

20 September 2002

Training
DRILL SERGEANT PROGRAM (DSP)

Summary. This regulation prescribes policies and procedures and establishes responsibilities for managing the drill sergeant program (DSP). It has been revised to support the changes that have occurred in the initial entry training (IET) environment and the DSP since the last publication of this regulation.

Applicability. This regulation applies to all Army Training Centers (ATC), installations authorized drill sergeants (DS), United States Army Reserve Component (RC) training divisions and brigades and all Active Component (AC) and RC Drill Sergeant Schools (DSS).

Supplementation. Do not supplement this regulation without approval from Commander, TRADOC, ATTN: ATTG-IT, 5 Fenwick Road, Fort Monroe, VA 23651-1049.

Forms. "R" forms at the back of this regulation are for local reproduction. Reproduce the forms through your forms management officer.

Suggested improvements. The proponent of this regulation is HQ TRADOC, Deputy Chief of Staff for Operations and Training (DCSOPS&T). Send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) through channels to Commander, USATC and Fort Jackson, ATTN: ATZJ-PTM-T, Fort Jackson, SC 29207-5315. Suggested improvements may also be submitted using DA Form 1045 (Army Ideas for Excellence Program (AIEP) Proposal).

Availability. This publication is available solely on the TRADOC homepage at <http://www.tradoc.army.mil>.

***This regulation supersedes TRADOC Reg 350-16, 4 February 2000 and change 1, 15 March 2000, and rescinds TRADOC Form 616, August 1986.**

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Chapter 1
Introduction

1-1. Purpose. This regulation establishes objectives, policies, and responsibilities for training and use of drill sergeants (DS) and drill sergeant candidates (DSC) for the Active Army and the Reserve Component (RC) as prescribed by the U.S. Army Training and Doctrine Command (TRADOC).

1-2. References. Appendix A contains a list of required publications and prescribed and referenced forms.

1-3. Explanation of abbreviations and terms. The glossary contains abbreviations and explanation of special terms used in this regulation.

1-4. Responsibilities.

a. Headquarters, Department of the Army (HQDA), Deputy Chief of Staff G-1, Drill Sergeant Branch will—

- (1) Develop assignment policy for drill sergeant candidates and drill sergeants.
- (2) Serve as the approval authority for drill sergeant application requests.
- (3) Approve third-year DS extensions.
- (4) Manage the number of drill sergeants needed to support the Active Army's worldwide mission.
- (5) Coordinate with Career Management Field (CMF) Personnel Proponent Offices regarding drill sergeant ratios concerning their CMFs, while establishing a "fair share" rule to task for drill sergeants.

b. Headquarters, TRADOC (HQ TRADOC).

(1) Deputy Chief of Staff for Deputy Chief of Staff for Personnel, Infrastructure, and Logistics (DCSPIL) will—

(a) Coordinate with the U.S. Total Army Personnel Command (PERSCOM) to ensure DSC selection for personnel fills of AC 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 DS.

(2) Deputy Chief of Staff for Operations and Training (DCSOPS&T) will coordinate the TRADOC Annual Training Requirements (via the Automated Training Requirements and Resource System (ATRRS)) for AC DSS.

(3) Office of the TRADOC Command Sergeant Major (CSM) will conduct the annual Drill Sergeant of the Year (DSOY) competition in accordance with (IAW) chapter 4.

c. Commander, U.S. Army Training Center (USATC) and Fort Jackson, Director of Plans, Training and Mobilization, Training Division (DPTM-T), the proponent for the TRADOC DSP, will—

(1) Write, update, publish, and distribute TRADOC Reg 350-16.

(2) Write, publish, update, and approve the content and execution of the Drill Sergeant School Course (DSSC) Program of Instruction (POI).

(3) Provide quality control and standardization of DSS.

(4) Act as proponent for the skill qualification identifier (SQI) "X."

(5) Establish certification of drill sergeant leaders (DSLs) IAW chapter 6.

(6) Conduct training assistance visits to AC and RC DSS (see chap 3).

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

(8) Establish criteria and approval authority for DS proponency to accredit DSS.

d. Commander, U.S. Army Training Support Center (USATSC), will provide RC DSS training materials for support, IAW U.S. Army Forces Command (FORSCOM)/TRADOC Reg 140-3.

e. Army Training Center (ATC) commanders/service school commandants will—

- (1) Ensure DSC meet prerequisites of AR 614-200.
- (2) Manage assignment and utilization of DSC (see para 2-7).
- (3) Ensure that personnel arriving with orders to attend DSS attend the specified class based on projected DS strength. Deviations will not be made without prior approval of PERSCOM (TAPC-EPK-ID).
- (4) Include the DSS training ammunition requirement in the installation forecast.
- (5) Manage DSS IAW this regulation and TRADOC DSSC POI.
- (6) Conduct an annual internal evaluation of the DSS.
- (7) Take action, IAW AR 614-200 or AR 140-10, as appropriate, and this regulation, to remove DSC and DS from the DSP.
- (8) Make recommendations to PERSCOM as to whether or not personnel removed from the DSSC should be reconsidered at a later date.
- (9) Conduct DS recertification training IAW chapter 5.
- (10) Assign DS IAW AR 614-200 and this regulation.

f. Reserve Component training divisions will—

- (1) Ensure DSC meet prerequisites of AR 614-200.
- (2) Manage DSS IAW this regulation and TRADOC DSSC POI.
- (3) Conduct an annual internal evaluation of the DSS
- (4) Take action, IAW AR 614-200 and this regulation, to remove DSC and DS from the DSP.
- (5) Conduct DS recertification training IAW chapter 5.
- (6) Assign DS IAW AR 614-200 and this regulation.

g. Drill Sergeant School commandants will—

- (1) Manage the operation of the DSS and conduct training IAW this regulation and TRADOC DSSC POI.
- (2) Confirm that DSC meets the prerequisites IAW AR 614-200, prior to beginning the DSSC, and remove those candidates who are identified as unqualified arrivals.

(3) Initiate action to remove candidates from the DSSC/ DSP, IAW AR 614-200, paragraph 8-18, and paragraphs 2-5 and 2-6 of this regulation, when required.

(4) Complete DA Form 1059 (Academic Evaluation Report) for all DSC, upon completion of, or removal from, the DSSC IAW AR 623-1. Unqualified arrivals do not require DA Form 1059, unless the DSC fails to meet the height/weight composition IAW AR 600-9.

(5) Initiate action to replace projected DSL losses.

(6) Select the most qualified nominee for the DSL replacement.

(7) Supervise the training certification of DSL for the DSS IAW chapter 6.

(8) Review and analyze candidate critiques and course attrition.

(9) Maintain copy of candidate critiques for one year.

(10) Send copy of TRADOC Form 350-R (Drill Sergeant Course Performance) to Drill Sergeant Program Proponent (DSPP) and DCSPIL IAW this regulation.

(11) Send copy of training schedule to DSPP 30 days prior to scheduled start date for review and approval.

h. Installation commanders will—

(1) Designate a DSP point of contact (POC) to coordinate with PERSCOM and HQ TRADOC on all matters relating to the DSP.

(2) Submit a monthly Active Army Drill Sergeant Report (see para 2-12) if they have participants in the DSP.

Chapter 2 Administration

2-1. Entry into the DSP.

a. In accordance with AR 614-200, soldiers may volunteer or be selected by Department of the Army (DA) for DS duty.

b. All drill sergeant candidates must meet the requirements outlined in AR 614-200, paragraphs 8-15 through 8-17.

c. Drill sergeant candidates are noncommissioned officers (NCOs) identified and notified by PERSCOM that they are scheduled to attend DSS and will be assigned against a DS personnel requisition. Candidate status will not begin more than 45 days prior to their class start date.

2-2. Entry into the RC DSP.

a. Qualified RC personnel may enter the program by either volunteering or enlisting for DS vacancies in the RC training divisions. The RC DSC must meet the prerequisites of AR 614-200 to qualify for the program. They will attend either the DSS of the division to which they are assigned or an AC DSS. All candidates will be graduates of the Primary Leadership Development Course prior to attending DSS. Prior service personnel, who were instructor-qualified in the Navy, Marines, or Air Force, must still go to the required AC or RC DSS.

b. All RC personnel, sergeant (SGT) through sergeant first class (SFC), who complete DSS and are assigned to a training unit, will be awarded the SQI "X."

c. Reserve Component candidates in rank SGT through SFC may volunteer and be selected for attendance at an AC DSS. When a RC candidate is selected to attend an AC DSS, direct coordination between the DSS commandants is authorized. Candidates must have the required uniforms and adequate funds to cover expenses during the period of training.

d. Reserve Component may have the following waived:

(1) Basic Noncommissioned Officer Course requirement.

(2) Time-in-service requirement reduced to 3 years.

(3) Rank to corporal (however, to attend AC DSS, soldiers must be appointed as an acting SGT (AR 140-158)).

2-3. Drill Sergeant School Course Program of Instruction.

a. The DSSC POI, which is approved by Commander, TRADOC, is directive in nature. Do not implement deviations from the POI without the written approval of Commander, USATC and Fort Jackson, ATTN: ATZJ-PTM-DSPP, Fort Jackson, SC 29207-5315.

b. Policy. The USATC and Fort Jackson Drill Sergeant Proponent Program will act as the proponent and approval authority for the content and execution of the DSSC. The DSPP is responsible for updating and evaluating the POI.

c. The course will be conducted IAW the DSSC POI, with small group instruction (squads consisting of 8 to 20 assigned candidates). The DS leaders will lead and instruct their squads throughout the course (two DSLs per squad).

d. Drill Sergeant School commandants will monitor the execution of the POI and report candidate attrition during each class using TRADOC Form 350-R (Drill Sergeant Course Performance) (RCS ATTG-35 (R2)). Instructions for completion are on the back of the form. (See app B for additional information.) The DSS commandants will also conduct a complete review of any course with an

overall attrition over 12 percent, to determine causes. This review is a tool for quality control and product improvement and is not to be used as an attempt to lower

the standards. Forward the analysis, along with TRADOC Form 350-R, to Commander, USATC and Fort Jackson, ATTN: ATZJ-PTM-DSPP, 2179 Sumter Street, Fort Jackson, SC 29207-5315, and Commander, TRADOC, ATTN: ATTG-X, 11 Bernard Road, Fort Monroe, VA 23651-1001.

e. Procedures for submitting and recommending changes to DSSC material. Submit all recommendations to Commander, USATC and Fort Jackson, ATTN: ATZJ-PTM-DSPP, 2179 Sumter Street, Fort Jackson, SC 29207-5315 for review/approval.

2-4. New-start program (AC and RC).

a. Commandants will not new-start candidates who fail to achieve course standards without prior approval/coordination from Commander, USATC and Fort Jackson, ATTN: ATZJ-PTM-DSPP, Sumter Street, Fort Jackson, SC 29207-5315, and DA PERSCOM, ASTAPC, ATTN: TAPC-EPK-ID, 2461 Eisenhower Avenue, Alexandria, VA 22331-0452. Send the request for new-start through DSPP office to PERSCOM (the approval authority for new-starts). The recommendation to new-start a candidate for failing to achieve course standards will be granted on a **one-time only** basis. If the reassignment is made and the candidate still fails to achieve the standards, the commandant will remove the candidate from the DSSC IAW this regulation and AR 614-200.

b. Complete all new-start reassignments, regardless of circumstances, within 60 training days for AC and 6 months for RC. Soldiers who experience difficulty in one course area, but are otherwise exceptional and maintain motivation, may be new-started on an exception basis. Commandants must decide to new-start a candidate before the candidate is given a one-time only fourth attempt. After using a fourth (final) attempt, no new-starts are permitted. Reassignment will be made to the first available class (AC or RC) where the candidate has the opportunity to continue from the necessary block of training. The intent is to have the candidate back into training as soon as possible from the time the decision is made.

c. Candidates who have missed training due to emergency leave or hospitalization, and will not be able to complete the course with the initial class, will be new-started to the next available class. If this reassignment is not completed within 60 training days for AC and 6 months for RC, the commandant will release the candidate IAW AR 614-200 and this regulation (administrative release).

d. Reserve Component (RC) DSC, who are unable to attend two annual training (AT) periods due to a conflict (e.g., civilian job, civilian school, etc.), can be new-started.

However, the DSSC will be completed within 18 months. These circumstances will be handled on a case-by-case basis and must be approved by Commander, USATC and Fort Jackson ATTN: ATZJ-PTM-DSPP, 2179 Sumter Street, Fort Jackson, SC 29207-5315.

e. Candidates will not be new-started for failing their final attempt on the Army Physical Fitness Test (APFT).

2-5. Relief of DS candidates from the Drill Sergeant School Course.

a. Drill sergeant candidates may be removed from the DSSC without being removed from the DSP. Candidates removed from the course may be considered for DS duty in the future and may be given a new DSS class date.

b. Drill Sergeant School commandants are designated as the approval authority to remove candidates from the DSSC, provided they are not recommended for removal from the DSP. All adverse academic evaluation reports (AERs) must be referred or forwarded in memorandum with student acknowledgement. The endorsement must indicate the candidate's intent with regard to appeal.

c. Installation, U.S. Army Training Center, separate brigade and/or appropriate equivalent commanders may remove Active Army soldiers from the DS Program (while in candidate status or while assigned DS duties). Removal authority must be at least colonel level command and may be delegated to subordinate commanders or deputy commanders/commandants in the grade of colonel or higher including commanders/commandants of other Services. Policy governing relief from DS duty for USAR soldiers is contained in AR 140-10. Removal may be for any of the following reasons:

(1) Arriving unqualified to DS school (soldiers that do not meet the course prerequisites, including body composition requirements in AR 600-9).

(2) Failure to pass the APFT. (See AR 350-41.)

(3) Academic failure (DS school).

(4) Temporary medical reasons that will prevent soldier from completing the DSSC in the specified time.

(5) Administrative (emergency leave, etc.).

(6) Failure to maintain high standards of military appearance, military courtesy, bearing, conduct and/or professionalism, including noncompliance with body composition requirements in AR 600-9 and testing positive for drugs.

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

(8) Lack of proper motivation, provided individual counseling has been unsuccessful, including failure to enter or complete DS school.

(9) Medical reasons, including pregnancy, when condition prevents soldier from performing DS duties.

(10) Hardship or family problems that prevent soldier from performing DS duties.

d. Procedures for removal action:

(1) The DSS commandant will evaluate all candidates recommended for removal from the DSSC (can be delegated to the satellite schools in RC). In cases where the commandant determines that removal is warranted, the following procedures apply:

(a) The DSS commandant will notify the candidate in writing of the proposed action, basis for the action, consequences of disenrollment, and right to appeal. Candidates must submit an appeal within 48 hours for AC and 30 days for RC after receipt of written notification. If RC candidates attend an AC school, the AC rule for appeals applies.

(b) The DSS commandant will receive an endorsement from the candidate that acknowledges a counseling session was held and an elimination notice was received. The endorsement also must indicate the candidate's intent with regard to appeal.

(c) All adverse AERs must be referred to the student with memo for acknowledgement and comment.

(d) The reviewing authority for cases regarding appeals will be the approval authority for removal from the DSP. The DSS commandant will review all appeals for accuracy and formatting, before sending the removal packet to the approval authority, IAW 614-200. After the appeal packet is completed, the commandant will forward the entire packet to the approval authority. If a DSC is being processed for both removal from the DSSC and the DSP, the commandant will execute the DSC removal and then refer it to the Training Center Commandant with the recommendation that the DSC be removed from the DSP IAW AR 614-200, paragraph 2-6.

(2) Intermediate levels of command will not delay the recommendations from reaching the approval authority. No more than 72 hours will lapse between transmittal of recommendation by the commandant and receipt by the approval authority. Candidates should remain in training until the approval authority notifies the commandant of the final decision. Candidates can be removed from training if they are disruptive and interrupt an environment conducive to learning, or have elected not to appeal the dismissal.

(3) Active Component NCOs, who are removed from the DSSC, will be returned to their unit.

(4) When a RC DS candidate is removed from an AC DSS, the AC DSS commandant will initiate a DA Form 1059 IAW AR 623-1 and notify the candidate's division. When matters of judicial or nonjudicial punishment are

involved, the AC commander with jurisdiction should consult with the candidate's commander to coordinate actions being pursued.

(5) The DSS commandant will notify the unit CSM of each candidate's removal from the DSSC/DSP. A letter from the approval authority will specify the reasons for removal

(6) The commandant will submit a copy of the removal packet for every candidate being removed from the DSSC/DSP to PERSCOM, ATTN: TAPC-EPK-ID, 2461 Eisenhower Avenue, Alexandria, VA 22331 IAW 614-200, paragraph 8-18, and Commander USATC and Fort Jackson, ATTN: ATZJ-PTM-DSPP, 2179 Sumter Street, Fort Jackson, SC 29207-5315.

e. Appeals process:

(1) The appeal and reinstatement approval authority for DS removed from the DS program will be no lower than the first general officer in the soldier's chain of command and will always be a general officer higher in grade than the designated removal authority.

(2) Appeals to DS removal actions must be acted upon, and final decision provided to PERSCOM (TAPC-EPK-ID), within 20 calendar days from the date of the soldier's removal from the DS program. An appeal that is not acted upon within the allotted time period must be forwarded to the Commanding General (CG), PERSCOM, for action. Appeals that must be acted upon by the CG, PERSCOM, as indicated in paragraph 8-18j, must be submitted to the CG, PERSCOM, within 20 calendar days of the date the soldier was removed from the DS program.

f. A candidate's failure to complete the DSSC, in 45 academic days, will result in academic removal, IAW the DSSC POI.

g. The RC DSSC must be completed within 18 months. All course requirements must be met by DS scheduled class graduation date.

h. Medical removals will be made in cases of illness, injury, or a medical profile that results in unreasonable delays in training or loss in training time. The DSS commandants will determine if the candidates have the potential to make up the missed training. All course requirements must be met by the scheduled class graduation date.

2-6. Relief of DS candidates from Drill Sergeant Program.

a. Drill sergeant candidates may be removed from the DSP for cause before or during DSS. Candidates removed from the DSP will not be considered for DS duty in the future. Reasons for removal and report procedures are established in AR 614-200 and this regulation. appropriate certification requirements applicable to the

b. Army training center/RC training division commanders are designated as the approval authority to remove RC DSC from the DSP. This authority may be delegated to subordinate commanders in the rank of colonel or higher with removal authority.

c. The approval authority will promptly review the circumstances of the case and decide upon the candidate's removal from the program IAW AR 614-200. The entire action, from submittal by the DSS to the disposition by the approval authority, will not exceed 5 training days. Active Component NCOs, who are removed from the DSP, will be returned to their unit.

d. The DSS commandant will notify the unit CSM of each candidate's removal from the DSSC/DSP. The approval authority will make notification through a letter, specifying the reasons for removal.

e. The commandant will submit a copy of the removal packet for every candidate being removed from the DSSC/DSP to PERSCOM, ATTN: TAPC-EPK-ID, 2461 Eisenhower Avenue, Alexandria, VA 22331 IAW 614-200, paragraph 8-18, and Commander USATC and Fort Jackson, ATTN: ATZJ-PTM-DSPP, 2179 Sumter Street, Fort Jackson, SC 29207-5315.

f. Urine testing of AC/RC DS candidates. Commandants will administer a 100 percent urinalysis test to DSS candidates. The test will be administered within 3 training days after reporting to the DSS. The specimens will be collected and processed IAW AR 600-85 and U.S. Army Drug and Alcohol Operations Agency standing operating procedure. Soldiers performing DS duties or in DSC status, whose urine test is confirmed positive, will be removed from the DSP IAW AR 614-200.

2-7. Assignment and use of DS candidates.

a. Unit commanders are responsible for ensuring that the DSC has no issues that would prevent successful completion of DSS (i.e. personal, financial, or medical). If in the opinion of the unit commander, the DSC is not prepared to attend DSS as scheduled (e.g., prospective APFT failure, a limiting physical profile, overweight, etc.), the commander will arrange for class deferment with the Post DS Strength Manager. The commander will determine if the candidate should be eliminated from the DSSC/DSP, if the candidate is still not prepared to attend the next available class.

b. Installation commanders have the option to assign a DSC to a training unit. During their assignment, the following requirements will be met:

(1) Drill sergeant candidates, both AC and RC, will be assigned a DS sponsor who will help prepare the candidate for DSS and monitor their activities in the unit. The DSC will spend the maximum amount of time preparing for DSS, closely observe unit training, and participate in as many training activities as time allows. The sponsor will ensure that DSC obtain/attend the

installation before attending DSS (e.g., driver's safety, range safety, etc.). The sponsor will continually check the candidate's progress while in DSS.

(2) At no time will DSC be placed in positions where they are allowed total control of and/or assume responsibility for initial entry training (IET) soldiers. This includes, but is not limited to, marching soldiers, counseling soldiers, or acting in the capacity of primary instructor. Furthermore, the DSC will not be used in the following capacities; however, the DSC may accompany a drill sergeant (sponsor) in the performance of these duties:

- (a) Charge of quarters.
- (b) Staff Duty NCO.
- (c) Sergeant of the guard.
- (d) Commander of the relief.
- (e) Kitchen police pusher.

2-8. Relief of drill sergeant from DS duties.

a. Army Training Center commanders/service school commandants, and brigade commanders in the grade of O-6 or higher are authorized to remove DS from DS duties. Specific reasons for removing DS from their duties and the DSP, and withdrawing the SQI "X" are contained in AR 614-200, paragraph 8-18. Army Training Center/Reserve Component training division commanders are designated as the approval authority to remove a RC drill sergeant from the DSP. This authority may be delegated to subordinate commanders in the rank of colonel or higher with removal authority.

b. Drill sergeants removed from the DSP may also lose the award of the "X" identifier if removed for disciplinary reasons. They will be restricted from wearing the DS patch. All appeals will be made to the DSPP and Chief of Staff for Personnel. Appeals will reach the DSPP within 14 days.

c. Drill sergeants removed from DS duties for cause, except for medical reasons to include illness or injury, will be reassigned to other duties that do not include contact with IET soldiers. Further guidance, regarding disposition of DS suspended from DS duties, will be found in AR 614-200, paragraph 8-18.

2-9. Assignment and use of DS.

a. Active Component and RC DSS graduates assigned in DS positions are authorized Special Duty Assignment Pay (SDAP) (to include RC performing DS duties on active duty for training and inactive duty training missions). Drill sergeants on status will be assigned and used only in authorized DS positions. Drill sergeants will not perform major additional duties that divert them from their primary duty of a DS. Additional company

duties such as nuclear, biological, chemical NCO, physical security NCO, and equal opportunity representative (EOR) are authorized.

b. If a DS is put in a non-DS position, SDAP will be lost for the length of time spent in the non-DS duty position.

c. If for a period not to exceed 90 days, a unit does not have a first sergeant (1SG) assigned, a DS may be temporarily appointed to act in the 1SG position. However, in order for the DS to continue to receive SDAP, they must maintain their primary position as a DS.

2-10. Annual DS certification. Drill sergeants, assigned to BCT/OSUT units, will be evaluated and certified annually on all hands-on phase tasks listed in Supplement 1 of the BCT POI 21-114. The DS, assigned to AIT units, will be evaluated and certified annually on those common tasks selected for reinforcement training and evaluation in AIT, listed in TRADOC Reg 350-6. In addition, DS will be certified whenever changes are made to the BCT/AIT/OSUT POI. The IET cadre may be used to administer the certification.

2-11. Drill sergeant assignment ratios. TRADOC installations will be resourced DS requirements based on the following:

a. Basic combat training/OSUT. Twelve DS per company (3 per platoon) in order to sustain ratio within range of 1:17-20. Resourcing computations consider course length plus two weeks.

b. Advance individual training. Ratio for AIT is 1:30. Resourcing computations consider course length plus one week. Although the AIT ratio is 1:30, units/companies must maintain as a minimum two DSs per unit/company.

c. Drill Sergeant School. Staffing for DSLs will be IAW the Instructor Manpower Model.

d. Pre-Command Course/Cadre Training Course. Noncommissioned officers, who have come off DS status within one year, should be used for this requirement.

2-12. Reporting requirements. The DSP POC, at each DSP installation, must submit a monthly report to Commander, TRADOC, ATTN: ATBO-BE, 5 North Gate Road, Fort Monroe, VA 23651-1048, using TRADOC Forms 603-R (Active Army Drill Sergeant Report) and 603-1-R (Active Army Drill Sergeant Report by Grade and MOS (RCS ATBO-20 (R4))). See appendixes D and E for information on completing these forms. The ending period of the report will be the last calendar day of each month. The report must arrive at TRADOC HQ no later than (NLT) the 10th of the month, following the ending period date. Negative reports are required.

2-13. Drill Sergeant School organization.

a. All TRADOC schools approved by CG, TRADOC, teaching the approved DSSC POI, and accredited by the Drill Sergeant Program Proponent office, will be titled as

a “Drill Sergeant School.”

b. The DSS can be part of a Noncommissioned Officer Academy (NCOA), where authorized. Exceptions to this policy must be submitted to Commander, USATC and Fort Jackson, ATTN: ATZJ-PTM-DSPP, 2179 Sumter Street, Fort Jackson, SC 29207-5315, for review and approval.

c. The chief instructor (CI) position will be filled by a first sergeant/master sergeant who is DS-qualified. When the DSS is not collocated under an NCOA, a DS-qualified individual will fill the commandant and chief instructor.

d. Female DS authorizations for DSS are shown in table 2-1. Career Management Field for female DSS will be from CMF authorized on the installation.

Fort Jackson Richmond, VA	80 th Fort Gordon/FLW 108 th
Charlotte, NC	Fort Jackson
Fort Leonard Wood Milwaukee, WI	84 th Fort Benning 98 th
Rochester, NY Wood	Fort Leonard
Louisville, KY	100 th Fort Knox

e. Send a copy of all MTT After Actions Reports that require USATC and Fort Jackson’s assistance, (e.g., shortages of required equipment, personnel, etc.) to Commander, USATC and Fort Jackson, ATTN: ATZJ-PTM-DSPP, 2179 Sumter Street, Fort Jackson, SC 29207-5315.

**Table 2-1
Number of Female DS
minimum authorizations for
DSS**

SCHOOL	AUTHORIZATION
Fort Benning	2 each
Fort Jackson	4 each
Fort Leonard Wood	4 each

2-14. Training assistance and support for RC DSS.

a. In the interest of providing continuing support to RC DSS, TRADOC CG has established an affiliation between training division DSS and specific AC DSS. These affiliations (table 2-2) represent geographical considerations and include capstone mission where possible.

b. Specific benefits of these affiliations include:

(1) Drill sergeant leader training. The RC commandants may request a mobile training team (MTT) to assist in DSL training.

(2) Staff assistance visits. The AC DSS commandants are encouraged to visit RC DSS during their training and provide comments and recommendations to the RC commandants.

**Table 2-2
AC/US Army Reserve (USAR) DS Affiliates**

AC SUPPORT HOME LOCATION	RC AFFILIATE MOB STATION
Fort Benning Oklahoma City, OK	95 th Fort Sill
Vancouver, WA	104 th Fort Bliss

2-15. Drill sergeant military occupational specialty (MOS) structure. The DS MOS structure and assignment of DSs at TRADOC installations follows (not for reserve):

a. In BCT, 33 percent of DS requirements/authorizations will be from CMF 11; 17 percent will be from other combat arms (CA) MOS; 25 percent will be from combat support (CS) MOS; and 25 percent will be from combat service support (CSS) MOS. Installations that conduct BCT are authorized a minimum of two and up to four female DSs in each training company to include the Fitness Training Unit (FTU) and Reception Battalion.

b. In AIT, 100 percent of the DS requirements/authorizations will be from the CMF being trained. When the Army provides a CMF/MOS to females, installations can document their table of distribution and allowance (TDA) for female positions with any available MOS until such time that females with the specific CMF/MOS become available for DS duty.

c. In OSUT, (CA and CS MOS’s) 100 percent of the DS requirements/authorizations will be from the CMF being trained. In OSUT, (CSS MOS’s) will have a DS mix of 67 percent CMF and 33 percent CA DSs, with at least 50 percent of CA mix being infantry. This further breaks down to four CA DSs and eight CMF DSs per company. That is one CA DS per platoon, two female CMF DSs per company and six non-gender specific CMF DSs per company. When the Army provides a CMF/MOS to females, 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. Army Training Center commanders will determine the DS CMF structure within (FTUs) and reception battalions, using MOS authorized at their installation and the approved TRADOC staffing guidance for Reception Battalions/FTU.

e. Code the Personnel Identification (PERS Column “I” (interchangeable)) on the authorization document for all non-CA MOS.

Chapter 3 Drill Sergeant School Accreditation

3-1. Responsibility/guidelines. Commander, USATC and Fort Jackson, is responsible for establishing standardization and quality control of the DS Program. This responsibility requires Commander, USATC and Fort Jackson, to evaluate, monitor, and assist all AC and RC DSS using the following general guidelines:

a. Ensure the DSS is training in compliance with the approved DSSC POI.

b. Evaluate facilities to ensure:

(1) They are conducive to the learning environment.

(2) They complement training as required for small group instruction (DSSC POI).

c. Assess the DSS administration:

(1) Ensuring DSC meet prerequisites in AR 614-200.

(2) Staffing as outlined in the appropriate staffing guide.

(3) Stabilization of tours for DSLs.

(4) Requisition and replacement of DSL who have become a 90-day loss AC, 14 months RC.

d. Assess the DSS operations:

(1) Prior fiscal year (FY) and current FY-to-date training performance indicators.

(2) Instructor selection, qualification, and certification procedures.

(3) Preparation and distribution of candidate academic evaluation reports.

(4) Candidate release and appeal procedures.

(5) Test control IAW AR 611-5.

3-2. Drill Sergeant School accreditation.

Accreditation is the process that measures quality, consistency, compliance, standardization, and resourcing of schools, and the formal authority to conduct training. The Directorate of Plans Training and Mobilization (DPTM) (ATTN: ATZJ-PTM-DSPP), will evaluate each AC and RC DSS within a 24-month cycle. The DPTM will announce the scheduled accreditation visits IAW TRADOC Reg 350-70.

a. Active Component/Reserve Component DSS accreditations. Drill Sergeant Program Proponent will use the accreditation checklist found in [TRADOC Reg 350-18, appendix B](#) for accreditation evaluation when evaluating AC/RC DSS.

b. After each evaluation, the DSPP accreditation team will give the commandant of the inspected DSS a copy of TRADOC Reg 350-18 checklist.

3-3. Accreditation certificate. If the DSS is accredited, Commander, USATC and Fort Jackson, will furnish the installation commander the TRADOC Certificate of Accreditation through command channels.

3-4. Probation Level I and II.

a. Probation Level I — an accreditation with a request for a follow-up report on specific issues to be submitted by a specific date. This level indicates the institution has a significant problem or shortfall, but the commandant believes corrections can reasonably be implemented within 60 days or as determined by the proponent.

b. Probation Level II — a suspension of the accreditation status with a request for a follow-up report on specific issues, followed by a special visit within six months for full time institutions or during the next AT period, not to exceed one year. Probation Level II indicates a Total Army School System training battalion, Regional Training Institute, or AC school has significant deficiencies or shortfalls and should not be teaching Army courses or a particular course. The team chief will consider this level of probation when one or more critical areas on any one checklist are determined to be a “NO-GO” or three or more non-critical areas are a “NO-GO.” The team chief will also determine if the cause for the probation rating is based on Higher Headquarters’ Issues. An institution’s accreditation is continued while it complies with the proponent school’s request for information, additional reports, special visits, or other action. Additionally, the accreditation is continued during the institution’s appeal to Deputy Chief of Staff for Operations and Training, Army School System Directorate, of proponent school accreditation actions.

3-5. Nonaccreditation. If a school’s accreditation is probated and the school fails to meet accreditation standards during the follow-up evaluation, the school’s authority to teach TRADOC-approved proponent courses will be withdrawn. Soldiers currently attending and those in-processing to attend training may complete training.

3-6. Assistance visits. Commander, USATC and Fort Jackson, DPTM-DSPP, will coordinate with each AC and RC DSS for the conduct of assistance visits. Schools that receive a nonaccredited rating may request an assistance visit; however, the DSS that receives an assistance visit will not receive an assistance visit within 6 months prior to the official accreditation. Assistance visits (other than nonaccredit requested visits) will be scheduled once every

12 months; however, the proponent reserves the right to make quality assurance visits at any time. The DSPP may accredit a school that receives superior ratings after an assist visit. The visitor from USATC and Fort Jackson, ATZJ-PTM-DSPP, will provide all observations to the commandant and leave a copy of the checklist. In the event corrective actions are necessary, DSS commandants will forward their report of corrective actions taken to Commander, USATC and Fort Jackson, ATTN: ATZJ-PTM-DSPP, 2179 Sumter Street, Fort Jackson, SC 29207-5315. This report must arrive at USATC and Fort Jackson NLT 60 days after receipt of the assistance visit report.

3-7. Installation internal evaluations. The AC installation/training center commanders and RC training divisions will conduct internal quality assurance evaluations, once every 12 months, using the accreditation checklist in TRADOC Reg 350-18. Internal evaluations must be conducted by SFC or above with a SQI of "X." Copies of the internal evaluations are required to be available for the next scheduled accreditation.

Chapter 4 Drill Sergeant of the Year (DSOY) Program

4-1. Policy. Commander, TRADOC, will select a DSOY for both the AC and RC. The AC DSOY will receive the Stephen Ailes Award. The RC DSOY will receive the Ralph E. Haines, Jr. Award. Both awards will be presented in a joint ceremony at HQDA by the Chief of Staff of the Army.

4-2. Eligibility criteria.

a. Active Component. As a minimum, nominees for DSOY must:

- (1) Be in the rank of staff sergeant (SSG) or SFC.
- (2) Be a graduate of a DSS.
- (3) After completing DSS, have served one year on DS status and must be serving as a DS as of the date of nomination.
- (4) Not previously received the Stephen Ailes Award.
- (5) Have at least one year remaining on current assignment as a DS. The tour of duty as a DS will not exceed 36 months as specified in [AR 614-200](#), paragraph 8-17b.
- (6) Soldiers (AC and RC) will be required to take an APFT (administered as part of the competition). Soldiers who are prohibited from taking an APFT, due to a medical profile, will not compete at TRADOC HQ.

b. Reserve Component. As a minimum, nominees for DSOY, must:

- (1) Be in the rank of SGT, SSG, or SFC.
- (2) Be a graduate of a DSS.
- (3) Have been assigned to a DS position for at least one year, have attended annual training, and be serving as a DS as of the date of nomination.
- (4) Not previously received the Ralph E. Haines, Jr. Award.
- (5) Have at least one year remaining on current enlistment, and remain with a unit having DSs for a period of one year, if selected.
- (6) Competitors will compete only once at the TRADOC-level competition.

4-3. Selection procedures.

a. Active Component. Each installation commander authorized DSs will conduct a board, nominate a DSOY, and submit the name IAW the annual TRADOC HQ Memorandum of Instruction (MOI). Satellite installations will send their representative to a regional board conducted at the installation that holds proponenty and as listed in the DSOY MOI. Use TRADOC Form 298-R-E to submit required nominee information. Forward completed form and packet to Commander, TRADOC, ATTN: ATTG-ET (DSOY), 5 Fenwick Road, Fort Monroe, VA 23651-1049.

b. Reserve Component. Each RC training division commander will conduct a board, nominate a DSOY, and submit the name IAW the annual TRADOC HQ MOI. Use TRADOC Form 298-R-E to submit required nominee information. Forward completed form and packet to Commander, TRADOC, ATTN: ATTG-ET (DSOY), 5 Fenwick Road, Fort Monroe, VA 23651-1049.

c. Following receipt of nominations by the TRADOC CG, a board will be convened composed of members selected by the TRADOC CSM. The board will select a winner and runners-up from the AC and RC, based on the following:

- (1) The performance of each nominee before the board.
- (2) The board's evaluation of the nominee's packets provided by their installation or organization. The DSOY candidates will bring an updated DA Form 2-1 (Personnel Qualification Record), and/or copy of any orders received, that is not in their packet, along with a recent DA photograph.
- (3) The performance of each nominee on an APFT.
- (4) The performance-oriented tests conducted at TRADOC HQ. These are tasks from the DSSC POI learned in DSS.

(5) Drill Sergeant of the Year candidate can be terminated from the competition for the following:

- (a) Failing the APFT.
- (b) Not being in compliance with AR 600-9.
- (c) Refusing to attempt performance-oriented test.
- (d) Violation of the Uniform Code of Military Justice.

NOTE: Each case will be referred to and considered by the members of the board, with recommendation to the TRADOC CSM, for final disposition.

4-4. Duties of the AC and RC DSOY. The AC and RC DSOY will:

- a. Be available to perform special assignments for the TRADOC CG, when appropriate.
- b. Assist U.S. Army Accessions Command as a Total Army Involvement in Recruiting Program asset, as requested.
- c. Conduct IET assessment/assistance visits.
- d. AC DSOY will move to HQ TRADOC, Fort Monroe, VA, to fulfill requirements for a minimum of one year.

NOTE: In the event the above duties conflict, TRADOC duties will have precedence.

4-5. Recommended duties of the installation DSOY (AC).

- a. Meet on a regular basis with the installation commander and the installation CSM to discuss DS performance and IET problems and solutions.
- b. Visit IET units on the installation to observe training and make recommendations for improvement.
- c. Be available as guest speaker for civilian and military functions.
- d. Conduct periodic DS seminars and sensing sessions on the installation and provide feedback to the ATC commander and CSM.

NOTE: Above duties are encouraged to the extent allowed by time and resources.

4-7. Types of awards.

- a. Active Army.
 - (1) The individual, selected as the Outstanding DSOY, will receive appropriate recognition for such exceptional achievement. The other competitors will also receive recognition.

(2) Installation commanders may award recognition, as they deem appropriate, consistent with current DA guidance.

b. Reserve Component.

(1) The individuals, selected as the RC Outstanding DSOY, will receive recognition for such exceptional achievement. The other competitors will also receive recognition.

(2) The RC training division commanders may award recognition, as they deem appropriate, consistent with current DA guidance.

c. HQ TRADOC. Commander, TRADOC, will present appropriate awards in a joint ceremony at Fort Monroe.

d. HQDA. The Chief of Staff of the Army will present the Stephen Ailes Award and the Ralph E. Haines, Jr. Award at HQDA in a joint ceremony. Commander, TRADOC, will coordinate the dates for the ceremony upon announcement of the winners.

e. Resources. Commanders will provide travel, lodging, and subsistence funds for their DSOY. Temporary duty funds for both incumbent DSOY (AC/RC) will be provided by their respective commanders.

Chapter 5 Drill Sergeant Recertification Training

5-1. General. This chapter provides guidance for conducting recertification training for qualified NCOs returning to DS status. The recertification training, outlined in the Drill Sergeant Recertification Course and this chapter, must be completed prior to SDAP being reinstated.

5-2. Training. A returning DS will attend the 2-week drill sergeant recertification training.

a. Prior DS, returning to DS duty, will attend drill sergeant recertification training at Fort Jackson DSS for AC DS or any of the seven RC DSS. The DSS will conduct the following required recertification training:

(1) All returning drill sergeants will be required to qualify with an M16.

(2) An evaluation of each Drill and Ceremonies method of instruction; i.e., one talk-through, by-the-numbers, and step-by-step.

(3) An APFT administered by DSS cadre. DS returnees must score a minimum of 70 points per event with an overall score of 225 points or higher on the APFT.

b. All other training requirements, for recertification training, can be found in the Drill Sergeant Recertification Course POI.

c. Reserve Component commanders will establish

recertification training programs IAW the above requirements.

5-3. Special Duty Assignment Pay. When recertification training is completed, the DSS commandant/battalion commander will submit a copy of the returnee's file and a memorandum requesting SDAP to be reinstated to the installation drill sergeant manager. The installation drill sergeant manager will process the request IAW local procedures and forward to the Finance and Accounting Office to reinstate the DS returnees' SDAP. For USAR DSs, submit DA Form 4187 through the chain of command to Division Deputy Chief of Staff for Personnel.

5-4. Certification. Recertification training certification will be maintained on a candidate record of training record plotter in the course management plan and filed at the NCOA/DSS or battalion S-1 for a minimum of 2 years.

Chapter 6 Drill Sergeant Leader Certification Requirements

6-1. Drill sergeant leader selection.

a. Drill sergeants, currently on DS status, may volunteer for DSL duty, or may be nominated by their CSM or 1SG; however, the final word of acceptance rests with the DSS commandant.

b. The DS must have successfully served one year in the IET environment. They must have no record of disciplinary action as stated in [AR 614-200](#), paragraph 8-15b, and pass an APFT with a minimum score of 225 (70 in each event) within 45 days after reporting to the DSS. Prospective DSL must also have a minimum of one-year retainability after reporting to the DSS. All DSLs must have the "H" identifier in order to be certified to teach in a DSS. All DSLs, currently in place, will be exempt from this requirement prior to the effective date of this regulation.

c. Soldiers returning to DS duties and being considered as a prospective DSL will attend DS recertification training as outlined in chapter 5. Special Duty Assignment Pay for prospective DSLs will not be reinstated until the NCOA/DSS commandant signs recertification training (not DSL certification).

d. The RC DS must have successfully served two complete AT periods as a DS in the IET environment. All other prerequisites, listed above, apply for those prospective RC DSL.

e. Only SSG and SFC DSs are eligible to serve as DSL. Drill sergeants, in rank of 1SG/master sergeant (MSG), will serve as CI.

f. The DSS commandants will identify CI/drill sergeant leader candidates (DSLCS) NLT 90 days AC, 14 months RC, prior to the departure of a qualified CI/DSL. Installation commanders will establish a policy that

allows a 90-day/14-month overlap between the outgoing CI/DSL and their replacement. The DSL candidate will not be included in the candidate-to-DSL ratio.

6-2. Training.

a. The progress of each DSL candidate will be monitored by a qualified DSL appointed by the DSS commandant.

b. The DSL certification training will be no less than 20 academic days and no more than 45 academic days. At the commandant's discretion, more time may be granted on a case-by-case basis. Training will include the following:

(1) An overview of the DSSC POI. The DSL candidates should understand the methodology outlined in the DSSC POI (i.e., counseling, grading standards and procedures, and the small group instruction concept). The CI will counsel the prospective DSL on the overview of the POI.

(2) Evaluation of all performance and written examinations outlined in the DSSC POI for completion by DSLCs. The senior DSL will conduct these evaluations. The DSLC must receive a "GO" on all performance examinations. Performance examinations are PFT 02, PFT 03, E05-02, E05-04, E05-12, F06-02 part II, F06-04, F06-06, F06-08, F06-12, F06-14, F06-18, F06-20, F06-22. The DSLC must receive at least a 70 percent on all written exams. The written exams are B02-08, C03-05, F06-02 part I, F06-10, F06-16, and J10-08. A DSLC receiving a "NO-GO" will be retested IAW the Course Management Plan (candidate testing).

(3) Evaluation in drill and ceremony testing/grading procedures:

(a) The DSL candidate will first observe the testing procedures of their mentor.

(b) The DSL candidate will then simultaneously evaluate a DS candidate with the mentor as the primary grader.

(c) They will conduct three evaluations: talk-through, by-the-numbers, and step-by-step.

(d) The DSL (mentor) will conduct performance counseling of the DS candidate. The DSL (mentor) will also conduct appropriate counseling of the DSL candidate's grading procedures. Drill sergeant leader candidate will be used as a primary instructor after counseling has been conducted for that MOI.

(4) Evaluation of methods of instruction and the instruction in small group concept. The DSLC must complete certification prior to being used as a primary instructor; however, DSLC will be used to present drill and ceremony modules and demonstrations. The CI, with all available DSL forming the class, will evaluate the

DSL presentation ability on blocks of instruction on Drill Sergeant Leadership, Counseling, Fitness Training (D04-01), and Weapons Training. The CI will select the block of instruction the DSLC will present, providing ample time to prepare for the instruction. The CI will document all evaluations on TRADOC Form 369-R (DSS Cadre Evaluation Sheet) (see app C). Once a DSLC receives a "GO" rating on TRADOC Form 369-R, the DSLC may be used as an instructor for that series of instruction. At no time will a DSLC be left in a class instructing without a certified DSL.

c. Chief Instructor Candidates who served as certified DSL will be required to attend an informal sit-in with a DS class on all subjects listed below, and pass the APFT with a score of 225 (70 in each event). Chief Instructor Candidates, who have never been a certified DSL, will be required to complete all requirements of the DSL certification program in paragraph 6-3b, above. The outgoing CI or the DSS commandant will mentor the CI Candidate. The CI or DSL returning within 24-36 months must be evaluated on the following: one drill and ceremony presentation, APFT (70 per event with an overall score of 225 or higher), and one small group instruction on one of the following:

- leadership (B series)
- counseling (C series)
- physical training (PFT series)
- basic rifle marksmanship (E series)

d. The commandant is responsible for:

(1) Ensuring each DSL is qualified and meets the requirement criteria as outlined in this paragraph and paragraph 6-2.

(2) Tracking each DSL's progress beyond the certification program. A progress plotter will be maintained in the DSL's packet.

(3) Requesting DSL candidate's certification of training. The commandant will submit a memorandum, with name, rank, social security number (SSN), and start/finish dates of the certification training, to Commander, USATC and Fort Jackson, ATTN: ATZJ-PTM-DSPP, 2179 Sumter Street, Fort Jackson, SC 29207-5315.

(4) Having each DSL evaluated on their classroom small group instruction and techniques a minimum of once every 90 days using TRADOC Form 369-R. Place a copy of the evaluation in DSL's files. The CI and platoon sergeant will assist in performing these evaluations.

e. Documentation of DSL certification. Each DSS will maintain a file on each DSL, to include the following:

(1) Left side:

(a) DSL certificates, EOR certificates or request memorandums

(b) DA Form 705 (within 45 days after reporting to the school, DA Form 5500-R, or DA Form 5501-R, if applicable).

(c) Phase counseling (Phase I, II, III, and NO-GO counseling, as applicable).

(d) Initial counseling (commandant, CI, and senior drill sergeant leader).

(e) Letter of acceptance (from commandant).

(f) DA Forms 2A, 2-1, or Enlisted Records Brief.

(2) Right side:

(a) Post Certification Progress Plotter.

(b) TRADOC Form 369-R (post certification) once every 90 calendar days.

(c) Certification progress plotter, (Candidate Record of Training).

(d) TRADOC Form 369-R annexes, B, C, D, E (signed by CI).

(e) Evaluation in testing/grading procedures, talk-through, step-by-step, by-the-numbers (recorded on DA Form 4856).

(f) Performance exams (within test control standards and placed in chronological order by date) from certification.

Appendix A References

Section I Required Publications

AR 40-501
Standards of Medical Fitness

AR 140-10
Army Reserve: Assignments, Attachments, Details, and Transfers

AR 140-158
Enlisted Personnel Classification, Promotion and Reduction

AR 350-41
Training in Units

AR 351-1
Individual Military Education and Training

AR 570-5
Manpower Staffing Standards System (MS-3)

AR 600-8-22
Military Awards

AR 600-9
The Army Weight Control Program

AR 600-85
Army Substance Abuse Program (ASAP)

AR 611-5
Army Personnel Selection and Classification Testing

AR 614-200
Enlisted Assignments and Utilization Management

AR 623-1
Academic Evaluation Reporting System

FORSCOM/TRADOC Reg 140-3
United States Army Reserve (USAR) Division
(Institutional Training) Training Management and
Policies

TRADOC Reg 350-6
Initial Entry Training (IET) Policies and Administration

TRADOC Reg 350-10
Institutional Leader Training and Education

TRADOC Reg 350-18
Total Army School System (TASS)

TRADOC Reg 350-70
Systems Approach to Training Management, Processes,
and Products

Section II Prescribed Forms

TRADOC Form 298-R-E
Drill Sergeant of the Year Nominee (prescribed in para 4-3)

TRADOC Form 350-R
Drill Sergeant Course Performance (prescribed in paras 1-4g(10), 2-3d)

TRADOC Form 369-R
DSS Cadre Evaluation Sheet (prescribed in paras 6-2b(4), 6-2d(4), 6-2e(2)(b), and 6-2e(2)(d))

TRADOC Form 603-R
Active Army Drill Sergeant Report (prescribed in app B, sec III)

TRADOC Form 603-1-R
Active Army Drill Sergeant Report by Grade and MOS
(prescribed in app B, sec III and sec IV)

Section III Referenced Forms

DA Form 2A
Personnel Qualification Record, Part I Enlisted Peacetime

DA Form 2-1

Personnel Qualification Record, Part II

DA Form 705
Army Physical Fitness Test Scorecard

DA Form 1059
Service School Academic Evaluation Report

DA Form 4856-R
General Counseling Form

DA Form 5500-R
Body Fat Content Worksheet (Male)

DA Form 5501-R
Body Fat Content Worksheet (Female)

Appendix B Instructions for Completing TRADOC Form 350-R

B-1. TRADOC Form 350-R records the attrition rate for the AC/RC DSS for each graduating class.

- a. Item 1: Enter the DSS name location.
- b. Item 2: Enter the class number.
- c. Item 3: Enter the class date (Start and End Dates), by DD/MM/YY.
- d. Item 4: **SCHEDULE.** Enter the number of candidates who started the class (provided from PERSCOM), which will include New-Starts.
- e. Item 5: **ACTUAL INPUT.** Enter the number of candidates that started the class. If a soldier was a New-Start, do not include in Actual Input. This section may or may not equal Item 4, because No-Shows and Non Qualified arrivals are not subtracted in Item 4.
- f. Item 6: **RANK.** Enter the number of candidates by rank and component who started the class to include New-Starts.
- g. Item 7: **DIAGNOSTIC APFT FAILURES.** Enter, by component, the number of candidates failing the diagnostic APFT.
- h. Item 8: **CLASS GRADUATION.** Enter, by gender, the number of candidates graduating from the course (Item 6 minus Items 7,9,10,11,12, 13,14 and 16).
- i. Item 9: **NON-QUALIFIED ARRIVALS.** Enter, by gender, the number of Non-Qualified Arrivals. Use Item 17 to record by name, SSN, unit, and reason.
- j. Item 10: **APFT FAILURES.** Enter, by gender, the number of APFT Failures. Enter Reason (e.g. push-ups etc), soldier's name, SSN, unit, and whether the soldier was a volunteer or a DA select. For tracking purposes, enter the candidate's unit (RC) or the installation (AC) from which the candidate arrived as a permanent change of station to attend school. Use Item 17 for continuation.

k. Item 11: **ACADEMIC ATTRITION**. Enter, by gender, the number of soldiers released for academics. Enter the reason, soldier's name, SSN, unit, GT score, and whether the soldier was a volunteer or a DA select. Use Item 17 for continuation.

l. Item 12: **ADMINISTRATIVE ATTRITION**. Enter by gender the number of soldiers released for administrative. Enter the reason, soldier's name, SSN, unit and whether the soldier was a volunteer or DA select. Use Item 17 for continuation.

m. Item 13: **DISCIPLINARY ATTRITION**. Enter by gender the number of soldiers released for disciplinary reasons. Enter the reason, soldier's name, SSN, unit and whether the soldier was a volunteer or a DA select. Use Item 17 for continuation.

n. Item 14: **MEDICALLY RELEASED**. Enter, by gender, the number of medically released soldiers. Enter the reason, soldier's name, SSN, unit and whether the soldier was a volunteer or DA select. For candidates who are medically released include whether the conditions existed prior to school. Use Item 17 for continuation.

o. Item 15: **MOTIVATIONAL ATTRITION**. Enter, by gender, the number of soldiers released due to lack of motivation. Enter the reason, soldier's name, SSN, unit and whether the soldier was a volunteer or a DA select. Use Item 17 for continuation.

p. Item 16: **OTHER CODES**. Enter, by gender, the number of soldiers that will be New-Started. Enter the reason, soldier's name, SSN, unit and whether the soldier was a volunteer or a DA select. Use Item 17 for continuation. New-Start soldiers will be counted in attrition rate.

q. Item 17: **DRILL SERGEANT COURSE PERFORMANCE**. List additional information supporting Items 10 through 16 (e.g. New-Start). Provide any additional information or comments in regard to the Drill Sergeant School Course, policies and regulations.

B-2. NOTE: New-Starts, entering the course, will be calculated in ATRRS data in Item 4. These New-Start soldiers will be listed in Item 17. A New-Start, that does not graduate, will be reflected in Item 8 accordingly.

Appendix C Instructions for Using TRADOC Form 369-R

C-1. TRADOC Form 369-R presents the DSSC POI performance standards for preparing and conducting training, using the instruction in small group methods. The evaluation sheet has the following sections:

a. Section I: Evaluation of Small Group Instruction Methods.

b. Section II: Evaluation Post Check. All presentations should be evaluated with Section II, which presents additional generic standards for training

delivery.

C-2. To receive an overall "GO" for a graded presentation, the DSL/DSL candidate must receive a "GO" for each of the applicable performance areas listed in the left-hand column of the evaluation sheet. The performance standards are listed in the right-hand column on the sheet. These standards are provided to inform the cadre member of the performance requirements and to assist evaluators in determining the basis for a "GO" for any given performance area.

C-3. The standards listed in both sections are the minimum TRADOC HQ performance standards. However, additional locally established standards may be added in each section (section I, block F; and section II, block C).

Appendix D Instructions for Completing TRADOC Form 603-R (Active Army Drill Sergeant Report) (RCS ATBO-20(R4))

D-1. Categories.

a. **Authorized (A).** Number of DS authorized in proposed, projected, or approved TDA documents; include Directed Military Overstrength (DMO) and Training Resources Arbitration Panel (TRAP) actions, when approved by HQDA. Report authorizations as male/female (i.e., 40/2). When authorizations are proposed or projected to change (see instructions for line S below), report the new figures in the column immediately to the right of reporting installation, using lines A, C, E, G, I, K, and N.

b. **Operating (O).** Number of DS currently assigned. Do not include DS pending relief/removal from the program, personnel in transit, DS candidates attending or waiting to attend DSS. Report operating strength as male/female (e.g., 39/3). See paragraph D-2f below.

c. **Pending Relief.** Qualified DS relieved/removed from duty and are pending action to relieve/remove from the DSP.

d. **Reliefs (Cause).** DS relieved/removed from the DSP for failure to maintain high standards of conduct, professionalism, Uniform Code of Military Justice action, etc.

e. **Reliefs (Other).** DS relieved/removed from the DSP for reasons other than "cause" (i.e., medical profile, including pregnancy, family hardships, promotion to MSG, etc.).

D-2. Report format.

a. **FROM.** Enter complete address, including zip code, of headquarters submitting the report.

b. **POC.** Enter data for the installation DS manager.

c. **Period Ending.** Enter day, month, and year for data reporting month (will always be last day of each month).

d. **Lines A, C, E, G, I, and K.** Enter number of DS authorized (male/female) for appropriate category of training.

e. **Lines B, D, F, H, J, and L.** Enter number of DS operating (male/female) for appropriate category of training. Do not include those DS reported in line M as pending relief from the DSP.

f. **Line M.** Enter number of DS (male/female) who were relieved/removed from DS duties and are pending approval action to relieve/remove them from the DSP prior to completion of their DS tour. Do not include as operating in lines B, D, F, H, J, and L. Do include in line O total.

g. **Line N.** Total DS authorized is the sum of lines A, C, E, G, I, and K (male/female). Line N must agree with installation total reported on TRADOC Form 603-1-R.

h. **Line O.** Total operating is the sum of lines B, D, F, H, J, L, and M (male/female). Line O must agree with installation total reported on TRADOC Form 603-1-R.

i. **Line P.** Enter percentage of total operating versus total authorized (line O divided by line N).

j. **Line Q.** Enter projected gains (male/female) of qualified DS in next 180 days. Include prior qualified DS and projected DSS graduates (less attrition). Line Q must agree with installation total projected gain reported on TRADOC Form 603-1-R.

k. **Line R.** Enter projected losses (male/female) of operating DS in next 180 days. Line R must agree with installation total projected losses reported on TRADOC Form 603-1-R.

l. **Line S.** Enter same number as shown on Line N. If authorizations are proposed or projected to change within the next 180 days, enter the proposed or projected number to be authorized (male/female). See paragraph D-1a above.

m. **Line T.** Enter projected (male/female) operating strength (Lines O plus Q minus R).

n. **Line U.** Enter percentage of total projected operating versus projected authorized (line T divided by line S).

o. **Line V.** Enter cumulative total of DSS graduates (male/female) for current FY. Only those installations with a DSS will report graduate figures.

p. **Line W.** Enter cumulative total of DS candidates (male/female) eliminated from the DSS Course for the current FY. Only those installations with a DSSC will report candidate elimination numbers.

q. **Line X.** Enter cumulative total of DS (male/female) relieved/removed from the DSP for cause for the current FY.

r. **Line Y.** Enter cumulative total of DS (male/female) relieved/remove from the DSP for reasons other than "for cause."

s. **Line Z.** Total number of DS on initial tour that have been on status 0-6 months.

t. **Line AA.** Total number of DS on initial tour from 7-12 months, plus DS that have reentered the DSP and have been reinstated at this pay level.

u. **Line BB.** Total number of DS on initial tour who have completed over 12 months, plus DS who have reentered the DSP and have been reinstated at this pay level.

Appendix E

Instructions for Completing TRADOC Form 603-1-R (Active Army Drill Sergeant Report by Grade and MOS) (RCS ATBO-20 (R4))

This report is an addendum to TRADOC Form 603-R. Attach to the back of TRADOC Form 603-R.

a. **Installation.** Enter installation and state only.

b. **Date.** Enter day, month, and year for data reporting month (will always be last of each month and same as entered on TRADOC Form 603-R).

c. **Page number.** Number consecutively and enter 1 of 7, 2 of 7, etc.

d. **Line column.** Number consecutively all lines with data entered in columns 'a' through 'p'.

e. **MOS** (column 'a'). Enter in numerical order the three-digit MOS.

f. **Authorized** (columns 'b' through 'e'). Enter current authorization in upper half, proposed or projected authorizations in lower half.

g. **Operating Strength** (columns 'f' through 'j'). Enter current operating strength in appropriate grade columns. Will include those DS pending relief/removal from the DSP.

h. **Projected Gains/Losses** (columns 'k' through 'o'). Enter projected gains/loses for 180 days subsequent to date of report.

i. **Projected Operating Strength** (column 'p'). Enter the 180-day projected operating strength. Column 'j' plus column 'o', gains, minus column 'o', losses.

j. **Page Total.** Enter page total on each page for columns 'b' through 'p'.

k. **Installation Total.** Enter installation total (add page totals) on last page of the report for columns 'b' through 'p'. For installations with a one-page report, these numbers may be omitted if page total columns are entered. Columns 'e', 'j', 'o', and 'p' must agree with appropriate line entries on TRADOC Form 603-R

Glossary

Section I Abbreviations

1SG	first sergeant
AC	Active Component
AER	academic evaluation report
AIT	advance individual training
APFT	Army Physical Fitness Test
AT	annual training
ATC	Army Training Center
ATRRS	Automated Training Requirements and Resource System
BCT	basic combat training
CA	combat arms
CG	commanding general
CI	chief instructor
CMF	Career Management Field
CS	combat support
CSM	Command Sergeant Major
CSS	combat service support
DA	Department of the Army
DCSOPS&T	Deputy Chief of Staff for Operations and Training
DCSPIL	Deputy Chief of Staff for Personnel, Infrastructure, and Logistics
DPTM	Director of Plans, Training and Mobilization
DS	drill sergeant
DSC	drill sergeant candidate
DSL	drill sergeant leader
DSLCL	drill sergeant leader candidate
DSOY	Drill Sergeant of the Year
DSP	Drill Sergeant Program
DSPP	Drill Sergeant Program Proponent
DSS	Drill Sergeant School
DSSC	Drill Sergeant School Course
EOR	equal opportunity representative
FORSCOM	United States Army Forces Command
FTU	Fitness Training Unit
FY	fiscal year
HQDA	Headquarters, Department of the Army
HQ TRADOC	Headquarters, U.S. Army Training and Doctrine Command
IAW	in accordance with
IET	initial entry training
MOI	memorandum of instruction

MOS	military occupational specialty
MSG	master sergeant
MTT	mobile training team
NCO	noncommissioned officer
NCOA	Noncommissioned Officer Academy
NLT	no later than
OSUT	one station unit training
PERSCOM	U.S. Total Army Personnel Command
POC	point of contact
POI	program of instruction
RC	Reserve Component
SDAP	Special Duty Assignment Pay
SFC	sergeant first class
SGT	sergeant
SQI	skill qualification identifier
SSG	staff sergeant
SSN	social security number
TDA	tables of distribution and allowances
TRADOC	United States Army Training and Doctrine Command
USAR	United States Army Reserve
USATC	United States Army Training Center
USATSC	United States Army Training Support Center

Section II Terms

Active Component

Members and units of the Active Army.

accreditation

A formalized assessment of each TRADOC DSS focusing on compliance with approved POI, this regulation, AR 614-200, and AR 623-1, as determined by Commander, USATC and Fort Jackson, ATTN: ATZJ-PTM-DSPP, followed by issuance of certificate of accreditation, Drill Sergeant School, by Commander, USATC and Fort Jackson.

Army Physical Fitness Test

Three-event test designed to measure the basic components of fitness and evaluate soldier's ability to perform physical tasks.

assistance visit

A formalized evaluation, training, and program improvement process designed to provide DSS commandants detailed proponent guidance in the areas of DSS administration, operations, and training.

certification

Process of determining the quality and standardization of training.

drill sergeant candidate

A selected noncommissioned officer identified and notified by PERSCOM that they are scheduled to attend

DSS and receive specialized training to be a DS.

Drill Sergeant School Course

Functional course providing qualified AC and RC NCOs specialized training resulting in the awarding of SQI "X".

drill sergeant leaders

Selected DS who have received additional specialized training to perform duties as an instructor in a DSS.

Drill Sergeant of the Year

AC and RC DS who have been nominated and selected by special selection boards at AC installations and RC divisions and compete at the annual TRADOC HQ competition.

Drill Sergeant Program

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

drill sergeant returnee

A DS who has successfully completed a tour of duty as a DS in a previous assignment and has volunteered for and been accepted for a subsequent drill sergeant tour.

Drill Sergeant School

The physical location where the DSC is taught in the AC and RC.

Fitness Training Unit

A special training unit at a BCT/OSUT ATC designed to bring new enlistees, in poor physical condition, up to a minimum level of fitness prior to starting BCT/OSUT. It is not a remedial training program for soldiers already in BCT/OSUT/AIT.

initial entry training

Training presented to new enlistees with no prior military service. It is designed to produce disciplined, motivated, physically fit soldiers ready to take their place in the Army in the field. This training consists of BCT, AIT, and OSUT.

MOS structure

The specific mix of DS military occupational specialties required in BCT, OSUT, and AIT to improve training.

new-start

A soldier who is placed in a class behind the original class. This procedure is done for soldiers who have experienced personal, medical, physical, or academic problems and have 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.

PERSCOM

The U.S. Total Army Personnel Command responsible for the selection and assignment of soldiers to schools and duty assignments.

platoon sergeant

The senior DSL in charge of a class.

recertification training

The minimum training required for previous DS who return to active status in IET.

Reserve Component

Members and units of the Army National Guard and RC.

satellite schools

Separate locations for DS training within a RC leadership academy.

skill qualification identifier

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

unqualified arrival

A DSC that reports to DSS unable to meet the established criteria of AR 614-200 and this regulation. This includes failing weight standards, service remaining requirements, etc.

FOR THE COMMANDER:

OFFICIAL:

LARRY R. JORDAN
Lieutenant General, U.S. Army
Deputy Commanding General/
Chief of Staff

//signed//

GREGORY J. PREMO
Brigadier General, GS
Deputy Chief of Staff
for Command, Control,
Communications & Computers

DRILL SERGEANT OF THE YEAR NOMINEE (TRADOC Reg 350-16)		RCS EXEMPT para 5-2h(1), AR 335-15	
PRIVACY STATEMENT			
1. AUTHORITY: TITLE 5, US Code 301			
2. PRINCIPAL PURPOSE(S): To provide HQ TRADOC the nominee information sheet to enter Drill Sergeant of the Year competition.			
3. ROUTINE USES: To provide to PAO and HQ TRADOC the necessary information needed for the Drill Sergeant of the Year competition.			
4. MANDATORY OR VOLUNTARY DISCLOSURE AND EFFECT ON INDIVIDUAL NOT PROVIDING INFORMATION. Voluntary failure to provide information may result in applicant's non-selection.			
NAME (Last, First, Middle)		SSN	
SPOUSE (Last, First, Middle)			
HOME PHONE NUMBER (Area Code)		DUTY PHONE NUMBER (DSN)	
HOME MAILING ADDRESS		DUTY MAILING ADDRESS	
BDE CSM		PHONE NUMBER (DSN)	
POST/DIV CSM		PHONE NUMBER (DSN)	
WILL YOUR SPOUSE ACCOMPANY YOU TO HQ TRADOC?		YES	NO

DRILL SERGEANT COURSE PERFORMANCE (TRADOC REG 350-16)				REQUIREMENTS CONTROL SYMBOL ATTG-35(R2)		
1. DSS		2. CLASS NUMBER		3. CLASS DATES FROM _____ TO _____		
SECTION I-INPUT						
4. SCHEDULED	5. ACTUAL INPUT (Male/Female) _____/_____ _____ / _____	AC. SFC _____ SSG _____ SGT _____	6. RANK	RC. SFC _____ SSG _____ SGT _____	7. DIAGNOSTIC APFT FAILURES AC. _____ RC. _____	
8. CLASS GRAD (Male/Female) _____ / _____			9. NONQUALIFIED ARRIVALS (Male/Females) _____ / _____			
SECTION II-CLASS ATTRITION						
10. APFT FAILURE	REASON		UNIT	VOLUNTARY/DA SELECTED		
MALE						
FEMALE						
11. ACADEMIC	REASON		UNIT	GT SCORE	VOLUNTARY/DA SELECTED	
MALE						
FEMALE						
12. ADMINISTRATIVE	REASON		UNIT	VOLUNTARY/DA SELECTED		
MALE						
FEMALE						
13. DISCIPLINARY	REASON		UNIT	VOLUNTARY/DA SELECTED		
MALE						
FEMALE						
14. MEDICAL	REASON		UNIT	VOLUNTARY/DA SELECTED		
MALE						
FEMALE						
15. MOTIVATION	REASON		UNIT	VOLUNTARY/DA SELECTED		
MALE						
FEMALE						
16. OTHER CODES	REASON		UNIT	VOLUNTARY/DA SELECTED		
MALE						
FEMALE						
REASON CODE B - BRM O - POSITIVE URINALYSIS O - OVERWEIGHT N - New Start						

TRADOC FORM 350-R, Jun 90 Supersedes TRADOC Form 366-R, Jul 86, and TRADOC Form 1006-R(Test), Aug 86 which are obsolete.

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DSS CADRE EVALUATION SHEET

(TRADOC REG 350-16)

INSTRUCTOR	GRADE	CLASS	DATE
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LOCATION

SECTION I: EVALUATION OF SMALL GROUP INSTRUCTION METHODS

PERFORMANCE AREAS	GO	NO GO	NA	STANDARDS
A. INTRODUCTION				
(1) Learning Objective				States complete objective, either from the Advance Sheet or Lesson Guide, in terms consistent with approved TLO/ELOs (Lesson Development Sheet)
(2) Orientation Statement				Explains, or shows, how task relates to job DS candidates will do (why training is necessary)
B. Subject Matter Expert				
B. Subject Matter Expert				Instructor is fully prepared. Does the instructor contribute to learning environment with personal experiences, or kept attention focused only on the Lesson Guide, without facilitating classroom discussion.
C. Observer Process				
C. Observer Process				Encourages input from all group members. Doesn't judge or "put-down" member comments. Picks up on non-verbal clues (e.g. member wishes to make input, member doesn't understand point) and responds appropriately.
D. FACILITATION				
(1) Discussion Coverage				Follows lesson guide and discussion input. Discussions support the learning objective.
(2) Technique				Keeps discussion on track with learning objective by asking questions, restating or summarizing points, or asking for clarification. Doesn't interject opinions. Raises issues only when it is apparent group members won't. Guides group to consensus when necessary.
E. After Action Review/Summary				
E. After Action Review/Summary				Restates learning objective (given in Summary). Guides students discussion of what was learned. Encourages participation. Summarizes learning.
F. Other Standards (Locally Determined)				
F. Other Standards (Locally Determined)				

COMMENTS:

SECTION II: EVALUATION POST CHECK						
PERFORMANCE AREAS		GO	NO GO	NA	STANDARDS	
A. Communication Techniques						
(1) Speech/Language					Can be heard and understood. Uses correct grammar.	
(2) Demeanor					Uses direct eye contact. Appears confident and prepared. Well refined.	
(3) Questioning Techniques					Uses the Ask-Pause-Call techniques as outlined in DSS POI. Does not put down members for incorrect answer; instead redirects into the group for assistance, comes back to those members in the group discussions.	
B. Classroom Management						
(1) Learning Conditions					Classroom is neat and clean. Seating is arranged properly for type of training. Effort is made to correct/compensate adverse conditions; e.g., poor lighting, climate extremes. All students can see and hear demonstrations and training aids.	
(2) Equipment and Materials						
(a) Training Equipment					There is adequate training equipment, for proper equipment to student ratio. Equipment works properly.	
(b) Training Aid Equipment					Equipment is set up correctly, focused, and ready to use.	
(c) Materials					Provides sufficient handouts and other written materials for all students (e.g., Summary Sheets, PEs, etc.)	
C. Other Standards (Locally Determined)						
Has evaluator reviewed Lesson Plan and associated course materials?	<input type="checkbox"/>	YES	I certify that the instructor evaluated was critiqued immediately after evaluation		SIGNATURE OF INSTRUCTOR	DATE
	<input type="checkbox"/>	NO				
	<input type="checkbox"/>				NAME AND TITLE (TYPED OR PRINTED)	
TO BE COMPLETED BY INSTRUCTOR						
SIGNATURE OF INSTRUCTOR				NAME AND TITLE (TYPED OR PRINTED)		DATE

ACTIVE ARMY DRILL SERGEANT REPORT (TRADOC REG 350-16)		TO: HQ TRADOC (ATBO-BE) FORT MONROE, VA 23651-1048		FROM:		POC (Name, Grade, Title, Phone Number)		REQUIREMENTS CONTROL SYMBOL ATBO-20(R4)				
CATEGORY		INSTALLATION PERSONNEL STATUS										
A	ACTIVE STRENGTH	APG	BENNING	BLISS	BRAGG	KNOX	LACKLAND	EUSTIS	GOODFELLOW	GORDON	HUACHUCA	JACKSON
B	BCT	A										
C	AIT	O										
D		A										
E	OSUT	O										
F		A										
G	DSS/NET CADRE/PRE-CMD	A										
H		O										
I	RECEPTION STATION ESL	A										
J		O										
K	FTU	A										
L		O										
M	PENDING RELIEF											
N	AUTHORIZED											
O	OPERATING											
P	PERCENTAGE											
Q	PROJECTION (180 DAYS)											
R		GAINS										
S	LOSSES											
T	AUTHORIZED											
U	OPERATING											
V	PERCENTAGE											
W	SCHOOL DATA											
X	GRADUATES											
Y	ELIM (DSS)											
Z	RELIEFS (CAUSE)											
AA	RELIEFS (OTHER)											
BB	SDA PAY											
	0-6 MONTHS											
	7-12 MONTHS											
	OVER 12 MONTHS											

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ACTIVE ARMY DRILL SERGEANT REPORT

CATEGORY		INSTALLATION PERSONNEL STATUS										TOTAL		
		LEE	LITTLE CREEK	LOWRY	PENSACOLA	REDSTONE	RUCKER	SILL	STORY	WOOD	SHEPPARD			
A	ACTIVE STRENGTH													
B	BCT	A												
C	AIT	O												
D		A												
E	OSUT	O												
F		A												
G	DSS/IET	O												
H	CADRE/PR	A												
I	RECEPTION	O												
J	BNESL	A												
K		O												
L	FTU	A												
M		O												
N	PENDING RELIEF													
O	AUTHORIZED													
P	OPERATING													
Q	PERCENTAGE													
R	PROJECTION (180 DAYS)													
S	GAINS													
T	LOSSES													
U	AUTHORIZED													
V	OPERATING													
W	PERCENTAGE													
X	GRADUATES													
Y	SCHOOL DATA													
Z	ELIM (DSS)													
AA	RELIEFS (CAUSE)													
BB	RELIEFS (OTHER)													
	SDA PAY 0-6 MONTHS													
	7-12 MONTHS													
	OVER 12 MONTHS													

TRADOC FORM 603-R, AUG 02

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