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Commanding B Company, Rocky Top Battalion: An Exercise in Leadership

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COMMANDING B COMPANY, ROCKY TOP BATTALION



AN EXERCISE IN LEADERSHIP

C/MAJ JAY S. BURNS
SPRING 2002

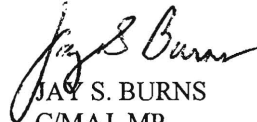
B Company, UTK "Rocky Top" Battalion
The University of Tennessee
Knoxville, Tennessee 37996-3130

22 April, 2002

MEMORANDUM FOR B COMPANY COMMANDER

SUBJECT: CONTENTS OF B COMPANY HANDBOOK

1. This handbook contains the following items from Spring 2002:
 - a. Task Organization
 - b. Memo to cadet NCO outlining responsibilities
 - c. Physical Training Schedule (reference: FM 21-20)
 - d. Spreadsheet of APFT results
 - e. Lab MOI
 - f. Operations (S-3) Request
 - g. Logistics (S-4) Request
 - h. Miscellaneous tips on planning/executing training
 - i. Lab Risk Assessment
 - j. Slides from FEB/MAR training meeting
 - k. OER Support Form (DA 67-9-1)
 - l. OER (DA 67-9)
2. All documents contained herein are intended for example purposes only, and are in no way implied to be the only correct way to execute the task in question.


JAY S. BURNS
C/MAJ, MP
Commanding

B COMPANY: TASK ORGANIZATION

SPRING 2002

COMMANDER: C/MAJ JAY S. BURNS
FIRST SERGEANT: C/1SG CHARLENE LOMBARDI
EXECUTIVE OFFICER: C/CPT SUSAN TAYLOR

FIRST PLATOON

PL: C/CPT NATHAN WAGGONER
PSG: C/SFC KELLY STULL

SECOND PLATOON

PL: C/CPT ROSS JACKSON
PSG: C/SFC NICOLE DAVIS

1ST SL: ROUSH

ANDERSON
COVINGTON, M.
GIL
HOOVER
McCANTS
TEXIDOR
ROBB

2ND SL: WALISZEWSKI

BELL
HUMBERD
HACKLER
KALMANEK
PIEKNIK
WEBB
BELL

1ST SL: WELLOCK

COCHRAN
BECKER
ARNOLD
COLYER
ADKINS, L.
WALKUP
MARD

2ND SL: PUGH

McLEAN
DUARTE
McINTURFF
LONGWORTH
STINETTE
GRIFFING
LOBERT

3RD SL: LARSON

COHN
DeMOTTS
HARPER
KAPSA
RYAN
GALYON
WRIGHT

4TH SL: McNAIR

COVINGTON, B.
GAINES
HOLMES
LOAR
ROUBIN
EDMONDS

3RD SL: HACKER

BRIDGEFORTH
BRITTINGHAM
ADKINS, C.
JACOBS
RAUSCH
EASTHAM
WHELESS

4TH SL: FORTUNE

HATTERY
BRIDGES
ALLEN
BOONE
McCONAHY
NIELSEN
CREECH

B Company, UTK "Rocky Top" Battalion
The University of Tennessee
Knoxville, Tennessee 37996-3130

28 January 2002

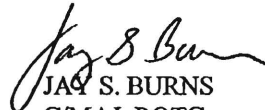
MEMORANDUM FOR Cadet Lombardi, Charlene

SUBJECT: Company Responsibility

1. Cadet Lombardi, you are responsible for passing all information given to you concerning the Rocky Top Battalion including labs, FTX's, special events, extra curricula events, and anything else given to you from higher authority to your platoon sergeants, the following cadets:

Cdt Stull, Kelly wutyadoin@aol.com
Cdt Davis, Nicole pnut20davis@hotmail.com

2. Neglecting your duties will result in counseling and/or negative spot reports.
3. Point of contact is the undersigned.


JAY S. BURNS
C/MAJ, ROTC
Commanding

B COMPANY PT SCHEDULE*--SPRING 02

9-Jan	ADMIN--WELCOME BACK	
11-Jan	DIAGNOSTIC APFT	
14-Jan	HARD PU/SU, VOLUNTEER LOOP	BURNS
16-Jan	HARD PU/SU, ABILITY GROUP RUN	WAGGONER
18-Jan	HILL REPEATS (6-8), LIGHT PU/SU	TAYLOR
21-Jan	MLK HOLIDAY--NO PT	
23-Jan	HARD PU/SU, ABILITY GROUP RUN	JACKSON
25-Jan	TRACK WORKOUT: 4X400, PU/SU	BURNS
28-Jan	HARD PU/SU, VOLUNTEER LOOP	WAGGONER
30-Jan	MSIV SWIM TEST; PU/SU, FORMATION RUN	TAYLOR
1-Feb	HILLS OF FORT SANDERS	JACKSON
4-Feb	CIRCUIT TRAINING	BURNS
6-Feb	HARD PU/SU, ABILITY GROUP RUN	WAGGONER
8-Feb	TRACK WORKOUT: 3X800, PU/SU	TAYLOR
11-Feb	"LAST CADET UP" RUN, PU/SU/ETC.	JACKSON
13-Feb	LIGHT PU/SU, SHORT RUN, HEAVY STRETCHING	BURNS
15-Feb	APFT	
18-Feb	ULTIMATE FOOTBALL	WAGGONER
20-Feb	BRIDGES RUN--ABILITY GROUPS, PU/SU/ETC.	TAYLOR
22-Feb	FOOTMARCH--BN PT	
25-Feb	HARD PU/SU, AG CAMPUS/TYSON PARK LOOP	JACKSON
27-Feb	PU/SU/ETC., DOWNTOWN RUN	BURNS
1-Mar	MIMOSA--ABILITY GROUPS	WAGGONER
4-Mar	HARD PU/SU, EXTENDED VOL LOOP	TAYLOR
6-Mar	HARD PU/SU, BRIDGES RUN	JACKSON
8-Mar	FORT DICKERSON RUN, PU/SU	BURNS
11-Mar	LIGHT PU/SU, SHORT RUN, HEAVY STRETCHING	WAGGONER
13-Mar	APFT	
15-Mar	TRNG HOLIDAY--NO PT	
18-22MAR	SPRING BREAK	
25-Mar	CIRCUIT TRAINING	TAYLOR
27-Mar	BN PT--FOOTMARCH W/ RUCKS	
29-Mar	SPRING RECESS--NO PT	
1-Apr	BRIDGES RUN--ABILITY GROUPS, PU/SU/ETC.	JACKSON
3-Apr	CHURCH LOOP, PU/SU	BURNS
5-Apr	JFTX--NO PT	
8-Apr	JFTX RECOVERY--NO PT	
10-Apr	HARD PU/SU, HILL WORKOUT	WAGONNER
12-Apr	TRACK: 6X400, PU/SU	TAYLOR
15-Apr	DOWNTOWN RUN, PU/SU	JACKSON
17-Apr	HARD PU/SU, ABILITY GROUP RUN	BURNS
19-Apr	HILLS OF FORT SANDERS	WAGONNER
22-Apr	PU/SU, EXTENDED VOL LOOP	TAYLOR
24-Apr	LIGHT PU/SU, SHORT RUN, HEAVY STRETCHING	JACKSON
26-Apr	FINAL APFT	
29-Apr	CTEPS, ULTIMATE FOOTBALL	

*Schedule subject to minor changes. E.g. there will be one or two aerobics sessions inserted into the syllabus, and other surprises could follow.

Name	Gender	MS	Age	Number of Push Up Repetitions	Number of Push Up Points	Number of Sit Up Repetitions	Number of Sit Up Points	2 Mile Run Time	2 Mile Run Points	Total Points	Change (+/-)
Adkins, Channing	M	2	19	71	100	79	100	15:10	70	270	9
Anderson, Adam	M	1	21	51	72	36	33	18:44	20	125	24
Arnold, Anthony	M	1	18	54	77	53	60	15:42	63	200	-7
Becker, Heidi	F	1	18	42	100	71	89	16:58	83	272	18
Bell, David	M	1	18	64	90	70	87	14:55	72	249	8
Boone, Chad	M	1	18	79	100	59	70	13:20	94	264	-7
Boylston, Catherine	F	4	21	35	88	59	70	16:28	89	247	25
Burns, Jay	M	4	21	83	100	74	92	11:57	100	292	-4
Carter, Christopher	M	4	28	70	93	80	98	16:10	69	260	13
Clements, Dallas	M	4	21								
Cochran, Sean	M	1	19	58	82	75	95	14:12	83	260	6
Covington, Brian	M	2	23	61	84	44	52	16:05	67	203	-7
Covington, Mindy	F	2	23								
Davis, Nicole	F	2	19	55	100	86	100	16:37	87	287	5
Demotts, Bryan	M	1	18	56	79	67	82	13:38	90	251	17
Duarte, Joel	M	1	20	63	89	71	89	15:00	72	250	36
Fortune, Inachus	M	2	20	84	100	73	92	15:03	71	263	-3
Gains, Thomas	M	1	19	PROFILE	PROFILE	PROFILE	PRO	PRO	PRO	PRO	PRO
Gil, Nicholas	M	1	23	78	100	79	99	12:42	100	299	-11
Hacker, Travis	M	2	19	62	88	70	87	15:12	68	243	14
Harper, Monica	F	1	19	39	95	50	55	18:01	70	220	51
Hattery, Russell	M	1	19	53	75	59	70	14:20	81	226	20
Humphreys	M	1	24								
Jackson, Ross	M	4	27	56	78	62	78	14:56	82	238	-1
Kapsa, Chris	M	1	19	61	86	82	100	PRO	PRO	PRO	PRO
Larson, Crissy	F	1	19	46	100	69	86	16:21	90	276	10
Loar, Joseph	M	1	20	63	89	69	86	12:50	100	275	36
Lombardi, Charlene	F	2	19	42	100	84	100	16:37	87	287	11
Longworth, Nathan	M	1	20	63	89	59	70	13:08	97	256	4
McInturff, Daniel	M	1	18	23	34	31	25	17:10	42	101	17
McLean, Thomas	M	1	21	33	48	58	68	17:10	42	158	71
McNair, Blake	M	2	24								
Pak, Seong	M	4	26	67	91	53	64	15:30	72	227	0
Pugh, Robert	M	2	19	68	96	81	100	14:01	85	281	-15
Roush, Charles	M	2	19	73	100	74	94	15:13	68	262	17
Ryan, Brendan	M	1	18	79	100	77	98	14:11	83	281	13
Stull, Kelly	F	2	19	42	100	78	100	17:28	77	277	11
Taylor, Susan	F	4	22	45	99	79	99	17:56	76	274	6
Waggoner, Nathan	M	4	21								
Waliszewski, Jacek	M	2	19	92	100	83	100	14:31	78	278	-1
Walkup, Frank	M	1	18	71	100	77	98	17:02	43	241	18
Webb, Jimmie	M	2	26	31	50	34	48	20:13	25	123	20
Webster, Jeff	M	4	23	64	87	70	87	16:20	62	236	6
Wellock, Michael	M	2	19	85	114	90	112	12:23	106	332	13
Williams, David	M	4	27	77	100	77	95	13:40	96	291	6
Williams, Kelly	F	4	22	30	78	81	100	17:03	85	263	5
Total				2369	3451	2723	3328		2960	9638	454
Average				59	86	68	83		76	247	11

Change (+/-)				3	NC	2	2		2	8	N/A
Number of maxes					16		9		4	1	N/A
Change (+/-)					4		-2		NC	-1	N/A
Number of failures					3		5		5	7	N/A
Change (+/-)					NC		-2		-2	-2	N/A

B Company, UTK "Rocky Top" Battalion
The University of Tennessee
Knoxville, Tennessee 37996-3130

6 February, 2002

MEMORANDUM FOR INSTRUCTION

SUBJECT: LAB, 07FEB02

1. Lab on 07FEB02 will consist of two parts:
 - a. Drill and Ceremonies training—Company Area (references: FM22-5)
 - b. First Aid training—SAC 118 (references: STP 21-1-SMCT 'common tasks: skill level 1')
2. Drill and ceremonies training will focus on commands and movements executed while in battalion Company, and Platoon formation. Platoon Leaders (C/CPTs Jackson and Waggoner) will be the primary instructors for their platoons; C/ MAJ Burns and C/CPT Taylor will be attached to First and Second Platoons, respectively. MSIs and Is will be afforded opportunities to lead both instruction and movement.
3. D&C Instruction will include, but is not limited to, the following:

Stationary Movements:

fall in	parade rest	stand at ease	at ease	rest	attention
dress right	right/left face	about face	report	post/front	and center
turning over platoon command					

Marching Movements:

forward march	mark time	halt	column left	column right	left flank
right flank	rear march	file from the left/right	column of twos	from the left/right	
countercolumn					

4. The seventy-minute drill and ceremonies instruction block will be broken down as follows:
 - a. Formation movements (i.e. fall in, attention, etc.)—20 minutes
 - b. Facing movements—20 minutes
 - c. Marching—30 minutes
5. First Aid training will include the following topics:

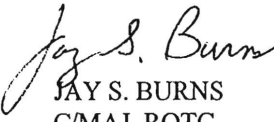
evaluate a casualty	prevent shock	treat burns	treat heat injuries	treat frostbite
pressure dressing	tourniquet	dress open abdominal wound/open chest wound		
dress open head wound	splint a fracture	transport casualties (1-man/2-man carries)		
perform mouth-to-mouth resuscitation				
6. Upon completion of both phases of training, the company will be re-formed and instruction will be given on matters pertaining to turning over command while in a company and battalion formation and receiving the report.
7. Timeline and locations for Lab are as follows:

1410-1415	Company Formation—Company area
1415-1525	1 st Platoon—First Aid training/2 nd Platoon—DNC instruction
1525-1530	Change stations
1530-1640	2 nd Platoon—First Aid training/1 st Platoon—DNC instruction

1640-1650
1650-1655

Company/BN DNC instruction—Company area
Announcements/Dismiss

6. Uniform is BDUs and softcap.


JAY S. BURNS
C/MAJ, ROTC
Commanding

B Company, UTK "Rocky Top" Battalion

The University of Tennessee
Knoxville, Tennessee 37996-3130

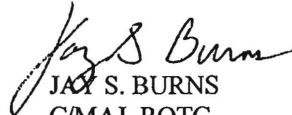
S: 13 February 2002
28 January 2002

MEMORANDUM THROUGH C/MAJ Nick Mitchell, C/S-3

MEMORANDUM FOR MAJ Shawn Bleeker, BN S-3

SUBJECT: Facilities request for B CO Labs, Spring 20002

1. Facilities for the following labs on the semester's training schedule require coordination through the Operations shop:
 - a. 14 1410 MAR 02: Mountaineering Training at HPER rock climbing facility (until 1700)
 - b. 18 1400 APR 02: Obstacle Course Competition at Marine Reserve Center (until 1700)
2. For 14 MAR 02, in addition to reserving the climbing wall(s), instructors will be needed to provide an introductory briefing and demonstration.
3. Combat Lifesavers will be provided from the Rocky Top Battalion for lab on 18 APR 02.


JAY S. BURNS
C/MAJ, ROTC
Commanding

B Company, UTK "Rocky Top" Battalion

The University of Tennessee
Knoxville, Tennessee 37996-3130

S: 15 March 2002

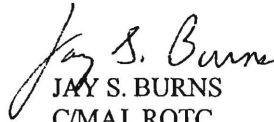
11 February 2002

MEMORANDUM THROUGH C/CPT Chris Carter, C/S-4

MEMORANDUM FOR MAJ Robert E. Reed

SUBJECT: Supply request for B CO Lab, APR 2002

1. The purpose of this memorandum is to request supplies for B Company labs in April, 2002.
2. For lab on 11APR02, the following supplies are needed:
 - a. 2-Bluewater Ropes
 - b. 6-"D" Rings
 - c. 30-Sling Kits
 - d. 3-Water Jugs
 - e. 75-Cups
 - f. SGT Cunningham (CLC)
 - g. 2-First Aid Kits
3. For lab on 18APR02, the following supplies are needed:
 - a. Transportation: 44pax Bus, 1-15pax Van, 1-8pax Van
 - b. 3-Water Jugs
 - c. 75-Cups
 - d. SGT Cunningham (CLC)
 - e. 2-First Aid Kits


JAY S. BURNS
C/MAJ, ROTC
Commanding

B Company, UTK "Rocky Top" Battalion

The University of Tennessee
Knoxville, Tennessee 37996-3130


22 April, 2002

MEMORANDUM FOR B Company Commander

SUBJECT: SUGGESTIONS FOR PLANNING/EXECUTING TRAINING

1. The purpose of this memorandum is to outline several suggestions for planning and executing training, which became evident over the course of the Spring 2002 semester. Topics covered will be PT, Land Navigation, Labs, and Leadership.
2. Physical Training:
 - a. A PT syllabus must be developed before the semester begins, even if it is only tentative. After (up to) three years of PT, any CO should be able to sit down with pen and paper and his/her experience and develop a thorough PT plan.
 - b. Find out the hard dates (i.e. APFTs and BN PT sessions), then plan around them. Fun PT sessions, such as ultimate football/frisbee, are best for days immediately after an APFT, so that the remainder of the time leading up to the next APFT can be used for improving the cadets' scores.
 - b. To improve run times, it is not always necessary to go on long runs. These take more time, especially considering the range of ability within a company. Short, 2-3 mile runs can effectively improve times on the APFT if cadets are encouraged and motivated to run those routes progressively faster. Simply put, to get faster, *run faster*. Task some of the faster runners to run with the slower groups once a week, or if numbers permit, once every two weeks. This will allow the run leader to be more motivated and he/she will be able to push the whole group harder.
3. Land Navigation:
 - a. When dealing with MSIs and IIs, remember that they usually conduct land navigation training in groups. For this reason, the compass-point man method is a good one for them to use early on. See explanation below, if needed.
 - b. Compass-to-point-man Method of Land Navigation: Using the compass-to-cheek holding position, one cadet shoots the correct azimuth. Another member of the group (the pace man) then walks forward in front of the compass man, as far as he can get while still being seen by the compass man. Needless to say, the pace man measures the distance as he walks. When he has gone far enough, the compass man comes to his position and the process is repeated. If done correctly, this is a highly accurate manner of traveling a correct azimuth.
 - c. Teaching why map distance is usually less than actual distance: When two points are plotted on a map and they are measured at (for example) 400 meters apart, they will actually be farther apart than that, the degree of variance depends on the type of terrain (hillier, steeper terrain adds more distance). Ruler-in-the-box (simulates a hill in a map grid square): to help cadets visualize this, have them imagine a box ten inches along each side. Now tell them they have a standard, twelve-inch ruler, and ask them to put it in the box. The point of the exercise is that the ruler won't lie flat in the box—it will fit, at an angle—but if viewed from directly above, to simulate a two dimensional view, it seems to be ten inches long. So, maps are just like that—because they're two-dimensional, they can be deceptive about actual distance between points.

3. Labs: an effective method of planning a lab period is to start by developing a concept of the training and the timeline simultaneously. Once this has been done, the majority of the work is done. Go through the timeline step-by-step thoroughly, identifying anything that must be requested through the operations shop, logistics shop, battalion commander, etc. Also identify any hazards that might be present and develop a risk assessment matrix. Important aspects to never overlook are: transportation plan, MEDEVAC plan, medical support plan, inclement weather plan, and hydration plan.
4. Leadership:
 - a. **COMMAND PRESENCE**: being able to stand in front of your cadets and let them know that you are in charge is the single most important factor in earning their respect and cooperation. It will lay the groundwork for the entire semester by encouraging them to be squared away at all times. An excellent command voice and mastery of public speaking will be invaluable tools. Be approachable, yet maintain your professional distance, in order to preserve the aura of command authority.
 - b. **SUPERIORITY**: to an extent, it is important for you to be superior to your cadets when it comes to what you are trying to teach them. NEVER teach a class without a thorough knowledge of what you are doing. If you don't know a topic, find someone who does and *delegate*. Also, when it comes to PT, your ability to sharpen your command authority and improve your cadets' physical fitness will be far greater if you are better than them at PT. If you can run faster, you can push them harder. The same goes for doing push-ups, flutter-kicks, overhead-claps, etc. You will earn respect by demonstrating not only proficiency, but superiority. Do not, however, become arrogant. Example of this abound, so details are not necessary.
 - c. **CARING**: at all times, make sure your cadets are having fun (within reason) and are well taken care of. As MSIs and IIs, they are here to get exposure and develop a taste for military matters. Do not burn them out. Balance training periods with Advance-Camp-relevant training and fun activities (swimming/obstacle course/etc.). On the JFTX, make it your task to check on every one of them each night.
 - d. **DEVELOPING**: delegate tasks not only to your MSIV chain of command, but to the MSI and II cadet NCOs as well. Develop training plans far enough in advance to give the COC plenty of time to disseminate the information and clear up any questions or deficiencies that may exist. Constantly do verbal counseling, whether before, during, or after training; let your cadets know what they are doing right and what they need to improve. Use "corrective training" and/or written counseling when necessary.


JAY S. BURNS
C/MAJ, MP
Commanding

Risk Management RISK MANAGEMENT WORKSHEET

1. Organization and Unit Location: LTK ROTC							2. Page				of			
3. Mission/Task: Land Navigation						4. Begin Date: 21 FEB			5. End Date: 21 FEB			6. Date Prepared: 21 FEB		
7. Operational Phase in which the Mission/Task will be conducted:														
8. Prepared by: (Name/Rank/Duty Position) C/CPT Waggoner														
9. Identify Hazards (Be Specific)			10. Assess the Hazards & Determine Initial Risk Level L M H E		11. Develop Controls & Make Decisions (Specific measures taken to reduce the probability and severity of a hazard) (Be Specific)		12. Determine Residual Risk Level L M H E		13. Implement Controls (Include SOPs, References, OPORD, etc.) (Be Specific)			14. Supervise and Evaluate (Continuous, Leader Checks, Buddy System, AAR, etc.) (Be Specific)		
Barbed Wire				X			Alertness		X				Safety Brief Explanation of boundaries	
French Broad River				X			Alertness/Avoidance		X					
Deadfall				X			Alertness		X					
Wildlife			X				Avoidance		X					
Dehydration			X				Water		X					
15. Remaining Risk Level After Countermeasures Are Implemented: (CIRCLE HIGHEST REMAINING RISK LEVEL) →				LOW		MEDIUM		HIGH			EXTREMELY HIGH			
16. RISK DECISION AUTHORITY: (Approval Authority Signature Block)														

BRAVO COMPANY

**TRAINING MEETING:
FEB/MAR 2002**

AGENDA

- **COMPLETED TRAINING**
- **PT SCHEDULE**
- **LAB/TRNG SCHEDULE**

PAST TRAINING

- **LAB--10 JAN**
 - **COLLECTION OF ADMINISTRATIVE DATA**
 - **ORGANIZATION OF COMPANY INTO PLATOONS AND SQUADS**

PAST TRAINING

- **LAB 17 JAN**
 - ***BLACKHAWK DOWN***
 - **INNOVATIVE**
 - **MORALE-BOOSTING**
 - **A REALISTIC VIEW OF URBAN WARFARE**

PAST TRAINING

- **LAB--24 JAN**
 - **SOMALIA BRIEF FROM COL COCHRAN**
 - **EXCELLENT SUPPLEMENT TO LAST WEEK'S MOVIE**

PT SCHEDULE

- **THERE IS A POSSIBILITY OF INSERTING ONE OR TWO AEROBICS SESSIONS**
- **SEE HANDOUT-- "BRAVO COMPANY PT SCHEDULE"**

LAB/TRNG SCHEDULE

- **T-9:**
 - **LAB--28 MAR**
 - **JFTX OPORD AND PCI**
 - **PACKING LIST**
 - **NON-CONTRACTED: NO LAB**

LAB/TRNG SCHEDULE

- **T-8:**
 - **SPRING BREAK**

LAB/TRNG SCHEDULE

- **T-7: 14 MAR--BURNS IS
OIC**
 - **MOUNTAINEERING TRNG AT HPER**
 - **REQUEST FACILITIES AND
INSTRUCTORS FROM HPER THROUGH
S-3**

LAB/TRNG SCHEDULE

- **14 MAR continued**
 - **WATER AVAILABLE ON SITE**
 - **MEDICAL FACILITIES LOCATED
ACROSS THE STREET.**
- **SPRING BREAK SAFETY
BRIEFING**

LAB/TRNG SCHEDULE

- **T-6**
 - **LAB--7 MAR**
 - **DRILL MEET PREP (OIC: BOYLSTON)**
 - **NON-CONTRACTED: NO LAB**
 - **DRILL MEET--9 MAR**
 - **POC--BOYLSTON**

LAB/TRNG SCHEDULE

- **T-5**
 - **LAB--28 FEB**
 - **NO LAB, INSTEAD, DAY AND NIGHT
LAND NAV WILL BE CONDUCTED ON 1
MAR**
 - **LAND NAV--1 MAR**
 - **PAIR MSIs AND IIs ACCORDING TO
ABILITY**
 - **DETERMINE MANIFEST**

LAB/TRNG SCHEDULE

- **T-4**
 - LAB--21 FEB--C/CPT WAGGONER IS OIC
 - LAND NAV AT AREA ADJACENT TO THE AG CAMPUS--FORMED BY NEYLAND DR.& US129
 - TRANSPORTATION PLAN
 - RECON
 - STAKES, COMPASSES

LAB/TRNG SCHEDULE

- **T-3: LAB--14 FEB**
 - DRILL AND CEREMONIES TRAINING
 - LIST OF REQUIRED INSTRUCTION IN LAB MOI
 - PLATOON LEADERS ARE PRIMARY INSTRUCTORS--CO AND XO WILL ASSIST AND SUPERVISE

LAB/TRNG SCHEDULE

- **14 FEB continued**
 - FIRST AID TRAINING
 - C/CPT JACKSON IS COORDINATING FOR RED CROSS INSTRUCTORS, TO BE SUPPLEMENTED BY COMBAT-PERTINENT ISSUES FROM COMMON TASK MANUAL
- **15 FEB--APFT**

LAB/TRNG SCHEDULE

- **T-2**
 - LAB 7 FEB--OIC IS C/CPT TAYLOR
 - BRM
 - SUPPLIES HAVE BEEN REQUESTED THROUGH C/S-4

LAB/TRNG SCHEDULE

- **T-1**
 - LAB 31 JAN--OIC IS C/CPT JACKSON
 - **PMI**
 - SUPPLIES HAVE BEEN REQUESTED FROM C/S-4
 - SEE LAB MOI

QUESTIONS

????????????????????
????????????????????

OFFICER EVALUATION REPORT SUPPORT FORM

For use of this form, see AR 623-105; the proponent agency is ODCSPER

Read Privacy Act Statement on Reverse before Completing this form

PART I - RATED OFFICER IDENTIFICATION

NAME OF RATED OFFICER (Last, First, MI)
BURNS, JAY S.RANK
CMAJORGANIZATION
UT ARMY ROTC

PART II - RATING CHAIN - YOUR RATING CHAIN FOR THE EVALUATION PERIOD IS:

RATER	NAME NEIL CUTSHAW	RANK CLTC	POSITION CADET BATTALION COMMANDER
INTERMEDIATE RATER	NAME	RANK	POSITION
SENIOR RATER	NAME RONALD E. BORDEN	RANK LTC	POSITION ASSOCIATE PROF. OF MILITARY SCIENCE

PART III - VERIFICATION OF FACE-TO-FACE DISCUSSION

MANDATORY RATER / RATED OFFICER INITIAL FACE-TO-FACE COUNSELING ON DUTIES, RESPONSIBILITIES AND PERFORMANCE OBJECTIVES FOR THE CURRENT RATING PERIOD TOOK PLACE ON _____ (Date) Rated Officer Initials _____ Rater Initials _____ Senior Rater Initials _____ (Review)

PERIODIC RATER / RATED OFFICER FOLLOW-UP FACE-TO-FACE COUNSELINGS:

Dates 18 Jun 02 13 MAR 02 Rated Officer Initials JSB Rater Initials NKC NRC Senior Rater Initials REB (Review)

PART IV - RATED OFFICER (Complete a, b, and c below for this rating period)

PRINCIPAL DUTY TITLE

POSITION AOC / BR

a. STATE YOUR SIGNIFICANT DUTIES AND RESPONSIBILITIES

COMMANDER OF B COMPANY, ROCKY TOP BATTALION. RESPONSIBLE FOR THE PLANNING, COORDINATION, EXECUTION, AND SUPERVISION OF ALL B CO. ACTIVITIES. PROVIDES GUIDANCE INSTRUCTION, AND ORDERS TO THE COMPANY CHAIN OF COMMAND TO ENSURE THE BATTALION COMMANDER'S MISSION IS ACCOMPLISHED. ENSURES THAT THE FRESHMAN AND SOPHOMORE CADETS GET VALUABLE, YET ENJOYABLE EXPERIENCE FROM PHYSICAL TRAINING, LABS, AND FIELD TRAINING EXERCISES.

b. INDICATE YOUR MAJOR PERFORMANCE OBJECTIVES

-SUPPORT COMMANDER AT ALL TIMES

-RECRUIT AND FOSTER A STUDENT INTO THE ROTC PROGRAM

-SCORE A 300 ON THE APFT last test 296

-DEVELOP SUBORDINATES BY ASSIGNING TASKS AND DELEGATING AUTHORITY

-FIND INNOVATIVE METHODS TO IMPROVE THE QUALITY OF TRAINING AND BOOST MORALE

-SET THE EXAMPLE, PHYSICALLY & ETHICALLY, FOR MY CADETS TO FOLLOW

-ALLOW OPPORTUNITIES FOR MSIs AND IIs TO DEVELOP INTEREST IN ROTC

-THOROUGHLY INSTRUCT MY COMPANY ON DRILL AND CEREMONIES

-CONDUCT A MOUNTAINEERING LAB AT HPER GYM → did not happen (5-3)

-CONDUCT AN OBSTACLE COURSE COMPETITION WITHIN THE COMPANY AT THE U.S.M.C. RESERVE CENTER

-ENSURE THAT MSIs AND IIs ARE NOT NEGLECTED DURING THE JFTX, AND THAT THEY RECEIVE RELEVANT AND EFFECTIVE TRAINING

-EDUCATE CADETS ON THE UTILIZATION OF THE CHAIN OF COMMAND FOR INFORMATION GATHERING AND DISSEMINATION

c. LIST YOUR SIGNIFICANT CONTRIBUTIONS

-SUPPORTED BN CDR AT ALL TIMES

-WILLINGLY OFFERED INFORMATION AND RESOURCES TO STUDENTS INTERESTED IN ROTC

-SCORED A PERSONAL BEST 296 ON THE APFT, WITH ONE APFT LEFT FOR THE SEMESTER (PROJECTING A 300 SCORE)

-DEVELOPED SUBORDINATES BY DELEGATING TASKS AND AUTHORITY, SUCH AS DNC TRAINING AND OIC-SHIP OF MOST LAB PERIODS

-KEPT MORALE HIGH BY ENSURING THAT INFORMATION DEALING WITH ALL ROTC ACTIVITIES WAS PUT OUT IN A TIMELY MANNER, USING THE COC.

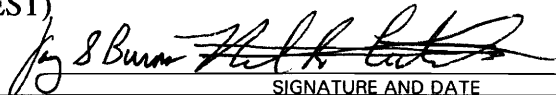
-IMPROVED QUALITY OF TRAINING BY DEMANDING THOROUGH PLANNING AND TIME MANAGEMENT, WHILE USUALLY KEEPING ATMOSPHERE RELAXED.

-SET PHYSICAL, ETHICAL, AND LEADERSHIP EXAMPLES FOR CADETS TO FOLLOW

-ENSURED THAT MSIs AND IIs WERE WELL TAKEN CARE OF AT ALL TIMES, FOSTERING THEIR INTEREST IN ROTC AND THE ARMY (ESPECIALLY AT THE JFTX)

-SPENT TWO LAB PERIODS ON D&C TRNG, ALLOWING MSIs AND IIs A HEAD START ON THEIR MSIII YEAR

-FILLED EACH OPEN LABS WITH A COMBINATION OF FUN ACTIVITIES AND VALUABLE TRAINING (i.e. OBSTACLE COURSE vs. SWIM TEST)

 15 APR 02
SIGNATURE AND DATE

PART V - RATER AND/OR INTERMEDIATE RATER (Review and comment on Part IVa, b, and c above).

Insure remarks are consistent with your performance and potential evaluation on DA Form 67-9

a. RATER COMMENTS (Optional)

SIGNATURE AND DATE (Mandatory)

b. INTERMEDIATE RATER COMMENTS (Optional)

SIGNATURE AND DATE (Mandatory)

DATA REQUIRED BY THE PRIVACY ACT (U.S.C. 552a)

1. AUTHORITY: Sec 301 Title 5 USC; Sec 3012 Title 10

2. PURPOSE: DA Form 67-9, Officer Evaluation Report, serves as the primary source of information for officer personnel management decisions. DA Form 67-9-1, Officer Evaluation Support Form, serves as a guide for the rated officer's performance and development, enhances the accomplishment of the organization mission, and provides additional performance information to the rating chain. DA Form 67-9-1a, Junior Officer Developmental Support Form, serves as a common framework for Junior Officer Development and standardizes Junior Officer counseling.

3. ROUTINE USE: DA Form 67-9 will be maintained in the rated officer's Official Military Personnel File (OMPF) and Career Management Individual File (CMIF). A copy will be provided to the rated officer either directly or forwarded to the rated officer. DA Form 67-9-1 and DA Form 67-9-1a are for organizational use only and will be returned to the rated officer after review by the rating chain.

4. DISCLOSURE: Disclosure of the rated officer's SSN (Part I, DA Form 67-9) is voluntary. However, failure to verify the SSN may result in a delayed or erroneous processing of the officer's OER. Disclosure of the information in Part IV, DA Form 67-9-1 is voluntary. However, failure to provide the information requested will result in an evaluation of the rated officer without the benefits of that officer's comments. Should the rated officer use the Privacy Act as a basis not to provide the information requested in Part IV, the Support Form will contain the rated officer's statement to that effect and be forwarded through the rating chain in accordance with AR 623-105.