

27 March 2023

Training  
Drill Sergeant and Cadre Program

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GARY M. BRITO  
General, U.S. Army  
Commanding



WILLIAM T. LASHER  
Deputy Chief of Staff, G-6

**History.** This is an administrative revision to TRADOC Regulation 350-16. The portions affected by this administrative revision are listed in the summary of change.

**Summary.** This Regulation establishes policies, procedures, and responsibilities for managing the Drill Sergeant and Cadre Program.

**Applicability.** This regulation applies to all U.S. Army Training Centers, Centers of Excellence, activities authorized Drill Sergeants, U.S. Army Reserve Training Command (Initial Entry Training), and the U.S. Army Drill Sergeant Academy. Paragraph 2-17 of this regulation is punitive. Soldiers who violate paragraph 2-17 may be subject to punishment under the Uniform Code of Military Justice.

**Proponent and exception authority.** The proponent of this regulation is the U.S. Army Center for Initial Military Training. The proponent has the authority to approve exceptions or waivers to this regulation that are consistent with controlling law and regulations. The proponent may delegate this approval authority in writing to a division chief with the proponent agency or its direct reporting unit, or field operating agency in the grade of colonel, or the civilian equivalent. Activities may request a waiver to this regulation by providing justification that includes a full analysis of the expected benefits and must include formal review by the activity's senior legal officer. The commander or senior leader of the requesting activity will endorse all waiver requests before forwarding them through higher headquarters to the policy proponent.

**Army Management and control process.** This regulation contains management control provisions in accordance with AR 11-2, but it does not identify key management controls to evaluate.

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\*This regulation supersedes TRADOC Regulation 350-16, dated 05 May 2020.

**Supplementation.** Supplementation of this regulation and establishment of command and local forms are prohibited without approval from the U.S. Army Center for Initial Military Training (ATMT), 210 Dillon Circle, Fort Eustis, Virginia 23604-5701

**Suggested improvements.** Send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to the U.S. Army Center for Initial Military Training (ATMT), 210 Dillon Circle, Fort Eustis, Virginia 23604-5701 or electronically to [usarmy.jble.tradoc.mbx.dcg-imt-g7@army.mil](mailto:usarmy.jble.tradoc.mbx.dcg-imt-g7@army.mil).

**Distribution.** This regulation is available in electronic media only on the U.S. Army Training and Doctrine Command Administrative Publications website at <https://adminpubs.tradoc.army.mil/>.

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## Summary of Change

TRADOC Regulation 350-16  
Drill Sergeant and Cadre Program

This administrative revision, dated 13 July 2023 –

- o Changes the title of the regulation from “Drill Sergeant Program” to “Drill Sergeant and Cadre Program” (cover).

This major revision, dated 27 March 2023-

- o Updates office symbols and addresses (throughout).
- o Removes references to Drill Sergeant Resiliency Program (throughout).
- o Removes all reference to implement a unit Drill Sergeant (DS) certification and annual recertification.
- o Revises minimum General Technical score for DS Candidates from 100 to 90, per MILPER 21-260.
- o Restructures Drill Sergeant Leader selection criteria.
- o Adds Drill Sergeant Leader Certification (DSLCL) Course.
- o Adds Centers of Excellence Drill Sergeant of the Year responsibilities.
- o Adds actionable peer evaluations into the DS Course.
- o Adds requirement for Advanced Individual Training instructors to receive MRT phase 1.

- o Adds Command Sergeant Major, U.S. Army Center for Initial Military Training as part of the DSLC interview process.
- o Adds DSLC packet requirements.
- o Adds the Cadre Resiliency Program.
- o Adds the Drill Sergeant Individual Training Folder (ITF).
- o Adds the Brigade Drill Sergeant Orientation Program.
- o Prescribes new TRADOC Form 378 (Drill Sergeant Orientation and Recertification Checklist).

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**Contents**

	<b>Page</b>
Chapter 1 Introduction .....	7
1-1. Purpose .....	7
1-2. References .....	7
1-3. Explanation of abbreviations and terms .....	7
1-4. Responsibilities.....	7
1-5. Records management requirements.....	11
Chapter 2 Drill Sergeant (DS) Program (DSP) Administration.....	11
2-1 United States Army Drill Sergeant Academy (USADSA).....	11
2-2. Entry into the DSP.....	11
2-3. United States Army Reserve (USAR) entry into the DSP .....	12
2-4. Drill Sergeant Course .....	13
2-5. New Start.....	14
2-6. Removal of DS Candidate from the DS Course.....	14
2-7. Removal of DS Candidate from the DSP .....	18
2-8. Assignment and use of DS Candidates.....	18
2-9. Relief from DS duties.....	19
2-10. DS assignment, use, and tour of duty .....	20
2-11. DS certifications .....	21
2-12. Reporting requirements .....	22
2-13. U.S. Army Drill Sergeant Academy (DSA) organization .....	22
2-14. DS assignment ratios .....	22
2-15. AA DS military occupational specialty (MOS) structure.....	23
2-16. DS uniform requirements .....	23
2-17. Prohibited relations.....	24
Chapter 3 DSP Quality Assurance Program .....	26
3-1. Guidelines.....	26
3-2. Quality Assurance .....	27
3-3. Conduct of evaluations .....	27
3-4. DSA accreditation .....	28
3-5. DSA self-assessments.....	29
Chapter 4 Drill Sergeant Recertification Course (DSRC) .....	29
4-1. General .....	29
4-2. Training .....	29
4-3. Special duty assignment pay for DSRC .....	30
4-4. Recertification .....	30
Chapter 5 DSA instructor certification requirements .....	30
5-1. Drill Sergeant Leader (DSL) selection .....	30
5-2. The DSA Commandant will: .....	31
Chapter 6 Drill Sergeant of the Year (DSOY) Program .....	32
6-1. Eligibility criteria.....	32
6-2. Selection procedures.....	32
6-3. Duties of the Center of Excellence (CoE) DSOY .....	33
6-4. Duties of the U.S. Army Training and Doctrine Command (TRADOC) Active Duty (AA) DSOY .....	34
6-5. Duties of the United States Army Reserve (RC) DSOY .....	34

**Contents (cont.)**

	<b>Page</b>
6-6. Types of awards.....	34
Appendix A References .....	35
Appendix B Cadre Resilience Program (CRP).....	38
Appendix C Drill Sergeant Individual Training Folder (ITF) .....	39
Appendix D Brigade Drill Sergeant Orientation Program (DSOP).....	40
Glossary .....	42

## **Chapter 1**

### **Introduction**

#### **1-1. Purpose**

This regulation establishes objectives, policies, and responsibilities for training and use of personnel in Drill Sergeant (DS) and DS Candidate status for the active Army (AA), United States (U.S.) Army Reserve (USAR), and Army National Guard (ARNG) as prescribed by the U.S. Army Training and Doctrine Command (TRADOC).

#### **1-2. References**

Required and related publications and prescribed and referenced forms are listed in appendix A.

#### **1-3. Explanation of abbreviations and terms**

Abbreviations and terms used in this regulation are explained in the glossary.

#### **1-4. Responsibilities**

a. As prescribed in AR 614-200, U.S. Army Human Resource Command (HRC), DS Branch, is responsible for:

(1) Developing assignment policy for DS Candidates and DSs.

(2) Serving as the approval authority for DS application requests.

(3) Approving third-year DS extensions.

(4) Managing the number of DSs needed to support the AA's worldwide mission.

(5) Coordinating with career management field (CMF) personnel proponent offices regarding DS ratios concerning their CMFs, while establishing a reasonable treatment policy to task for DSs.

(6) Conducting background screenings for all DS Candidates and Noncommissioned Officers (NCOs) assigned as DSs at the training locations to include AA, USAR, and ARNG.

b. Headquarters (HQ), TRADOC.

(1) Deputy Chief of Staff, G-1/4 will:

(a) Coordinate with HRC to ensure DS Candidate selection for personnel fills of AA DS positions.

(b) Establish female requirements for DS ratios and military occupational specialty (MOS) structure in Basic Combat Training (BCT), One Station Unit Training (OSUT), and Advanced Individual Training (AIT).

(c) Respond to requests for exceptions to policy on the assignment and use of DSs.

(2) Deputy Chief Staff, G-3/5/7, in conjunction with the Drill Sergeant Program proponent (DSPP), will coordinate the annual training requirements via the Army Training Requirements and Resource System (ATRRS) in coordination with HRC and TRADOC schools.

c. U.S. Army Center for Initial Military Training (USACIMT), as the DSPP, will:

(1) Write, update, and approve the content of this regulation.

(2) Conduct the annual Drill Sergeant of the Year (DSOY) competition in accordance with Chapter 6 of this regulation.

(3) Manage the creation, maintenance, conduct, and execution of the DS Course and Drill Sergeant Recertification Course (DSRC) programs of instruction (POIs) in accordance with AR 350-1 and TRADOC Regulation (TR) 350-70 to meet the criteria of the Army's accreditation standards.

(4) Ensure critical tasks are performed by DSs in accordance with TR 350-70, Chapter 4, and provide quality control and standardization within the U.S. Army Drill Sergeant Academy (DSA).

(5) Serve as the proponent for skill qualifications identifier (SQI) X.

(6) Ensure the DS Course and DSRC provide efficient and effective learning and certify personnel as Drill Sergeant Leaders (DSLs) in accordance with Chapter 5 of this regulation.

(7) Approve all learning material and conduct training assistance visits to the DSA in accordance with TR 350-70 and Chapter 3 of this regulation.

(8) Respond to requests for exceptions to policy established by this regulation, excluding those pertaining to personnel actions.

(9) Conduct internal and external evaluations, applying results to improve the education and training provided. Report findings to the TRADOC Quality Assurance Program.

(10) Establish a requirement to provide a cadre resilience program.

(11) Ensure student performance measurements/tests are in accordance with TR 350-70. Ensure the DS Course and DSRC are conducted in accordance with the approved DSPP courseware (POI, lesson plans, course management plan (CMP), individual student assessment plan (ISAP), and test administration guidance).

d. Centers of Excellence Commanders and Command Sergeants Major will:

(1) Manage the Cadre Resilience Program (CRP).



(2) Select Drill Sergeant Leader Candidates (DSLCL) to attend the Drill Sergeant Leader Certification Process at the USADSA.

(3) Validate local Brigades' Drill Sergeant Orientation Programs.

(4) Provide CoE CSM to serve as panel member during quarterly DSL Certification and interview.

e. Brigade commanders will:

(1) Ensure DS Candidates meet the prerequisites of AR 614-200 and demonstrate fostering a climate of trust and confidence through dignity and respect.

(2) Manage assignment and utilization of DS Candidates in accordance with Chapter 2 and Chapter 5 of this regulation.

(3) Ensure personnel attend the specific DS Course listed on their orders. DS strength requirements direct the number of scheduled DS Courses. Obtain approval from HRC prior to deviating from personnel orders to attend a specific DS Course.

(4) Take action in accordance with AR 614-200 and this regulation, as appropriate, to remove DS Candidates and DSs from the Drill Sergeant Program (DSP).

(5) Make formal recommendations to HRC in reference to personnel removed from the DS Course to reschedule their attendance in the future.

(6) Conduct DS recertification training in accordance with Chapter 4 of this regulation.

(7) Assign DSs to positions in accordance with AR 614-200 and this regulation.

(8) Designate a DSP point of contact to coordinate with the TRADOC DSP manager and the DSPP on all matters relating to the DSP.

(9) Submit a monthly AA DS report (see Chapter 2) to the TRADOC DSP manager.

(10) Submit DSs to the local CoE for attendance to the Cadre Resilience Program after the first and second year of duty.

(11) Brigade commanders and command sergeants major (CSMs) will conduct interviews with the DS and their spouse when there is a request to extend or they are involuntarily extended. If the spouse does not concur, document the spouse's refusal or attempts to contact the spouse if they refuse to be interviewed.

(12) Manage the Brigade Drill Sergeant Orientation Program.

(13) Nominate Drill Sergeants to the CoE for DSLCL selection.

f. 108<sup>th</sup> Training Command, Initial Entry Training (IET) (USAR) will:

- (1) Ensure DS Candidates meet prerequisites of AR 614-200.
- (2) Take action in accordance with AR 614-200, and this regulation, as appropriate, to remove DS Candidates and DSs from the DSP as recommended by the DSA Commandant.
- (3) Assign DSs to positions in accordance with AR 614-200 and Chapter 2 of this regulation.
- (4) Select Troop Program Unit (TPU) Drill Sergeant Leader Candidates to attend the Drill Sergeant Leader Course.
- (5) Coordinate with HRC to identify and select AGR Soldiers to attend Drill Sergeant Leader Course.

g. The DSA Commandant will:

- (1) Manage the operation of the DSA and conduct training in accordance with this regulation and the DS Course POIs and CMPs.
- (2) Confirm that DS Candidates meet the prerequisites in accordance with AR 614-200 prior to beginning the DS Course, and remove those candidates identified as unqualified arrivals. Maintain student attendance by using the ATRRS class roster (R2).
- (3) Initiate action to remove candidates from the DS Course/DSP in accordance with AR 614-200 and Chapter 2 of this regulation, when required.
- (4) Complete DA Form 1059 (Service School Academic Evaluation Report) for all DS Candidates upon completion of or removal from the DS Course. Unqualified arrivals do not require DA Form 1059.
- (5) Notify CoEs of projected losses no later than 180 days out, of projected DSL loss in order to allow time for selection of candidates and initiation of the certification process.
- (6) Assist with the selection of the most qualified nominee for the DSL replacement.
- (7) Supervise the training certification of DSLs for the DSA in accordance with Chapter 5 of this regulation.
- (8) Maintain a copy of DS Course critiques for 1 year.
- (9) Review and analyze DS Course critiques and course reports for attrition.
- (10) Include the training ammunition requirements listed in the DS Course POIs in the installation forecast in accordance with AR 5-13.

(11) At the completion of each class, send a course performance report to: USACIMT (ATMT), 210 Dillon Circle, Fort Eustis, VA 23604-5701.

h. The DSA Deputy Commandant will:

(1) Assist the Commandant where needed in the daily operation of the US Army Drill Sergeants Academy and the Commandant tasks.

(2) Be the direct Liaison between the USAR Training Divisions (IET) and the 108<sup>th</sup> Training Command to the USADSA

(3) Manage the AGR and TPU Drill Sergeant Leaders assigned to the USADSA.

(4) Execute Academic Review Boards in accordance with the USADSA Course Management Plan.

### **1–5. Records management requirements**

The records management requirement for all record numbers, associated forms, and reports required by this publication are addressed in the Records Retention Schedule–Army (RRS–A). Detailed information for all related record numbers, forms, and reports are located in the Army Records Information Management System (ARIMS)/RRS–A at <https://www.arims.army.mil>. If any record numbers, forms, and reports are not current, addressed, and/or published correctly in ARIMS/RRS–A, see DA Pamphlet 25-403 for guidance.

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## **Chapter 2**

### **Drill Sergeant (DS) Program (DSP) Administration**

#### **2-1 United States Army Drill Sergeant Academy (USADSA)**

a. Mission: The U.S. Army Drill Sergeant Academy trains, educates, certifies, and validates a Noncommissioned Officer’s ability to execute and teach the core tenets of the Basic Combat Training Program of Instruction; Physical Readiness Training, Drill and Ceremonies, Basic Rifle Marksmanship, and Warrior Tasks and Battle Drills.

b. Vision: The USADSA will create a learning environment that is conducive to building trust and confidence through dignity and respect. The USADSA will be the standard bearer of professional leadership and train NCOs how to train individual tasks, the Warrior Tasks, and Warrior Battle Drills.

c. End State: Provide the best quality of Drill Sergeant that demonstrates the highest levels of competence, character, and commitment and that are leaders who build trust and confidence by treating others with dignity and respect.

#### **2-2. Entry into the DSP**

a. DA may involuntarily select AA NCOs, or NCOs may volunteer for, DS duty in accordance with AR 614-200. A DS Candidate is an AA, USAR Active Guard Reserve (AGR), USAR troop

program unit member, ARNG AGR, ARNG drilling member, or individual ready reserve NCO who expend Government funds in compliance with AA, U.S. Army Guard and Reserve, USAR troop program unit members, ARNG AGR, ARNG drilling member, and individual ready reserve DSA assignment orders. The AA NCOs who HRC identifies and notifies for attendance at DSA will not begin their candidate status more than 45 days prior to their class start date. Candidates will use the 45 days prior to their class start date to prepare for training by practicing physical readiness training (PRT), Drill and Ceremonies, and beginning module preparation. Specific preparation guidance can be found at: <https://www.milsuite.mil/book/groups/usadsa>.

b. AA, USAR, and ARNG DS Candidates from all career fields are considered for selection and assignment into the DSP. All DS Candidates must meet the requirements outlined in AR 614-200 and be in the rank of Sergeant (SGT) through Sergeant First Class (SFC). Graduates of the course will be awarded the SQI X upon completion of the DS Course.

c. On declaration of general war or full mobilization, provisions of AR 614-200 remain unchanged.

d. DS Candidates will complete DA Form 7424 (Sensitive Duty Assignment Eligibility Questionnaire) during the initial orientation at the DSA in accordance with AR 614-200. When the DA Form 7424 indicates an AA, USAR AGR, or ARNG AGR NCO may have committed misconduct within the previous 12 months (which could be a disqualifier from DS duty), HRC will make the final determination whether to remove the NCO from the DSP and will notify the DSA. When a USAR (not AGR) or ARNG (not AGR) NCO attending the DSA indicates possible misconduct on the DA Form 7424, that NCO's respective command will make the final determination whether to remove them from the DSP.

e. NCOs who refuse to complete DA Form 7424 are subject to further background screening and/or removal from the DSA in accordance with AR 614-200. An NCO's refusal to complete the DA Form 7424 and report any adverse information requested on the DA Form 7424 will be reported to HRC should an investigation show that the NCO had committed misconduct. The NCO's chain of command will be notified for final disposition and the notification will be sent to the DSA if the NCO will be removed from the school.

f. DS Candidates must have a minimum General Technical score of 90. This requirement may be waived to not less than 85 on a case-by-case basis. See AR 614-200 for waiver requirements.

g. There is no maximum age limit or any physical required for any age.

h. Maximum profile (211321) PULHES.

### **2-3. United States Army Reserve (USAR) entry into the DSP**

a. Qualified USAR personnel may enter the program by either volunteering or enlisting for DS vacancies in the USAR Training Divisions (IET). The USAR DS Candidate must meet the prerequisites outlined in AR 614-200 to qualify for the program. USAR DS Candidates must attend the DSA, be graduates of the Basic Leader Course prior to attending the DS Course, and have the minimum rank of Sergeant (E-5) to attend the DS Course.

b. ARNG personnel may apply for entry into the DSA, but must meet the prerequisites. Prior service personnel, instructor qualified in the Navy, Marines, or Air Force, must still attend the DS Course prior to being assigned to a DS position.

c. All USAR personnel, SGT through SFC, who complete the Drill Sergeant Course and are assigned to a training command, are awarded the SQI X.

#### **2-4. Drill Sergeant Course**

a. The USACIMT approves the DS Course. Changes or deviations to the DS Course require the written approval of the Commanding General, USACIMT. Requests for changes or deviations to the DS Course must be forwarded thru: Leader Training Brigade (LTB), Proponent Development Integration Division (PDID) (ATCG-MTT-D), 3216 Magruder Avenue, Fort Jackson, SC 29207-5315.

b. The LTB, PDID will act as the proponent for the content and execution of the DS Course. The PDID is responsible for keeping the DS Course current. The PDID is responsible for managing the Training Requirements Analysis System (TRAS) products in support of the DS Course and the DSRC.

c. The DS Course is conducted in accordance with the course material using small group instruction (squads consisting of 8 to 16 assigned candidates). The DSLs will lead and instruct their squads throughout the course maintaining the instructor-to-student ratio of 1:8.

d. The DSA Commandant will monitor the execution of the DS Course and DSRC and report candidate attrition during each class to USACIMT. The DSA Commandant will conduct a complete review of any class with an overall attrition over 12 percent to determine the cause(s). This review is a tool for quality control, quality assurance and product improvement. The attrition rate will not be used as a reason to lower the standards. Forward the review thru: Leader Training Brigade (LTB), Proponent Development Integration Division (PDID) (ATCG-MTT-D), 3216 Magruder Avenue, Fort Jackson, SC 29207-5315.

e. The DS Course consists of three phases. This allows greater flexibility to accommodate phase inserts. Candidates will have 18 months to complete all three phases. Phases must be completed in order 1, 2 then 3; no other sequence is accepted or authorized. Candidates who fail to complete the course within the 18 months will be considered a course failure and a DA Form 1059 will be generated to indicate those candidates as such. Candidates who fail course requirements will be required to start the course from the beginning as long as they were not removed from the DSP.

f. Submit recommendations for changes to the DS Course on DA Form 2028 (Recommended Changes to Publications and Blank Forms) through: Leader Training Brigade (LTB), Proponent Development Integration Division (PDID) (ATCG-MTT-D), 3216 Magruder Avenue, Fort Jackson, SC 29207-5315, for review and approval.

## **2-5. New Start**

a. The DSA Commandant is the approving authority for new starts and will inform the DS Branch, HRC, of the restart for candidates who fail to achieve course standards for AA DS Candidates. The DSA will forward a copy to: Commander, U.S. Army Human Resources Command (AHRC-EPD-D), 1600 Spearhead Division Avenue, Fort Knox, KY 40121.

b. For USAR AGR DS Candidates, forward a copy of the request to: Commander, U.S. Army Resources Command (AHRC-ARE), 1600 Spearhead Division Avenue, Fort Knox, KY 40121. For the ARNG DS Candidates, the DSA will forward a copy to: Commander, National Guard Bureau, ARNG Recruiting and Retention Division (ARNG-HRR), 111 S. George Mason Dr., Arlington, VA 22204-1373.

c. For RC TPU DS Candidates, the DSA will forward a copy to: Commander, 108<sup>th</sup> Training Command (IET), (AFRC-TNC), 1330 Westover Street, Charlotte, NC 28205

d. HRC will grant authorization to recycle a DS Candidate (for failing to achieve course standards) on a one-time only basis. If the candidate still fails to achieve the standards after the recycle, the Commandant will remove the candidate from the DS Course in accordance with AR 614-200 and this regulation.

e. The DSA Commandant may grant a one-time only fourth attempt to DS Candidates experiencing difficulty in one course area on a case-by-case basis. The DSA Commandant will make reassignment to the first available class that provides the candidate the opportunity to continue from the necessary block of training. Return the DS Candidate to training as soon as possible after the new-start is authorized. Candidates who have failed the fourth and final attempt will not be permitted a new start.

f. The DSA Commandant will release DS Candidates whose reassignments are not completed within 60 training days (administrative release). DS Candidates who miss training due to emergency leave or hospitalization (and do not complete the course with their initial class) will be inserted into the appropriate phase that aligns with their training path upon their return.

## **2-6. Removal of DS Candidate from the DS Course**

a. DS Candidates removed from the DS Course may remain in the DSP, be considered for DS duty in the future, and given a new DS Course class date.

b. The DSA Commandant is the designated approval authority to remove DS Candidates from the DS Course, provided the DS Candidate is not recommended for removal from the DSP. Forward adverse DA Form 1059s with a cover memorandum and student acknowledgement on a DA Form 4856 (Developmental Counseling Form). The DS Candidate's endorsement must indicate their intent with regard to appeal.

c. Army Training Center (ATC)/Center of Excellence (CoE), Training Division, and separate Brigade Commanders, or their appropriate equivalent, may remove Soldiers from the DSP (while

in candidate status or while assigned DS duties). Removal authority is delegated to the grade of Colonel or above.

d. A Drill Sergeant Candidate may be removed from the DS Course for any of the following:

(1) Failure to meet body composition requirements in AR 600-9.

(2) Academic failure.

(3) Temporary medical reasons that will prevent the Soldier from completing the DS Course in the specified time.

(4) Administrative issues, such as emergency leave, execution of a DA Form 4991 (Declination of Continued Service Statement), separation due to expiration term of service, promotion to Master Sergeant (MSG), or approved reclassification. HRC, Director of Enlisted Personnel, must approve all other administrative removals.

(5) Failure to maintain high standards of military appearance, courtesy, bearing, conduct and professionalism.

(6) Infractions of training policies or violations of the Uniform Code of Military Justice (UCMJ).

(7) Lack of proper motivation (provided individual counseling was unsuccessful), including failure to enter/start or complete the DS Course, to include DS Candidates lacking the skills, attributes and demeanor of a DS (for example, disrespect to classmates or cadre, repeatedly late to formation, unprofessional conduct).

(8) Medical reasons (including pregnancy), when the condition prevents the NCO from performing DS duties. NCOs released from a course of instruction through no fault of their own (such as medical or compassionate reasons) or resignation from the service will receive a DA Form 1059 in accordance with AR 623-3. The DA Form 1059 will not identify personal medical reasons or be referred to the unit Commander, item 11 (performance summary block) will be left blank, and item 14 (comments block) will fully explain the circumstances of the removal.

(9) Hardship or family issues that prevent the NCO from performing DS duties.

(10) NCOs in a DS Candidate status or serving as a DS, may submit applications for attendance to service schools, such as Warrant Officer Candidate School, Special Forces Assessment and Selection, and Battle Staff upon completion of 18 months of their stabilization period (see AR 614-200).

(11) NCOs who fail to demonstrate building trust and confidence through dignity and respect of others.

e. Failing peer evaluation. The peer evaluation is conducted in order to ensure our DSCs possess ideal character and moral attributes. Failure to pass the end of course peer evaluation results in an immediate review board by the Commandant or Deputy Commandant, DSA.

f. Procedures for removal action:

(1) The DSA Commandant will evaluate all DS Candidates recommended for removal from the course. In cases where the Commandant determines that removal is warranted, the following procedures apply:

(a) The DSA Commandant will provide the DS Candidate with written notice of the proposed action, basis for the action, consequences of disenrollment, right to submit rebuttal matters, and the right to appeal. The DS Candidate must submit rebuttal matters within 48 hours.

(b) The DSA Commandant must receive an acknowledgment from the DS Candidate that a counseling session was held, the elimination notice was received, and an indication of the DS Candidate's intent with regard to submission of rebuttal matters.

(c) Refer all adverse DA Form 1059s to the DS Candidate with counseling memorandum for acknowledgment and comment.

(d) The reviewing authority for cases regarding appeals is the approval authority for removal from the DSP in accordance with AR 614-200. The DSA Commandant will review all appeals for accuracy and format before sending the removal packet to the approval authority in accordance with AR 614-200. The DSA Commandant will forward the entire appeal packet after completion to the approval authority. If the case involves removal of the DS Candidate from both the course and the DSP, the Commandant will execute the DS Candidate's removal packet and then refer it to the ATC/CoE Commander with the recommendation to remove the DS Candidate from the DSP in accordance with AR 614-200.

(2) Intermediate levels of command will not delay the recommendations from reaching the approval authority. Not more than 72 hours will lapse between transmittal of the DSA Commandant's recommendation and receipt at the approval authority. DS Candidates should remain in training until the approval authority notifies the Commandant of the final decision. Remove DS Candidates from training during the 72-hour timeframe if they are disruptive, interrupt the environment conducive to learning, or elect not to appeal the dismissal.

(3) Return AA NCOs removed from the course to their units. HRC, Chief, Readiness Division (AHRC-EPD-D) is the removal authority for AA NCOs stationed in the continental U.S. who become unqualified for DS assignment/duties after graduation from DS Course and prior to departing the current installation (other than DS installation) on DS assignment instructions in accordance with AR 614-200.

(4) When removing a USAR DS Candidate from the DSA, the DSA Commandant will initiate a DA Form 1059 in accordance with AR 623-3 and DA PAM 623-3, and notify the DS Candidate's command. When matters involve judicial or non-judicial punishment, the AA Commander with jurisdiction should consult with the DS Candidate's command to coordinate.



(5) The DSA Commandant will notify the BDE CSM of each DS Candidate's removal from the course. A letter from the approval authority will specify the reason(s) for removal.

(6) The DSA Commandant will submit a copy of the removal packet for every DS Candidate removed from the course/DSP to: Commander, U.S. Army Human Resources Command (AHRC-EPD-D), 1600 Spearhead Division Avenue, Fort Knox, KY 40121.

g. Appeals process:

(1) The appeal and reinstatement approval authority for DS Candidates removed from the DSP is the first general officer in the NCO's chain of command and is always a general officer higher in grade than the designated removal authority.

(2) The DSA Commandant must act on appeals for DS Candidate removal actions and provide final decision to: Commander, U.S. Army Human Resources Command (AHRC-EPD-D), 1600 Spearhead Division Avenue, Fort Knox, KY 40121 within 20 calendar days from the date of the Soldier's removal from the DSP in accordance with AR 614-200. Forward DS Candidate appeals not acted upon within the allotted time period (48 hours for AA and 30 days for USAR) to: Commander, U.S. Army Human Resources Command (AHRC-EPD-D), 1600 Spearhead Division Avenue, Fort Knox, KY 40121 for decision/action. Submit appeals requiring HRC action, as indicated above, to Commander, HRC (AHRC-EPD-D) within 20 calendar days of the date of the NCO's removal from the DSP.

h. When the Commander, HRC directs removal from the DSP, the Headquarters, Department of the Army (HQDA), Office of the Deputy Chief of Staff, G-1 will act as the appeal and reinstatement authority. Submit these appeals to: Headquarters, Department of the Army, Office of the Deputy Chief of Staff, G-1 (DAPE-MPE), 300 Army Pentagon, Washington, DC 20310-0300 within 20 calendar days from the date of the NCO's removal.

i. Process appeals submitted to the Commander, HRC and the HQDA Office of the Deputy Chief of Staff, G-1 through the senior general officer on the installation who is an appeal authority and is in the NCO's chain of command.

j. A DS Candidate's failure to complete a DS Course Phase in 9 weeks and are not considered "No Fault of Student" will result in academic removal in accordance with the DS Course management plan and this regulation.

k. USAR DS Candidates must complete the entire course (all three phases) within 18 months of the start date of phase one of the course.

l. Active Component DS Candidates that are released from the course for medical or hardship reasons after completion of Phase 1 or Phase 1 and Phase 2 will receive a "No Fault of Student" DA Form 1059 for the phase(s) completed and allowed to return to complete the phase(s) in order to receive a course completion DA Form 1059. The DSA Commandant will determine the potential of the DS Candidate to make up the missed training. All DS Candidates

must return and complete the course within 18 months of the start date of Phase one of the course.

## **2-7. Removal of DS Candidate from the DSP**

a. The Commander, U.S. Army Central Personnel Security Clearance Facility or Commanding General, TRADOC may remove DS Candidates from the DSP for cause before or during the DS Course. DS Candidates removed from the DSP are not considered for DS duty in the future. AR 614-200 and paragraphs 2-5 and 2-6 of this regulation establish reasons for removal and reporting procedures.

b. The designated approval authorities to remove DS Candidates from the DSP are the respective ATC, CoE, or USAR Training Division (IET) Commanders. Commanders may delegate this authority to subordinate Commanders in the grade of Colonel or higher with removal authority.

c. The approval authority will promptly review the circumstances of the case and decide upon the DS Candidate's removal from the DSP. The entire action, from the DSA submittal to the approval authority disposition, will not exceed 5 training days.

d. The DSA Commandant will notify the BDE CSM of each DS Candidate's unit of their recommended removal from the DSP when removed from the DS Course. The approval authority will make notification through a letter specifying the reason(s) for removal.

e. The DSA Commandant will submit a copy of the removal packet for every DS Candidate removed from the DS Course/DSP to: Commander, U.S. Army Human Resources Command (AHRC-EPD-D), 1600 Spearhead Division Avenue, Fort Knox, KY 40121; and Leader Training Brigade (LTB), Proponent Development Integration Division (PDID) (ATCG-MTT-D), 3216 Magruder Avenue, Fort Jackson, SC 29207-5315.

f. The DSA Commandant will administer a 100 percent urinalysis to AA, USAR, and ARNG DS Candidates within three training days after reporting to the DSA. Process and collect the specimens in accordance with AR 600-85 and U.S. Army Drug and Alcohol Operations Agency standing operating procedure. Remove NCOs with a confirmed positive urine test from performing DS duties or in DS Candidate status in accordance with AR 614-200.

g. Soldiers removed from DSP for pregnancy will receive additional instructions to report to DS duties or school, as applicable, normally 6 months after anticipated delivery, unless Soldier had completed 18 months or more status when removed.

## **2-8. Assignment and use of DS Candidates**

a. Unit commanders will ensure DS Candidates have no personal, financial, or medical issues that would prevent successful completion of DS tour of duty. If the unit commander finds the DS Candidate is not prepared to attend the DSA as scheduled (for example, a limiting physical profile, overweight, etc.), the Commander will arrange for class deferment with the installation

DS strength manager. The commander will decide whether to eliminate the DS Candidate from the DS Course/DSP if the candidate is still not prepared to attend the next available class.

b. When a DS Candidate is assigned to a training unit, the unit will:

(1) Assign a DS Sponsor to DS Candidates (AA, USAR, or ARNG) to help prepare the DS Candidate for the DS Course and monitor their activity in the unit. The DS Sponsor will ensure that DS Candidates obtain/attend the appropriate certification requirements applicable to the installation before attending the DS Course (for example, driver's safety, range safety, etc.). The Sponsor will continually check the DS Candidate's progress while in the DS Course.

(2) Never place the DS Candidate in a position that allows the DS Candidate total control of or responsibility for IET Soldiers. This includes, but is not limited to, counseling Soldiers, or acting in the capacity of primary instructor. DS Candidates may be permitted to march Soldiers in formation under the supervision of their DS Sponsor. DS Candidates may accompany a DS (Sponsor) in the performance of the following duties:

- (a) Charge of quarters.
- (b) Staff duty NCO.
- (c) Sergeant of the guard.
- (d) Commander of the relief.

c. DS Candidates must meet the following requirements during their assignment. They will:

(1) Spend the maximum amount of time preparing for the DS Course by closely observing unit training and participating in as many training activities as time allows.

(2) Accompany a DS Sponsor in the performance of the duties listed above.

## **2-9. Relief from DS duties**

a. ATC/CoE and separate Brigade Commanders, or their appropriate equivalent, may remove AA NCOs from the DSP (while in DS Candidate status or while assigned DS duties). See AR 614-200 for specific reasons for removing NCOs from the DS Course, DSs from their duties and the DSP, and withdrawing the SQI X. The approval authority designated to remove a USAR DS from the DSP is the USAR Training Division (IET) commander in accordance with AR 140-10. Upon mobilization, a USAR DS is subject to the removal provisions of AR 614-200. The Commander may delegate this authority to the USAR Training Division (IET) Adjutant General, but no lower. Removal authority is the grade of Colonel or higher, including Commanders/Commandants of other services.

b. DSs may have their badge revoked in accordance with AR 600-8-22 and AR 614-200. Revocation of the badge may result in the withdrawal of the SQI X.

c. Reassign DSs removed from DS duties for cause, except for medical reasons (such as illness or injury), to other duties that do not include contact with IET Soldiers. For further guidance on disposition of DSs suspended from DS duties, see AR 614-200.

d. For disposition of a DS when a serious incident occurs requiring an investigation, see AR 614-200. Guidelines for continuation of special duty assignment pay (SDAP) for NCOs temporarily reassigned and undergoing investigation are found in AR 614-200.

## **2-10. DS assignment, use, and tour of duty**

a. DS Course graduates assigned in DS positions are authorized SDAP-4 (to include USAR performing DS duties for annual training, or on active duty for training missions) upon graduation from the DSA. DS qualified First Sergeants (1SGs) and MSGs filling a Chief Instructor (CI) position at the DSA are also entitled to SDAP-4. Army DSs are eligible to advance to SDAP-5 after successful completion of their unit's DS certification program (see para 2-10 of this regulation), 12 months service as a DS, and the Company Commander's favorable recommendation and endorsement. DSs will receive SDAP-4 effective the date assigned to an authorized DS position.

b. Commanders/Commandants will not assign DSs to perform major additional duties that divert them from their primary duties as a DS. Commanders/Commandants must exercise sound judgment when assigning DSs additional duties. Below are examples of additional duties that can/cannot be assigned to DSs. The examples are not all-inclusive and are only intended to help guide the Commander/Commandant during the decision-making process.

(1) Authorized additional duties: company chemical, biological, radiological and nuclear NCO, physical security NCO, arms room NCO, and equal opportunity representative.

(2) Unauthorized additional duties: operations/training NCO, Supply Sergeant, gate/access control guard (unless in support of family day/graduation or a major security incident), crossing guard (unless in support of training), or bus driver (unless in support of training that will occur outside of the installation's Training Management Office supported hours).

c. When a DS is assigned to a non-DS position for 90 days or longer, SDAP is lost for the length of time assigned in the non-DS duty position. An exception to this policy is when a specific operational tasking (outside the IET environment) requires assignment of a DS, currently serving as an AA/USAR DSs, then SDAP will continue.

d. A unit without an assigned 1SG may temporarily appoint a DS (in the grade of SFC) to the 1SG position, for a period not to exceed 90 days. The DS must maintain their primary position as a DS in order to continue to receive SDAP.

e. All DSs (AA or USAR) serving in the Reception Battalion should be among the top 20 percent of DSs across the enterprise. All DSs selected for assignment to the Reception Battalion will be recommended by their current brigade CSM/DSA Commandant and interviewed by the Reception Battalion CSM before assignment to the Reception Battalion to maintain the proper balance of experienced and professional DSs for processing trainees. DSs **will not** be assigned

to a Reception Battalion without having successfully served at least 12 months as a DS in a BCT, OSUT, or AIT Company.

f. Only one DS in the rank of Sergeant will be assigned per platoon.

g. Successful graduates of the DS Course incur a 24 month obligation for DS duty. NCOs (AA, USAR, and ARNG) must take appropriate action (reenlist or extend) to meet the length of service requirement prior to attending the DS Course.

h. AA DSs currently on assignment may interview to be selected for Drill Sergeant Leader duty as early as 6 months and no later than 20 months into their DS assignment.

i. AA DSs assigned as DSs to execute IET leader and cadre training programs, such as the TRADOC Pre-Command Course and Company Commander/First Sergeant Course, may extend for an additional six months beyond the current 36 month assignment, not to exceed a total of 42 months.

j. The DSOYs will receive SDAP for the duration of their assignment, not to exceed a total of 42 months of SDAP.

k. AA BCT/OSUT/AIT Brigades will provide Drill Sergeant Leader Candidates (DSLCS) to the DSA in accordance with HRC manning requirements.

l. Commanders who have DSs assigned will implement and inspect their DS work to rest cycles to ensure risk mitigation. This requirement is for all training and continuous operations exceeding 18 hours to include, but not limited to, charge of quarters, staff duty, and field training exercises.

## **2-11. DS certifications**

a. Combatives.

(1) BCT Battalions will maintain a minimum of two Tactical Combatives Course certified DSs per company in order to facilitate combatives training for trainees.

(2) OSUT Battalions will maintain a minimum of two Tactical Combatives Course certified DSs per company, with at least two Master Combatives Trainer Course certified DSs in the battalion, in order to facilitate certification of Basic Combatives Course for trainees.

(3) AIT Battalions will maintain a minimum of one Tactical Combatives Course certified DSs per company, with at least two Master Combatives Trainer Course certified DSs in the battalion, in order to facilitate certification of Basic Combatives Course for trainees.

b. AIT Battalions will ensure all their Drill Sergeants are certified Master Resiliency Trainers.

c. Commanders will certify DSs each time the BCT/OSUT/AIT POI is changed. Commanders may use the IET cadre to administer the certification.

## **2-12. Reporting requirements**

a. The DS manager at each installation will submit an AA DS Report by grade and military occupational specialty to the TRADOC DSP manager via computer program on a monthly basis by the 6<sup>th</sup> day of each month.

b. The DSA Commandant will submit a report for each class to: USACIMT (ATMT), 210 Dillon Circle, Fort Eustis, VA 23604-5701. The DS Course and DSRC are separate courses requiring a separate report for each class.

c. ARNG students, other service students (Marine Corps, Navy, Air Force, Coast Guard), and international military students attending the DS Course or DSRC must be recorded on the report. Place information on this report including name, rank, unit/country/travel order number/time in service, date completed course, and/or date a reason being released from the course. Submit completed report to: USACIMT (ATMT), 210 Dillon Circle, Fort Eustis, VA 23604-5701.

## **2-13. U.S. Army Drill Sergeant Academy (DSA) organization**

a. The DSA is approved by USACIMT and will teach the approved DS Course POI.

b. The DSA Commandant, Deputy Commandant and CIs must be DS qualified. The CIs will be a 1SG or hold the rank of MSG. In the absence of a qualified MSG, the CI position may be filled with a qualified SFC contingent upon proponent approval.

c. The DSA will maintain a minimum of 12 female DSLs.

## **2-14. DS assignment ratios**

TRADOC installations are resourced DS requirements based upon the following:

a. BCT/OSUT. Assign 16 DSs per company (4 per platoon) in order to sustain a ratio of one DS to a maximum of 12 Soldiers in training. A minimum of one female DS per platoon and no less than four per company. Minimum of one officer per platoon to sustain a ratio of 1:12 leader-to-led.

b. AIT. The AIT DS to Soldier ratio is 1:20. Female DS authorizations are based on the total number of DS authorizations of the company. To determine the number of female DSs required in a company divide the total DS authorizations for the company by 9, multiply the result by 2, and then round the final result to the nearest whole number. For example, a company is authorized 20 DSs:  $20/9 = 2.2$ ;  $2.2 \times 2 = 4.4$ ; 4.4 rounded = 4 female DSs; a company authorized 20 DSs requires a minimum of 4 female DSs and 16 male DSs.

c. DSA. Will staff DSLs in accordance with the instructor manpower model.

d. The Pre-Command Course and Cadre Training Course are authorized the use of DSs, and will coordinate with the DSA for the use of DSLs for those blocks of instruction requiring a DS perspective.

### **2-15. AA DS military occupational specialty (MOS) structure**

The DS MOS structure and assignment of DS at TRADOC installations are as follows (not for USAR):

a. In BCT, 25 percent of DS requirements/authorizations are from CMF 11, 25 percent are from other Combat Arms MOSs, 25 percent are from Combat Support MOSs, and 25 percent are from Combat Service Support MOSs. Installations conducting BCT are authorized four female DSs in each training Company, to include the Reception Battalion.

b. In Combat Arms OSUT (11B/C; 19D/K), 100 percent of the DS requirements and authorizations are from the CMF trained. There will be a minimum of four female DSs per Company. When the Army provides a female DS with a CMF/MOS not documented on the Installation's TDA, Installations can document their TDA female positions with any available MOS until such time that females with the specific CMF/MOS become available for DS duty.

c. In Combat Support/Combat Service Support OSUT (12B/C; 31B), 100 percent of the DS requirement and authorizations are from the CMF being trained. If trained CMF cannot fill all DS authorizations, they can be augmented with Combat Arms CMF (11, 19, and 13), not to exceed one per Platoon. There will be a minimum of four female DSs per Company. When the Army provides a female DS with a CMF/MOS not documented on the Installation's TDA, Installations can document their TDA female positions with any available MOS until such time that females with the specific CMF/MOS become available for DS duty.

d. ATC/CoE Commanders will determine the DS CMF structure within fitness training units and Reception Battalions using MOSs authorized at their Installation and the approved TRADOC staffing guidance for Reception Battalions/Fitness Training Units. These DSs must have at least one year of DS duty prior to being assigned to Reception Battalions or Fitness Training Units.

e. Code the personnel identification column "I" (interchangeable) on the authorization document for all non-combat arms MOSs.

### **2-16. DS uniform requirements**

a. The regular working uniform for DSA Commandant, Deputy Commandant, CIs, DSLs and DSs consists of the Army Combat Uniform (OCP) and Campaign/Bush Hat.

b. The DSA Commandant, Deputy Commandant, CIs, DSLs and DSs will wear the Campaign/Bush Hat with the Army Green Service Uniform (AGSU) on appropriate occasions.

c. DS Candidates are awarded the Campaign/Bush Hat and Drill Sergeant Identification Badge upon graduation from DS Course.

d. The DSA Commandant, Deputy Commandant, CIs, DSLs and DSs will wear a white band on the Ballistic Helmet.

e. The DSA Commandant, Deputy Commandant, CIs, DSLs and DSs will wear the blue physical training reflective vest. A white name tape with black block letters (in accordance with AR 670-1, 1-inch wide name tape with ¾-inch high black block letters) will be worn on the front and back of the reflective vest (centered on the first row of reflective tape). ATC/CoE commanders may change the color of the physical training reflective vest worn by their DSs, provided uniformity across the ATC/CoE is maintained.

f. The DSA Commandant, Deputy Commandant, CIs, DSLs and TRADOC AA and RC DSOY will wear the DS Pistol belt. The TRADOC AA and RC DSOY will also wear the DS belt buckle.

## **2-17. Prohibited relations**

This paragraph is punitive. Soldiers who violate this policy may be subject to punishment under the UCMJ and/or adverse administrative action. DA Civilians who violate this policy may be subject to administrative and/or disciplinary actions under applicable Federal law and regulation. Subparagraphs 2-17b (1)-(13) govern prohibited conduct by DSA Cadre members.

Subparagraphs 2-17c (1)-(9) govern prohibited conduct by DSA Students. For the purposes of this paragraph, DSA Cadre member is defined as any military or civilian member responsible for planning, organizing, and/or conducting courses taught at the DSA. For the purposes of this paragraph, DSA Student is defined as any military member in a course of instruction at the DSA.

a. The DSA Commandant may grant exceptions to paragraphs 2-17b and 2-17c below on a case-by-case basis to accommodate relationships that existed before the start of formal training at the DSA. All requests for exceptions will be routed through the chain of command (for recommendations) to the DSA Commandant; all exceptions will receive a legal review by the servicing OSJA prior to action by the DSA Commandant. All exceptions must be documented in writing.

b. DSA Cadre members will not:

(1) Develop, attempt to develop, or conduct a personal, intimate, or sexual relationship with a DSA Student. This includes, but is not limited to, dating, handholding, kissing, embracing, caressing, and engaging in sexual activities. Prohibited personal, intimate, or sexual relationships include those relationships conducted in person or via cards, letters, e-mails, telephone calls, instant messaging, video, photographs, social networking, or any other means of communication. This prohibition does not apply to interactions on official unit-sponsored social media pages directed at conveying official Army information, communications, or activities used for official/professional communication.

(2) Use grade or position, threats, pressure, or promise of return of favors or favorable treatment, in an attempt to gain sexual favors from any DSA Student.



(3) Make sexual advances toward, or seek or accept sexual advances or favors from, any DSA Student. In addition, DSA Cadre members will immediately report all offers of sexual favors or sexual advances made by any DSA Student to appropriate military authorities.

(4) Allow any DSA Student to enter a DSA Cadre member's dwelling or residence, or share accommodations with any DSA Student in a hotel, motel, or similar dwelling.

(5) Establish a common household with any DSA Student; that is, share the same living area in an apartment, house, or other dwelling. This prohibition does not include facilities open to all members of a homeowner's association or all tenants in an apartment complex.

(6) Allow entry of any DSA Student into a DSA Cadre member's privately owned vehicle. Exceptions are permitted for unquestionably official business or when the safety or welfare of a DSA Student is at risk. DSA Cadre members will report all such occurrences to their chain of command immediately or as soon as practicable.

(7) Provide alcohol to, or consume alcohol with, any DSA Student on a personal social basis. This prohibition does not apply to the practice of participation in religious services, rites, or rituals.

(8) Attend social gatherings, clubs, bars, theaters, or similar establishments on a personal social basis with any DSA Student.

(9) Play cards, games of chance, or gamble with any DSA Student.

(10) Lend money to, borrow money from, or otherwise become indebted to any DSA Student.

(11) Solicit donations from any DSA Student.

(12) Hire or otherwise employ, in an unofficial or personal capacity, any DSA Student (for example, babysitting or maintenance jobs).

(13) Accept personal goods, in an unofficial or personal capacity, from any DSA Student for storage or any other reason.

c. DSA Students will not:

(1) Develop, attempt to develop, or conduct a personal, intimate, or sexual relationship with a DSA Cadre member. This includes, but is not limited to, dating, handholding, kissing, embracing, caressing, and engaging in sexual activities. Prohibited personal, intimate, or sexual relationships include those relationships conducted in person or via cards, letters, e-mails, telephone calls, instant messaging, video, photographs, social networking, or any other means of communication. This prohibition does not apply to interactions on official unit-sponsored social media pages directed at conveying official Army information, communications, or activities used for official/professional communication.

(2) Make sexual advances toward, or seek or accept sexual advances or favors from, any DSA cadre member. In addition, as soon as practicable, DSA Students will report all offers of sexual favors or sexual advances by any DSA Cadre member to appropriate military authorities.

(3) Allow any DSA Cadre member to enter a DSA Student's dwelling or residence, or share accommodations with any DSA Cadre member in a hotel, motel, or similar dwelling.

(4) Allow entry of any DSA Cadre member into a DSA Student's privately owned vehicle, absent compelling reasons, such as when Exceptions are permitted for unquestionably official business or when the safety or welfare of a DSA Student or DSA Cadre is at risk.

(5) Establish a common household with any DSA Cadre member; that is, share the same living area in an apartment, house, or other dwelling. This prohibition does not include facilities open to all members of a homeowner's association or all tenants in an apartment complex.

(6) Consume alcohol with any DSA Cadre member on a personal social basis. This prohibition does not apply to the practice of participation in religious services, rites, or rituals.

(7) Attend social gatherings, clubs, bars, theaters, or similar establishments on a personal social basis with any DSA Cadre member.

(8) Play cards, games of chance, or gamble with any DSA Cadre member.

(9) Lend money to, borrow money from, or otherwise become indebted to any DSA Cadre member.

d. Soldiers whose conduct violates a punitive article of the UCMJ may be subject to nonjudicial punishment (under UCMJ, Article 15) or courts-martial. Nonjudicial punishment may be announced at the next unit formation after punishment is imposed or, if appealed, after the decision on the appeal. Commanders are encouraged to post nonjudicial punishment results on the unit bulletin board in accordance with AR 27-10. Courts-martial convictions may be published in installation newspapers and/or posted in the unit area where deemed appropriate.

e. This paragraph is not intended to eliminate all DSA Cadre and Student external classroom professional development and mentorship opportunities, as these opportunities are important to the learning process. The DSA Commandant is responsible for setting the right climate and providing guidelines for outside the classroom mentoring and team-building activities.

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## **Chapter 3**

### **DSP Quality Assurance Program**

#### **3-1. Guidelines**

USACIMT, through LTB, is responsible for establishing and maintaining a standardized, relevant, efficient, and effective DSP. This responsibility requires the application of internal and external evaluations in order to obtain Army accreditation, and to assist the DSA in its education and training mission.

### **3-2. Quality Assurance**

a. The DSPP will:

(1) Keep the chain of command informed on the status of the functions within the doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy domains that promote and maintain a DSA of excellence.

(2) Provide assistance in the evaluation and validation of the DS Course to include, but not limited to, management procedures, production process, conduct of training and course support.

(3) Document the verification that DS Course/DSRC instructors meet qualifications and are certified to teach the course in accordance with the DS Course and DSRC POIs. Verify the instructor established selection, qualification, and certification procedures are in compliance with established guidelines for the DS Course/DSRC.

(4) Validate that DSA education and training is presented in accordance with the TRADOC DS Course/DSRC provided courseware to include the POI, lesson plans, CMP, and ISAP.

(5) Oversee the DS Course/DSRC programs to ensure:

(a) DS Course/DSRC meet AR 614-200 prerequisites.

(b) DS Course academic evaluation reports (DA Form 1059) are prepared and completed in accordance with AR 623-3.

(c) DS Course release and appeal processes and procedures are in place and used appropriately.

b. The LTB Quality Assurance Office (QAO) will:

(1) Verify the entire training development and instructional workload in the appropriated automation workload support system.

(2) Ensure tests are controlled and administered in accordance with TR 350-70 and DS Course/DSRC test administration guidelines.

(3) Supervise the conduct of DSA self-assessments (internal evaluations).

(4) Ensure the applicable accreditation standards are met in the DSA.

### **3-3. Conduct of evaluations**

Evaluations are the proponent's quality control mechanisms for the DSA and a primary function of the Quality Assurance Program.

a. Evaluations:

(1) Identify deficiencies and efficiencies in DSA operations and processes (to include conduct of training and training support when appropriate), education and training implementation, products, and material.

(2) Determine the value, content, validity, and effectiveness of the DSA education and training.

(3) Provide the means for the DSA to assess and improve the provided education and training, management, and products.

(4) Include internal and external evaluations and accreditation.

b. Conduct of internal evaluations. Internal evaluations include daily/routine quality assurance/quality control measures within the management and conduct of DSA, as well as formal self-assessment against the TRADOC accreditation standard in accordance with TR 11-21. Use internal evaluations to:

(1) Evaluate the DSA management and provide education and training.

(2) Improve the quality and effectiveness of the DSA.

(3) Identify weaknesses/problems, as well as strengths of the DS Course/DSRC to include training development and instructional systems.

c. Conduct of external evaluations. External evaluation is the process that provides the DSA the means to determine if the education and training received meets the needs of the Army. Acknowledgement by commanders/commandants of external evaluations ensures that the DSA will efficiently and cost-effectively produce DS graduates who meet established job performance requirements in accordance with the DS Course/DSRC POIs. Evaluations determine if the DS needs training or meets the requirements outlined in the course material. External evaluations are a quality control and improvement process, ensuring DS meet established job performance requirements. External evaluations include, but are not limited to:

(1) Managing training feedback programs (that is, providing feedback to improve education and training and supporting products). Proactively acquire feedback from course graduates/first line supervisors and studies.

(2) Determining if DSs were trained to perform individual DS critical tasks to prescribed standards in accordance with the DS Course/DSRC maps.

### **3-4. DSA accreditation**

The TRADOC QAO will perform the visits and functions for the Army's accreditation program. Accreditation is a quality assurance program function to assure the USACIMT and ATC/CoE commanders that their DSs meet the competency needs of today's Army in accordance with TR 350-70. The program is a forcing function used to focus on the state of the DSP and DSP processes and measure them against the Army Enterprise Accreditation Standards.

### **3-5. DSA self-assessments**

A self-assessment serves as a catalyst to improve communication both internally and between external HQ and the proponent. Self-assessment reports are prepared and submitted to the QAO in advance of the school's accreditation. The DSA will prepare a self-assessment of its operations in accordance with paragraph 3-3 of this regulation and provide a copy to the DSPP in preparation for their accreditation.

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## **Chapter 4 Drill Sergeant Recertification Course (DSRC)**

### **4-1. General**

This chapter provides guidance for conducting the DSRC for qualified NCOs returning to DS status. The recertification training, outlined in the DSRC and this chapter, will be complete prior to initiation of SDAP. Any Drill Sergeant Returnee (DSR) who has not performed duties as a DS for a period of 12 months or longer will attend the two-week DSRC before assuming DS duties.

- a. Do not implement changes or deviations to the DSRC without the written approval of the Commanding General, USACIMT.
- b. The DSPP will act as the proponent and approval authority for the content and execution of the DSRC. The DSPP is responsible for keeping the DSRC current.
- c. The DSRC is conducted in accordance with the DSRC material using small group instruction (squads consisting of 8 to 16 assigned candidates). DSLs will lead and instruct their squads throughout the course (two DSLs per squad).
- d. The DSA Commandant will monitor the execution of the DSRC and report candidate attrition during each class to: USACIMT (ATMT), 210 Dillon Circle, Fort Eustis, VA 23604-5701.

### **4-2. Training**

NCOs who complete a successful tour as a DS must serve not less than 36 months in a valid career progression table of organization and equipment assignment before re-entering the DSP and attending the two-week DSRC in accordance with AR 614-200.

- a. All NCOs returning to DS duty, regardless of component, must attend DSRC training at the DSA. The DSA will conduct the following certification training and issue a DA Form 87 (Certificate of Training) upon successful completion of the following:

- (1) Conduct the DSRC to ensure DSRs have the opportunity to pass all performance exams with a minimum score of 70% on their TRADOC Form 600-21-1 (Instructor Observation Rubric).

(2) Instruct the DSRC to ensure DSRs have the opportunity to achieve a minimum score of 70% on their TRADOC Form 600-21-1 on all methods of instruction presented.

(3) Evaluate DSRs on leading a minimum of one PRT session.

b. See the DSRC POI for additional training requirements of recertification training.

#### **4-3. Special duty assignment pay for DSRC**

After completion of recertification training, the DSA Commandant/Battalion Commander will submit a copy of the DSR's DA Form 87 for the DSRC and a memorandum requesting award of SDAP to the Installation DS manager. The Installation DS manager will process the request in accordance with local procedures and forward to the Defense Finance and Accounting Office to reinstate the DSR's SDAP. For USAR DSRs, submit DA Form 4187 (Personnel Action) through the DSR's chain of command to: 108<sup>th</sup> Training Command (IET), Deputy Chief of Staff for Personnel G-1 (AFRC-TNC), 1330 Westover Street, Charlotte, NC 28205.

#### **4-4. Recertification**

Maintain records of recertification training for each DSR on the record of training plotter found in the DS Candidate's CMP at the DSA or battalion S-1 for a minimum of 2 years.

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## **Chapter 5**

### **DSA instructor certification requirements**

#### **5-1. Drill Sergeant Leader (DSL) selection**

a. Only DSs in the grade of Staff Sergeant (SSG) and Sergeant First Class (SFC) are eligible to serve as DSLs. To serve as a Chief Instructor (CI), the individual must be in the rank of 1SG/MSG, have completed DSA, and served as a 1SG for a minimum of one year in an IET unit.

b. Local CoE CSMs will nominate DSLC from their CoE to attend the Drill Sergeant Leader Selection Course via an interview process with a signed nomination memorandum. A Drill Sergeant Leader Course packet includes:

(1) Signed nomination memorandum by the CoE CSM.

(2) DS Course DA Form 1059, and SRB.

(3) DA Form 2166-9-1A (NCO Evaluation Report Support Form) that covers DS duty rated time; if no DA Form 2166-9A covering DS duty, then a signed performance memorandum by the Company 1SG.

(4) Once a DS is nominated for DSLC, the Installation G3 will prepare a DA Form 4187 and schedule the DSLC for the next available Drill Sergeant Leader Certification Course in ATRRS.

(5) If a candidate has been selected by the CSM, USACIMT or designee, and the USADSA Commandant, and the candidate successfully passes the Certification Course, the candidate's home installation will immediately schedule them into the Common Faculty Development Instructor Course.

c. The following are required for DSL course attendance:

(1) AA DSs will have a minimum of nine months of successful service in an IET environment, with no record of disciplinary action.

(2) DSs will maintain the physical fitness standard during their entire tenure as a DSL.

(3) DSs will serve a minimum of two years as a DSL. AA DSs currently in a DS assignment may volunteer for DSL duty as early as their 9<sup>th</sup> month of assignment. If selected by the CoE CSM, the DSLC will be scheduled for the next available TDY and return Drill Sergeant Leader Certification Course. If hired, the DSLC will be placed on assignment instructions to the USADSA, Fort Jackson, SC and will return to home station. The CoE G3 will submit hired DSLC to the next Common Faculty Development Instructor Course.

(4) DSLC who report to the USADSA for DSL duty at their 15<sup>th</sup> month or earlier will serve as a DSL until 36 months. DSLC who report to the USADSA after the 15<sup>th</sup> month of assignment will serve as a DSL up to 42 months.

(5) DSLs are allowed to PCS from Fort Jackson, SC upon completion of DSL duty.

(6) USAR DSs will have served a minimum of 12 months as a certified DS, in a valid DS position, completed a minimum of two complete annual training periods or equivalent as a DS in the IET environment, and be nominated by the 108<sup>th</sup> Training Command CSM prior to being eligible for consideration for assignment as a DSL.

(7) AGR DS Candidates will conduct an introductory course hosted by 108<sup>th</sup> TC to ensure that they are familiar with the DS program and program of instruction prior to sending select DSL Candidates TDY to attend the DSL Certification. This course will also serve as the 108<sup>th</sup> TC hiring and recommendation process.

## **5-2. The DSA Commandant will:**

(1) Not allow DSLs who fail to maintain prescribed level of fitness, proper weight and body composition, and personal appearance in accordance with AR 600-9 to instruct until the DSL achieves the prescribed standard.

(2) Identify replacement CI/DSL personnel prior to the departure of a qualified CI/DSL not later than 90 days for AA and 120 days for USAR. Senior Commanders will establish a policy that allows a 90-day/14-month overlap between the outgoing CI/DSL and their replacement. The DSLC will not be included in the DS Candidate to DSL ratio and will not be utilized as a DSL until certification has been completed.

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## **Chapter 6**

### **Drill Sergeant of the Year (DSOY) Program**

#### **6-1. Eligibility criteria**

a. Nominees for DSOY will only be allowed to compete once at the TRADOC level competition.

b. At a minimum, nominees for DSOY will:

(1) Be in the rank of SGT, SSG, or SFC.

(2) Be a graduate of the DS Course.

(3) Have served 12 months on DS status prior to selection and currently serving as a DS as of the date of nomination. USAR nominees will have served a minimum of 12 months as a certified DS, in a valid DS position, and completed a minimum of two complete annual training periods or equivalent as a DS in the IET environment at the time of nomination.

(4) Have 12 months remaining on current enlistment or have a letter of extension approved.

#### **6-2. Selection procedures**

a. Commander, TRADOC, will select the TRADOC AA and RC DSOY.

b. For AA, each Commander authorized DSs will conduct a board to select an Installation DSOY nominee (normally from each of the ATCs/CoEs) and submit the nominees in accordance with the annual HQ TRADOC DSOY memorandum of instruction (MOI). Complete TRADOC Form 298 (Drill Sergeant of the Year Nominee) and forward it with the packet to the current DSOY at: U.S. Army Center for Initial Military Training (ATMT), 210 Dillon Circle, Fort Eustis, VA 23604-5701.

c. USAR Training Commands (IET) will conduct boards to select their DSOY nominees and submit the nominees in accordance with the annual HQ TRADOC DSOY MOI. Complete TRADOC Form 298 and forward it with the packet to the current DSOY at: U.S. Army Center for Initial Military Training (ATMT), 210 Dillon Circle, Fort Eustis, VA 23604-5701.

d. Each ATC/CoE or separate Brigade Commander authorized DSs in an AIT location will conduct a board to select an Installation DSOY and submit the names in accordance with the annual HQ TRADOC DSOY MOI. Satellite Installations will send their representative to a regional board conducted at the closest Installation that holds proponency. Complete TRADOC Form 298 and forward it with the packet to the current DSOY at: U.S. Army Center for Initial Military Training (ATMT), 210 Dillon Circle, Fort Eustis, VA 23604-5701. The TRADOC DSOY Competition will be held annually at Army Training Center-Fort Jackson, SC on the week of the Anniversary of the Drill Sergeant, 12 September.



e. Local Commands are responsible for funding their DSOY nominees' temporary duty for the DSOY competition.

f. Once the incumbent DSOY and USACIMT CSM receive the nominations and the DSOY nominees arrive at the determined location for the DSOY competition, a board of individuals selected by the USACIMT CSM will be convened to select the DSOY. The DSOY selection criteria are:

(1) A written evaluation of each nominee's performance, which may be presented before the board.

(2) The DSOY nomination packet submitted by the Installation or organization. The DSOY nominees will bring an updated Soldier Record Brief, all packing list items outlined in the DSOY MOI, a copy of any orders received which were not previously in their packet, and a current DA photograph.

(3) The performance of each nominee on a physical event administered as part of the competition.

(4) The performance-oriented tests will be conducted in front of evaluators at the determined location for the DSOY competition. These are tasks from the DS Course POI taught at the DSA.

g. The USACIMT CSM has the authority to terminate DSOY nominees from the competition when nominees:

(1) Are not in compliance with AR 600-9.

(2) Refuse to attempt or demonstrate the performance oriented test.

(3) Are in violation of the UCMJ or have otherwise had favorable personnel actions suspended in accordance with AR 600-8-2.

### **6-3. Duties of the Center of Excellence (CoE) DSOY**

The CoE DSOY not selected as the TRADOC DSOY will:

a. Perform special assignments for the CoE Commander and CSM. Will not perform duties of a driver or enlisted aide.

b. Assist USACIMT in recruiting program assets, staff assistance visits, as requested, when duties do not conflict with CoE-tasked DSOY responsibilities

c. Assist in USADSA recruiting, perform CoE training quality assurance, and advise the Commander and CSM on Drill Sergeant related issues.

d. The Installation may retain one (the CoE) DSOY between all of its IET Brigades. Each individual IET Brigade may not retain a DSOY.

#### **6-4. Duties of the U.S. Army Training and Doctrine Command (TRADOC) Active Duty (AA) DSOY**

The TRADOC AA DSOY will:

- a. Perform special assignments for the Commander and CSM, USACIMT and TRADOC. Act as the liaison for all Drill Sergeants to the TRADOC and USACIMT Command Teams.
- b. Assist USACIMT/TRADOC in recruiting program assets.
- c. Participate in USACIMT staff assistance visits at the ATCs or perform specific assignments from the USACIMT/TRADOC Command Groups
- d. The DSOY will relocate to Fort Eustis, VA to fulfill the requirements of the DSOY for a minimum of one year, not to exceed 42 months total time in a DS status.

#### **6-5. Duties of the United States Army Reserve (RC) DSOY**

- a. Will assume ADOS assignment to USACIMT in order to perform special assignments for the Commander and CSM, USACIMT, TRADOC, and the 108<sup>th</sup> Army Reserve Training Command (RTC). Act as the liaison for all Drill Sergeants to the TRADOC and USACIMT Command Teams, as well as the Reserve DSs to the 108<sup>th</sup> RTC.
- b. Assist USACIMT in recruiting program assets, as requested, when duties do not conflict with TRADOC-tasked DSOY responsibilities.
- c. Participate in USACIMT staff assistance visits when duties do not conflict with TRADOC-tasked DSOY responsibilities.
- d. The DSOY will relocate to Fort Eustis, VA to fulfill the requirements of the RC DSOY for a minimum of one year.
- e. Serve as the liaison between 108<sup>th</sup> Reserve Training Command and USACIMT.
- f. Advise the 108<sup>th</sup> RTC and USACIMT CSMs about DS issues, and recommend changes needed to improve the DS Program.
- g. Plan ICW Active Army DSOY for annual DSOY Selection.

#### **6-6. Types of awards**

- a. The individuals selected as the AA DSOY and the RC DSOY will receive appropriate recognition for exceptional achievement. Senior commanders may award recognition, as they deem appropriate, consistent with AR 600-8-22, AR 672-20, and TR 672-6.
- b. The Commanding General, TRADOC, will present appropriate awards to the AA DSOY and the RC DSOY in a ceremony culminating the DSOY competition at the determined location.

c. The Chief of Staff of the Army will present the Stephen Ailes Award to the AA DSOY and the Ralph E. Haines, Jr. award to the RC DSOY. The Commanding General, TRADOC will coordinate the dates for the HQDA ceremony upon announcement of the DSOY winners.

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## **Appendix A**

### **References**

Unless otherwise indicated, all TRADOC publications and forms are available at <https://adminpubs.tradoc.army.mil>. Army publications and forms are available on the Army Publishing Directorate website at <https://armypubs.army.mil/>.

### **Section I**

#### **Required Publications**

##### **AR 5-13**

Total Army Munitions Requirements and Prioritization Policy

##### **AR 140-10**

Assignments, Attachments, Details, and Transfers

##### **AR 600-8-22**

Military Awards

##### **AR 600-9**

The Army Body Composition Program

##### **AR 600-85**

The Army Substance Abuse Program

##### **AR 614-200**

Enlisted Assignments and Utilization Management

##### **AR 623-3**

Evaluation Reporting System

##### **AR 670-1**

Wear and Appearance of Army Uniforms and Insignia

##### **AR 672-6**

Incentive Awards

##### **DA Pamphlet 25-403**

Army Guide to Recordkeeping

##### **DA Pamphlet 623-3**

Evaluation Reporting System

**TR 11-21**

TRADOC Implementation of the Army Quality Assurance Program

**TR 350-6**

Enlisted Initial Entry Training Policies and Administration

**TR 350-18**

The Army School System (TASS)

**TR 350-70**

Army Learning Policy and Systems

**TR 672-6**

Military Coins

**Section II**

**Related Publications**

A related publication is a source of additional information. The user does not have to read a related reference to understand this publication.

**AR 27-10**

Military Justice

**AR 40-501**

Standards of Medical Fitness

**AR 350-1**

Army Training and Leader Development

**AR 611-5**

Personnel and Classification Testing

**TR 600-21**

Faculty Development and Recognition Program

**TP 350-70-3**

Staff and Faculty Development

**TP 350-70-5**

Systems Approach to Training: Testing

**Section III**

**Prescribed Forms**

**TRADOC Form 298**

Drill Sergeant of the Year Nominee

**TRADOC Form 378**  
Drill Sergeant Orientation and Recertification Checklist

**Section IV**  
**Referenced Forms**

**DA Form 87**  
Certificate of Training

**DA Form 1059**  
Service School Academic Evaluation Report

**DA Form 2028**  
Recommended Changes to Publications and Blank Forms

**DA Form 2166-9-1A**  
NCO Evaluation Report Support Form

**DA Form 4187**  
Personnel Action

**DA Form 4856**  
Developmental Counseling Form

**DA Form 4991**  
Declination of Continued Service Statement

**DA Form 7424**  
Sensitive Duty Assignment Eligibility Questionnaire

**DD Form 2982**  
Recruiter/Trainer Prohibited Activities Acknowledgement (Available at <https://www.esd.whs.mil/directives/forms/>)

**TRADOC Form 270**  
Institutional Attendance Register

**TRADOC Form 600-21-1**  
Instructor Observation Rubric

## **Appendix B**

### **Cadre Resilience Program (CRP)**

#### **B-1. Applicability**

This program is applicable to all units with DSs and AIT Instructors assigned or attached who meet the criteria listed below. The term 'Cadre' in this appendix refers to Drill Sergeants and AIT Instructors. The Center of Excellence (CoE) is responsible for the ownership and execution of CRP. CRP will only be delegated to subordinate Units attached to the CoE that are not co-located.

#### **B-2. Purpose**

To provide guidance for the Cadre Resilience Program (CRP).

#### **B-3. General**

The CRP is intended to be an opportunity for mental refit, provided to all mid-tour and third-year DSs and AIT Instructors. The CRP is an opportunity for Cadre to spend quality time with their family, attend various classes, update personal information and records, and undergo dental, medical, and mental evaluations.

#### **B-4. Procedures**

TRADOC Cadre are an essential element of the training base and the management of their reception, orientation, development, and the use of their great talent is essential to our success.

#### **B-5. TRADOC General Guidelines**

a. Cadre will not perform charge of quarters or staff duty the weekend prior to the conduct of, or during, the Cadre resilience week (10 consecutive days). Days 1 and 2 are an uninterrupted weekend. Days 3, 4, 5, and 6 are classes that end NLT 1300 hrs. Days 7-10 are an uninterrupted four day weekend.

b. Cadre will have appointments made for them or they will have priority when attending to business on the installation during Cadre Resilience Week.

c. Every effort will be made to ensure all appointments are scheduled not later than 1300 hours in an effort to afford Cadre maximum time with their family.

d. Cadre will be given a 4-day weekend in conjunction with the scheduled week. They can choose to attend a chaplain retreat during this time if they so desire and one is scheduled.

e. The Cadre resilience week break will be conducted between the 10<sup>th</sup> and 14<sup>th</sup> month of Cadre duty. Commanders will conduct another Cadre resilience week between the 22<sup>nd</sup> and 26<sup>th</sup> month for Cadre serving a third year.

f. Cadre medical readiness is a Unit ISG and individual responsibility, not the responsibility of the CRP. Unit ISGs should allow time for their Cadre to complete their medical appointments outside CRP week.

g. The CoE G 3/5/7 is the executive agent and tasking authority for support of the CRP. Frequency of courses and personnel capacity will be determine by each CoE.

h. The CoE CSM will conduct a Dignity and Respect in-brief at all CRP. The CoE CSM signs all TRADOC Form 378s (Drill Sergeant Orientation and Recertification Checklist).

## **B-6. Responsibilities**

a. Unit 1SG/Commander: Identify cadre at least 6-8 weeks in advance, notify battalion who is within CRP Window, maintain cadre ITF, support the CRP, clear Soldiers of all duties, details, additional tasks, manage personnel, allow time for cadre MedPros.

b. Battalion/Brigade S3: Confirm Cadre is within the CRP window, receive and forward all Cadre packets approved for CRP to CoE CRP manager, notify BDE CSM of any manning constraints or Cadre shortfalls, ensure Cadre does not attend CRP during off cycle.

c. CoE G1/G3: CoE CSM is the proponent for the local CRP, manage the CRP, schedule agencies/coordinate resources (i.e. facilities, speakers, appointment, etc), maintain CRP tracker. CoE G 3/5/7 OIC may sign appointment orders for CRP Manager additional duty (E6 – E8, O1 – O3).

## **B-7. TRADOC CRP Minimum Class Requirements**

a. CoE CSM position of trust and authority, dignity and respect brief.

b. TR 350-6 re-training. Instill into the Cadre the trust and confidence environment versus fear and intimidation. TR 350-6 training should include trainee abuse vignettes, and a summary of acts of indiscipline by DSs. The USACIMT legal office will provide these materials. (2 hours).

c. CoEs will implement installation support agency training sessions (e. SHARP, EO, MRT, and Suicide Awareness). (4 hours).

d. UMT classes ISO H2F Spiritual Domain and Suicide Awareness. (4 hours).

e. Any Soldier with the identifier and who is qualified to teach may instruct these courses. The courses should involve vignettes/IMI as it relates to the IET environment.

f. The individual's Unit is responsible for coordinating retraining for tasks such as RSO, mail handler, Transportation Motor Pool (TMP) license, Combat Lifesaver etc.

## **Appendix C**

### **Drill Sergeant Individual Training Folder (ITF)**

#### **C-1. Applicability**

The Drill Sergeant Individual Training Folder (ITF) is applicable to all units with DSs assigned or attached who meet the criteria listed below.

**C-2. Purpose**

To maintain an individual Drill Sergeant file on record at the Company level.

**C-3. General**

The ITF serves as a collection of Drill Sergeant related documents about the individual Drill Sergeant. The ITF is designed so that a Commander can reference the ITF when considering UCMJ adjudication or favorable personnel action. The ITF displays the Drill Sergeant's character and moral compass.

**C-4. Procedures and Responsibilities**

The ITF is managed and controlled by the Company 1SG. The 1SG is responsible for the Company's ITFs. The DS ITF is subject to TRADOC and USACIMT inspection.

a. The following items are TRADOC requirements for the DS ITF:

- (1) DA Form 1059.
- (2) DS initial counseling from rater.
- (3) DA Form 2166-9-1A.
- (4) DD Form 2982 (Recruiter/Trainer Prohibited Activities Acknowledgement).
- (5) TRADOC Form 378.
- (6) Any DA Form 4856 that outlines a positive or negative event relating to IET or the DS's character.
- (7) Copies of all local DS certifications such as: RSO, CLS, Mail Handler, TMP License etc.
- (8) Any noteworthy positive or negative Trainee AAR, comment trends in regard to the DS, via Dear Colonel Letter, end of cycle AAR etc.

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**Appendix D**  
**Brigade Drill Sergeant Orientation Program (DSOP)**

**D-1. Applicability**

The Brigade Drill Sergeant Orientation Program (DSOP) is applicable to all Brigades with DSs assigned or attached who meet the criteria listed in this Appendix D.

**D-2. Purpose**

To inculcate incoming Drill Sergeants to the IET Brigade. To foster an environment of building a cohesive team starts with sponsorship and in-processing with the DS's Brigade.



**D-3. General**

The Brigade DSOP is intended to set a foundation of confidence and trust between the Drill Sergeant and his/her Brigade.

**D-4. Procedures and Responsibilities**

The Brigade DSOP is executed by the IET Brigade. The local Center of Excellence CSM validates all Brigade DSOC programs, the CoE CSM may elect to bring the DSOP to the CoE level. All DSOC programs will not exceed 5 working days in length. The DS must go through DSOP within 60 days of reporting to the installation.

**D-5. TRADOC DSOP Requirements**

The following items are TRADOC minimum requirements for all IET Brigade DSOP programs:

- a. BDE CSM in-brief covering being in a Position of Trust and Authority, dignity and respect.
- b. Coordinate any local Drill Sergeant certifications (i.e. Mail handler, CLS, TMP License etc.)
- c. SHARP, EO vignettes sessions; Trainee abuse vignette sessions. 2 hours of TR 350-6 Training. Any SHARP, EO certified NCO may instruct the training.
- d. In-process review. The host Brigade will ensure all Drill Sergeants have been properly in processed through the installation, have found a living quarters, their family is settled in, and they have obtained childcare, if applicable.

**D-6. Recommended DSOP Training**

The following items are recommending DSOP training events:

- a. PRT review.
- b. ATC/CoE/unit policies and procedures specific to the installation.
- c. TR 350-16 review.
- d. Legal/inspector general/EO/SHARP.
- e. ATC/CoE CSM brief.
- f. Range Safety Officer Course.
- g. Hot/cold weather injury prevention and treatment.
- h. Mail handler certification.
- i. Ready and Resilient.
- j. Fitness training unit/Warrior Training Rehabilitation Program.

k. Injury prevention brief (athletic trainer/physical therapist).

l. ATC/CoE/unit specific requirements (tactical/non-tactical vehicle licensing, engagement skills trainer certification, TADSS certification, OSUT/AIT additional certifications).

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## Glossary

### Section I

#### Abbreviations

1SG	First Sergeant
AA	Active Army
AGR	Active Guard Reserve
AIT	Advanced Individual Training
ARNG	Army National Guard
AR	Army Regulation
ATC	Army Training Center
BCT	Basic Combat Training
CI	Chief Instructor
CMF	Career Management Field
CoE	Center of Excellence
CMP	Course Management Plan
CSM	Command Sergeant Major
DA	Department of the Army
DS	Drill Sergeant
DSA	Drill Sergeant Academy
DSL	Drill Sergeant Leader
DSLCL	Drill Sergeant Leader Candidate
DSOY	Drill Sergeant of the Year
DSP	Drill Sergeant Program
DSPP	Drill Sergeant Program proponent
DSR	Drill Sergeant Returnee
DSRC	Drill Sergeant Recertification Course
HQ	Headquarters
HQDA	Headquarters, Department of the Army
HRC	U.S. Army Human Resources Command
IET	Initial Entry Training
LTB	Leader Training Brigade
MOI	Memorandum of Instruction
MOS	Military Occupational Specialty
MSG	Master Sergeant
NCO	Noncommissioned Officer
OSUT	One Station Unit Training
PDID	Proponent Development Integration Division
POI	Program of Instruction
PRT	Physical Readiness Training

SDAP	Special Duty Assignment Pay
SFC	Sergeant First Class
SGT	Sergeant
SQI	Skill Qualifications Identifier
SSG	Staff Sergeant
TMP	transportation motor pool
TP	TRADOC Pamphlet
TR	TRADOC Regulation
TRADOC	United States Army Training and Doctrine Command
UCMJ	Uniform Code of Military Justice
USACIMT	United States Army Center for Initial Military Training
USAR	United States Army Reserve

## **Section II**

### **Terms**

#### **Accreditation**

A disciplined approach to ensuring standardization across the Army. It assures the command that training institutions meet accepted standards and higher headquarters guidance; it addresses the quality of graduates and other concerns from the field. It is the result of an evaluative process that certifies an institution meets the required percentage of TRADOC Accreditation standards with a focus on quality current and relevant training and education that meets the needs of the Army.

#### **Assistance visit**

A visit to an organization by a person or team having expertise in a particular area to help the organization identify its strengths and weaknesses and to make recommendations for improvement.

#### **Certification**

A formal written confirmation by a proponent organization or certifying agency that an individual or team can perform assigned critical tasks to prescribed standard.

#### **Drill Sergeant Candidate**

A DS Candidate is an AA, USAR AGR, USAR troop program unit member, ARNG AGR, ARNG drilling members, and individual ready reserve Soldiers who expend Government funds in compliance with AA, USAR AGR, USAR troop program unit members, ARNG AGR, ARNG drilling members, and DSA assignment orders.

#### **Drill Sergeant Course**

Functional course providing qualified AA, ARNG, and USAR NCOs specialized training resulting in the awarding of SQI X.

#### **Drill Sergeant Leader**

Selected DS who receives additional specialized training to perform duties as an instructor, mentor, and coach in a DS Course.

**Drill Sergeant of the Year**

DS that competes and wins the annual HQ, TRADOC DSOY competition.

**Drill Sergeant Program**

HQDA program designed to provide highly motivated, qualified professionals to serve as DSs in IET.

**Drill Sergeant Returnee**

A DS that successfully completed a tour of duty in a previous DS assignment, volunteered and was accepted for a subsequent DS tour after serving a minimum of 36 months in a valid career progression table of organization and equipment assignment.

**Fitness Training Unit**

Organization established to assist Soldiers to physically, mentally, and psychologically prepare to return to training after successful rehabilitation and/or reconditioning. Unit is responsible for all medical non-training population to include the Warrior Training Rehabilitation Program, AFPT-I, convalescing leave, sick in quarters, etc.

**Initial entry training**

Training presented to new enlistees with no prior military service. This training is designed to produce disciplined, motivated, physically fit Soldiers ready to take their place in the Army in the field. This training includes BCT, OSUT, AIT, DLIFLC, and pre basic training courses (FTU, DLIELC-ESL). Individuals are considered IET status until they graduate and are awarded an MOS.

**Lesson plan**

A lesson plan is the detailed development of information and resources used by instructors/facilitators to execute the instruction prescribed in one lesson within the prescribed time limits using the specified resources. A lesson plan includes the content and supporting information for only one lesson which supports the learning and assessment of one terminal learning objective.

**Military Occupational Specialty (MOS) structure**

The specific mix of DS MOSs required in BCT and OSUT to improve the quality of training.

**New-Start**

A Soldier placed in a class behind the original class. This procedure supports Soldiers experiencing personal, medical, physical, or academic problems, who nonetheless possess outstanding potential as a DS.

**One Station Unit Training**

IET conducted at one installation, in one unit, under the same cadre, with an integrated POI tailored to a specific MOS.

**Physical Readiness Training**

Physical Readiness Training emphasizes progressive conditioning of the entire body and fosters the development and sustainment of a high state of proficiency and readiness among Soldiers and units throughout the Army.

**Program of Instruction**

A POI is a TRAS document that covers a course/phase. It provides a general description of the course content, the duration of instruction, the methods of instruction, and the delivery techniques. It also lists resources required to conduct peacetime and mobilization training.

**Reserve Component**

Members and units of the Army National Guard and Army Reserve.

**Skill Qualifications Identifier**

The fifth character of a Soldier's MOS that identifies qualification in a special skill.

**Unqualified Arrival**

A DS Candidate that reports to the DS Course unable to meet the established criteria of AR 614-200 and this regulation. This includes failing weight standards, service remaining requirements, prerequisites for enrollment, etc.

**U.S. Army Drill Sergeant Academy (DSA)**

The physical location where DS Courses are taught.

**United States Army Human Resources Command (HRC)**

The U.S. Army Human Resources Command integrates and coordinates military personnel systems to develop and optimize the utilization of the Army's human resources in peace and war.