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Synchronization of the Reserve Officer Professional Development and Promotion Systems

Roy M. Jewell 2010 The Army Reserve has attempted to pattern its promotion timeline with Active Duty timelines through the implementation of the Reserve Officer Personnel Management Act (ROPMA). Additional policy changes have further shortened the time between Reserve promotion considerations. Current promotion policies do not fully develop junior leaders in the Army Reserve for functional service as field grade officers. Since the Army Reserve has transformed to an Operational Force, the current promotion system must be aligned with Army Reserve career development models and the Armed Forces Generating (ARFORGEN) cycle of deployments to allow junior grade officers the opportunity to grow and develop into future field grade commanders and strategic leaders.

Officer Career Management-Albert A. Robbert 2021-03-30 The authors identify useful steps toward modernization of officer career management in the military, examine constraints on reforms, and propose mitigating strategies and ways forward.

Is the Army Developing Strategic Leaders? Case Studies of General George Marshall, William Westmoreland, and Eric Shinseki, World-Class Warriors, Army Doctrine, Laws and Officer Grade Limitation Act-U. S. Military 2017-01-24 Given today's strategic environment and the demand put on the officer corps at every level, is the Army currently developing strategic leaders? The US Army doctrine and the Strategic Studies Institute (SSI)

provide a definition and list of competencies that outlines what a strategic leader should possess. With that definition and list of competencies, the researcher will examine three military leaders, showing linkage to doctrine, which will illustrate examples of this doctrinal definition. Once this is established the research will illustrate the evolution over the last 70 years of the Officer Personnel Management System, through laws passed by Congress that set policy for the Army to arrive at its current system. The research showed that the current Officer Personnel Management System prepares officers to be strategic leaders. CHAPTER 1 - INTRODUCTION * Background * The Issue * The Problem * The Purpose * Research Questions * Primary Research Question * Secondary Research Questions * Assumptions * Key Terms * Limitations * Scope * Delimitations * Significance of Research * Summary and Conclusions * CHAPTER 2 - LITERATURE REVIEW * What is a Strategic Leader? * Strategic Leader Business World * Harvard Business School * Brian Tracy International * A Snapshot of the Strategic Leader * Four Timeless Qualities of Strategic Leaders * Army Doctrine Reference Publication 6-22 * Strategic Leadership Competencies * Introduction to Case Studies * General George Marshall * General William Childs Westmoreland * General Eric K. Shinseki * Congressional Laws and the Officer Personnel Management System * Congressional Law * The Officer Grade Limitation Act of 1954 * The Defense Officer Personnel Management Act of 1980 * Department of the Army Pamphlet 600-3 * CHAPTER 3 - INTRODUCTION * Research Methodology * Data Processing and Analysis * Defining and Analyzing Strategic Leadership * Ethics Consideration * Validity * Summary and Conclusion * CHAPTER 4 - ANALYSIS * Introduction * Primary Research Question * Is the Army currently developing strategic leaders? * Secondary Research Question * What is a

strategic leader? * Identity * Mental Agility * Cross-cultural Savvy * Interpersonal Maturity * World-class Warrior * Professional Astuteness * The Officer Personnel Management System * CHAPTER 5 - CONCLUSIONS AND RECOMMENDATIONS * Introduction * Findings * Unexpected Findings * Summary The problem with the current officer career timeline is it constrains an officer by limiting time to broaden oneself. Broadening is a strategic goal of the current CSA. A broadening assignment for an officer is an assignment outside the traditional tactical assignments which must be completed before their promotion board.⁶ The current 20 year officer timeline pushes for tactical assignments and if time allows, an officer can have a broadening assignment. Because of the fixed timeline an officer must complete certain assignments before their promotion board to be considered for the next rank. Without completing the required 24 month key development time (tactical assignment prescribed in DA Pam 600-3 his or her branch, an officer would not be considered for the next rank. For example, a Major leaving the Command and General Staff College (CGSC) generally has five years before his or her Lieutenant Colonel board. The time constraint before this board can limit the opportunity for an officer to broaden themselves outside the normal tactical assignments. Majors must have successful evaluations in their key development (KD) jobs and others to be competitive to be promoted to the next rank.

The Sergeants Major of the Army- 2010

Air Force Officers-Vance O. Mitchell 1996

Warrant Officer Professional Development- United States. Department of the Army 1977

Raising the Flag-Kimberly Jackson 2020-09-15 This report describes the professional experiences and other characteristics general and flag officers in the military services tend to share due to each service's approach to personnel management, and potential implications of those approaches.

Company Commander Training Course- Charles H. Holmes 2018-12-08 Finally, a helpful

resource for Company Commanders serving in the Army National Guard and Army Reserve. Discover my best tips, secrets and strategies to have a successful command time. Learn what to do before, during and after Company Command.

Bleeding Talent-Tim Kane 2012-12-11 A revolutionary look at how the armed forces need to update management policies

Army Regulation AR 600-20 Army Command Policy July 2020-United States Government Us Army 2020-07-26 This major revision to United States Army publication, Army Regulation AR 600-20 Army Command Policy July 2020, prescribes the policies and responsibilities of command, which include the Army Ready and Resilient Campaign Plan, military discipline and conduct, the Army Military Equal Opportunity (MEO) Program, the Army Harassment Prevention and Response Program, and the Army Sexual Harassment/Assault Response and Prevention (SHARP) Program. This regulation implements DoDI 1020.03, DoDI 1300.17, DoDI 1325.02, DoDI 1325.06; DoDI 1342.22; DoDI 5240.22, DoDI 5240.26, DoDI 5505.18; DoDI 6495.02; DoDI 6495.03, DoDD 1350.2, DoDD 6495.01, DoDD 5205.16 and DoDD 7050.06. Also, it prescribes the policy and responsibility of command, which include the Army Ready and Resilient Campaign Plan, military discipline and conduct, the Army Equal Opportunity Program, and the Army Sexual Harassment/Assault Response and Prevention Program. The 30-day advanced publication requirement has been waived because the revision implements previously published law, DoD directives and instructions, and Army directives that need to be consolidated and communicated to the field as soon as possible. This regulation applies to the Regular Army, the Army National Guard/Army National Guard of the United States, and the U.S. Army Reserve, unless otherwise stated. It also applies to all assigned, attached, or operationally controlled U.S. Army Corrections Command personnel, and all Army Corrections System prisoners incarcerated in Army Corrections System facilities. Chapters 6 and 7 and appendix E apply to members of the Army National Guard of the United States when on active duty Title 10 orders, for 30 days or more. In all other cases, members of the Army National Guard are governed by regulations issued by the Chief, National Guard Bureau consistent with Chief,

National Guard Bureau's authorities under 32 USC 110, 10 USC 10503, and DoDD 5105.77. It also applies where stated to Department of the Army Civilians. Portions of this regulation that prescribe specific conduct are punitive, and violations of these provisions may subject offenders to nonjudicial or judicial action under the Uniform Code of Military Justice. The equal opportunity terms found in the glossary are applicable only to uniformed personnel. AR 690-600 and AR 690-12 contains similar terms that are applicable to Department of the Army Civilians.

Training (ADP 7-0)-Headquarters Department of the Army 2019-09-27 Training prepares the Army to conduct prompt and sustained operations across multiple domains. In concert with ADP 3-0, Operations, ADP 7-0 further articulates the Army's foundational training doctrine as leaders and units prepare to conduct unified land operations. The factors in the logic chart on page iv combined with the changing nature of technology and continuously developing asymmetric threats make training challenging. The principal audience for this publication is Army commanders and staffs. Commanders and staffs of Army headquarters serving as joint task force or multinational headquarters should refer to applicable joint or multinational doctrine concerning joint or multinational planning.

The New Army of the United States- 1941

The Army Officer's Guide to Mentoring- Raymond Kimball 2019-09-14 Mentoring matters! It matters because it shapes both the present and future of our Army. It matters because at our core, we are social beings who need the company of one another to blossom. It matters because, as steel sharpens steel, so professionals become more lethal and capable when they can feed off one another. This book is all about the lived experience of mentoring for Army officers. Within these pages, you will read real stories by real officers talking about their mentoring experiences.

Army Leadership and the Profession (ADP 6-22)-Headquarters Department of the Army 2019-10-09 ADP 6-22 describes enduring

concepts of leadership through the core competencies and attributes required of leaders of all cohorts and all organizations, regardless of mission or setting. These principles reflect decades of experience and validated scientific knowledge. An ideal Army leader serves as a role model through strong intellect, physical presence, professional competence, and moral character. An Army leader is able and willing to act decisively, within superior leaders' intent and purpose, and in the organization's best interests. Army leaders recognize that organizations, built on mutual trust and confidence, accomplish missions. Every member of the Army, military or civilian, is part of a team and functions in the role of leader and subordinate. Being a good subordinate is part of being an effective leader. Leaders do not just lead subordinates-they also lead other leaders. Leaders are not limited to just those designated by position, rank, or authority.

Total Volunteer Force-Tim Kane 2017-06-01 Tim Kane analyzes the strengths and weaknesses of the US armed forces leadership culture and personnel management. He proposes a blueprint for reform that empowers troops as well as local commanders. Kane's proposals extend the All-Volunteer Force reforms of 1973 further along the spectrum of volunteerism, emphasize greater individual agency during all stages of a US military career, and restore diversity among the services.

U. S. Army Board Study Guide- 2006-06-01

Speed Trap-Travis D. Rex 2015 The United States Air Force selects its General Officers earlier than any other armed service, with over 90 percent of all O-7s selected on or before 24 years in service -- nearly two years earlier than all other service branches. This self-imposed early timeline to General Officer gives the USAF some advantages valued by senior Air Force leaders. However, this early promote dynamic also causes impacts in personnel management and development priorities throughout the entire officer promotion system, many of them deleterious to overall health of the Air Force. Drawbacks of the current paradigm include problems in strategic joint leadership competitiveness, organizational behavior, overall leader development, and retention. By relaxing the 24-year timeline, in addition to other

recommended measures, the Air Force active component can make adjustments to the system to better develop both operational and strategic leaders while preserving and promoting an officer talent pool that will ensure current and future success.

Integration of the Armed Forces, 1940-1965-

Morris J. MacGregor 2019-11-26 "Integration of the Armed Forces, 1940-1965" by Morris J. MacGregor. Published by Good Press. Good Press publishes a wide range of titles that encompasses every genre. From well-known classics & literary fiction and non-fiction to forgotten—or yet undiscovered gems—of world literature, we issue the books that need to be read. Each Good Press edition has been meticulously edited and formatted to boost readability for all e-readers and devices. Our goal is to produce eBooks that are user-friendly and accessible to everyone in a high-quality digital format.

Professional Military Education for Air Force Officers-Richard L. Davis 1991

Soldier's Guide-Department of the Army 2017-08-20 This training circular, TC 7-21.13, "Soldier's Guide," is meant to be a reference for subjects in which all Soldiers must maintain proficiency, regardless of rank, component, or military occupational specialty (MOS). It condenses information from Army Doctrine Publications (ADPs), Army Doctrine Reference Publications (ADRP), Field Manuals (FMs), Training Circulars (TCs), Army Regulations (ARs), and other Army publication sources. It addresses general subjects and is not all-inclusive or intended as a stand-alone document. This guide offers Soldiers a ready reference on many subjects. The Soldier's Guide describes the Army Values, Army Ethic, the fundamental obligations of a Soldier and the basics of leadership.

United States Marine Corps Ranks and Grades, 1775-1969-Bernard C. Nalty

2014-05-31 "United States Marine Corps Ranks and Grades, 1775-1969" is a concise history of officer and enlisted grade structure. Official records and appropriate historical works were used in compiling this narrative, which is published for the information of those interested

in this aspect of Marine Corps history.

The Resident Course-Serpell G. Patrick 1960

Army Food Program-Department of the Army 2012-07-24 This regulation encompasses garrison, field, and subsistence supply operations. Specifically, this regulation comprises Army Staff and major Army command responsibilities and includes responsibilities for the Installation Management Command and subordinate regions. It also establishes policy for the adoption of an à la carte dining facility and for watercraft to provide subsistence when underway or in dock. Additionally, the regulation identifies DOD 7000.14-R as the source of meal rates for reimbursement purposes; delegates the approval authority for catered meals and host nation meals from Headquarters, Department of the Army to the Army commands; and authorizes the use of the Government purchase card for subsistence purchases when in the best interest of the Government. This regulation allows prime vendors as the source of garrison supply and pricing and provides garrison menu standards in accordance with The Surgeon General's nutrition standards for feeding military personnel. Also, included is guidance for the implementation of the U.S. Department of Agriculture Food Recovery Program.

Reserve Component Personnel Issues-

Lawrence Kapp 2011-04 The term "Reserve Component" is used to refer collectively to the seven individual reserve components of the armed forces: the Army National Guard (NG), the Army Reserve, the Navy Reserve, the Marine Corps Reserve, the Air National Guard, the Air Force Reserve, and the Coast Guard Reserve. These reserve components "provide trained units and qualified persons available for active duty in the armed forces." Since 1990, reservists have been involuntarily activated six times, including two large-scale mobilizations for the Persian Gulf War and in the aftermath of 9/11. This increasing use of the reserves has led to interest in funding, equipment, and personnel policy. This report provides an overview of key reserve component personnel issues. This is a print on demand report.

Operations Research Systems Analysis- 1980

Department of Defense Dictionary of Military and Associated Terms-United States. Joint Chiefs of Staff 1994

Padma'i Tshe Dbang Bkra Shis- 2018

How the Army Runs: A Senior Leader Reference Handbook, 2017-2018 (31st Edition)-U.S. Army War College 2019-11-21 This text explains and synthesizes the functioning and relationships of numerous Defense, Joint, and Army organizations, systems, and processes involved in the development and sustainment of trained and ready forces for the Combatant Commanders. It is designed to be used by the faculty and students at the U.S. Army War College (as well as other training and educational institutions) as they improve their knowledge and understanding of "How the Army Runs." We are proud of the value that senior commanders and staffs place in this text and are pleased to continue to provide this reference.

US Army Physician Assistant Handbook-The Borden Institute 2018 The Army physician assistant (PA) has an important role throughout Army medicine. This handbook will describe the myriad positions and organizations in which PAs play leadership roles in management and patient care. Chapters also cover PA education, certification, continuing training, and career progression. Topics include the Interservice PA Program, assignments at the White House and the Old Guard (3d US Infantry Regiment), and roles in research and recruiting, as well as the PA's role in emergency medicine, aeromedical evacuation, clinical care, surgery, and occupational health. More titles produced by the US Army, Borden Institute can be found here: <https://bookstore.gpo.gov/agency/borden-institute> Check out our Healthcare Teamwork & Patient Safety resources collection here: <https://bookstore.gpo.gov/catalog/healthcare-teamwork-patient-safety-teamsteps> Best Care Everywhere can be found here: <https://bookstore.gpo.gov/products/best-care-everywhere>

The U.S. Army Before Vietnam, 1953-1965-Donald A. Carter 2015 The U.S. Army Before

Vietnam, 1953-1965, by Donald A. Carter, covers the period between the end of the Korean War and the initial deployment of ground combat troops to Vietnam. It describes the organizational and doctrinal changes the Army implemented as it attempted to digest the lessons of one conflict and to prepare the force for another. The pamphlet also discusses the service's efforts to maintain its position in national defense within the parameters of President Eisenhower's New Look strategic policy. A key issue for the Army was the question of how to prepare a force to operate on an atomic battlefield. In order to compete with the Air Force and the Navy for a diminishing defense budget, the Army had to show that it, too, was a modern, forward-thinking organization, prepared to integrate a new family of tactical atomic weapons into its organization and doctrine. The resulting experiment with the Pentomic division forced Army leaders to reexamine some of their most basic assumptions about future conflict. With the increasing influence of Communist China throughout Southeast Asia, the Army also began to pay greater attention toward counterinsurgency and guerilla warfare. President Kennedy's interest in a doctrine of flexible response and his concern for combatting Communist inspired insurrections prompted the Army to increase training in unconventional warfare and to highlight the capabilities of its developing special forces--the Green Berets. Related products: The U.S. Army's Transition to the All-Volunteer Force, 1968-1974 -Print Paperback format is available here: <https://bookstore.gpo.gov/products/sku/008-029-00536-1> United States Army in World War 2, Special Studies, Manhattan, the Army, and the Atomic Bomb-Print Clothbound format can be found here: <https://bookstore.gpo.gov/products/sku/008-029-00132-2> Building the Bombs: A History of the Nuclear Weapons Complex is available here: <https://bookstore.gpo.gov/products/sku/061-000-00968-0> Vietnam War resources collection can be found here: <https://bookstore.gpo.gov/catalog/us-military-history/battles-wars/vietn...> China product collection can be found here: <https://bookstore.gpo.gov/catalog/international-foreign-affairs/asia/china>

Understanding the People of the People's Liberation Army - a Study of Marriage, Family, Housing, and Benefits-Marcus Clay 2018-08-10 As the People's Liberation Army PLA

continues to undergo a wide range of institutional and equipment changes, it garners much attention from think tanks, academics, and other militaries from around the world. While the organizational and technological changes of the PLA are certainly important and merit study, one aspect that often is overlooked is the 'softer' side, the people who actually operate that equipment, and occupy the positions that make up the organizations. This study focuses on the People of the People's Liberation Army. Without people, there is no army, and without highly trained people, there is no modern army. This is true not just for China, but for nations all over the world, the United States included. U.S. military periodicals and journals often feature articles and exposes detailing a myriad of 'people problems' facing the Department of Defense today. Obesity of potential recruits, low levels of civilian unemployment, and massive pilot shortage, are just a few of the challenges that the U.S. facing with recruiting, training, and retaining the best and brightest for the U.S. military. China's Communist Party faces many of the same challenges in trying to fill and maintain the ranks of the PLA; however, some are uniquely Chinese, and may come as a surprise to those not familiar with certain aspects of Chinese culture.

The First 100 Days of Platoon Leadership - Handbook (Lessons and Best Practices)-U. S. Army 2020-03 The platoon leader and platoon sergeant are two of the most important leaders in the U.S. Army. The way platoon leaders and sergeants work together as a team can cause the success or failure of companies, battalions, brigades, and divisions. They represent the leading edge of leadership on and off the battlefield. On the battlefield, platoon leaders and sergeants build their platoons, empower squad leaders, integrate outside elements, and use troop-leading procedures to plan and lead. Off the battlefield, platoon leaders and sergeants prepare their platoon for combat through tough training. The platoon leader and platoon sergeant's ability to coach, teach, and mentor their Soldiers leads directly to the readiness of our formations. World-wide, platoon leaders and sergeants are personally leading the U.S. Army at the lowest level. This handbook is a guide for new leaders to help prepare them for a critical crucible of leadership that will determine the U.S. Army's ability to fight and win our country's wars.

A History of the U.S. Army Officer Corps, 1900-1990-Coumbe 2019-08-08 The present volume was written as a supplement to series of monographs authored by Casey Wardynski, David Lyle, and Mike Colarusso of the Army's Office of Economic and Manpower Analysis and published by the Strategic Studies Institute of the U.S. Army War College from 2009 to 2010. In those monographs, Wardynski, Lyle, and Colarusso adumbrated an officer corps strategy based on the theory of talent management. This volume aims to provide a historical context for their discussion of an officer strategy (and for what has passed for such a strategy in the past). Like the earlier monographs, this volume is organized around the functionally interdependent concepts of accessing, developing, retaining, and employing talent. Each chapter will take the reader up to the point where the earlier monographs began their story, which generally falls in the timeframe of the late-1980s and early-1990s.

Reserve Component General and Flag Officers-Lisa M. Harrington 2016-02-29 Increased use of the reserve component has renewed interest in the question of the appropriate number of reserve component general and flag officers. RAND researchers conducted a review of requirements for reserve component general and flag officers.

Issues in Health Care Policy-John B. McKinlay 1981 The Milbank Readers - Vol. 3

Senior Officer Talent Management-Michael J Colarusso 2019-08-09 The Army has for years been successful at creating senior leaders adept in the art and science of land combat after honing their leadership at the direct and organizational levels. While those experiences remain invaluable, undue reliance upon them to create the Army's future institutional leaders is increasingly risky in today's rapidly changing world. The contemporary and future operating environments demand an innovative and highly adaptive Institutional Army, capable of rapidly responding to operational demands. Incremental adjustments to current senior officer management practices will not create that adaptability. An entirely new approach is

required, one that unleashes the unique potential of each person-full-career officer talent management.

Air Force Handbook 1-U. S. Air Force 2018-07-17 This handbook implements AFPD 36-22, Air Force Military Training. Information in this handbook is primarily from Air Force publications and contains a compilation of policies, procedures, and standards that guide Airmen's actions within the Profession of Arms. This handbook applies to the Regular Air Force, Air Force Reserve and Air National Guard. This handbook contains the basic information Airmen need to understand the professionalism required within the Profession of Arms. Attachment 1 contains references and supporting information used in this publication. This handbook is the sole source reference for the development of study guides to support the enlisted promotion system. Enlisted Airmen will use these study guide to prepare for their Promotion Fitness Examination (PFE) or United States Air Force Supervisory Examination (USAFSE).

The procurement and training of ground combat troops- 1975

The Armed Forces Officer-Richard Moody Swain 2017 Excerpt from The Armed Forces Officer: "In 1950, the great Soldier-Soldierman George C. Marshall, then serving as the Secretary of Defense, signed a cover page for a new book titled The Armed Forces Officer. That original version of this book was written by none other than S.L.A. Marshall, who later explained that Secretary Marshall had 'inspired the undertaking due to his personal conviction that American military officers, of whatever service, should share common ground ethically and morally.' Written at the dawn of the nuclear age and the emergence of the Cold War, it addressed an officer corps tasked with developing a strategy of nuclear deterrence, facing unprecedented deployments, and adapting to the creation of the Department of Defense and other new organizations necessary to manage the threats of a new global order. Now, in the second decade of the 21st century, our nation is again confronted with a volatile and complex security environment, and addressing the challenges of our time will place new demands on military leaders at all levels. We in the Profession of Arms

will continue to adapt our training and education programs, as we have always done, to provide our officers with the intellectual and practical tools necessary to succeed in this unpredictable and unstable world. The character of warfare may change over time, but its nature does not. As novel as much of the current security environment may seem, George C. Marshall's wisdom still rings true today. Regardless of the challenges we face, our leaders, especially our officers, must share a moral foundation and practice a common professional ethic. Our tactics, techniques, and practices may change, but our bedrock principles remain the same. This new edition of The Armed Forces Officer articulates the ethical and moral underpinnings at the core of our profession. The special trust and confidence placed in us by the Nation we protect is built upon this foundation. I commend members of our officer corps to embrace the principles of this important book and practice them daily in the performance of your duties. More importantly, I expect you to imbue these values in the next generation of leaders." --Joseph F. Dunford, Jr. General, U.S. Marine Corps Chairman of the Joint Chiefs of Staff Related items: The Limits of Military Officers' Duty to Obey Civilian Orders: A Neo-Classical Perspective can be found here:

<https://bookstore.gpo.gov/products/sku/008-000-01166-4> The Noncommissioned Officer and Petty Officer: Backbone of the Armed Forces can be found here:

<https://bookstore.gpo.gov/products/sku/008-029-00568-9> The Future Security Environment: Why the U.S. Army Must Differentiate And Grow Millennial Officer Talent can be found here:

<https://bookstore.gpo.gov/products/sku/008-000-01197-4> Starting Strong: Talent-Based Branching of Newly Commissioned U.S. Army Officers can be found here:

<https://bookstore.gpo.gov/products/sku/008-000-01184-2> A History of the U.S. Army Officer Corps, 1900-1990 can be found here:

<https://bookstore.gpo.gov/products/sku/008-000-01122-2>

Commander's Legal Handbook-Judge Advocate General's Legal Center and School (United States. Army) 2012-06-15 This Handbook is designed to assist Army Commanders in taking proper immediate action when faced with a variety of legal issues that might arise during your command. The purpose of your actions should be to preserve the legal situation until you

can consult with your servicing Judge Advocate. However, like most aspects of your command responsibilities, you can fail if you just wait for things to come to you. You need to be proactive in preventing problems before they occur. In the legal arena, this means establishing and enforcing high standards, ensuring your Soldiers are fully aware of those standards and properly trained to comply with them. You must also properly train your Soldiers on all Army policies and higher level command standards so that they also understand and comply with them. Soldiers must also be well-versed in the Army Values and be able to apply those values to real-world situations, which will usually keep them well within legal bounds. Topics include: THE TOP TEN SITUATIONS WHERE YOU SHOULD IMMEDIATELY CONSULT YOUR SERVICING JUDGE ADVOCATE MILITARY JUSTICE/CRIMINAL LAW Introduction to Military Criminal Law Misconduct: Options and Duties Of The Commander Unlawful Command Influence R.C.M. 303 Preliminary Inquiry Non-Judicial Punishment, Article 15, UCMJ Article 15 Script Search and Seizure Self-Incrimination, Confessions, and Rights Warning UCMJ Punitive Articles Urinalysis, Drug and Alcohol Policies Fraternalization and Improper Senior-Subordinate Relationships Proper Responses to Reports of Sexual Assault Victim -Witness Issues INVESTIGATIONS Administrative Investigations/References Intro AR 15-6 Investigations Accident Investigations (AR 385-10) Line of Duty Investigations (AR 600-8-4) Fatal Training/Operational Accident Presentations to Next Of Kin (AR 600-34) Financial Liability Investigations (AR 735-5) STANDARDS OF ETHICAL CONDUCT Standards of Conduct Commanders Coins

Support to Non-Federal Entities Government Motor Vehicle Transportation Family Readiness Groups Accompanying Spousal Travel Annual Filing of Financial Disclosure Forms ADMINISTRATIVE LAW AND PERSONNEL ACTIONS "Flagging" Soldiers from Positive Personnel Actions Enlisted Separations Officer Separations Bars To Reenlistment - Field Initiated Qualitative Service Program (QSP) Removal of Enlisted Soldiers From Promotion Lists Removal of Commissioned and Warrant Officers From Promotion Lists Security Clearances - Suspension and Revocation Sexual Harassment Domestic Violence Amendment to the Gun Control Act (Lautenberg Amendment) & FAP Article 138 Complaints Relief from Command INDIVIDUAL SOLDIER RIGHTS Body Piercing & Tattoo Policy Conscientious Objection Behavioral Health Evaluations Command Access to a Soldier's Protected Health Information (HIPAA) Extremist Organizations and Activities Political Activities by Members of The Armed Forces Whistleblower Protection Service Member's Civil Relief Act (SCRA) Religious Accommodation INTERNATIONAL & OPERATIONAL LAW Rules of Engagement Law of Armed Conflict CLAIMS AND CLIENT SERVICES Article 139 Claims Foreign and Deployment Claims Family Support Obligations (AR 608-99) Debt and Consumer Protection GOVERNMENT INFORMATION PRACTICES Freedom of Information Act Program Privacy Act Program FISCAL LAW Fiscal Law for Commanders