

**3D ARMORED DIVISION**  
**GARRISON STANDARD OPERATIONS**



**OUR MISSION IS TO FIGHT**  
**DON'T FORGET IT**

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1. PURPOSE: To prescribe the operations of Division Headquarters in garrison during the time the Headquarters is not deployed for field training or combat operations. The Division SOP for combat covers procedures of the Division Headquarters in the Field.
2. APPLICABILITY: This guide applies to the Division Headquarters and to all units assigned, attached, and under the operational control of 3d Armored Division to that degree spelled out herein.
3. ORGANIZATION: The organization of the units within the 3d Armored Division and their association with Headquarters of the Division and the Major Subordinate Commands is defined by Division Permanent Order 7-1. The personnel and equipment which comprise the Division Headquarters are authorized by MTOE17004HE101, TDA-WAEK99, and 3AD Circular 1-1 (Borrowed Military Manpower List).
4. DIVISION SYSTEMS:

a. In a month the Division manages by a series of regularly scheduled meetings, records and reports, command and staff visits, and other data systems - both automated and manual. The weekly cycle starts with the Commanding General's Staff Call on Monday and ends with a weekend data collection called the Friday Folder. On Thursdays at 1300 or as scheduled, the Commanding General, Assistant Division Commanders, Chief of Staff, and the Command Sergeant Major meet as a Committee of Five or COM 5. Once a month there is a commanders' conference and usually monthly there is a "How - To" seminar attended by all battalion commanders with MSCs invited. The CG approves the allocation of time for any meeting involving him which last longer than one hour (except as spelled out herein, i.e. 3 hour Commander's Conference). The Division Staff does not telephone subordinate headquarters without Chief of Staff permission (excepting emergencies involving serious accidents) prior to 0830 and after 1530 daily. All scheduled meetings in Division Headquarters have an announced start and stop time and these times are met.

b. STAFF CALL: 0800 Mondays unless cancelled by CG. Attended by Chief of Staff, G1, G2, G3, G4, G5, COMPT, CMLO, AG, PMO, SJA, IG, ALO, SURG, CHAP, CSM, CMDT, HQ CO CMDR, SGS, and the AIDE. Subjects to be discussed are events of the week, key actions pending, and responses to taskings or questions that are best answered verbally. The Commanding General concludes the meeting normally prior to 0900. Following staff call the CG meets with the CSM (0900 - 0915), the IG (0915 - 0930), and his personal STAFF (0930 - 0945).

c. FRIDAY FOLDER: The nucleus of the Folder prepared for the CG's week-end review are copies of the slides used during the Chief of Staff's weekly meeting Friday's at 0900. Attending the Chief of Staff meeting are:

CHIEF OF STAFF  
ACOFs, G2  
ACOFs, G4  
DTO  
ACOFs, G5

SGS  
ACOFs, G3  
ALO  
AVN  
ADE

ACOFs, G1  
PROVOST MARSHAL  
SURGEON  
CRAS  
AG

ACOFs, COMPT  
 HQ CDMT  
 IG  
 CDR 22D CML

FSE  
 ADCEO  
 ADA  
 CDR 503D MP

MISO  
 DIV CHAPLAIN  
 CDR HHC  
 SJA

The G1, 2, 3, 4, 5, Compt, and the Headquarters Commandant prepare slides which are reviewed by the Chief of Staff. The slides describe the current weeks staff activity and future events out to 6 months, if the dates are firm. Paper copies of these slides are placed in the Friday Folder for the CG's review. Also in the Friday Folder are the schedule of the band for the following week, the roster of hospitalizations for the previous week, weekend highlights for the upcoming weekend, and training highlights for the following week by MSC and separate battalion. Additional fact sheets, notes of interest, and memorandums are placed in the Friday Folder at the discretion of the Chief of Staff.

d. COMMITTEE OF FIVE (COM 5): The goal of the Committee of Five is to meet weekly when all members are able to meet in the Commanding General's office. The members are the Commanding General, Assistant Division Commanders, Chief of Staff, and the Command Sergeant Major. The Com 5 functions as a policy making group and does not produce records of their meeting. Actions to be taken as a result of a COM 5 meeting follow normal command and staff channels. No substitutes attend the meeting if a member is on leave, away on duty, etc.

e. COMMANDERS CONFERENCE: The weekly management process is reinforced by a monthly Commanders' Conference. Those attending are:

COMMANDING GENERAL	ACOFs, G1	CDR 143D SIG BN
ASST DIV CDR - G	ACOFs, G2	CSM 143D SIG BN
ASST DIV CDR - H	ACOFs, G3	CDR 23D ENGR BN
CHIEF OF STAFF	ACOFs, G4	CDR 23D ENGR BN
ADJUTANT GENERAL	ACOFs, G5	CDR 3/61 ADA BN
INSPECTOR GENERAL	ACOFs, COMPT	CSM 3/61 ADA BN
PROVOST MARSHAL	DIV CSM	CDR 3/12 CAV
CDR 1ST BDE	CSM 1ST BDE	CSM 3/12 CAV
CDR 2D BDE	CSM 2D BDE	CDR 533D CEWI
CDR 3D BDE	CSM 3D BDE	CSM 533D CEWI
CDR DIVARTY	CSM DIVARTY	CDR 503D AB(C)
CDR DISCOM	CSM DISCOM	CSM 503D AB(C)
STAFF JUDGE ADVOCATE		

The Commanders' Conference is normally the last Thursday in a month but shifts slightly to accommodate the calendar. A TWX is sent notifying key personnel of the meeting at least a week in advance. Conferences are scheduled from 0900 to 1200 as follows:

0900 - 0955	2715	G3
	LOG REVIEW	G4

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0955 - 1005	BREAK	
1005 - 1055	TWO OR THREE SELECTED TOPICS OF INTEREST	CHIEF OF STAFF DETERMINED, APPROVED BY CG
1055 - 1105	BREAK	
1105 - 1200	REMARKS BY THE COMMANDING GENERAL	

It is important to note that the Commanders' Conference is the Commanding General's conference and not a convenient gathering of commanders for the staff's use to surface issues. The agenda, subjects to be briefed, and the data package are all approved by the Commanding General with one exception. The data package from the conference has three sections. Section A contains the conference agenda and information supporting the G3 and G4 briefings during the first hour. Section B is a list of the Commanding General's topics for discussion and supporting papers. Section C (The exception to CG agenda approval) are papers of interest to the commanders and staff that are transmitted via take home by those attending the conference. Because of the Section C system, the Division recently cancelled the former management bulletin and now will print 65 copies of the Commanders' Conference Packet so that each MSC will receive a copy for each assigned battalion. Papers placed in Section C are approved by the Chief of Staff. If there are no topics of significant importance to be briefed during the second hour, the time will be used by the Commanding General.

f. "How-To" SEMINARS: The proponent staff for the "How To" seminar program is the G1. The "How To" program is designed to share ideas through battalion commander briefings. MSC's may excuse battalion commanders but no substitutes will attend. (All battalion commanders attend, MSC's may attend.) The seminars normally last three hours with three ideas (one per hour) being briefed. Every six months a special "How To" seminar can be held in conjunction with the Commanders Conference on a live-out basis. Other attendance at a special "How To" seminar by the staff and separate company commanders is controlled by the Chief of Staff. Special "How To" seminars are normally led by the Commanding General but on occasion, can involve an outside guest lecturer.

g. FINANCIAL COMMITTEES: The tier of financial committees in the Division from lowest to highest are the Battalion Command Logistics Review Committee (CLRC), the Program Budget Advisory Committee (PBAC), and the Material Advisory Resource Committee (MARC), and the Quarterly Financial Analysis Briefing for the Commanding General.

(1) The financial review phase of the Bn CLRC is a set of data briefed by each battalion commander to the ADC-H. This briefing covers the battalion's management of its COLEX program. This will be a display of COLEX commitment status by class of supply.

(2) The quarterly PBAC chaired by the Chief of Staff establishes commitment ceilings for each of the major programs for the upcoming quarter. The program directors are:

- G-1
  - INCENTIVE AWARDS
  - CHAPLAIN ACTIVITIES
  - REENLISTMENT
  - AG FUNCTIONS
  - OESO
  - ADMINISTRATIVE TRAVEL
  - EOSO
  
- G-2
  - INTELLIGENCE RELATED TRAVEL
  
- G-3
  - TRAINING FUNDS
  - RAIL
  - ADVENTURE TRAINING
  - AIRLIFT SUPPORT
  
- G-4
  - MATERIAL
  - LOCAL PROCUREMENT
  - TISA SUPPLIES
  
- G-5
  - CIVIL AFFAIRS
  - PUBLIC AFFAIRS
  - NEWSPAPER
  
- MISO
  - ADP
  
- SJA
  - LEGAL SERVICES AND TRAVEL
  
- COMPT
  - OVERALL TDY PROGRAM
  - CIVILIAN PAY
  - DIRECT DOLLARS

The decisions of the Chief of Staff are promulgated by the minutes of the PBAC when approved by the Commanding General.

(3) The MARC meets once per quarter and is chaired by the ADC-H. The MARC members are the ADC-H, Chief of Staff, G4, G3, COMPT, and Commander DMMC. The MARC controls the Division's Material program which is the largest segment of the annual budget. The MARC is a financial strategy body and can deal with special subjects across the broad range of programming, planning, and budgeting.

(4) The Quarterly Financial Analysis for the Commanding General sets policy and reviews budget execution. At the last quarter of a fiscal year, the purpose is to both set the strategy for budget execution in the upcoming fiscal year and to review that quarter's budget execution. The purpose of the other three quarterly meetings is to review budget execution for the quarter concerned.


h. THE DIVISION REVIEW AND ANALYSIS (R&A): The quarterly R&A is an approved 2-hour meeting and is briefed to the Commanding General covering management data of interest to the command group and staff. The staff proponent for the R&A is the Comptroller. Data is collected through normal records and reports and guidance is executed by regular staff procedures. A record of taskings and CG comments is made for staff action. The agenda for the R&A is approved by the Chief of Staff.

i. THE DIVISION PERSONNEL READINESS COUNCIL (PERC): Held monthly, the PERC is chaired by the ADC-H. The agenda consists of a personnel readiness projection, current personnel topics/initiatives, and a review of the nine SIDPERS performance indicators. After the ADC-H adjourns the formal PERC, the Division G1 and AG personnel meet with the unit S1's to further refine personnel management, distribution, and actions.

j. THE DIVISION COMMAND LOGISTICS REVIEW COUNCIL (CLRC): Held monthly, the CLRC is chaired by the ADC-H. Normally the agenda covers ADC notes, review of prescribed load list (PLL) zero balances, a material readiness status and a projection of readiness, and a detailed review of the Material Readiness Report (DA 2406). On occasion the CLRC agenda will be varied to include demonstration and hands on training such as a Class IX "terrain walk". Other staff logistics presentations are determined by ACofS G4 and approved by ADC-H. The PERC and CLRC are held on the same day and are usually "exported" to the garrison location of the Divisions' MSC's.



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SEP	1ST QTR			2D QTR		3D QTR			4TH QTR		SEP
OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
MARC		MARC	ROA		MARC	ROA		MARC	ROA		
PBAC		PBAC			PBAC			PBAC			
	CLRC	CLRC	CLRC	CLRC	CLRC	CLRC	CLRC	CLRC	CLRC	CLRC	CLRC

MARC - Materiel Advisory Resource Committee; Meets prior to the beginning of each quarter prior to PBAC to review the Division's Materiel Program and establish COLEX ceilings for the remaining quarters. (G-4 schedules; ADC-H chairs).

PBAC - Program Budget Advisory Committee; Meets prior to the beginning of each quarter to review the Non-Materiel Program and establish ceilings for TDY, BASOPS P95 and P7 Accounts. (Comptroller schedules; Chief of Staff chairs).

CLRC - Reviews monthly execution of the COLEX Materiel Program based on MARC guidance. First review of this type scheduled in December. (G-4 schedules; ADC-H chairs).

ROA - A quarterly review for the CG on how we have executed the Division's Program. Major problem areas are discussed and CG's guidance/strategy is received at this review. (Comptroller schedules; CG conducts).

NOTE: During the FEB/MAR period, the CG will receive a decision briefing on the Command Operating Budget for the upcoming Fiscal Year. (Comptroller schedules; CG chairs).

NOTE: COLEX dollars for training will be reviewed semiannually by the ADCs during Training Management reviews as a cross check on the system.



k. AFFIRMATIVE ACTION PANEL (AAP): The AAP is held quarterly by the CG. The staff proponent for the AAP is the G1. Staff attendance and data responsibilities are subject to a separate letter of instruction. MSC, separate battalion, and separate company commanders normally attend.

l. FORCE MODERNIZATION STEERING COMMITTEE: The FM Steering Committee ensures a coordinated position between Division and our communities on all force modernization issues. The committee is the community commanders of Hanau, Giessen, and the Frankfurt-North Sub-Community; the Division Chief of Staff, and the G3 FMD. Staff observers are invited to meetings quarterly.

m. TRAINING MANAGEMENT REVIEW: Not less than semiannually, each ADC will conduct a TMR for all their MSC's and separate battalions to review the unit's training plan, ensure adequacy of resources, and minimize distractors. Unit briefings, which will be attended by a representative of G3 training, will provide an overview of the following six months and focus on the specific's of the coming quarter.

## 5. STAFF SUPPORT

a. STAFF VISITS: The Division staff is required to make frequent visits to field and garrison locations; and special monthly visits/inspections as directed by CG (such as musters, weekend dining facility operations, and new arrival survey). Realtime feedback will be provided directly by the Division Staff to the command visited.

b. The 3AD DTOC operates 24 hours per day as the Division Emergency Action/Nuclear Release Authentication System Center. Additional functions include but are not limited to:

- OPREP-3 Report
- Incoming messages to HQ 3AD
- Permission to use Drake Helipad
- Safety in Flight messages
- Severe weather warnings
- Readiness Exercise Control
- NCS for Division FM Net and maintain Commo with CG's aircraft
- Maintains landline and FM Commo w/MSCs
- Serious Incident Reporting (with PMO)

The DTOC maintains rosters of personnel to be notified during off duty hours on any special activity which requires notification of Division personnel. This includes telephonic alert rosters.

c. VISITORS: The Secretary of the General Staff (SGS) is responsible for hosting visitors to the 3d Armored Division. Official visits by a general officer, an agency head outside the European chain of command, or other high visibility personnel designated as a visitor will be controlled by published itinerary. Normal Europe based staff to staff visits follow regular channels. These coordination/orientation visits are cleared by the Division Staff

Officer concerned and notification is provided to the CG by use of the Friday Folder. Requests to meet personally with the Commanding General will be cleared with the Commanding General. Visitors unfamiliar with the 3d Armored Division will usually receive the Division Command Briefing from the Public Affairs Officer. Travel to outlying Kasernes will be coordinated with the major subordinate commander (MSC) concerned. A visit which constitutes a major activity in itself, can be assigned to a major subordinate commander to develop the itinerary and host the visit. MSC's are to be notified of these high level visits and are always welcome to participate without specific invitation. When a meeting is arranged for the Commanding General in his office, the Chief of Staff will determine what backup support is required. As a minimum, the principal staff officer in whose area the visitor operates will be on call to join the visit. Short-notice requests from higher headquarters to host visits that require a change to planned activity within a major subordinate command will follow the 7 day rule procedures described in section 6.

d. BRIEFINGS: Formal briefings are discouraged in the 3d Armored Division in preference to working meetings and informal action documents. If, however, the subject is so detailed and key as to require a decision or an information briefing, the request for the briefing will be forwarded to the Chief of Staff 14 days prior to the desired date. If approved, the schedule will be coordinated by the SGS to specify a time on the CG's calendar and ensure conference room availability. The Division has two conference rooms (Abrams and Spearhead) both controlled by the SGS. Pre-briefs to the Chief of Staff are not required. Courtesy briefings to the Assistant Division Commanders are left to direct coordination by the staff principal and the ADCs'. For planning purposes, briefings should be scoped to last no more than 1 hour to include discussion. As with scheduled conferences, briefings start and stop on time.

e. TASKS AND SUPPORT REQUIREMENT: There are two categories of staff within the Division responsibility for levys to subordinate units.

(1) TASK: A task is defined as requiring unit (platoon or larger) participation to accomplish a mission (e.g. send a company to guard an ammunition site). These tasks are controlled by ACofS, G3. Short notice tasks follow the 7 day rule covered in section 6.

(2) SUPPORT REQUIREMENTS: Within a Division supported activity, approved by the Chief of Staff, support requirements are defined as requiring personnel and/or equipment to accomplish a job (e.g. use of a 2 1/2 ton truck to support a partnership activity). Support requirements can be levied by principal staff officers following the Division notification rules. The intent is to avoid bogging down the G3 task control system with one's and two's.

f. CORRESPONDENCE: Command correspondence only need be type written if it is to go outside Division Headquarters. It should be correct and presentable when received by the Secretary of the General Staff. If the correspondence responds to a "draft a reply" tasking from the Commanding General or

Chief of Staff, the final typing will be done in the command group. If it is staff originated correspondence, even if edited by CG, the staff section produces the final typed version for signature. Correspondence being prepared at CG's direction will be accorded first priority and as a rule will be turned around in one working day. CG initiated letters thru or to Cdr V Corps and to CINCUSAREUR will be hand carried. Correspondence involving tasking will be cleared with the Chief of Staff. Units will not be tasked to reply by indorsement for actions directed in the letter. "FOR THE COMMANDER:" signatures are limited to the Chief of Staff or an Adjutant General when the letter will be distribution formula. Coordinating staff officers (G1, 2, 3, 4, 5, COMPT) may sign FOR THE COMMANDER when time is critical on papers so designated by Chief of Staff. Correspondence will be dated with the date it leaves the headquarters not earlier or later.

g. MESSAGES: Electronic correspondence through the message center is useful for one time announcements. TWXes are the last acceptable means for tasking units, transmitting policy, or providing notification on complicated issues. However, messages sent by courier are acceptable as are letters. (Staff work is not complete when a TWX tape is transmitted. It is complete when the action or event takes place). Messages received within Headquarters are processed as follows:

(1) Unclassified high precedence messages are processed by the ASD Mail and Distribution Section and the appropriate staff section is notified to pick up Immediate and below. FLASH precedence traffic is handcarried to the appropriate staff agency for action. Routine and priority messages are distributed through AG distribution channels.

(2) Classified messages are received and processed through AG Classified Control. After having been placed under control, distribution procedures are the same as for Unclassified messages.

h. READING FILE: Each work day, the Administrative Services Division (ASD) of AG assembles a reading file of all incoming, outgoing, and general officer correspondence and messages. The file is circulated through the staff after review by the Commanding General. Each of the three reading file sections are summarized by ASD and a routing slip is prepared. A copy of the routing to the staff is provided by ASD to the SGS. The goal is to circulate a file in 10 working days. Questions by the CG or Chief of Staff concerning data included in the file are answered by the staff referencing the reading file date. The reading file is another control mechanism to check on the tone of correspondence leaving Division and to ensure that tasking rules are observed.

i. USE OF COPYING MACHINES: Stringent control by commanders is required to reduce reproduction costs. Specifically, access to machines will be controlled as well as a sign clearly posted near each machine spelling out the cost per copy to operate the machine. Within Division Headquarters ASD Reproduction operates under controls established by the Chief of Staff. Limitations are:

(1) QUICK COPY SERVICE: ASD will reproduce a maximum of 25 copies of one original on a walk-in basis. Sections desiring reproduction of two or more originals will complete a DA Form 844, attach the form to the originals and drop the material off for reproduction. The finished material will be placed in regular distribution channels after completion.

(2) OFFSET REPRODUCTION: AR 310-2 limits ASD's ability to reproduce projects requiring less than 25,000 impressions. In order to provide the most efficient service to the various staff sections all projects will be accomplished in a minimum of five working days. Projects requiring more expeditious service will be completed after approval by the Adjutant General and the Chief of Staff. Projects in excess of 25,000 impressions are sent to the-US Army Europe AG Support Center at Rodelheim for reproduction. Normal turn around time for the AG Support Center is 60 to 90 days.

j. AWARDS: The Chief of Staff is the President of the awards board. Award recommendations are due to Division Headquarters prior to desired date of presentation IAW the following guide lines.

<u>CLASSIFICATION</u>		<u>TIME FRAME</u>
<u>APPROVAL AUTHORITY</u>	<u>TYPE AWARD</u>	<u>#Days Prior to Desired Presentation date, DEROS or whichever is earlier.</u>
CG, 3AD	ARCOM, MSM	45 days
CG, V Corps	RETIREMENT LOM	60 days
CG, USAREUR	NON-RETIREMENT LOM	90 days
DA	Any Award for US AIR FORCE PERSONNEL	120 days
	Allied Nation Personnel	270 days

Recommendations for award of the ARCOM, which have been indorsed by a commander in the grade of Colonel are actioned directly to CG without board. The Commanding General acts on the recommendations of the board. The goal is to present the award prior to the departure of the recipient from the Division. Impact awards for achievement require personal approval of the Commanding General. Impact awards will be recommended no later than two weeks after the event, otherwise, the action should be recorded for use in the regular award for service procedure.

k. GENERAL INSPECTION OF COMBAT READINESS (GICR): The GICR is an announced annual inspection. On occasion, there will be an unannounced company GICR. The inspection is of five major areas for which there are 16 functional

areas. An unannounced company inspection covers five areas. The focus is systemic, however, some compliance inspection is required. The inspection is performance oriented with "hands-on" requirements.

1. LOGISTICS, ASSISTANCE, INSPECTION, AND EVALUATION TEAM (LAIET): The LAIET is an unannounced annual evaluation by a team of experts under the direction of the G4. The LAIET team also executes the maintenance segment of the GICR. The focus of both the unannounced evaluation and the announced GICR maintenance inspection is the Preventive Maintenance Checks and Services (PMCS). No technical inspections are performed by the LAIET except for small arms and NBC. The PMCS philosophy frees mechanics to do mechanics work and forces maintenance to be a chain of command responsibility. The Division Formula for maintenance is:

Serviceable Equipment	=	PMCS	+	Quality Scheduled Services on Time	+	Clean Fuel	+	Timely Supply Action	+	Trained Mechanics using Test Equipment
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Equipment that is detected as being inoperative by the LAIET PMCS is subject to unannounced reinspection.

m. OPERATIONAL READINESS TEST PROCEDURES (ORTP): The Division ORTP is a team headed by an ADC consisting of the Division General Staff principals and designated special staff officers. Each month, whether or not Division calls the readiness test, the ORTP will travel to a selected battalion to evaluate readiness test procedures. A critique will be held with the unit's leadership at the end of the ORTP. The evaluation will be subjective within the categories used by higher headquarters ORTP teams. Specific follow-up action or tasks as a result of the ORTP will be determined by the ADC leading the team. Specific instructions are covered by a separate LOI.

6. DIVISION PROGRAMS AND INITIATIVES: In order to create a climate in the command in which the company can train, several initiatives have been developed into programs which help defuse the hostile training environment.

a. MUSTER: Each month on the last duty day (normally end of month pay-day), the whole Division musters. The specifics of the formation and time are subjects of a separate letter of instruction. The purpose is to determine if the entire Division can follow specific instructions simultaneously.

b. Noncommissioned Officers Professionalism Program is designed to improve the combat readiness of the Division through the personal and professional development of its Noncommissioned Officers Corps. Implementation of this program includes training to improve leadership and management skills as well as initiatives to enhance noncommissioned officer prestige such as establishing separate areas in the billets and dining facilities for noncommissioned officers, eliminate grouping of soldiers by pay grade and distinguish by rank (i.e. Private thru Specialist, Corporal thru Sergeant Major).

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Procedures for the implementation of the Noncommissioned Officer Professionalism Program are covered in a separate letter of instruction.

c. SCHEDULED COACHING: Coaching by the first line leader of all soldiers in the squad, crew, or section will occur once a week for 30 minutes. The half hour for coaching will be published on the unit training schedule. Procedures for coaching are covered in a separate letter of instruction.

d. SPEARHEAD IDEAS are shared on a local form after approval by the Commanding General. Anyone in the Division can submit an idea. Spearhead ideas go directly to the Commanding General who will determine staffing, if any. If approved the idea receives a log number and is distributed to the Division's units for possible use. The goal is to share good ideas that increase combat readiness.

e. INSPECT THE INSPECTOR program is a local form submitted by any leader in the Division to report an inspection of the leader's activity. The inspector can be from any unit in the theater and the activity can be an office, squad, platoon, company, etc. The main focus of the program is the company. The purpose is to let the inspectors know they are being evaluated. To be completed on the same day as the inspection while memory and emotions are sharp, the form comes in one copy to the Commanding General. Because only commanders can put inspections into perspective, this system is designed to reduce the terror of an inspection and to keep priorities in balance.

f. DUMB PAPERWORK REPORT is a local form designed to press the attack in the war on paperwork. The form is designed for company feedback thru battalion and brigade to help eliminate dumb paperwork.

g. "FIRST THINGS FIRST" SPOT REPORT is designed for company use to report on interference with the company determined schedule (training, GDP, NCOPP, etc). Community, Division, or higher HQ changes to the company training schedule that came as interruptions are reported thru battalion and brigade to the Commanding General. Actions taken to preclude future conflict of the type indicated in the spot report are fed back to the company commander. The goal is to put first things first and don't worry.

h. UNPROGRAMMED UNIT TASKING: Control of tasking of units is the subject of a separate letter of instruction. The goal of the program is to protect our company-level units from short-term, unprogrammed requirements which necessitate modification or interruptions of previously scheduled training or other activities. In specific terms, the goal is to provide a minimum of 7 calendar days from the time of unit receipt of the tasking to the time when the unit must provide personnel or equipment for the particular task. Exemptions must be approved by the Commanding General and tasked in writing following the format in the LOI on unprogrammed unit taskings.

7. SUPPORT TO HHC, DIVISION/HEADQUARTERS COMMANDANT BY THE 3D ARMD DIV STAFF: (This paragraph of the GSO applies primarily to operations of the headquarters at Drake Kaserne.)

a. STAFF DUTY AND CHARGE OF QUARTERS: All officers assigned or attached to HHC, 3AD except general officers, the Chief of Staff, and those prevented from performing the duty by regulation or statute (JAGG, CHAP, Medical Corps, etc), will perform staff duty officer. The duty roster is maintained by name (rather than by section). The HQ Commandant maintains the roster. The duty officers specific instructions are the subject of a separate LOI. All enlisted soldiers grades E5 to E6, will perform charge of quarters. The by-name roster will be maintained by CO, HHC with excused from duty (ED) status being approved by the Division Chief of Staff. By-section duty rosters are specifically forbidden. Other duties such as driver, CQ runner, etc. will be accomplished by-name under procedures published by CO, HHC.

b. PHYSICAL TRAINING: Division staff sections support the HMC athletics and recreation (A&R) program! The goal is a minimum of 2 hours a week of A&R plus physical training. Physical training (minimum 2 mile run twice weekly) is conducted on Tuesdays and Thursdays from 1530 to 1630 hours. As with all training Division HHC uses the A and B cadre system.

c. COMMAND MAINTENANCE: Drivers perform command maintenance on an A and B roster basis Mondays and Wednesdays from 1300 to 1400 and motor stables from 0800 - 1100 on Fridays. Scheduled services are performed with the driver/crew present and are scheduled on the HHC training schedule. Release of a driver from a scheduled service because of competing critical duty within the staff section requires clearance with the HQ Commandant and, in some cases, review by the Chief of Staff.

d. POLICE: All areas on Drake Kaserne have specified unit responsibilities for general police. In addition, a detail will police selected areas on a scheduled basis under control of the HQ Comdt. This detail covers high visibility routes and empties small trash receptacles placed throughout the Kaserne. Procedures for the police of Drake are the subject of separate letters of instruction. Twice a year (Fall and Spring) the staff and units will conduct a Kaserne wide cleanup with normal staff operations being suspended for half a day.

FOR THE COMMANDER:

  
DONALD S. PIHL  
Colonel, GS  
Chief of Staff

DISTRIBUTION:

B