



Virginia Army National Guard Leader's Book

Name:

Unit:





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CREED OF THE NON COMMISSIONED OFFICER

No one is more professional than I. I am a Noncommissioned Officer, a leader of soldiers. As a Noncommissioned Officer, I realize that I am a member of a time honored corps, which is known as “The Backbone of the Army”. I am proud of the Corps of Noncommissioned Officers and will at all times conduct myself so as to bring credit upon the Corps, the Military Service, and my country regardless of the situation in which I find myself. I will not use my grade or position to attain pleasure, profit, or personal safety.

Competence is my watch-word. My two basic responsibilities will always be uppermost in my mind — accomplishment of my mission and the welfare of my soldiers. I will strive to remain tactically and technically proficient. I am aware of my role as a Noncommissioned Officer. I will fulfill my responsibilities inherent in that role. All soldiers are entitled to outstanding Leadership; I will provide that Leadership I know my soldiers and I will always place their needs above my own. I will communicate consistently with my soldiers and never leave them uninformed. I will be fair and impartial when recommending both rewards and punishment.

Officers of my unit will have maximum time to accomplish their duties; they will not have to accomplish mine. I will earn their respect and confidence as well as that of my soldiers. I will be loyal to those with whom I serve; seniors, peers and subordinates alike. I will exercise initiative by taking appropriate action in the absence of orders. I will not compromise my integrity, nor my moral courage. I will not forget, nor will I allow my comrades to forget that we are professionals, Noncommissioned Officers, leaders!



Soldier's Creed

I am an American Soldier.

I am a warrior and a member of a team.

I serve the people of the United States, and live the Army Values.

I will always place the mission first.

I will never accept defeat.

I will never quit.

I will never leave a fallen comrade.

I am disciplined, physically and mentally tough, trained and proficient in my warrior tasks and drills.

I always maintain my arms, my equipment and myself.

I am an expert and I am a professional.

I stand ready to deploy, engage, and destroy, the enemies of the United States of America in close combat.

I am a guardian of freedom and the American way of life.

I am an American Soldier.





Army Values

L- LOYALTY: BEAR TRUE FAITH AND ALLEGIANCE TO THE U.S. CONSTITUTION, THE ARMY AND OTHER SOLDIERS.

D- DUTY: FULFILL YOUR OBLIGATIONS.

R- RESPECT: TREAT PEOPLE AS THEY SHOULD BE TREATED.

S- SELFLESS SERVICE: PUT THE WELFARE OF THE NATION, THE ARMY, AND YOUR SUBORDINATES BEFORE YOUR OWN.

H- HONOR: LIVE UP TO ALL THE ARMY VALUES.

I- INTEGRITY: DO WHAT'S RIGHT, LEGALLY AND MORALLY.

P- PERSONAL COURAGE: FACE FEAR, DANGER, OR ADVERSITY (PHYSICAL AND MORAL).



Important NCO Regulations

PERSONNEL

AR 600-9	The Army Body Composition Program
AR 600-8-19	Enlisted Promotions and Reductions
AR 600-8-22	Military Awards
AR 623-3	Evaluation Reporting System
NGR 600-200	Enlisted Personnel Management
AR 670-1	Wear and Appearance of Army Uniforms and Insignia

LOGISTICS

AR 710-3	Inventory Management Asset and Transaction Reporting System
AR 735-5	Property Accountability Policies
DA PAM 710-2-1	Using Unit Supply Systems

TRAINING

AR 350-1	Army Training and Leader Development
ADP 7-0	Training
ATP 4-02.2	Medical Evacuation

FM

FM 6-22	Army Development
FM 7-22	Army Physical Readiness Training

TC

TC 3-21.5	Drill and Ceremonies
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Chain of Command

Squad Leader	Name:
Address	
Telephone	

Platoon Sergeant	Name :
Address	
Telephone	

1SG	Name :
Address	
Telephone	

Commander	Name :
Address	
Telephone	



Important Numbers

Unit Readiness NCO	
Unit Training NCO	
Unit Supply NCO	
Unit Retention NCO	
Team Leader	
Squad Leader	
Platoon Sergeant	
Platoon Leader	
1SG	
Commander	
Legal Office	
EEO	
Red Cross	



Daily Personnel Status

	Off	NCO	ENL	Total
Authorized	_____	_____	_____	_____
Assigned	_____	_____	_____	_____
Present for Duty	_____	_____	_____	_____
Absent from Duty	_____	_____	_____	_____

TDY		Other	
Unsat		On Duty	
PASS		Out Processing	
In Processing		Hospital	
Profile		Conv Leave	
Appt		WIA	
KIA		AWOL	
MIA		LEAVE	



Soldier's Personal Data

NAME:	RANK:	DOR:	LAST 4:
BASD:	ETS:	DOB:	
MOS:	TIG:	TIS:	
PROMOTABLE: YES/NO	POINTS:	WEIGHT:	HEIGHT:
HAIR:	EYES:	AGE:	MARITAL STATUS:
SPOUSE'S NAME:		AGE:	M/F
			EFMP: YES/NO
CHILD'S NAME:		AGE:	M/F
			EFMP: YES/NO
CHILD'S NAME:		AGE:	M/F
			EFMP: YES/NO
CHILD'S NAME:		AGE:	M/F
			EFMP: YES/NO
CHILD'S NAME:		AGE:	M/F
			EFMP: YES/NO
HOME PHONE:			
ADDRESS:			
CITY/STATE/ZIP CODE:			
REL:	BLOOD TYPE:	WEAPON #:	WEAPON SERIAL #
LAST WEAPON QUAL:		QUAL:	MARK/SHARP/EXPERT
LAST ACFT:	SCORE:		
LAST WEIGHT IN:	BODY FAT:	PROFILE:	T/P
DATE CTT TEST:		GO/NOGO DATE DRIVERS TRAINING:	
DATE QUALIFIED CREW SERVED WEAPON:		TYPE/S:	
NBC SUIT SIZE:	MASK SIZE:	OCP COAT SIZE:	TROUSERS SIZE:
BERET:	HAT SIZE:	BOOT SIZE:	
NCOES COMPLETE:	DATE:	DLC COMPLETE:	DATE:
AWARDS:			
DATE LAST GCM:		DATE LAST NCOER:	
NEXT OF KIN:		PHONE NUMBER:	
ADDRESS:			
CITY/STATE/ZIP CODE:			
POV MAKE:		MODEL:	YR:
			COLOR:
LIC PLATE:	INS COMPANY:		EXP DATE:
ALLERGIES:			
REMARKS:			



8 Step Training Model

PLAN

1. Training Objectives
2. Soldiers to Train
3. Trainers/Evaluators
4. Land/Facilities
5. Equipment/Supplies
6. References & TTP's
7. Risk Assessment

TRAIN THE TRAINERS

1. Train Leaders First
2. Focus on Doctrine, Basics, & Standards
3. Classroom Instruction
4. Performance Tests
5. Written Tests
6. On Site Certification

RECON

1. Recon Training Site,
2. Route, & Obstacles
3. Terrain Walk Done
4. With Key Leaders

ISSUE ORDER

1. Situation
2. Enemy
3. Friendly
4. Attachments & Detachments
5. Mission
6. Execution
 - Concept of Operation
 - Coordination Instructions
7. Service and Support
 - Concept of Logistics,
8. Materiel, and Medical Evacuation
 - command and Signal

REHEARSE

1. Leaders and OC's
2. Reduced Force
3. Sand Table
4. Rock Drill
5. TEWT
6. Full Force
7. Force on Force

EXECUTE

1. Pre-combat Checks
2. Focus on Doctrine,
3. Basics, & Standards
4. Coach Frequently
5. Control Environment
6. Develop Teamwork

CONDUCT AAR

1. Establish What Happened
2. Establish Why It Happened
3. Determine What Was Right
4. Determine What Was Wrong
5. Determine What Should Be

RETRAIN

1. Alternate Instructor
2. Focus on Weakness



Operation Order

1. Situation.

A) Enemy Forces

1. Situation (enemy, weather and terrain).
2. Capabilities.
3. Probable course of action.

B) Friendly Forces.

1. Mission of Next higher unit.
2. Mission of adjacent units (left, right, front, rear).
3. Mission and location of supporting elements.

C) Attachments and Detachments.

2. Mission, Who, What, When, Why, and Where (coordinates).

3. Execution.

A) Concept of Operation.

1. Scheme of maneuver.
2. Formation.
3. Route.
4. Tactical Missions to subordinate Units.

B) Subunit subparagraphs.



Operation Order

4. Sustainment

A) Supply.

1. Rations.
2. Uniforms and Equipment.
3. Arms and Ammunition.
4. Captured Materiel.

B) Transportation.

C) Medical Evacuation.

D) Personnel.

E) Prisoners of War.

5. Command and Signal.

A) Signal.

1. Frequencies and Call Signs.
2. Pyrotechnics and Signals.
3. Challenge and Password.
4. Code Words.

B) Command.

1. Command Leader Location.



Pre-Combat Checklist

	Check		Check
Individual		Platoon Sergeant (cont'd)	
Equipment Packed IAW with TACSOP		Operation Equipment	
LBV complete and serviceable		Maps, Updated	
Ear Plugs		Compasses	
First aid pouch		Pens, etc	
Ammunition pouches		Sleep Plan Established	
Canteen w/water and cup		Class V Issued	
Kevlar with camo cover and band		MOPP Level known and disseminated	
Weapons, zero in pistol grip		Weapons control	
Protective Mask w/carrier and hood		Platoon Status to First Sergeant	
Body armor as required		Situation Briefed	
Flashlight with batteries and lens filters		MRE's Issued	
Causality feeder reports			
Individual Decon Kit		First Sergeant	
M8/M9 Paper		Personnel Accounted For	
Current MOPP implemented		Uploaded by Load Plan	
Weapon at appropriate arming level		Expendable Supplies on hand	
Optical Inserts		Operation Equipment	
Anti Fogging Kit		Maps, Updated	
ID Card		Compasses	
ID Tags (2 sets, w/2 tags, 1 set worn)		Pens, etc	
MRE's		Individual PCI Completed and verified	
Drivers Licenses		LP/OP Briefed and positioned	
Challenge and Password		Defense Plan Established and Rehearsed	
Shot Records		Defensive Sector Diagram Complete	
Hot/Cold Weather Brief		Range Cards Verified and Complete	
Mission Brief		Camouflaged	
		Vehicles	
Squad Leader		Equipment	
Personnel Accounted For		Positions	
Individual PCI Completed		Glass and mirrors	
Reference Publications Reviewed		Repack all equipment not in use	
Uploaded by Load Plan		Field Sanitation enforced	
Expendable Supplies on hand		Hand Washing enforced	
Sleep Plan Established		Trash kept Policed	
MOPP Level known and disseminated		Medevac helio pad marked	
Weapons control		Casualty collection identified	
Section Status to Platoon Sergeant		Reference Publications Reviewed	
Situation Briefed		Early warning devices employed	
MRE's Issued		Noise and light discipline enforced	
Ammo Basic Load Issued		Sleep Plan Established	
		Class V Issued	
Platoon Sergeant		Feeding Plan "Established	
Personnel Accounted For		MOPP Level known and disseminated	
Individual PCI Completed		Accountability of Personnel to S-1	
Reference Publications Reviewed		Accountability of sensitive items to S-3	
Uploaded by Load Plan		Reportable Equipment Status to BMO	
Expendable Supplies on hand		Situation Briefed	



Pre-Combat Checklist

	Check		Check
Communications Equipment		Generator Operator	
Equipment Accounted For		All BII on hand	
Radios		Grounding rods	
Microphones		Fire extinguishers	
Antennas		-10 manual on hand	
Encrypting Equipment		PMCS Performed	
SOIs		Generator Topped off	
PMCS Completed		Extra fuel and POL	
Radios			
Antennas		Vehicle Commander	
Encrypting Equipment		All BII on hand	
Call Sign Board		Pioneer Tools	
Frequencies		Fire extinguishers	
Unit		-10 manual on hand	
Next Higher		PMCS Performed	
Medevac		Vehicle	
Range Control		Radios	
Fire Supp01i		Vehicle Topped off	
TA-312s: Batteries		Extra fuel and POL	
Wire		Grease Pencils	
Reel Handles on hand		Note Book available	
SINGARS: Batteries		Pens/Pencils available	
Wire		Maps and overlays	
Blank Report Formats		Sun/wind/dust Goggles	
Spare Equipment		Compass/GPS present serviceable	
Microphones		Binoculars	
Headsets		Crew Served Weapons	
Antennas		Headspace and timing checked	
Batteries		Ammunition Basic Load	
Coordinate Pick-up of Equipment		Qualified Gunner	
Coordinate Pick-up of SOI		Vehicle Load Plan Verified	
SENGARS Spare Battery		Convoy Number on Vehicle	
NBC Equipment		Crew Served Weapons	
Individual PCI complete		Clean and functional	
Chemical Agent Alarms operational		Spare Barrels,- Cleaning Kit's on-hand	
Chemical Agent Alarms employed		Glove; bolt rupture extraction on hand	
PMCS performed on M8 Alarm		Tripod w/T&E mechanism, Bipod	
M273 kit per Chemical Alarm		Head Space and Timing Set (M2)	
M256/256A1 Detector Kit as required		Machine Guns Mounted	
AN/VRDR-2 Radiac sets on hand		Function Check	
IM-93 Dosimeter issued		Test fire w/permission	
146 Radiometers issued		NVD, serviceable	
GTA Warning system issued			
PBT and Nerve Agent antidote issued		Driver Vehicle Preparation	
NBC marking kit available		-10 and LO on hand	
Mark I kit available		BW All Present and serviceable	
Cana kit available		First Aid Kit	
		Fire Extinguisher	
Combat Lifesavers		Warning Triangles	
Combat Lifesavers Bags issued		PMCS performed	
100% inventory and all supplies replenished		Vehicle Topped off	



Pre-Combat Checklist

	Check
Driver/Vehicle Preparation (cont'd)	
Loaded according to load plan	
POL products including weapons oil	
5 gallon can of water	
5 gallon can of fuel	
Rags	
MREs rations stowed	
Tools	
Goggles	
Dispatch	
Vehicle Hardened as required	
Strip Map on-hand	
Convoy route and plan briefed	
Camouflage nets/poles configured/stowed	
Lights and markings covered	
Convoy number on Vehicle	
Trailer properly hooked	



Deployment Checklist

CATEGORY	ITEMS	GOOD	NEED	DATE OR REMARKS
MILITARY	Military ID Card			
	Military ID/Dog Tags			
	Military Shot Record			
	Military Meal Card			
	Military Weapon's Card			
	Military Driver's License			
	Military Allergy Card/Tag			
	Geneva Convention Card			
DOCUMENTS	Passport			
	Credit Card			
	Phone Card			
	Medical Card			
	Civilian Driver's License			
	Travel/Assign Orders.			
UPDATED	Power of Attorney			
	Last Will & Testament			
	Life Insurance Policy			
	Family Care Plan			
PAYMENTS	Vehicle Loan			
	Home Mortgage			
	School/Classes			
	Credit/Bills			
	Vehicle Insurance			
	Home Insurance			
	Health Insurance			
	Home Utilities			
FINANCES	Credit Cards			
	Blank Checks			
	Traveler Checks			
	Foreign Currency			
	US Currency			
COPY OF...	Divorce Papers			
	Travel Tickets			
	Medical Records			
	School Records			
	Dental Records			
	Training Records			
	DA 201/2-1 Record			
	Last Pay Voucher			
	Social Sec. Card			
	Passport/Other ID			
	Birth Certificate			
	Product Warranties			
	Car/Home Ownership			
	Marriage Certificate			
	School/Library Card			
	Immigration/Green Card			
	Assignment/Travel Orders			
	Extra Car and Home Keys			
Phone Number & Address				



After Action Review

PLAN

- Establish objectives for AAR
- Select qualified observers
- Review the training and evaluation plan
- Identify the participants
- Plan stop points during exercises for AAR's
- Make potential site selections
- Select training aids
- Draft an AAR plan
- Review the unit's training objectives and plan

PREPARATION

- Review the training objectives, orders, and doctrine
- Observe the training
- Organize the selected AAR Site
- Collect information from the observers
- Develop a discussion outline
- Organize and rehearse
- Select training aids
- Draft an AAR plan
- Review the unit's training objectives and plan

CONDUCT

- Restate the unit's mission and event's training objectives
- Generate discussion
- Orient on training objectives
- Seek maximum participation