2 LAW (both tasks administered as one test event)	
081-831-1000	Evaluate a Casualty	68%

3. Point of contact in Quality Assurance Division, G3, is Major Greene.

AC of S

G-4



31 October 1992

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

SUBJECT: REPORTS OF SURVEY

1. Since the 1st of October 1991 more than 105 Reports of Survey have been initiated within the 98th Division (Training). During that period 103 Reports of Survey have been closed. These Reports of Survey resulted in \$ 89,925.71 worth of losses. Of this amount, individuals were found financially liable for only \$12,199.44 (12.64%). The remaining \$ 84,337.19 (87.36%) was a loss to the government.

2. Of the 103 Reports of Survey that were closed, 18 were initiated as a result of inventories. Of the 18 Reports of Survey for inventories, 9 were for Change of Command inventories and 9 not specified as to the type of inventory.

a. Of the 9 Change of Command inventories, one outgoing Commander was found financially liable in the amount of \$ 695.29. The equipment lost in the remaining Change of Command inventories totaled \$ 65,047.47 and no one was held liable for the loss.

b. Of the remaining 9 inventories, 4 individuals were charged for a total of \$ 1,551.62, while the remaining 5 were written off as a loss to the government, totaling \$ 6,297.53.

3. Not only does the Division have a problem accounting for its equipment, once it is lost we have a problem initiating Reports of Survey in a timely manner and are close to having a problem in completing them in the required timeframe.

a. Of the 103 completed Surveys 67 (65.05%) took more than the 75 day limit to initiate. One survey took 880 days to initiate.

UNIT	INITIATING TIME AVG DAYS
409TH PSC	91
1018TH	206
1019TH	262
300TH ORD BN	1
277TH QM CO	236
OLAF FREDRICKSON USARC	23
1209TH USAR GARRISON	352

770TH ENGINEER	137
C CO 464TH	168
D CO 464TH	43
HHC, 464TH	428
A CO 479TH	103
D CO 479TH	112
HHD, 413TH S & S BN	167
121ST CHEM	84
ECS # 1	1279
1159TH USARF	103
LEADERSHIP ACADEMY	10
2ND BN 391ST	111
3RD BN 391ST	122
BRADT USARC	31
HHC, 1ST BDE	94
4TH BN 389TH	95
NIAGRA FALLS CENTER	65
2ND BN 390TH	43
3RD BN 390TH	45
1ST BN 98TH	189
2ND BN 98TH	123
3RD BN 98TH	133
4TH BN 98TH	123

b. Despite the fact that 32 of the 103 Reports of Survey took more than the 240 day standard to complete, the division completed Reports of Survey in an average of 239.98 days. One Survey took 1004 days to complete. This is not the Survey that took 880 days to initiate.

MSC	PROCESSING TIME AVG DAYS	CHARGED TO INDIVIDUAL	LOSS TO GOVERNMENT
359TH SIGNAL BDE	267	452.51	1781.05
98TH ENG GROUP	226	7961.79	79664.73
TNG SPT BDE	345	28.71	988.70
1ST BDE	220	731.44	822.77
2ND BDE	333	1255.34	1079.94
3RD BDE	0	0.00	0.00
4TH BDE	182	1769.65	0.00

4. Currently, there are 30 open Reports of Survey within the 98th Division with an estimated loss of \$69,109.57.

5. POC is 1LT Shannon, SPBS-R-I/TDA Project Officer at Commercial (716) 338-7400 ext 361/240.

31 October 1992

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

SUBJECT: Standard Property Book System -Redesign -
Installation/Tables of Distribution and Allowances (SPBS-R-I/TDA)

1. At last year's Commanders Seminar it was announced that the 98th Division (Training) would actively pursue permission to utilize the SPBS-R-I/TDA program. Permission was granted to use the program in July of this year.

2. Long Range Plan.

a. Each MSC headquarters will maintain an Automated Property Book on SPBS-R-I/TDA for Reserve Centers commanded by their subordinate commanders.

b. At a time to be determined, following the successful execution of the above plan, the hand receipts for the units controlled by the 1st, 3rd and 4th Brigades will be converted from SPBS-R to SPBS-R-I/TDA.

3. The current sequence for conversion from Manual Property Books to SPBS-R-I/TDA for centers is:

a. Division Headquarters Center	1 Nov 92
b. 3rd Brigade Centers	1 Jan 93
c. 4th Brigade Centers	1 Feb 93
d. 359th Signal Brigade Centers	1 Mar 93
e. 1st Brigade Centers	1 Mar 93
f. TSB Centers	1 Jan 93
g. USAR School Centers	1 Jan 93

4. Current status of conversion of Manual Property Books.

a. ECS 1, AMSAs 8 and 9, the Amherst Center, the Niagara Falls AFRC and the Newark Center have been completely converted.

b. AMSAs 5 and 7 have been converted and are being reviewed to ensure the accuracy of the conversion.

b. AMSA 2, the Leso Leano and the James Wadsworth Center have been partially converted.

5. The 2nd Brigade headquarters and its subordinate units have been converted from SPBS-R to SPBS-R-I/TDA and have been controlled by fulltime brigade personnel at their center since September.

6. POC is 1LT Shannon, SPBS-R-I/TDA Project Officer at Commercial (716) 338-7400 ext 361/240.

AFRC-TNY-LGT

30 October 1992

MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDERS CONFERENCE SEMINAR

SUBJECT: MOBILIZATION PLANS

1. Current Mobilization plans that were due for approval during FY91 have been returned to units for correction and resubmission for FY 93 (as per 98th Division Mob Plan page D-5-A-1).
2. Only 16 mob plans were approved from the total submitted by the 1st, 2nd, 3rd and 4th Brigades and 359th Signal Brigade.
3. Since November 1991 we have facilitated a Unit Movement Officer Course via satellite link-up with Fort Eustis, Virginia at Seneca Army Depot.
 - a. Through this time period all MSCs have had training for the units. The intermediate command Unit Movement Officer was encouraged to attend to keep MSC integrity.
 - b. With the training that was provided and MSC involvement the movement plans should see 100% approval in FY 93.
4. POC is SFC Jones (716) 338-7400 ext.363.

30 October 1992

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

SUBJECT: MOVEMENT PLANS

1. IAW 98th Division (Training) Circular 350-92-2 (Annual Training - 92) units were required to submit Annual Training movement plans to G4 120 days prior to AT.

2. Overall, 86% of the units which deployed for Annual Training were late in submitting their plans.

3. The tardy submissions of AT movement plans caused a tremendous increase in workload and unnecessary expense as extraordinary efforts were made to meet the Division G4 part of handling the plans.

4. There is little improvement from last year's seminar.

5. The following units submitted AT movement plans 50 days or less prior to their AT:

2nd Bn 390th/ 2nd Bde	33 days
HHC, 464th Eng Bn	44 days
Alpha Co 464th Eng Bn	44 days
962nd Ord Co	35 days
Fox Co 3rd Bn 391st/TSB	35 days

6. The units below have submitted AT movement plans in a timely manner.

Alpha Co 3rd Bn 391st TSB	119 days
HHC, 359th Sig Bde	122 days
4th Bn 392nd Bn, 3rd Bde	120 days
HHC, 4th Bde	119 days
1st Bn 98th, 4th Bde	120 days
98th Division Band	129 days

7. POC is CW4 France, (716) 338-7400 ext 363.

AFRC-TNY-LGM (750)

31 October 1992

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

SUBJECT: Stock Funding of Procurement Appropriation Secondary Assets
(SFPASA) Update

1. Components of major end items which were previously PA funded are now stock funded. Examples include engines, transmissions, transfers, and other high cost components.
2. This means that units now pay from their OMAR funds for these items which were previously "free" issue.
3. Operator maintenance is now more critical than ever. It is imperative that faults are identified and fixed at the organizational level before they go undetected to the point where replacement of a major component is required.
4. Failure to detect and repair faults early and at the lowest authorized level will result in expenditure of unit funds designated for operations for maintenance. This will seriously degrade training and readiness.
5. Unit commanders must ensure operators and supervisors are trained and resourced to conduct Preventive Maintenance Checks and Services.
6. POC this HQ is Mr. Glinsky, SES, (716) 338-7400, X244.

AFRC-TNY-LGM (750)

31 October 1992

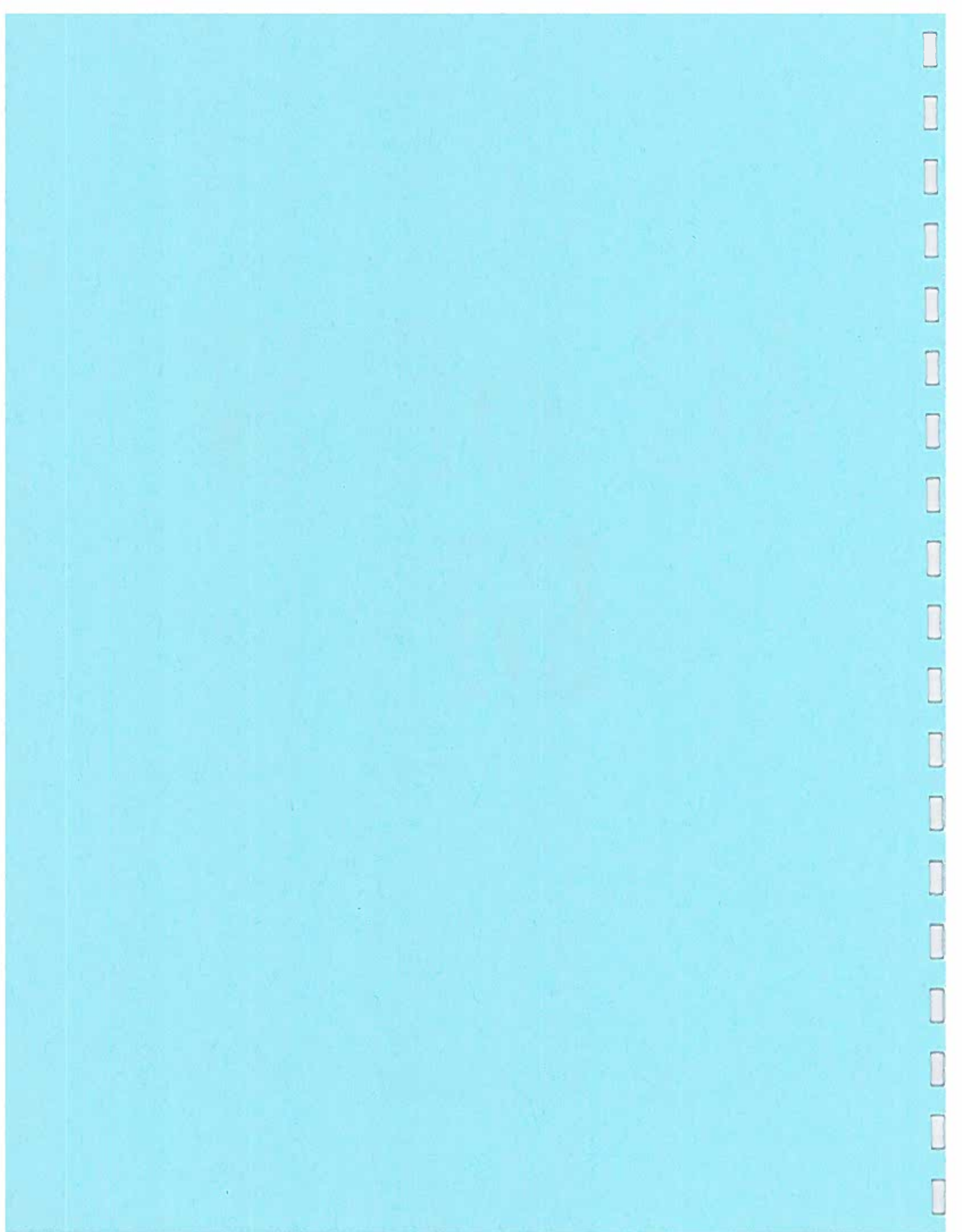
MEMORANDUM FOR 98th Division(TNG) Commander's Seminar

SUBJECT: Master Maintenance Schedule Update

1. All units are reminded of the requirement for the unit commander and the supporting AMSA supervisor to conduct a "face-to-face" meeting to finalize the Master Maintenance Schedule (1A form 189-R).
2. This meeting must occur prior to 15 November 1992 and can't be delegated. The commander and AMSA Supervisor must meet in person. The final 1a form 189-R must be signed by the commander and the supervisor.
3. Units are further reminded that, IAW previous MOI, all OMAR funding will be suspended for units that fail to meet 1A form 189-R suspense dates. The suspension will include the unit's higher headquarters and will remain in effect until compliance is achieved.
4. POC this HQ is Mr. Glinsky, SES, (716) 338-7400, X244.

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IM



31 October 1992

MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDER'S CONFERENCE 1992

SUBJECT: Management Information Control Program

1. The 98th Division (Training) will continue it's effort to reduce the administrative workload via the Management Information Control Program. This program is also one of the major emphasis areas of the United States Army Reserve Command.
2. The Management Information Control Officer (MICO) at the Division level and the Management Control Liaison Officer (MICLO) at the MSC must adhere to the following principles:
 - a. Collect only mission essential information -- not nice-to-have information.
 - b. Collect information by the most economical method or procedure.
 - c. Before making a request for management information (data) consider whether this data exists within the headquarters, i.e., staff visit reports; SIDPERS USAR or other automated data bank; Inspector General reports; audits; or surveys.
 - d. Anticipating data requests from higher headquarters is not justification for establishing a reporting requirement.
 - e. Request data from the highest headquarters practicable. Require reports from company level only as a last resort. Facilitate preparation of the report by partially completing forms or by providing computer prepared reports to be updated. Allow telephonic and hand written responses whenever possible.
 - f. Reporting intervals should be as few as possible to assure data is relevant. Consider quarterly rather than monthly reports; or annual or semi-annual rather than quarterly reports.
 - g. Requests for data deemed necessary must have a requirement control symbol (RCS) or an exemption statement which will be stated in the directive (memorandum, electric message, or regulation).
 - h. Subordinate elements do not have to respond to requests for data from this headquarters that do not contain an RCS or exemption statement.
3. Point of contact at this Headquarters is Mr. Samuel C. Falzone (716) 338-7400, extension 333.

31 October 1992

MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDER'S CONFERENCE 1992

SUBJECT: Freedom of Information (FOIA) Responsibilities

1. A FOIA request is a written request for DOD records, made by a member of the public that either explicitly or implicitly invokes the Freedom of Information Act, DOD Directive 5400.7, or AR 25-55.
2. When a member of the public complies with the procedures established in AR 25-55, the request shall receive prompt attention and a reply shall be dispatched within 10 working days, unless a delay is authorized. The request must reasonably describe the record requested and refer to the Freedom of Information Act as the basis of the request. The record must exist and be controlled by the Department of Defense at the time of the request to be considered subject to AR 25-55. There is no obligation to create, compile, or obtain a record to satisfy a FOIA request.
3. Chapter 3 of AR 25-55 describes records that are exempt from the Freedom of Information Act and will not be released. A request for information falling under one of these exemptions should be forwarded to this Headquarters for processing to the Initial Denial Authority, the Army Reserve Personnel Center. No member of the 98th Division has the authority to deny a request, only ARPERCEN can do this. If you receive a FOIA request that is exempt or questionable, contact this headquarters immediately for assistance.
4. Point of contact at this Headquarters is Mr. Samuel C. Falzone, (716) 338-7400, extension 333.

31 October 1992

MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDER'S CONFERENCE 1992

SUBJECT: Privacy Act Responsibilities

1. The Privacy Act prohibits disclosure of information which is contained in a system of records to any other person, or to another agency, without the written consent of the individual to whom the record pertains. The disclosure includes any means of communication - written, oral, or electronic.
2. There are twelve exceptions to the general rule: i.e., under twelve different circumstances records may be disclosed without an individual's prior written consent. These exceptions are listed in AR 340-21.
3. Personnel working with records and sensitive individual data must be aware of the provisions of the Privacy Act. Annual refresher training should be scheduled and all new personnel working with records should receive Privacy Act training as part of their orientation.
4. Also, when soliciting personal information (Forms), provide the individual the following:
 - a. What authority permits the solicitation?
 - b. Whether it is mandatory or voluntary to provide the information.
 - c. What the government intends to do with the information.
 - d. What routine uses will be made of the information?
 - e. The effects, if any, on the individual who refuses to provide the information sought.
5. Point of contact at this Headquarters is Mr. Samuel C. Falzone (716) 338-7400, extension 333.

31 October 1992

MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDER'S CONFERENCE 1992

SUBJECT: 98th Division (Training) Postal Program

1. The Postal Program continues to run well and with few problems as shown by the postal inspections conducted during FY 92.
2. Some of the most common errors found during the inspections were:
 - a. Not keeping track of incoming or outgoing special service mail, that is, Certified, Registered, and insured mail. Log these items on the new USARC Form 5-R (Test).
 - b. Accounting for any postage stamps stored/maintained by the USAR Center OMM. Use 1AA Form 886-R to track and record the mandatory monthly physical inventory, until the new USARC form is issued.
3. USAR Center Commanders should ensure that they have a maintenance contract for all of the postal equipment at their Center. Check to ensure it covers the whole year and is for your location.
4. The forecast for FY 93 funding is for \$166K for the entire Division. This figure will be very close to the amount spent for postage during FY 92. Every Center Commander must continue to emphasize proper mailing procedures and effective utilization of postage monies.
5. USARC is coming out with a new form for the Quarterly Postal Report. Until the new report is fielded, OMM's should ensure that the FORSCOM Form 1000-R(Test) is used and that it is mailed by the 5th day of the new quarter.
6. The ACofS, IM will be placing additional emphasis in FY 93 on providing training for Official Mail Managers and unit personnel addressing mail.
7. The POC is SFC Paula Randall, 800-283-3138, extension 227.

31 October 1992

MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDER'S CONFERENCE 1992

SUBJECT: 98th Division (Training) Copier Program

1. During FY 92 we arranged for purchase of 11 new copiers. The USAR Centers receiving machines were: Canandaigua, Elizabethtown, Glens Falls, Massena, Penn Yan, Plattsburgh, Rochester (4 copiers), and Wellsville.
2. We remind USAR Center Commanders it is of paramount importance that they mail their copier reports in by the 5th of every month. This enables us to mail the receiving reports into Fort Drum on time and avoid any late charges. Centers may send these reports in either on Fort Drum Form 347, or on the spreadsheet provided by the Information Management office.
3. USAR Center Commanders should review their copier maintenance contract to ensure that the right level of copies are budgeted for the year. USAR Center Commanders should also put proper controls in place to ensure that these budgets are not exceeded.
4. USAR Center Commanders wishing to replace their current copier can follow the instructions contained in the Information Management School Booklet handed out during the School in May 1991. Attach at least three DA 4951-R, Lease/Purchase Analysis for Copiers with the memorandum of justification.
5. The POC is SFC Paula Randall, 800-283-3138, extension 227.

AFRC-TNY-IMA

31 October 1992

MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDER'S CONFERENCE 1992

SUBJECT: Electronic Forms

1. The USARC recently issued to the MUSARCs the floppy disks for the electronically generated forms we are authorized to use.
2. The ACoFS IM will be copying these and sending them to the units, with instructions.
3. The forms currently on the disks are: DA Forms 2166-7, 5398-R, 67-8, and 67-8-1, and DD Form 1610, 1610 style B. Caution must be exercised when printing these forms. The USARC has recommended a laser printer be used in printing. Also perforated paper must be used to connect pages 1 and 2 of the NCO-ER. This process may take some special adjusting of the laser printer.
4. The POC is SFC Paula Randall, 800-283-3138, extension 227.

31 October 1992

MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDER'S CONFERENCE 1992

SUBJECT: Status of Equipment

1. The U. S. Army Reserve Command has delegated authority to the MUSARC'S to approve copier purchases for copiers that produce under 70 copies per minute. Copiers with color capability are not authorized to be purchased.
2. During FY 92 eleven copiers were purchased for 8 USAR Centers. These purchases were based on center input to the FY 92 Mod Plan.
3. USAR Center Commanders will be required to update their Mod Plan in Feb/Mar 93. Based on the Mod Plan and the availability of funds we will continue our cyclic replacement of postal and copier equipment.
4. A Folder/Inserter has been purchased for the Headquarters mail center. Once operational it will eliminate the need for mailing labels for AT/ADT/ADSW orders. Any Unit/Center that has a large mailing to do requiring the folding and inserting of correspondence, will be able to send the information to the J. W. Wadsworth USAR Center for processing.
5. The POC is SFC Paula Randall, 800-283-3138, extension 227.

AFRC-TNY-IMA

31 October 1992

MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDER'S CONFERENCE 1992

SUBJECT: Publication Accounts/Distribution

1. Effective 1 Oct 92 the new USARC/FORSCOM Publications Account system will be in place. Under this system USARC/FORSCOM publications will be shipped to the USAR Center in shrink wrapped packages which will indicate which UIC the package is for.
2. USAR Unit Commanders should verify the status of their USARC/FORSCOM Publications Account with the Division IM. As of this date several units have not established accounts and will not receive publications.
3. USAR Center Commanders are reminded that they should periodically check the status of their 98th Div (Tng) Publications Account, for what is on order and the quantity ordered. Accounts should be continuously updated as necessary.
4. The unit pinpoint distribution account (DA 12 Series) must be reviewed annually and updates submitted as required, through this office.
5. The POC is SFC Paula Randall, 800-283-3138, extension 227.

31 October 1992

MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDER'S CONFERENCE 1992

SUBJECT: 98th Division (Training) Records Management Program

1. During FY 92 we conducted the Bi-annual Records Management Surveys at the 1st Brigade, 1159th USARF School, and Training Support Brigade.
2. Some of the most common errors found during the inspections were:
 - a. Standing Operating Procedures (SOP) do not address the areas of Records Management responsibility within the Major Subordinate Commands.
 - b. Major file series lacked the two General Correspondence folders for action and non-action items.
 - c. File folder labels indicating either transfer or retirement were on the wrong side of the folders.
 - d. We continue to receive records for retirement AFTER the suspense date for the retirement of these records. This causes us to hold the files until we have a full box to retire to the Washington National Records Center.
 - e. MSC's are failing to document areas of Admin Services on their annual OIP.
3. We will continue to monitor the Records Management Program and assist MSC's with their programs during FY 93. Scheduled for their Records Management Surveys in FY 93 are 3d Brigade, 359th Signal Brigade, 2d Brigade, and the 1151st USARF School.
4. The POC is MSG Ernest Lofton 800-283-3138, extension 344 during Tuesday evening drills.



31 October 1992

MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDER'S CONFERENCE 1992

SUBJECT: Policy for Software Compliance

1. Reference: Memorandum, Subject, Policy on Software Use dated 21 June 1988.
2. This memorandum establishes policy on what software is authorized for use on micro-computers (PCs) owned and operated by the 98th Division (Training).
3. Any software package purchased by the 98th Division (Training) or provided by the Army may be installed and run on 98th Division PCs, subject to the provisions of any licensing agreements accompanying the software.
4. Recent assistance visits by the 98th Division (Training) IM revealed that many of the Unit Administrator (UA) PCs contained unauthorized software. An internal review compliance audit of 31% of the Division's units by the 98th Division (Training) Audit Compliance Office from March to August 1992 showed that almost all of the PCs surveyed contained unauthorized software, not licensed to the government or the 98th Division (Training). These conditions place the Division in jeopardy of violating Title 17 USC Section 504 and 506, Infringement of Copyrights. Civil and criminal actions for infringement are authorized from \$500 to \$250,000 for willful infringement in addition to a 5 year jail term.
5. While referenced memorandum, dated 21 June 1988 allowed the use of software purchased by individuals, it strongly discouraged this practice and recommended that any applications or data processed using privately owned software be switched to 98th Division software. Effective 1 October 1992 software packages not provided by 98th Division (Training) or the Army are unauthorized for installation or use on 98th Division (Training) PCs.
6. Any software not included in the following list of authorized software is unauthorized and will be removed from the 98th Division (Training) PCs.
 - a. Unit Administrator PCs:
 - (1) DOS 5.0
 - (2) FOCUS 5.0

AFRC-TNY-IM

SUBJECT: Policy for Software Compliance

- (3) TLAS
- (4) ENABLE
- (5) PROCOMM
- (6) G MENU
- (7) VIRUS SCAN

b. All Other Division (PCs) (Note: Software must be purchased by the 98th Division)

- | | |
|--------------------|-----------------------|
| (1) DOS | (9) D BASE IV |
| (2) ENABLE | (10) PC TOOLS |
| (3) PROCOMM | (11) FREELANCE |
| (4) G MENU | (12) HARVARD GRAPHICS |
| (5) LOTUS | (13) MULTIMATE |
| (6) X TREE GOLD | (14) WORD PERFECT |
| (7) NORTON UTILITY | (15) WINDOWS |
| (8) D BASE III | (16) VIRUS SCAN |

7. This policy should be made known to all 98th Division PC users. Point of contact this Headquarters is Major Ismael Campos, 716-338-7400, extension 228.

31 October 1992

MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDER'S CONFERENCE 1992

SUBJECT: Status of New ADP Hardware and Software

1. Several initiatives were undertaken in FY 92 to upgrade the Division's information processing and automation capability for all 98th Division PCs. These include the purchase of:

- a. 386 upgrades.
- b. Virus-scan software
- c. Security software
- d. Enable software upgrade
- e. Monitors
- f. Spare SYQUEST Cartridges

2. The 386 upgrade, to be installed in all 98th Division 286 based personal computers including the unit administrator (UA) machines, will provide significant improvement in processing performance. The USARC CLAS/TLAS project office has reported a three times performance improvement over the 286 processor board. This upgrade will be fielded along with the new version of TLAS (5.1) sometime in 4th Quarter 92 - 1st Quarter 93. Your unit will be contacted to coordinate a date for a site visit by the 98th Division IM to install this upgrade.

3. Virus protection software, The Norton Anti-virus, was purchased for distribution to all units. This software protects your PCs by preventing infected files from entering your system by automatically scanning programs that are run. It also detects known viruses as well as file irregularities, and repairs infections caused by most known viruses. We also receive 24 hour update service from the software vendor which offers notification of the latest discovered viruses and instructions on how to protect our systems.

4. PC security software, Trusted Access, was purchased for distribution to all units. This software assures authorized use of your PC requiring a user ID and password to access the PC. It also provides the capability to blank the PC screen whenever desired and requires a password to return.

AFRC-TNY-IM

SUBJECT: Status of New ADP Hardware and Software

5. An upgrade to Enable, Office Automation Version 3.15 was also purchased for distribution to all units. This package is a coordinated system incorporating five office tools: word processing, graphics, spreadsheet, database, and telecommunications.
6. Twenty PC monitors were purchased, a number of which will be stocked as spares. This gives us the ability to provide a replacement monitor almost immediately when needed.
7. A spare 44 Megabyte SYQUEST cartridge was purchased for each of the UA systems in the Division. These cartridges are configured and ready for compilation on your UA machine in the event of a failure that requires a cartridge rebuild. The cartridges will be distributed to the units and installed under the direction of 98th Division IM.
8. Point of contact at this Headquarters is SSG Blake, 716-338-7400, extension 268.

31 October 1992

MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDER'S CONFERENCE 1992

SUBJECT: Status of CLAS 5.1 Fielding

1. The purpose of this memorandum is to provide current information about the fielding of the next version of CLAS (TLAS).
2. CLAS 5.1 is planned to be mailed to the MUSARCS beginning in January 1993. The USARC has targeted Oct-Nov 92 to provide the MUSARCS the CLAS 5.1 training package. The 98th Division (Training) IM will develop and provide the training and fielding plan for the Division. Concurrently with the fielding of CLAS 5.1, the 98th Division 286 based PCs will be upgraded to 386. This is expected to greatly enhance system performance.
3. Significant improvements in TLAS functionality are expected. This is particularly true for the ADARS module. Some improvements to ADARS are:
 - a. ARPERCEN download direct to units.
 - b. Remotely access DOS on 386 PCs via PROCOMM.
 - c. Retransmit capability of SIDPERS uploads until good transmission is accomplished.
4. Point of contact this Headquarters is Major Campos, 716-338-7400, extension 228.

31 October 1992

MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDER'S CONFERENCE 1992

SUBJECT: TLAS Assistance Visit Common Findings

1. The Automation Branch of the IM Office visited every unit with a TLAS System during the July-September 1992 timeframe to check the configuration of each system and provide assistance. Listed below are common findings and action taken.

a. Unauthorized software installed i.e. games; personal business and bootleg software copies.

Action: Software deleted from 98th Division ADPE.

b. Unit Administration PC System Configuration changed from TLAS set-up guidance. System fails to come up.

Action: Restore PC to original set-up guidance parameters. Instruct units to not attempt self help changes in this area.

c. Units Unit Administration PC has corrupted TLAS software which previously worked well.

Action: Perform a file restore or a program file overlay of the corrupted program file.

d. Unauthorized personnel making use of the Unit Administration PC.

Action: Units instructed to keep only authorized user on system. Security software has been ordered and will be distributed to the units.

e. Personnel not fully trained on TLAS.

Action: Instructed to coordinate with proponent of function.

f. Unit not making immediate accreditation changes after Unit Administration PC changes/upgrades.

Action: All units directed by IM to submit accreditations to the ACofS, G2.

2. Point of contact this Headquarters is SSG Blake, commercial 716-338-7400, extension 268.

31 October 1992

MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDER'S CONFERENCE 1992

SUBJECT: PC System Troubleshooting Quick Reference

1. Unit automation users should perform the following self help actions prior to contacting the IM Automation Branch should a problem occur.

a. Pay close attention to video monitor for system messages and error prompts.

b. Maintain current back-ups of data and system files, should it be necessary to restore the system, these files will be needed.

c. Should any signs of smoke or excessive heat be detected, shut down the system immediately.

d. Insure all cable interface connections are secure, in proper positions and are not frayed or damaged.

e. Insure PC and peripherals plugged in to power supply!

f. Be prepared to FAX hot prints of any error messages to Automation Branch.

g. Call Automation Branch for support.

2. Point of contact this Headquarters is SSG Blake, 716-338-7400, extension 268.



31 October 1992

MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDER'S CONFERENCE 1992

SUBJECT: 98th Division (Training) Microcomputer Security Configuration

1. This memorandum describes the required software configuration on all 98th Division (Training) microcomputer PCs to provide the minimum acceptable level of access security. Limit machines with TLAS to UA personnel assigned by the ISSO.
2. The ISSO authorizes access according to AR 380-19, para 2-3.
3. After initial "Boot UP" a warning message will display on the monitor of all 98th Division (Training) PCs.
4. The 98th will provide "Password Security" software for all 98th Division (Training) PCs during 4th quarter 1992 - 1st Quarter 1993.
5. The warning message file is available on the 98th Division (Training) EBBS.
6. Execute the following steps to copy this message to your PC.

Step 1. Answer "n" to the Bulletin menu until you come to the screen that appears as follows:

Message Area Cmds	File Area Cmds	General BBS Cmds
A)rea Change	C)hange Directory	B)ulletins Display
E)nter Message	W)here is a File	G)oodbye (Logoff)
F)ile Description	I)	T)
U)	D)ownload a File	

Step 2.

- a. You must choose "C" C)hange directory. A list of directories will then appear.
- b. Then press "N"
- c. Then press "2"

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SUBJECT: 98th Division (Training) Microcomputer Security Configuration

d. Now Press F for F)ile Descriptions. The file you want to Download should appear. Record the name. A comment should describe the files.

e. Once the screen has stopped scrolling, Press D for D)ownload a File.

f. Enter Warning.msg

g. Press X for Xmodem then Press enter. Enter Warning.msg

h. At this point Press the PgDn Key or the 3 key on the righthand side..

i. Press 1 for Xmodem

j. Enter the file name again (It will be Warning.msg). The transfer will begin.

Step 3. At this point you have the file on your system. Probably on the same directory of the Procomm software. Copy the file to your root directory. Copy path of procomm c:\ex:
copy d:\procomm\warning.msg c:\

Step 4. Then change directory to the root directory of the c:

c:

cd..

at prompt c: type edit autoexec.bat. Use arrows to go to the first line above the gmenu line

at that point type cls then enter

then type TYPE warning.msg

then type PAUSE

then press ALT then press enter then exit

at this, reboot the system.

The MESSAGE WILL NOW DISPLAY

7. Point of contact this Headquarters is SSG Blake, 716-338-7400, extension 268.

31 October 1992

MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDER'S CONFERENCE 1992

SUBJECT: FY 93 IMA MOD Plan Status

1. Purpose. To provide the reader information on the current status of the 98th Div (Tng) Information Mission Area (IMA) Modernization (MOD) Plan.
2. The IMA MOD Plan is designed to identify deficiencies within the five IMA disciplines and to develop initiatives to eliminate these deficiencies. The MOD Plan is the document that provides approval to purchase Information Area "big ticket" items.
3. The USARC DCSIM developed an automated IMA Deficiency Statement for the 98th Div (Tng) to identify our IMA deficiencies to the USARC.
4. The 98th Div (Tng) Information Management Office solicited input and received responses from 23 Centers, while generating input for the remainder. The USARC consolidated the MUSARCs input and developed requirement statements to cover these deficiencies. From the requirement statements the USARC developed the IMA MOD Plan.
5. The current status of the IMA MOD Plan within the USARC is as follows:
 - a. The USARC MOD Plan was submitted to FORSCOM on 11 Aug 1992. Approval is expected NLT 30 Nov 92. Initial guidance indicates that less than 10% of the identified deficiencies will be funded in FY 93.
 - b. A proposal is being staffed within the USARC to power down as much as possible the authority to approve the procurement of IMA equipment at the MUSARC level. USARC expects to provide guidance to the MUSARCs by 31 Oct 1992.
 - c. A contractor, named by the USARC, is expected to visit and assist in the completion of the 98th Div (Tng) IMA MOD Plan prior to May 1993. Centers will provide input as required.
6. The POC is Mr. Leonard Benedict 800-283-3138, extension 347 or on Tuesday evening drills MAJ William Stratton 800-283-3138, extension 345.

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MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDERS CONFERENCE 1992

SUBJECT: Transition to FTS 2000 Long Distance Service

1. The 98th Division transition to FTS 2000 will be completed by 31 December 1992. The use of FTS 2000 is mandatory for all government agencies within the 50 United States, Puerto Rico, Guam, and the U.S. Virgin Islands.
2. FTS 2000 is a flexible, dedicated long distance network developed for the exclusive use of GSA and Government agencies. Its modern technology makes it just as easy and convenient to access as in the past with our other long distance carriers. Once the changeover has been accomplished the access should be transparent to the user.
3. Prior to year end, this headquarters will conduct information briefings to Center TCO's to explain the features of FTS 2000 and to answer any questions.
4. A significant change will be made in the billing process. This headquarters will receive the bill for payment for all long distance calls throughout the Division. Each Center will receive a copy of their outgoing long distance calls for verification that the calls were for official business. Detailed guidance for billing will be published by this office after all information is received from Fort Huachuca.
5. Point of Contact at this headquarters is Mr. Leonard Benedict, commercial 716-338-7400, extension 347.

MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDER'S CONFERENCE 1992

SUBJECT: FY93 Telephone Budget Targets

MAJOR COMMAND /SUBORDINATE	LOCATION	PROJECTED FY92 EXPENDITURES	FY 93 ANNUAL BUDGET
Batavia USARC	Batavia	\$5,842	\$6,104
Binghamton USARC	Binghamton	\$10,421	\$10,889
Amherst USARC	Buffalo	\$22,398	\$23,404
AMSA #7A	Canandaigua	\$567	\$593
Lemma-Whyman USARC	Canandaigua	\$4,930	\$5,151
Canton USARC	Canton	\$4,472	\$4,673
CPL Frank W Hayes USARC	Corning	\$6,886	\$7,195
Cortland USARC	Cortland	\$2,510	\$2,622
Elizabethtown USARC	Elizabethtown	\$2,207	\$2,306
Gerry USARC	Gerry	\$11,055	\$11,552
Glens Falls USARC	Glens Falls	\$5,025	\$5,250
CPT Alden D Allen USARC	Horseheads	\$7,853	\$8,206
Horseheads USARC #2	Horseheads	\$7,152	\$7,473
AMSA #2	Horseheads	\$1,992	\$2,081
SGT Reynold J. King USARC	Ithaca	\$18,429	\$19,257
1LT James McConnell USARC	Liverpool	\$17,773	\$17,572
AMSA #1 SUBSHOP	Massena	\$1,121	\$1,172
PVT P J McGrath USARC	Massena	\$4,934	\$5,156
AMSA #9	Mattydale	\$2,981	\$3,114
Wm.H Seward USARC	Mattydale	\$23,780	\$24,848
Newark USARC	Newark	\$5,398	\$5,641
AMSA #5	Niagara Falls	\$1,089	\$1,138
Niagara Falls AFRC	Niagara Falls	\$34,341	\$35,883
Norwich USARC	Norwich	\$3,692	\$3,857
Hancock Army Complex	N. Syracuse	\$21,978	\$22,965
PFC Robt J Manville USARC	Ogdensburg	\$3,105	\$3,244
Olean USARC	Olean	\$5,146	\$5,377
Ft Ontario USARC	Oswego	\$4,059	\$4,241
T3 O A Frederiksen USARC	Penn Yan	\$6,150	\$6,427
PFC Harold P Lynch USARC	Plattsburgh	\$5,137	\$5,367
J W Wadsworth USARC	Rochester	\$100,467	\$104,979
AMSA #8 & 1018 S&S	Rotterdam	\$4,963	\$5,186
SGT Horace D. Bradt USARC	Schenectady	\$27,074	\$28,290
PFC Chas N DeGlopper USARC	Tonawanda	\$10,888	\$11,377
Elihu Root USARC/AMSA#9 SUB B	Utica	\$29,523	\$30,849
Leso-Leano USARC	Watertown	\$15,803	\$16,513
SGT H Grover O'Connor USARC	Wayland	\$3,119	\$3,259
MAJ. D.W. Holleder USARC	Webster	\$23,454	\$24,508
AMSA #7	Webster	\$1,826	\$1,908
Wellsville USARC	Wellsville	\$3,228	\$3,373
TOTAL BUDGET TARGET		\$472,768	\$494,000



MEMORANDUM 98TH DIVISION (TRAINING) COMMANDER'S CONFERENCE 1992

SUBJECT: 98th Division COMSEC Program

1. Last year at our Signal Conference, Richard Henson, DA, the author of the basic COMSEC Regulation AR 380-40, stressed the intent of the regulation to eliminate most COMSEC accounts in company and battalion level units, both active and Reserve Component. Such a change would greatly reduce the administrative workload for both the COMSEC Logistics Agency at Fort Huachuca and the units. Thus, it would fit in with the Army's Reduction of Administrative Workload program.
2. Mr. Henson and CW2 Sarber of 902nd MI Group stressed that recent DA initiatives have made many COMSEC Accounts unnecessary. The movement of most cryptoequipment from the COMSEC Account to the normal property book left many accounts with no accountable holdings. The Army has also issued unclassified TMs which contain all operator information formerly provided through the old NSA-issued, COMSEC-accountable, classified equipment operators manuals (KAOs).
3. Furthermore, most units don't need permanent holdings of codes other than training codes. During exercises, the unit running the exercise issues codes to its subordinates. If mobilized, higher headquarters would again supply codes for companies and battalions. For instance, all 7th Corps units during Desert Storm used one Vinson (KY-57) code on their tactical FM radios.
4. Instead of getting material through a COMSEC Account or sub-account, units would ask a servicing COMSEC Account (359th's or Div HQ's) to order the needed material and hand receipt it down. Units now can have permanent hand receipt without having to get INSCOM cryptofacility approval. In other words, leave the COMSEC work to the (presumed) experts.
5. The Communications Branch, IM, has ordered sample training codes, OPSCODES, SOIs, and authentication tables for Divisional units. It also has written letters to units with COMSEC Accounts or sub-accounts instructing them to ask their CAPSTONE higher headquarters if they need an account. Unless the CAPSTONE higher headquarters produces cogent reasons for a unit to have an account, that unit's account will be closed.
6. Points of contact are CW4 Samuel J. Petitti, (716) 394-0581 (home); MAJ James M. Williams, (716) 245-5742 (work), (716) 338-7400, X345 (Tuesday nights), or (716) 243-0425 (home); or Mr. Samuel C. Falzone, (716) 338-7400, X333.



MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDER'S CONFERENCE 1992

SUBJECT: AN/PRC-127 NON-HARDENED SMALL UNIT RADIO

1. Reference: Memo, AFRC-TNY-LG, dtd. 17 Jun 92, Subject: AN/PRC-127 Small Unit Non-hardened Radios

2. The AN/PRC-127 is a small, lightweight, hand-held, short-range UHF radio which units can purchase as a CTA item. In other words, you don't need authorization on an MTOE or TDA to order this radio. G-4 has aggressively procured PRC-127s & distributed them to most Division units (see below).

3. The radio measures 2.5" by 7.8" by 1.5", weighs 25 ounces, has a maximum range of 3 KM, and has 14 preset frequencies. It also has an on/off switch, volume control, squelch control, a built-in microphone/speaker, and a handset connection/handset in addition.

4. It comes with a rechargeable battery and battery charger, but the radio drains batteries fairly quickly. Spare batteries will be needed for any prolonged use.

5. Essentially, the radio/transmitter is non-maintainable except for cleaning and replacement of knobs and antenna. Though inoperative radios must be turned in to GS maintenance, "A faulty R/T that requires more than adjustment will be replaced." Units pay for the replacement. There is no warranty on the radios.

6. It can be ordered under: Radio Set, AN/PRC-127, NSN 5820-01-266-5964.

7. Per reference above from G-4, the Division has 230 AN/PRC-127s, distributed as follows:

1st Bde	8	HHC, 479	12
2d Bde	8	A Co, 479	8
3d Bde	8	B Co, 479	8
4th Bde	8	C Co, 479	8
HHC, TSB	4	D Co, 479	8
1/391, TSB	14	770th	12
2/391, TSB	14	HHD, 413	8
3/391, TSB	12	1018th	14
HHD, 332d	14	1019th	14
962d	16	277th	16
969th	12	121st	4

AFRC-TNY-IMC

SUBJECT: AN/PRC-127 NON-HARDENED SMALL UNIT RADIO

8. Per reference, "These radios will be available to all units within the 98th Division for Training, FTXs, and Annual Training. Requests for loan of the PRC-127s will be processed through the G3 in the same manner as requests for any other equipment."

9. The CONUS Frequency Manager has granted the 98th Division 10 frequencies to use on AN/PRC-127s: 139.1375, 139.1875, 139.2125, 139.2375, 139.2625, 139.2875, 139.3125, 139.3375, 139.3625, & 139.3875. These are not for our sole use. If you get interference on a frequency, switch to another.

10. Points of contact are MAJ Williams or MSG Ferguson, (716) 338-7400, extension 345.

MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDER'S CONFERENCE 1992

SUBJECT: MOBILE SUBSCRIBER EQUIPMENT

1. Most Divisional CS/CSS units either have Mobile Subscriber terminals or will be getting them in the near future. This equipment is a military version of cellular telephones, with data, fax, and scrambling capability. It has or will supersede radio teletypes on the MTOEs of divisional units. The cells are highly mobile, and the entire system worked extremely well during Desert Storm. The worst problems encountered were lack of proficiency on the part of terminal users, but the long lag time between deployment to Southwest Asia and the start of the ground war allowed units time to train up their terminal operators.
2. Battalion/company commanders need to ensure terminal users of MSE equipment (fixed station telephones - TA 1035 & KY - 68; mobile telephone - AN/VRC-97) are proficient in using their equipment. The Communications Branch of the IM section in Division Headquarters had arranged for the 10th Signal Battalion of the 10th Mountain Division to provide this training at a Signal workshop in September of 1992; however, the 10th Mountain Division was deployed to Florida to assist residents there in cleaning up after hurricane Andrew.
3. Any unit performing Annual Training at an active army post with an MSE-equipped Signal Battalion should request, during a pre-camp conference, that the post provide training to the units' MSE terminal operators. Units near Fort Drum could make arrangements for training support from the 10th Mountain Division's signal battalion. The Communications Branch will try to procure funding for a signal workshop in FY-93 to have such training, but the grim fiscal outlook for next year makes such a workshop unlikely.
4. Proficiency in the use of all capabilities of MSE may be key to mission accomplishment for CS/CSS battalions and companies. We cannot anticipate having sufficient train-up time in a future war to acquire MSE proficiency after deployment. We must train now.
5. Points of contact are MAJ Williams (716) 338-7400, X345 (Tuesday nights) or (716) 245-5742 (office); Mr. Falzone (716) 338-7400, X333.



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AFRC-TNY-RM

1 OCT 92

SUBJECT: 98th Division (Tng) Funds Comparison

OMAR FUNDS COMPARISON
(\$000)

	FY 90	FY 91	FY 92	FY 93	Difference FY93/FY92	% Difference
CIV PAY	7931	8261	8706	4392	4314	- 48.4
POSTAGE		176	165	166	1	0.6
IM-ADP	15	221	70	16	- 54	- 77.1
IM- NON ADP	230	332	254	45	-209	- 82.3
CENTERS	108	212	273	0	-273	-100.0
PHONES	473	507	513	580	67	13.1
AMSA/ECS	505	750	417	605	188	45.1
UNITS	1233	2149	2385	2004	-381	-16.0
SMO	130	60	75	79	4	5.3
FAMILY SUPPORT			21	35	14	66.7
*DOL CIV PAY			0	490	490	100.0
*PHYSICAL SECURITY			0	180	180	100.0
TOTAL	10625	12668	12879	8592	-4287	33.3

FY 93 Civ Pay is only funded at a half year. Full year funding will be contingent on the final results of the Full Time Support authorizations funded in Congress's Appropriations Bill. FY 93 figure currently represents a 10% decrease over FY 92 Civilian authorizations.

* The above FY 93 Target includes funding for the additional following programs :

SFPASA - \$605,000 (FY 92 was \$480,000)
Physical Security - \$180,000

* Prior to FY 93, Repair Parts costs were shown in the AMSAS' account. In FY 93, Repair Parts costs (minus SFPASA), are shown in the UNITS' account.

AFRC-TNY-RM

1 OCT 92

SUBJECT: 98th Division (Tng) Funds Comparison

RPA FUNDS COMPARISON
(\$000)

	FY 90	FY 91	FY 92	FY 93	Difference FY93/FY92	% Difference
ANNUAL TNG	6180	6219	6655	5985	-670	-10.1
SCHOOL	1530	1891	1604	1186	-418	-26.1
ADSW	2111	2893	1514	523	-991	-65.5
TOTAL	9821	11003	9738	7694	-2044	-21.0

*The FY93 Annual Training target funds only 14 days tours.

SUREPAY COMPARISONS FY91 - FY92

MSC	UIC	PRN	UNIT/ M S C	ASG	SUREPAY	% ON SP	ASG	SUREPAY	% ON SP
				SEP 91	SEP 91	SEP 91	JUL 92	JUL 92	JUL 92
HQ 98 DIV	VSW9TD	H10	HHC 98TH	230	168	73.0%	217	201	92.6%
HQ 98 DIV	VTAAA0	H11	98TH DIV BAND	27	4	14.8%	28	24	85.7%
HQ 98 DIV	VSW9AD	H26	LDR ACAD	23	17	73.9%	56	53	94.6%
TOTAL				280	189	67.5%	301	278	92.4%
98TH ENG	7U6A10	H15	HHC, 98 ENG GP	95	71	74.7%	28	28	100.0%
1 BDE	VWS990	H02	HHC, 1ST BDE	54	47	87.0%	56	51	91.1%
1 BDE	VX8990	H53	HHD/1/389/1	100	74	74.0%	156	145	92.9%
1 BDE	VX89D0	H57	D/1/389/1	35	29	82.9%	30	23	76.7%
1 BDE	VX9990	H59	2/389/1	164	116	70.7%	111	95	85.6%
1 BDE	VZ7990	H73	4/389/1	116	87	75.0%	129	120	93.0%
TOTAL				469	353	75.3%	482	434	90.0%
2 BDE	VUT990	H04	HHC, 2ND BDE	84	61	72.6%	86	78	90.7%
2 BDE	VYB990	H81	1/390/2	155	112	72.3%	142	132	93.0%
2 BDE	VYC990	H88	2/390/2	145	92	63.4%	131	118	90.1%
2 BDE	VYD990	H96	3/390/2	118	91	77.1%	129	111	86.0%
TOTAL				502	356	70.9%	488	439	90.0%
3 BDE	VUU990	H06	HHC, 3RD BDE	66	55	83.3%	69	66	95.7%
3 BDE	VYG990	J29	1/392/3	85	74	87.1%	83	78	94.0%
3 BDE	VYG9C0	J33	C/1/392/3	54	53	98.1%	53	49	92.5%
3 BDE	VYH990	J38	2/392/3	94	64	68.1%	88	78	88.6%
3 BDE	VYH9D0	J43	D/2/392/3	26	19	73.1%	33	31	93.9%
3 BDE	VYJ990	J46	3/392/3	141	113	80.1%	129	117	90.7%
3 BDE	YLN990	H27	4/392/3	129	116	89.9%	131	127	96.9%
TOTAL				595	494	83.0%	586	546	93.2%
4 BDE	VUV990	H08	HHC, 4TH BDE	72	60	83.3%	59	58	98.3%
4 BDE	VXY990	H28	1/98/4	154	115	74.7%	156	145	92.9%
4 BDE	VYL990	H33	HHD/2/98/4	137	85	62.0%	156	141	90.4%
4 BDE	VYM990	H39	HHD/3/98/4	114	74	64.9%	113	109	96.5%
4 BDE	VYM9C0	J17	C/3/98/4	89	51	57.3%	81	78	96.3%
4 BDE	ZFS990	H38	4/98/4	95	62	65.3%	105	93	88.6%
4 BDE	ZFS9D0	H40	D/4/98/4	88	73	83.0%	101	92	91.1%
TOTAL				749	520	69.4%	771	716	92.9%
TSB	7U5AA0	H24	HHC, TSB	64	50	78.1%	62	55	88.7%
TSB	VYF990	J05	1/391/TSB	202	120	59.4%	207	185	89.4%
TSB	VYF9E0	J89	E/1/391/TSB	40	39	97.5%	37	37	100.0%
TSB	VYE990	J12	2/391/TSB	139	46	33.1%	148	136	91.9%
TSB	VYE9E0	J99	E/2/391/TSB	37	16	43.2%	39	38	97.4%
TSB	VYK990	J20	3/391/TSB	76	54	71.1%	64	60	93.8%
TSB	VYK9C0	K17	C/3/391/TSB	42	29	69.0%	41	38	92.7%
TSB	VYK9F0	K20	F/3/391/TSB	44	33	75.0%	51	47	92.2%
TSB	VYK9G0	K21	G/3/391/TSB	52	39	75.0%	51	51	100.0%
TOTAL				696	426	61.2%	700	647	92.4%

SUREPAY COMPARISONS FY91 - FY92

MSC	UIC	PRN	UNIT/ M S C	ASG	SUREPAY	% ON SP	ASG	SUREPAY	% ON SP
				SEP 91	SEP 91	SEP 91	JUL 92	JUL 92	JUL 92
464	RJ7T00	J62	HHC 464TH EN BN	150	72	48.0%	170	125	73.5%
464	RJ7A00	J63	A/464TH EN BN	139	103	74.1%	130	95	73.1%
464	RJ7B00	J64	B/464TH EN BN	153	98	64.1%	139	108	77.7%
464	RJ7C00	J65	C/464TH EN BN	161	102	63.4%	149	90	60.4%
464	RJ7D00	J66	D/464TH EN BN	160	138	86.3%	146	136	93.2%
464	RJ7A10	K01	DET 1 A/464 EN BN	54	34	63.0%	50	33	66.0%
TOTAL				817	547	67.0%	784	587	74.9%
479	RKAT00	J67	HHC 479TH EN BN	230	158	68.7%	192	175	91.1%
479	RKAA00	J68	A/479TH EN BN	111	103	92.8%	101	99	98.0%
479	RKAB00	J69	B/479TH EN BN	126	89	70.6%	146	119	81.5%
479	RKAC00	J70	C/479TH EN BN	124	99	79.8%	131	120	91.6%
479	RKAD00	J71	D/479TH EN BN	172	130	75.6%	198	171	86.4%
479	Q12AA0	J73	770TH EN CO	172	85	49.4%	142	118	83.1%
TOTAL				935	664	71.0%	910	802	88.1%
359TH	YAZA10	H51	359TH SIG BDE [-]	89	61	68.5%	84	78	92.9%
359TH	SL2AA0	H50	HHD/332ND ORD BN	95	81	85.3%	64	57	89.1%
359TH	SNKAA0	J75	969TH MAINT CO	184	123	66.8%	213	168	78.9%
359TH	V1HAA0	H48	319TH MAINT DET	4	2	50.0%	0	0	100.0%
359TH	V1GAA0	J60	434TH MAINT DET	5	2	40.0%	1	1	100.0%
359TH	V1JAA0	J76	978TH MAINT DET	12	4	33.3%	11	7	63.6%
359TH	SMYA10	J74	962ND ORD CO (-)	206	179	86.9%	135	122	90.4%
359TH	SMYA20	J84	962ND ORD, DET 1	31	18	58.1%	48	46	95.8%
SUB TOTAL				537	409	76.2%	472	401	85.0%
359TH	7VVA00	J83	2365TH SIG DET	45	36	80.0%	42	39	92.9%
359TH	Q1WAA0	J56	409TH PSC	174	128	73.6%	122	112	91.8%
359TH	SS1AA0	H45	277TH OM CO	93	65	69.9%	87	74	85.1%
359TH	S3SAA0	J59	425TH MI DET	10	8	80.0%	11	10	90.9%
359TH	S37AA0	J61	454TH MI DET	11	6	54.5%	10	8	80.0%
				333	243	73.0%	272	243	89.3%
359TH	SSMAA0	J57	413TH S&S BN	70	45	64.3%	71	50	70.4%
359TH	V2EAA0	H44	121ST CHEM DET	21	15	71.4%	27	19	70.4%
359TH	Q2GAA0	J77	1018TH S&S	113	83	73.5%	120	93	77.5%
359TH	Q2HAA0	J78	1019TH S&S	130	101	77.7%	141	116	82.3%
SUB TOTAL				334	244	73.1%	359	278	77.4%
359 TOTAL				1293	957	74.0%	1187	1000	84.2%
SCHOOLS	82NAA0	J79	1151ST USARF	83	76	91.6%	75	75	100.0%
SCHOOLS	82WAA0	J80	1157TH USARF	68	53	77.9%	74	70	94.6%
SCHOOLS	82ZAA0	J81	1159TH USARF	98	85	86.7%	94	93	98.9%
98TH DIVISION				6680	4791	71.7%	6480	5715	88.2%

98TH DIVISION
 PAY ATTENTION PROFILE
 FOR THE MONTH OF SEP 92

UNIT	VAL TPC	VALIDATE PAY STATUS	BONUS ANV PAST DUE	BONUS INC IN EFFECT	TOTAL CARDS	ASSIGNED PAY STRENGTH	PERCENT TO STRENGTH	PERCENT SURE PAY
HHC 98TH	1	9	0	0	10	218	4.6	93.6
BAND	0	4	0	0	4	27	14.8	81.5
LEAD ACAD	1	8	5	0	14	87	16.1	96.6
HHC 1BDE	0	0	0	0	0	52	0.0	90.4
HHH 1/389	1	7	1	0	9	118	7.6	81.4
D/1/389	0	6	1	0	7	29	24.1	75.9
2/389	0	12	0	0	12	165	7.3	92.7
4/389	0	10	3	0	13	130	10.0	88.5
BDE TOTAL	1	35	5	0	41	494	8.3	85.7
HHC 2BDE	0	5	2	0	7	81	8.6	90.1
1/390	0	6	2	0	8	138	5.8	92.0
2/390	1	12	8	0	21	134	15.7	87.3
3/390	1	14	5	0	20	126	15.9	87.3
BDE TOTAL	2	37	17	0	56	479	11.7	89.1
HHC 3BDE	0	3	2	0	5	66	7.6	95.5
1/392	1	3	1	0	5	79	6.3	94.9
C/1/392	0	3	0	0	3	52	5.8	92.3
2/392	0	9	1	0	10	91	11.0	86.8
D/2/392	0	4	3	0	7	35	20.0	97.1
3/392	2	8	0	1	11	121	9.1	90.9
4/392	0	2	1	0	3	129	2.3	94.6
BDE TOTAL	3	32	8	1	44	573	7.7	93.1

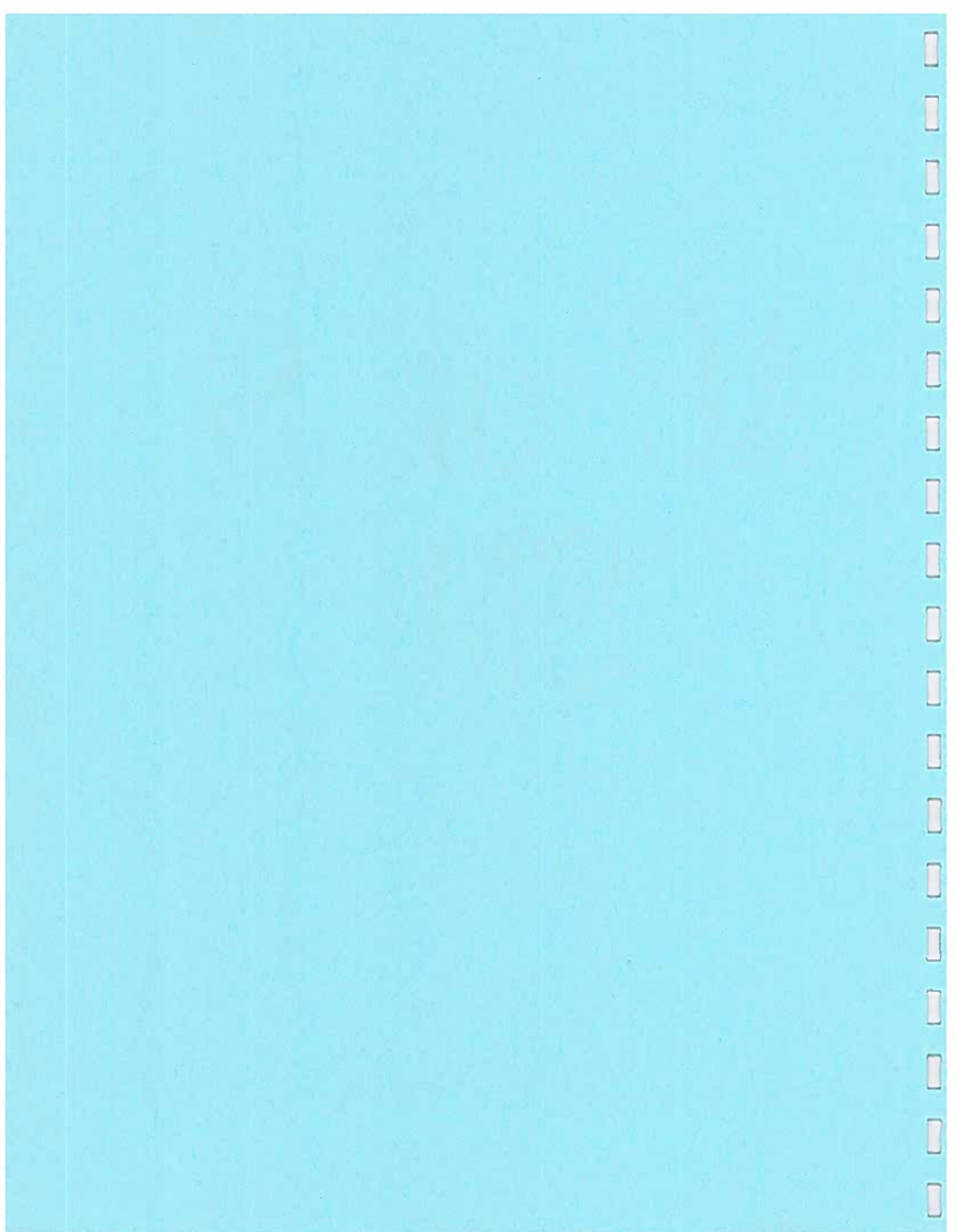
98TH DIVISION
 PAY ATTENTION PROFILE
 FOR THE MONTH OF SEP 92

UNIT	VAL TPC	VALIDATE PAY STATUS	BONUS ANV PAST DUE	BONUS INC IN EFFECT	TOTAL CARDS	ASSIGNED PAY STRENGTH	PERCENT TO STRENGTH	PERCENT SURE PAY
1151	0	2	1	0	3	77	3.9	100.0
1157	0	5	0	1	6	73	8.2	94.5
1159	0	6	0	0	6	92	6.5	96.7
HHC/359	0	2	0	0	2	79	2.5	94.9
HHC 3/332	2	1	0	1	4	72	5.6	90.3
962 ORD	0	6	5	0	11	127	8.7	89.0
DET 1 962	0	3	0	0	3	46	6.5	97.8
969 MT CO	3	27	13	7	50	201	24.9	74.0
2365 SIG	0	2	0	0	2	41	4.9	90.2
409 PS CO	0	4	0	1	5	120	4.2	91.7
277 QM CO	0	7	3	1	11	90	12.2	82.2
425 MI DE	0	0	0	0	0	10	0.0	100.0
HHC 413 S	0	9	1	7	17	69	24.6	69.6
121 CHEM	0	2	0	0	2	28	7.1	64.3
1018 S&S	0	32	2	1	35	123	28.5	76.4
1019 S&S	2	18	2	3	25	131	19.1	83.2
454 MI DE	0	0	0	0	0	10	0.0	90.0
359 TOTAL	7	113	26	21	167	1147	14.6	85.2

98TH DIVISION
 PAY ATTENTION PROFILE
 FOR THE MONTH OF SEP 92

UNIT	VAL TPC	VALIDATE PAY STATUS	BONUS ANV PAST DUE	BONUS INC IN EFFECT	TOTAL CARDS	ASSIGNED PAY STRENGTH	PERCENT TO STRENGTH	PERCENT SURE PAY
HHC 98 EN	0	2	0	0	2	24	8.3	100.0
HHC 464	0	20	1	5	26	159	16.4	71.4
A(-)/464	3	25	1	3	32	106	30.2	73.5
DET 1 A/4	1	10	0	0	11	44	25.0	60.8
B/464	0	30	0	8	38	140	27.1	76.1
C/464	2	35	3	9	49	143	34.3	59.2
D/464	0	10	3	2	15	148	10.1	95.8
HHC 4/479	5	18	3	4	30	185	16.2	91.6
A/479	0	2	0	1	3	104	2.9	97.1
B/479	1	14	0	1	16	146	11.0	82.1
C/479	2	9	0	3	14	134	10.4	88.7
D/479	0	10	0	5	15	193	7.8	87.6
770 ENG	0	9	0	1	16	126	12.7	83.2
TOTALS	14	194	11	42	261	1652	15.8	82.1
DIV TOTAL	34	520	92	68	714	6373	11.2	87.2

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10 September 1992

MEMORANDUM FOR 1992 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Role of Strength Management in Achieving Personnel Readiness Objectives

1. PURPOSE: To provide conference attendees with an overview of the 98th Division (Tng) position on strength and personnel readiness.

2. FACTS:

a. Strength Management and Strength Management personnel are the agent for Personnel Readiness issues.

b. Traditionally, Personnel Readiness management, Personnel Readiness reporting and Personnel Mobilization and Deployment Planning functions have been performed by personnel outside the personnel community. This has often resulted in a functional lack of involvement in solving Personnel Readiness issues.

c. With an increasingly dominant role of SIDPERS-USAR and USAR-REQUEST in the management, procurement, and qualified retention of soldiers in direct support of unit readiness, Strength Management personnel have become the key players in Personnel Readiness issues.

d. As Tiered Readiness is fully implemented, it will be controlled by Strength Management Systems.

e. The focus of Strength Management has become one of filling actual readiness requirements rather than accumulating numbers of personnel. The 98th Division position is that Strength Management = Personnel Readiness.

3. Commanding General, 98th Division, has stated that his number one priority is Readiness. As such, Strength Management Personnel are in the best position, and the best equipped to manage, correlate, and validate Personnel Readiness conditions and issues.

4. POC, MAJ Stauber, 716-338-7400, ext 418.

MEMORANDUM FOR 1992 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: FY93 Strength Management Goals

1. Purpose: To provide conference attendees with an overview of the 98th Division (Training) monitoring and management of the Strength and personnel readiness goals for FY93.
2. The goals set by USARC and the MUSARC commander will be the responsibility of the Strength Management Office to monitor and assist units in the management to achieve the goals and to report the progress of units to this command headquarters.
3. The goals are managed and monitored through the use of:
 - a. Unit Manning Report (UMR) input
 - b. Request Vacancy System (RVS)
 - c. Potential Non-Participant Report (PAR)
 - d. SIDPERS Blank and Invalid Report
 - e. Readiness Indicator Report
 - f. Non-DMOSQ Report
 - g. Personnel Mobilization Inventory Report (PMIR)
 - h. Trouble Unit Report
 - i. Referral, Sponsorship and Retention Program
4. The Strength Management Office provides for the analysis of the above reports. Individual units are responsible to provide for the timely and accurate input to SIDPERS in order to show progress in achieving the MUSARC goals.
5. POC, MAJ Stauber, 716-338-7400 ext 418.



DEPARTMENT OF THE ARMY
HEADQUARTERS, 98TH DIVISION (TRAINING)
2035 NORTH GOODMAN STREET
ROCHESTER, NEW YORK 14609-1098

REPLY TO
ATTENTION OF:

AFRC-TNY-SMS (140)

1 October 1992

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: FY 93 Strength Management Goals

1. I have established the following minimum strength management goals for fiscal year 1993. I consider attainment of these objectives as meeting minimum standards. Units that currently exceed these standards will strive to maintain that level of efficiency.

a. My minimum Strength objective is 90 percent.

b. Improve Deployable DMOSQ by a minimum of 5 percent during FY93. My minimum objective is 70 percent.

c. Personnel reported in the Potential Non-Participants category on the Personnel Accountability Report (PAR) will not exceed 3 percent.

d. SIDPERS Blank and Invalid Data entries will not exceed 2 percent maximum.

2. Commanders are solely responsible for the strength and personnel readiness of their units. The goals and objectives are achievable through a 100 percent commitment by all leaders to a strong referral, sponsorship and retention program. The Strength Management Office will monitor and assist the units in achieving these objectives.

A handwritten signature in black ink, appearing to read "Thomas W. Sabo", with a long horizontal line extending to the right.

THOMAS W. SABO
Brigadier General, USAR
Commanding

DISTRIBUTION:

A
B



10 September 1992

MEMORANDUM FOR 1992 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Role of SIDPERS-USAR

1. PURPOSE: To provide conference attendees with an overview of the 98th Division position of SIDPERS-USAR and its importance to Personnel/Strength/Readiness Management.

2. FACTS:

a. SIDPERS-USAR is the systems of and the source for all reported personnel data.

b. SIDPERS-USAR in addition to being the USAR-TFU system of record, is the primary, original source system for all USAR-TFU strength and personnel data. Within the USARC, it is the principle source of data for the USARC Monthly Strength Summary.

c. In addition to local and USARC reporting, SIDPERS-USAR provides data to the Consolidated Army Reserve Statistics System (CARSTATS), and Total Army Personnel Data Base-Reserve (TAPDB-R).

d. SIDPERS-USAR data also supports many ancillary personnel support and decision systems such as FORSTARS, USAR-REQUEST, HQDA Decision Support System (DDS), and Center Level Application Software (CLAS).

e. SIDPERS-USAR is the sole point of origin for all decision data passed to higher headquarters, other MACOMS, the Department of Defense and Congress.

f. The accuracy and timeliness of SIDPERS-USAR data is critical. Inaccurate data impacts negatively on individual soldiers (example: MGIB) and on global decisions (example: Stationing actions and training seat funding).

3. POINTS:

a. Ensure that the quality of the data is reliable. The quality of SIDPERS-USAR personnel data is the responsibility of unit commanders and each soldier.

b. Ensure that blank SIDPERS-USAR data is filled in. SIDPERS-USAR data that is invalid or left blank contributes to making wrong decisions that affect the soldier's career.

AFRC-TNY-SMS

SUBJECT: Role of SIDPERS-USAR

c. Periodic audits of your SIDPERS-USAR data will identify and reduce blank and invalid data.

d. Ensure that correct and speedy submission of SIDPERS-USAR data is accomplished at all levels of command. The timeliness of data is directly dependent upon the responsive submission by the unit.

4. SIDPERS-USAR will continue to be the official system of record and as such the primary data source for all strength reporting. SIDPERS-USAR will be used to validate comparable readiness data from other systems.

5. POC, CPT Dayna J. West, 716-338-7400, ext 339.

MEMORANDUM FOR 1992 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Interrelationship of SIDPERS-USAR and USAR-REQUEST

1. PURPOSE: To provide conference attendees with an overview of the relationship between SIDPERS-USAR, USAR-REQUEST and related procedures.

2. FACTS:

a. USAR-REQUEST and SIDPERS-USAR are co-dependent systems. They must be managed and operated in synchronization or personnel manning efforts will be adversely effected.

b. For manning requirement purposes, SIDPERS-USAR takes its structural input from the DCSFOR "Cycle Four" tape. This data becomes the basis for the Unit Manning Report (UMR).

c. Once personnel and positional data are matched (by assigning soldiers to bona fide positions), the product is "read" via the FORSTARS to produce the management reports necessary to maintain USAR-REQUEST and the procedures known as "top-load/Automated Vacancy Entry (AVE)".

d. The major problem is erroneous data and processes resulting from the failure or inability to position personnel expeditiously on SIDPERS-USAR. Also, it takes 2 to 3 weeks for UMR input to SIDPERS to reflect as a vacant position on the Vacancy Validation Report (VVR) for advertisement as vacant on USAR-REQUEST.

e. Both conditions result in the recruiting or assignment of the wrong soldiers, waste of training resources, and adverse impacts on the overall unit and USAR Personnel Readiness posture.

f. Errors encountered on either of these personnel systems must be reported, monitored, and corrected immediately as they occur. Reports of problems should be forwarded through command channels to this headquarters for resolution.

3. CURRENT STATUS:

a. SIDPERS-USAR is controlled, supervised, and managed by the U.S. Army Reserve Command.

AFRC-TNY-SMS

SUBJECT: Interrelationship of SIDPERS-USAR and USAR-REQUEST

b. USAR-REQUEST is controlled, supervised and managed by FORSCOM, and operated by the USARC.

c. Force Structure Actions and the processes are controlled and executed by Headquarters USARC.

4. POC, CPT West or SFC Holtz, 716-338-7400, ext 339 or 217.

10 September 1992

MEMORANDUM FOR 1992 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Permitted Overstrength Categories for Troop Program Units (TPU)

1. PURPOSE: This information paper is to explain the four TPU overstrength categories IAW AR 140-1 and U.S. Army Reserve Command memorandum dated 20 Feb 92, SUBJECT: USAR TPU Overstrength Policy and which units are in each category.

2. POINTS:

a. Currently assigned soldiers may be double slotted as permitted overstrength in the same position on the Unit Manning Report (UMR).

b. Only vacant positions on SIDPERS UMR can be advertised as actual vacancies by the 98th Division on USAR REQUEST.

c. One hundred percent (100%) category: Units will not exceed 100% wartime required strength due to Congressional constraint. The following units are in this category:

Command Group, 98th Div (Tng)	98th Div Band
1151 USARF School	1157 USARF School
1159 USARF School	

d. One hundred ten percent (110%) category: Units should fill to 110% of aggregate enlisted (all grades) wartime required strength. Only E-4 and below positions may be filled with permitted overstrength. Forces Command manages permitted overstrength monthly by tracking attrition by DMOS (all grades) for the previous twelve months and toploading a percentage of the attrition as additional skill level one vacancies. These are coded "Y" in O-S data fields in USAR REQUEST, "9912" in REQDAT data field and "TA" in VACMNTS data field (denotes TOPLOAD Attrition). Any soldier enlisted/transferred into these vacancies are to be double slotted on UMR as permitted overstrength. The following units are in this category:

HHC, 98th Div Tng	121 Chem Det
770 Engr Co	277 QM Petrl Co
HHD, 413 S&S Bn	409 Pers Svc Co
1018 S&S Co	HHC, 332 Ord Bn
1019 S&S Co	962 Ord Co
HHD, Tng Div Bns	HHC, Tng Div Bdes
TSB units (Instructors)	

AFRC-INY-SMS (140)

SUBJECT: Permitted Overstrength Categories for Troop Program Units

e. One hundred twenty-five percent (125%) category: Units should fill to 125% of aggregate enlisted (all grades) wartime required strength. E-6 and below positions may be filled with permitted overstrength. Forces Command manages permitted overstrength monthly by tracking attrition by DMOS (all grades) for the previous twelve months and toploading a percentage of the attrition as additional skill level one vacancies. These are coded "Y" in O-S data field on USAR REQUEST, "9912" in REQDAT data field and "TA" in VACMVIS data field (denotes Topload Attrition). Any soldier that enlisted or transferred into these vacancies are to be double slotted on the UMR as permitted overstrength. The following units are in this category:

HHC, 359 SIG BDE
HHC, 464 Engr Bn
Co A, 464 Engr Bn
Co B, 464 Engr Bn
Co C, 464 Engr Bn
Co D, 464 Engr Bn
425 MI DET
2365 SIG DET

HHC, 479 Engr Bn
Co A, 479 Engr Bn
Co B, 479 Engr Bn
Co C, 479 Engr Bn
Co D, 479 Engr Bn
969 Maint Co
454 MI DET

f. Two hundred Percent (200%) Permitted Overstrength Category (only Drill Sergeant positions):

1.) Since there are no skill level one positions on TDAs (12B1, 11B1, or 71L1) in training division companies, Drill Sergeant attrition is not included in Forces Command attrition policy as explained in 98th Div (Tng) Memo dtd 13 Sep 91, SUBJECT: Projected Attrition Vacancy Entry. Therefore, training battalions must continually double and triple slot soldiers in E-6 drill sergeant positions to create a vacant position on SIDPERS UMR for advertisement on USAR REQUEST thus keeping the training pipeline open for drill sergeant candidates.

2.) The 98th Div (Tng) sent a memorandum dated 13 Jul 92 through U.S. Army Reserve Command to Forces Command, SUBJECT: Drill Sergeant Attrition Vacancies on USAR REQUEST. This memo requests that Forces Command write a computer program to manage Drill Sergeant attrition vacancies or give 98th Div (Tng) permission to manage them manually.

3. POC, SFC Holtz, 716-338-7400 ext 217.

10 September 1992

MEMORANDUM FOR 1992 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Timely and Accurate Identification and Processing of TPU Soldiers Loss Actions

1. PURPOSE: To provide the conference attendees with the USARC position on loss proceeding and personal accountability.

2. POINTS:

a. Identifying and processing of loss actions in the most timely manner possible is critical to unit readiness and attainment of End Strength Objectives.

b. The End Strength outlook for the next several years indicates a decline in projected End Strength. At present, all appearances are that the End Strength will not equal the Personnel Strength requirements. The resulting difference will likely force decisions to limit some units, allowing others to reach full strength (Tiered Readiness).

c. All units, even with the most aggressive of retention programs, have numbers of personnel who, for whatever reasons, are no longer participating satisfactorily, and are still counted within USAR End Strength. These personnel are usually in some stage of loss processing.

d. There is a minimal number of such "unprocessed" loss actions which must be accepted as within the framework of normal operation. This number should not exceed 3% of a unit's assigned strength at any given time.

e. In view of the potential for constrained End Strength and the impact of other resource drive aspects of personnel management (such as training seat funding), it is critical that the actual assigned strength of a unit be as accurate and timely as possible. Commanders must take whatever logical actions necessary to ensure this occurs.

3. CURRENT STATUS: USARC has implemented a Personnel Accountability Report and program to assist commanders at all levels to identify and as warranted, separate nonparticipating soldiers.

4. POC, MSG McLean, 716-338-7400, ext 218.

10 September 1992

MEMORANDUM FOR 1992 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Personnel Accountability Report (PAR)

1. The Personnel Accountability Report (PAR) is a personnel management tool that assists commanders at all levels in the identification, resolution, and as appropriate, elimination of non-participating soldiers from their strength. It uses data from SIDPERS-USAR, USAR-REQUEST, the Unit Master File, and JUMPS-RC/JSS. It identifies "Potential Nonparticipants" (PNPs) by collecting characteristics which empirically suggest conditions of nonparticipation or similar unproductive situations.
2. Three data columns stand out as particularly significant to the process of eliminating PNPs. They are OSNJ (on SIDPERS-USAR not JUMPS), LDCJ (Low Drill Count on JUMPS), and RCAN (Reservation on USAR-REQUEST Cancelled). Although all the columns can indicate a potential non-participant these three represent the highest probability of nonparticipating personnel. The personnel identified must be treated as potential non-participant, requiring your attention to validate their status either as ghosts or bona fide soldiers. If they are found to be satisfactorily participating soldiers, correct the SIDPERS-USAR error which caused their identification as a PNP. If they are not participating satisfactorily, process them expeditiously for separation.
3. Unit commanders will establish 100% accountability for all personnel identified in each category, ensuring complete resolution on each case including SIDPERS-USAR data (loss) entry. All actions will be processed expeditiously. The Strength Management Office will provide processing support and guidance to support this effort.
4. This headquarters will monitor the progress of each unit. The goal is 3 percent or less. The formula to determine the percent is:
$$\text{PNP} + \text{RCAN} - \text{ASSG STRENGTH} = \text{PAR} \%$$
5. POC, MSG McLean, 716-338-7400, ext 218.

10 September 1992

MEMORANDUM FOR 1992 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Primary/Special Duty Reenlistment NCO Fill, Training and Attrition

1. PURPOSE: Primary/Special Duty Reenlistment NCO positions (Fill, Training and Attrition) is one area this command will use to evaluate the effectiveness of the units Strength Management Program.

2. POINTS or FACTS:

a. Reenlistment NCO selection, training and retention is referenced in 1st Army Regulation 140-111, Army Regulation 611-201, FORSCOM regulation 140-4, and 98th Division Memorandum, 24 October 1991, Utilization of Primary/Special Duty Reenlistment NCO.

b. Soldiers must meet the requirements of Army Regulation 140-11, Army Regulation 611-201, and FORSCOM Regulation 140-4. Soldiers assigned or appointed to these positions will be scheduled for attendance at the MOS producing course at Fort McCoy, Wisconsin within six months of assignment/appointment. This two week school provides the basic skills necessary to effectively perform the duties of Reenlistment NCO.

c. Current vacancy status of the Special Duty Reenlistment NCO's are:

1/389/1 vacant 1 Nov 92

3/392/3 vacant 1 Aug 92

1/392/3 vacant 1 Oct 92

Co A/464 Engr vacant 1 Oct 92

3. STAFFING:

a. Staffing of these positions will be Sergeant or above. Duties that detract from the retention mission should not be imposed on a Reenlistment NCO. They will be exempt from roster-type duties.

b. 98th Division standard is 100% fill of Primary/Special Duty Reenlistment NCO positions; 90% school trained; and appointment of Special Duty Reenlistment NCO's for two years.

4. POC, MSG Mclean, 716-338-7400 ext 218.

AFRC~INY~SMS

10 September 1992

MEMORANDUM FOR 1992 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: 98th Division Unit Referral Program

1. PURPOSE: The Unit Referral Program is to provide leads to the Recruiting Command in an effort to improve the strength posture of our units.

2. POINTS:

a. 98th Div (Tng) Memorandum, dated 20 Jul 92, states that Commanders will establish a Unit Referral Program.

b. Commanders will insure all soldiers in their units are briefed on the Unit Referral Program and recognized for their efforts when they provide a referral. Soldiers must understand the use of the 98th Division referral form 113, the 1-800-USA-USAR phone number and FORSCOM Form C-16-R.

c. Program compliance is monitored by the Strength Management Office. A realistic goal of one referral, per soldier, per year, is not too much to ask.

3. POC, SFC Patrick L. Butler, 716-338-7400 ext 341.

10 September 1992

MEMORANDUM FOR 1992 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: 98th Division (Training) Sponsorship Program

1. PURPOSE: The Sponsorship Program is designed to ensure a smooth transition for new personnel while processing into a unit.

2. POINTS:

a. Unit Commanders are responsible for sponsorship program establishment IAW 98th Div Pam 612-11, dated 17 May 89. Command Sergeants Major/Sergeants Major will monitor the sponsorship program. 1st Sergeants will develop and train a pool of personnel to act as sponsors. They will provide a list of these trained sponsors to full time unit personnel.

b. Commanders will insure that each newly assigned soldier is assigned a sponsor and that contact with the new soldier is made by the assigned sponsor.

c. Additionally, Commanders must ensure that welcome letters and sponsorship packets are developed and used properly. Each soldier should receive a welcome letter and sponsorship package. Included in the sponsorship package is a letter to the family informing them of the Family Support program.

d. Both sponsors and newly assigned personnel should be given ample opportunity to complete the in-processing necessary for good sponsorship. Unnecessary details and other detractors interrupt the sponsorship process, often never completed.

3. POC, SFC Patrick L. Butler, 716-338-7400 ext 341.



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10 September 1992

MEMORANDUM FOR 1992 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Education Services

1. PURPOSE: To inform conference attendees of the scope of the 98th Division Education Services available.

2. The 98th Division (Training) Education Service Specialist administers and advises soldiers on many different educational opportunities. The programs available are designed to meet the needs of all service members. There are programs designed to assist people enrolled in traditional school settings such as colleges and universities. There are also programs designed to meet the needs of people pursuing their educational goals in a more non-traditional way, such as correspondence courses. The programs may be used alone or some may be combined, thus maximizing their benefits and effectiveness.

a. TRADITIONAL PROGRAMS: provide money to help defray the cost of attending school. Depending on the program, this money can be used at the undergraduate level for all types of schooling including vocational technical programs, college degrees, or certificate programs. Programs in this category are:

- Montgomery GI Bill
- Student Loan Repayment Program (SLRP) (Bonus Units, Bonus MOSs)

b. There are also several programs specifically geared to help individuals in medical specialties. These include:

- Health Professionals Loan Repayment (HPLR)
- Specialized Training Assistance Program (STRAP)
- Specialized Training for Army Readiness (STAR)
- Civilian Contract Training Program (CTP)

c. NONTRADITIONAL PROGRAMS: These programs enable individuals to earn college credit outside the formal classroom. They provide a quality educational alternative and can save the individual both time and money. Programs in this category are:

- Credit by Examination
- Video Tape Test Preparation
- Credit for Military Courses and Training
- External Degree Programs
- Independent Study
- Credit for Life Experience
- Servicemember Opportunities College (SOC) Network

GENERAL INFORMATION

1. The following information is provided for the purpose of providing a general overview of the budget process and the role of the various agencies involved in the process.

2. The budget process is a complex one involving many different agencies and departments. The process begins with the submission of requests for funds by various agencies and departments to the Department of Finance.

3. The Department of Finance then reviews these requests and makes recommendations to the Governor regarding the allocation of funds. The Governor then signs the budget bill, which is then passed by the Legislature.

4. Once the budget is approved, the Department of Finance is responsible for distributing the funds to the various agencies and departments. The agencies and departments then use these funds to carry out their respective responsibilities.

5. It is important to note that the budget process is a continuous one. As the fiscal year progresses, various agencies and departments may submit requests for additional funds, which are then reviewed and approved or denied by the Department of Finance.

6. The budget process is a critical one for the state, as it determines the amount of money available to carry out the state's various programs and services. It is therefore essential that the process be carried out in a fair and equitable manner.

7. The Department of Finance is committed to providing a transparent and accountable budget process. We will continue to work closely with the various agencies and departments to ensure that the budget process is carried out in a fair and equitable manner.

8. We encourage all interested parties to contact the Department of Finance for more information regarding the budget process. We will be happy to provide any assistance that we can.

9. The Department of Finance is located at [Address]. We can be reached at [Phone Number]. Our website is located at [Website Address].

10. We thank you for your interest in the budget process. We look forward to working with you to ensure that the state's budget process is carried out in a fair and equitable manner.

