

**Survival Guide
For
The New QM Warrant Officer One (WO1)
Property Book Officer**



“YOUR FIRST 90 DAYS”

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1. INTRODUCTION

Congratulations Sir or Ma'am! Our hats are off to you. You have dared to become a warrant officer now and you are about to take on your first challenge. You are the epitome of three Army values; duty, integrity and courage. We all know that the first unit of assignment is a very exciting time in the career of an officer and Soldier; but it can be a scary one as well.

We take great pride in our attempt to provide you with the tools to assist you as a warrant officer, leader and Soldier. There are a multitude of tools out there for you to use, which will help ensure your success. We've taken an extra step in providing you, "The Survival Guide" for the first 90 days as a new PBO.

This guide is a "Hip Pocket" handbook designed to ease the anxiety of the "What do I do?", "What do I do first?" or "How do I xxxxxxxx....." syndrome for the new WO1 (920A) Property Book Officer arriving at their first unit of assignment. We hope to share some of our experience with you. We want to guide you, step-by-step, through what we feel is important for you to know for the first 90 days of arriving to your new duty assignment.

Are we covering everything you need to know as a PBO? No. Is this a perfect document? No. Are we rewriting regulations? No. As a matter of fact, if any information contained within this guide conflicts with any existing regulations, DA messages, local policies or procedures, then those documents supersede the information in this guide. What we desire to do is inform you of some regulations, websites and resources that are available, to help ease the learning process as a PBO.

We are proud of you and believe in you. We are here for you. We hope you can use this guide as a hip-pocket tool to take with you; to assist you along the way. Hopefully it will be a great start for you, as you feel your way. We know that you are going to do great. Good luck and have fun.

Best Regards:

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2. MEETING THE COMMAND

As a newly arrived Warrant Officer, you are expected to report to your unit with enough information at your disposal to be an immediate mission contributor. Be prepared to integrate into the unit as soon as possible. The first few months may require more time on station to learn your new responsibilities. Investing the time now will pay off for you and your units. Being approachable as well as coachable will give your units the confidence needed to open the lines of trust and communication required for success.

1. Unit Adjutant (S1):

The Adjutant will probably be the first person to provide you with a unit orientation. The purpose of this meeting is to provide you an opportunity discuss your transition concerns. The Adjutant will provide you with your rating scheme and social roster information. The S1 will introduce you to the commander and all the primary staff members. The Adjutant can also provide command and staff times and locations.

A. Questions to the Adjutant:

- (1) Which company or staff position will I be assigned to?
- (2) Who currently holds that position?
- (3) How much transition time will we have?
- (4) Request ORB updates
- (5) Request rating scheme and social roster
- (6) Request an office call with the XO and Commander
- (7) Who do I have assigned to me?
- (8) Am I rating any of them?
- (9) If yes, when are their counselings due?
- (10) Of the soldiers working for me, are there any 90, 60, 30 day losses?
- (11) Are the losses key to my operation?
- (12) Who is my sponsor?

B. Request In-processing checklist:

- (1) Have enough copies of your orders on hand to meet local needs (don't give away your last copy)
- (2) Take notes, request directions, and specific instructions

2. Meet your Rater:

The Rater's goal is not to intimidate you, but to provide purpose, direction, and put you on the right path to improve the unit. They will provide you with guidance from a command perspective. A successful interview will depend on your ability to understand your logistics management officer mission. The rater should advise you of the performance standards as they recognize them. Be prepared to tell your new boss what you bring to the fight.

A. Receiving the Rater's intent and focus:

- (1) Set aside enough time to receive their intent
- (2) Request a copy of their support form
- (3) Request an azimuth to see how your efforts may benefit the command

3. Meet your Senior Rater:

The Senior Rater's goal is to witness your performance from an improved organizational perspective. They are very busy and won't have time to observe your greatness on a daily basis. Your ability to take on command issues, and provide measurable resolutions will be the best way to show your impact. Your Senior Rater should know you personally not by your words, but by your performance. You should expect to attend unit functions and support the command's priorities. Inform them of the importance of Warrant Officer continuing education and training. Remain active in the field of logistics, and maintain a current Logistical Network (LOGNet) account.

- A. Making your appointment and being prepared
- B. Set aside time to receive their intent (request a read ahead)
- C. Dress militarily for the date, have your pen and pad
- D. Be punctual, patient, prepared to listen, and take notes
- E. Note specific concerns, and dates that matter to them
- F. Ask about specific command concerns
- G. Request specific instructions for unit Logistical readiness improvement
- H. Request to be senior rated by the Commander, that appoints you at the Battalion (BN), Brigade (BDE) or Brigade Combat Team (BCT) level

4. Meet your supported units:

The Commands that you support deserve your best effort in everything you do. You are a highly professional Logistics Management Officer and if you don't make it happen then it will not happen. Establish your own set of tasks that support the commander's intent at all levels of command (BCT, BDE, BN, and Co) and always seek to improve their goals. The atmosphere you create is the one you must live in for your tenure in that command. Your initial presentation of your first products will carry you as a professional manager or a professional that must be managed.

- A. Travel to the unit area to become familiar with their location or setup a telephone conference
- B. Request a list of immediate support required
- C. Remain unbiased by opinions of other individuals
- D. Request a unit meeting schedule (Supply, Maintenance, and USR)
- E. Expect to meet the Battalion Commander and Executive Officer

5. Unit Security Manager (S2):

The unit security manager will expect you to turn-in a hand carried security packet from your previous command. This packet will inform them of your need to update your security clearance or what level access to grant you. They will brief you on the current and future threat levels. They will provide you with unit specific information on readiness trends and Unit Status Reporting dates.

A. Be prepared to complete the most current security application

- (1) Request Access Badges (Training and current mission brief access)
- (2) Request to be added to unit security access roster
- (3) Request operations security brief
- (4) Request enemy situation for upcoming deployment
- (5) Discuss your security clearance in order to ensure you are prepared for any upcoming exercises or deployments

6. Unit Plans and Operations Officer (S3):

When a new Officer enters the unit and comes to the S3 office, they will receive an orientation of the area. They will be introduced to all the different sections in the S3 shop. The Training NCO will discuss what each unit's training schedule contains for the next 4-6 weeks. The Master Driver will discuss current and future driver's training courses that are being conducted and update driver's license information. The Master Gunner will give a brief gun line orientation to discuss current and future ranges for the unit. The Operation's Sergeant will discuss daily operations and taskings of the unit. The Schools NCO will discuss any schools or travel issues.

- A. Discuss Commander's intent for organization
- B. Discuss unit Tactical SOP's and how it is used within the unit
- C. Discuss unit Mission Essential Task List (METL) and timeline for training on these tasks
- D. Extract all Tasks that impact Logistics or Individual Training requirements
- E. Discuss training calendar, training events and Weekly Battle Rhythm
- F. Request a list of Commander's Critical information Requirements (CCIR)
- G. Discuss current unit training timeline
- H. Discuss past training and go over short and long range training on the calendar
- I. Discuss weekly training meeting location and format
- J. Discuss what the S3 shop does for the unit to include: schools, training schedules, ranges, taskings, and driver's training.

7. Unit Logistics Officer (S4):

The Unit S4 Officer in charge will assist you in remaining on task with all logistics issues. They work closely with the Support Operations Officer (SPO). They also assist with the alignment of equipment based on guidance from the S-3. They may or may not rate you, but will be a key logistics link to the BN, BDE, and BCT Commander's support requirements. Your ability to

accept and respond to multiple information inputs is the key to your success. The ability to receive, prioritize, and execute task will benefit your supported units very much. Your active participation in all support units is an investment in your own stock. Your presence in the trenches gives credibility to your walk, and talk. You will be required to understand the mission of each of your supported units, and to devise a plan to support each unit's individual needs.

- A. Be prepared to attend all meetings where logistical readiness issues are discussed
- B. Request scheduled reporting dates and times
- C. Know who you are supporting
- D. Request a list of units by type
- E. Request a copy of previous months USR
- F. Request a copy of expected new equipment fielding dates
- G. Contract unit repair and utilities (R&U) representative for work area updates

8. Unit Automation Officer (S6):

The Unit Automations Officer is the commander's eyes, ears, and voice. They are responsible for enabling the commander to see and hear in near real time. They keep the Local Area Networks functioning, Blue Force Tracker systems, Mobile Tracking System, and the Command Post of the Future systems running. They provide computer imaging, establish accounts, conduct training, and oversee internet security validations.

- A. Request Email accounts for the Local Area Network
 - (1) SIPR (Secure)
 - (2) NIPR (Non-Secure)
- B. Request unit automation architecture brief
- C. Request training for unfamiliar communications systems
- D. Request unit basic briefing slides
- E. Request who Standard Army Management Information System (STAMIS) and Combat Service Support Automations Management Officer (CSSAMO) personnel are

3. OFFICER EVALUATION RECORD SYSTEM (OER)

There are few attributes that contribute to your appearance as a quality warrant officer that you must know and understand before arriving to your first unit assignment as a warrant officer. You need to remember that no matter what your circumstances, your greater limitation isn't the leader above you. It's the spirit within you.

The Officer Evaluation Record System (OER) is the primary vehicle for recording a quality officer's performance. It is the tool the Army uses to promote the right people like you and me and assign us where we can best be utilized. You can find excellent career information at the U.S. Army Human Resources Command (HRC) (<https://www.hrc.army.mil/indexflash.asp>) and the U.S. Army Warrant Officer Career Center (http://usawocc.army.mil/warrant_off/career.htm) web links. I will cover basic topics to help ease your transition into the officer and the warrant officer corps. Do not wait until the last minute to learn about your rating chain, evaluation process, types of reports, or your officer record brief. You can road map your success by influencing your career and learning how to become your own career manager.

1. Rating Chain- Be Proactive! As soon as you know your assignment or your sponsor contacts you, find out your rater and senior raters, ask your sponsor for their e-mails and phone numbers, and briefly introduce yourself. Your rating chain begins with you as the rated officer, followed by your rater and senior rater. You can effectively communicate and influence your raters by understanding the following responsibilities:

A. Rated Officer Responsibilities - You must prepare yourself to discuss duty description and performance objectives with your rater within 30 days. The warrant officer that you are replacing can assist and mentor you to accurately describe duties, objectives, and give you an example on how to record significant contributions at the end of the rating period on DA Form 67-9-1 and 67-9-1a. You can use a log or periodically update the significant contributions on the support form. Keep in mind to perform each assigned or implied duty. You can always go to your rater any time to revise and update objectives and duty description as they change during your rating period.

B. Rater Responsibilities - Your rater should provide you their and the senior rater's support form. If not, ask for it. Your rater will discuss your duty and performance scope within 30 days. Your rater is required to counsel you quarterly utilizing DA Form 67-9-1. If they do not, seek counseling by periodically reminding them. Remember you can always add value to the organization and can correct problems when they are known. It is too late to make corrections at the end of the rating period; therefore, with a solid rapport with the rater and senior rater is the key to ensure that you are on track with the commander's intent.

C. Senior Rater Responsibilities (SR) - Your senior rater will review your counseling record throughout the rating period. Your SR will approve your DA Form 67-9-1a developmental plan. At the end of the period, your SR will assess and evaluate your performance based on your support form, selection labeled Major Performance Objectives (Part IV b.) and Significant Contributions (Part IV c.). The time you spend on your support form will speak for you.

2. Evaluation Process - Your evaluation process start at the beginning of the rating period (day one in your unit). Therefore, you must become familiar with your rating chain direction and focus. The forms used below in the evaluation process can be found at the Army Publishing Directorate (<http://www.usapa.army.mil/>).

A. DA Form 67-9-1 (Officer Evaluation Report Support Form), Reference AR 623-3 and DA Pam 623-3 - Your support form is a wonderful tool to establish priorities, focus, and goals. Unfortunately, we are not formerly trained on how to complete one effectively and we usually rely on others to give us advice. Therefore, you must learn how to sell yourself on your support form on the following blocks:

(1) Duties and Responsibilities (Part IV a.) - Your rater should have a duty description for your position and cover this portion in your support form. If not refer to AR 623-3 to determine duty description or get with a senior warrant officer

(2) Major Performance Objectives (Part IV b.) - You should complete the next portion of the support form with the rater within 30 days of the rating period and adjusted throughout the rating period. Your rater should give you definite goals and/or projects that they would like to be completed during the rating period. Always keep in mind that if the goal is not achieved due to unforeseen circumstances, you can rewrite that portion of the support form as the rating period goes by to show what you achieved. You want to ensure your goals are attainable.

(3) Significant Contributions (Part IV c.) - In this section of the support form, you should give the rater and senior rater an idea of what you want written on your OER. I suggest that you write and highlight specific sentences that you want your rater and senior rater to see and make comments on your OER. You must sell yourself by clearly writing your contributions in a language that your rater and senior raters can understand.

B. DA Form 67-9-1a (Developmental Support Form), Reference AR 623-3 and DA Pam 623-3 - Your rater and senior rater uses this form as a tool to assist you as a junior officer to transition into the Army and leadership culture by institutionalizing the Army values. You just need to know what hat to put on and then enjoy the challenge. Being coachable and your attitude in learning is the key to succeed in the future.

C. DA Form 67-9 (Officer Evaluation Report), Reference AR 623-3 and DA Pam 623-3 - Your OER is done annually. It is one of the most important documents that promotion boards use for selecting officers for promotion. You must carefully review and ensure the administrative section of this form is correct, read the rater and senior rater's comments to ensure they touch key elements such as performance, potential, and promotion. You should receive a good OER if you do your job well, reflect Army Values in your actions and attitudes, and follow the process. This Human Resource Command (HRC) web link will provide you block-by-block instructions explaining the DA Form 67-9.
https://www.hrc.army.mil/site/Active/TAGD/OERS/oe_form/oeform.htm.

(1) Type of Reports- As you become familiar with the OER System you will learn that there are two types of reports: mandatory and optional. These are further divided into 90-calendar-day minimum rating period (Change-of Rater, Change of Duty, Annual, Departure on TDY or Special Duty, TDY and SD Supervisor's Evaluation, and Officer Failing Promotion Selection) and other than a 90-day requirement (Complete the Record, Senior Rater Option, Rater Option, Sixty-day Option, Relief for Cause, and HRC Directed).

D. Officer Record Brief (ORB) - Your ORB serves as your military resume (officer's resume), career history, training, and experience log. Your commander keeps a personal copy of the ORB on every officer in his or her command for easy reference. In addition, your commanders usually demand an ORB from every inbound officer on orders to their command. You need to maintain an accurate and up to date ORB, as it is always required for officers considered for nominative and special assignments. More importantly, your ORB is one of three documents (OER Evaluations and Photo are the other two) used by promotion boards. You can find the Officer Record Brief (ORB) Guide at <https://www.hrc.army.mil/site/protect/Active/opwod/orb/orbmain.htm> and you can View/Print your Officer Record Brief (ORB) at <https://isdrad16.hoffman.army.mil/SSORB> for Active Components, <https://www.hrc.army.mil/portal/> for the Reserve and <https://isdrad16.hoffman.army.mil/SSORB> for NG.

3. Summary- The support form, the developmental support form, and the officer evaluation report are tools to assist senior officers to develop future leaders. Mr. John C. Maxwell said in his book 360 Degree Leader, "You may not be a follower at the lowest level of the organization, but you are not the top dog either- yet you still want to lead, to make things happen, to make a contribution." All warrant officers should strive for the top of their game by reaching their full potential as leaders and technicians. Good Luck!

4. INVENTORIES

Property accountability is a major concern for leaders at all levels. As a newly assigned WO1, you may be faced with challenges when it comes to dealing with inventories. Ensuring good and thorough inventories will help relieve some of the pain that can be associated with property accountability.

1. Change of PBO inventory - This inventory is performed when the PBO of an organization is replaced. This inventory is conducted jointly by the incoming and outgoing PBO. In the event there is no outgoing PBO, you would conduct the inventory as if you were actually inventorying with the outgoing PBO. Make sure you follow the guidance of DA Pam 710-2-1, paragraph 9-7. Make sure you compare the most current Modified Table of Organization and Equipment (MTOE) or Table of Distribution and Allowances (TDA) with the hand receipt. Ensure that all MTOE items are either on hand or on order. Once the inventory has been completed, the incoming PBO will complete the statement of accountability for the property. In that memorandum, list all of your discrepancies and the corrective actions. Also, include in the memorandum that there was no outgoing PBO.

2. Change of Primary Hand Receipt Holder (PHRH) inventory - This inventory is performed when the commander of a unit is replaced. This inventory is conducted jointly with the incoming and outgoing commander. As the PBO you will provide the commander with an updated hand receipt. Make sure all the supporting documents have been updated before you print out a hand receipt. You, as the PBO, should in-brief both outgoing and incoming commanders prior to the start of inventories. The briefing should be in writing and the incoming commander should sign for the briefing and get a copy. Have the commander compare their primary hand receipt with the sub hand receipts, printed from the Unit Level Logistics System - S4 (ULLS-S4) or Unit Supply Enhanced (USE) system, which ever applies. The 100% physical inventory should be completed before the new primary hand receipt holder assumes duties or outgoing primary hand receipt holder departs (whichever is first). However, it must be completed within 30 days. If for some reason the inventory cannot be accomplished within 30 days a maximum of 2 extensions (15 days each) may be granted by the next higher command. When an extension of time is not granted, the incoming PHRH becomes responsible on effective date of assumption of duties. At that time you should receive a signed hand receipt from the new primary hand receipt holder along with the assumption of command orders and pertinent signature cards.

3. Sensitive items inventory - Sensitive items will be inventoried on a monthly basis IAW DA Pam 710-2-1, paragraph 9-9, the Army Reserve and National Guard will inventory on a quarterly basis. The results of the inventory should be recorded on a memorandum prepared for the responsible officer's signature. The memorandum will state that all sensitive, explosive, and hazardous items have been inventoried. It will also state either that no differences were discovered or that differences have been reported IAW AR 190-11, if required. The automated document will satisfy this requirement. Ensure the person conducting the inventory prints and signs their name and date the inventory listing. If there are any items listed on the inventory listing that have been signed out or are in maintenance, make sure they are supported by proper documentation. Ensure that all items are accounted for.

4. Annual/Cyclic inventory - An annual 100% of all property assigned to the organization will be conducted IAW DA Pam 710-2-1, paragraph 9-6. The PHRH will ensure this inventory is done. A cyclic inventory can take the place of an annual inventory when the cyclic inventory option has been chosen. PBO's will designate by memorandum the inventory timeline or frequency. Some PBO options are 10%, 25%, 50% or 100% of the property book items. PBO's will state by memo which items to be inventoried each month, quarterly or annually. The results of the inventory should be recorded on a memorandum. The memorandum should state that difference have been accounted for according to AR 735-5 and DA Pam 710-2-1. The responsible office must sign the memorandum. A sample cyclic inventory memorandum, with responsible officer's statement can be located in DA Pam 710-2-1, figure 9-1. The automated document will satisfy this requirement.

5. DEPLOYED HAND RECEIPT MANAGEMENT

As a new PBO, you may find yourself in a deploying unit or in a unit already deployed, where you must advise your supply sergeants and unit commanders on the process to follow in the hand receipt management procedures prior to, during, and after deployment.

1. Pre-Deployment - Once the unit receives deployment orders, the unit should coordinate with the battalion staff/Property Book Officer (PBO) to identify equipment going forward or staying in the rear along with both rear and forward Commanders. The unit should direct sub-hand receipt holders to conduct pre-inventories and the supply sergeant to reconcile hand receipts with the sub-hand receipt holder and you as the PBO. The supply Sergeant should process all property adjustments documents through you at the time of the reconciliation.

http://www.quartermaster.army.mil/presentation/linked/2.1C_supply_nco_survival_guide.doc

A. The unit needs to coordinate with the S3/G3 to identify deploying Unit Identification Codes (UICs) and request a derivative UIC; usually each installation has a UIC coordinator and a Department of Defense Activity Address Code (DODAAC) coordinator. Once the derivative UIC is given to the unit and is loaded in Army Status of Resources and Training System (ASORTS), the unit needs to coordinate with you as the PBO to request deployment DODAACs. Ensure you have the unit's future types of address code (TAC); TAC 1 is the mailing address; TAC 2 is the shipping or freight address; TAC 3 is the billing address. Review the deployment order (DEPOD) for the TAC addresses. If none are cited, send a request for information (RFI) for the TAC addresses. You must have at least the TAC 1 and TAC 2 to request new DODAACs. Next, as the PBO, request the deployment DODAACs through the installation DODAAC coordinator. The DODAAC coordinator will request new DODAACs and realign current DODAACs through the Logistics Support Activity (LOGSA). If there is no DODAAC coordinator, the PBO is responsible for getting unit DODAACs for all STAMIS systems. Once the DODAACs are in the DODAAC file in LOGSA the unit can load them in the STAMIS for each DODAAC, (i.e. PBUSE, USE,ULLS-G, and SAMS, etc.). Ensure LOGSA reassigns the non-deploying DODAACs to the rear detachment UICs.

B. The unit must identify logistic requirements upon arrival in the Area of Operation (AOR). Also, the unit must identify equipment issued in the AOR and submit equipment Operational Needs Statement (ONS) if necessary.

2. Identify Theater Provided Equipment (TPE). This equipment consists of specific LINS of MTOE property, issued Army Pre-Positioned Stocks (APS), and items purchased specifically for OIF or OEF using the Army Resource and Requirement Board (AR2B), such as Rapid Equipping Force (REF) and Operational Needs Statements (ONS) Equipment, to remain in theater for the duration of OIF or OEF, property purchased or maintained by an area support group in the performance of their mission is not considered TPE. You may want to consider whether or not you will take your equipment or if it is being provided in theater.

A. This equipment can be accessed through Battle Web or the Logistics Information Warehouse (LIW) website.

B. Battle Web can be accessed at <https://battleweb.army.mil>.

3. Identify Army Pre-positioned Stock (APS) items and equipments. The Army Pre-positioned Stocks (APS) program supports the National Military Strategy by prepositioning critical war fighting stocks in strategic locations worldwide to reduce deployment response times for an Expeditionary and Transforming Army. The relevance of APS to an “Army at War” was most recently demonstrated by major support to Operation Iraqi Freedom (OIF). Three brigades and supporting equipment were issued to 3rd Infantry Division. A total of 218 distinct unit sets was issued to units deployed in support of OIF. APS consists of prepositioned unit sets of equipment, operational projects, and sustainment stocks. It also includes War Reserve Stocks for Allies in Korea, Thailand, and Israel. Prior to OIF, the core of the program was 6 brigade sets--2 afloat and 4 ashore (one in Europe, one in Korea and two in SWA). APS remains a critical component of Army power projection. This type of equipment along with TPE mentioned above can be accessed through BattleWeb.

4. Identify Rapid Fielding Initiative (RFI) equipment. The RFI provides Soldiers with the finest state-of-the-art individual and small unit equipment to enhance their lethality, mobility, and survivability on the battlefield.

5. Determine if an Operational Needs Statements is needed and submit it through the chain of command. ONS is needed when any of the below situations arise:

- A. Unit needs above MTOE shortages equipment.
- B. Unit needs other than MTOE shortage equipment.
- C. Unit needs Commercial/Government off the shelf (COTS/GOTS) equipment.

6. As the PBO, you will ensure that the unit identifies deploying equipment and Left Behind Equipment (LBE). This is the equipment that belongs to your unit that will not deploy and will be signed for by the rear detachment Commander.

- A. Ensure LBE property is identified. As the PBO, in conjunction with the unit supply Sergeant and Commander, You must identify equipment that will not be deploying.
- B. Ensure supply sergeant creates separate hand receipt for LBE.

7. As the PBO, you will ensure a joint inventory of LBE with rear detachment commander is conducted.

- A. Both Commanders will physically inventory 100% of all LBE property to include (Installation, Organizational, TDA, FMO and Real Property).
- B. Resolve discrepancies (account for shortages, Turn in overages and ensure LBE is separated and secured).

8. As the PBO, in conjunction with the unit supply Sergeant, You will ensure the property book transfer is completed between both commanders.

- A. Ensure property book is transferred (split) and placed under the appropriate UIC/DODAAC.

B. Have the supply sergeant prepare DA Form 3161 for lateral transfer for equipment going forward.

C. Supply sergeant prepares new sub-hand receipts according to property book split.

D. Reconcile property book records and have the rear and the forward commanders sign the hand receipts.

9. Sustainment (Unit Commanders):

A. The unit Commander with his supply Sergeant will perform property management procedures upon arrival in the AOR.

(1) Coordinate with supporting PBO and other supporting activities upon arrival in theater.

(2) Physically inventory deployed property for 100% accountability.

(3) Reconcile hand receipts.

(4) Receive class V items and post to property book.

(5) Receive APS equipment.

B. Conduct joint inventory of TPE with outgoing commander.

(1) Identify TPE and equipment status.

(2) Identify unserviceable equipment.

(3) Perform lateral transfer actions.

(4) Ensure supply sergeant reconciles hand receipts with hand receipt holders.

(5) Sub-hand receipt equipment to subordinates.

(6) Reconcile hand receipt with AOR PBO.

(7) Sign hand receipts.

C. Establish accounts with supporting activities in the AOR.

D. Conduct periodic and scheduled inventories.

(1) Review supply transaction processes.

(2) Reconcile any differences monthly.

E. Reconcile and resolve discrepancies prior to entering re-deployment window. It is imperative that commanders reconcile their organizational, TPE and Installation books to resolve discrepancies before entering their re-deployment window greatly speeds the process of clearing theater.

10. Re-Deployment:

A. Receive re-deployment orders.

(1) Identify and communicate with relieving unit(s).

(2) Provide RIP/TOA equipment listing to the relieving unit.

(3) Provide local SOP and policies to the relieving unit.

B. Coordinate actions for TPE with supporting PBO.

- (1) Request lateral transfer actions.
- (2) Coordinate retrograde of ammunition. Some ammunition can be lateral transferred during the RIP/TOA process, but some (i.e. AT-4, uranium tipped rounds, sensitive/serial numbered, etc.) will be turned back into the Ammunition Supply Point (ASP).
- (3) Request disposition for TPE.

C. Prepare re-deployment equipment.

(1) Conduct 100% physical inventory of all re-deploying equipment with sub-hand receipt holders, to include Sets, Kits and Outfits (SKO) and Components of End Items (COEI).

(2) Reconcile hand receipt.

- a. Validate shortages and discrepancies.
- b. Initiate investigation for substantial loss of property.
- c. Initiate relief of responsibility for damage or loss due to negligence.
- d. Create TPE hand receipt.
- e. Create new hand receipts for sub-hand receipt holders.
- f. Secure TPE equipment.

(3). Coordinate cutoff point for requisitions in the AOR under the derivative UIC/DODAAC with Battalion S4

D. Conduct RIP/TOA actions with incoming units. Transfer TPE as a change of hand receipt through the Army Field Support Command PBO.

11. Post Deployment:

A. The Rear Detachment Commander's actions before main body returns from AOR.

- (1) Conduct 100% physical inventory of LBE before main body returns.
- (2) Submit adjustment documents to the supporting PBO.

B. The Deployed Commander's actions upon return from the AOR.

- (1) Conduct 100% physical inventory of returning equipment.
- (2) Submit adjustment documents to the supporting PBO.

C. As the PBO, in conjunction with the supply Sergeant and the unit Commander, You will ensure the property books are merged.

- (1) Both commanders will conduct 100% joint physical inventory of LBE.

- (2) Submit adjustment documents to you the PBO.
- (3) Reconcile and merge hand receipts.
- (4) Sub-hand receipt equipment to subordinates.
- (5) Unit Commander will sign merged hand receipt.

D. The unit will submit request through you the PBO to deactivate all deployment UICs and DODAACs.

(1) Before the DODAACs can be deactivated all open transactions (in suspense) must be closed out.

- (2) All requisitions must be closed out.

E. Conduct reset and reconstitution of personnel and equipment.

6. MODIFIED TABLE OF ORGANIZATION AND EQUIPMENT

It is critically important for all units to know how to read and understand their Modified Table of Organization and Equipment (MTOE). There is information contained in the MTOE that you will not find anywhere else. There are several questions that can be answered by knowing how to read the MTOE.

1. What is an MTOE? AR 71-32

A. As a new Property Book Officer, you'll need to understand that The Modified Table of Organization and Equipment (MTOE) is your authorization document. It is based on the Table of Organization and Equipment (TOE) which is not an authorization document, it only shows requirements and serves as a basis for developing the MTOE.

B. The MTOE shows when the document was built, approved, and the effective date of that organization.

C. The MTOE will show what unit equipment is needed by Line Item Number (LIN), the unit authorizations by paragraph number and the recapitulation in order to perform its wartime mission. All MTOE equipment needs to be on hand or on valid requisitions.

2. Basic Terms:

A. There are some very basic and commonly used terms that will be used throughout your command that you will need to become familiar with. You will get more familiar with these as you go along, but for now, take some time to know these as a minimum:

- (1) UIC – Unit Identification Code
- (2) EDATE – Effective Date
- (3) ALO – Authorized Level of Organization
- (4) BOIP – Basis of Issue Plan
- (5) ERC – Equipment Readiness Code

3. Equipment Readiness Code (ERC), AR 220-1

A. The ERC is also very important to understand, the ERC and the MTOE go hand-in-hand. The ERC is found in the MTOE, it identifies the importance of the equipment to the unit's mission. The ERC also identifies what sections equipment has priority of mission.

B. ERC P= Pacing items that are central to a unit's ability to perform its mission. Without its pacing items a unit is considered not ready for combat. These are must have items. They are reportable on the USR. Not all units have pacing items.

C. ERC A= Equipment Essential. They are primary weapons and equipment that are essential to and employed directly in accomplishing assigned mission and tasks. Equipment is reportable on the USR.

D. ERC B= Mission Impaired without Equipment. They are auxiliary equipment which supplements primary equipment. ERC B items can replace primary equipment should ERC A items become inoperative or not on hand. ERC B items are other than primary equipment but of greater importance than administrative equipment.

E. ERC C=Mission Possible without Equipment. ERC C items are administrative support equipment which is used in a supportive capacity for the performance of an assigned operational missions and tasks.

4. What to read:

A. Everyone should be familiar with all aspects of an MTOE but for now as a new PBO you should concern yourself mainly with two sections, the front page and section III.

B. The front page, it tells you the unit name but most important it gives you the effective date. The effective date is important to know if you have the most current MTOE on hand.

C. Section III Equipment lists by section what equipment they are required. It will also give you the ERC of every item.

D. Section III Recapitulation is found at the end of Section III, it rolls all unit equipment to a single recap document. It is listed alphabetically by LIN with totals for all assigned organization equipment.

5. Where Can I Find My MTOE?

A. You can find the current and projected MTOE online at the United States Army Force Management Support Agency (USAFMSA) using your AKO login and password.

B. URL: <https://webtaads.belvoir.army.mil/USAFMSA/>

7. UNIT STATUS REPORT

The Unit Status Report (USR) is a critical key within the first 90 days in the position. The Active Component (AC) report the USR report monthly. The Army Reserve (AR) and National Guard (NG) report quarterly. This report covers a number of areas; the area that the PBO is concerned with is the equipment on hand (EOH) portion. EOH is covered in AR 220-1, Chapter 5. The reason this is important to not only the PBO, but the command, is because it is the method used to report to higher headquarters as to whether or not a unit is mission ready. The ultimate goal is to have on hand at all times 90% of all authorized Equipment Readiness Coded P and A equipment.

1. The PBO ensures that units have the current Unit Equipment Readiness Listing (UERL). This is available on PBUSE under the Asset Visibility menu. The PBO also has a copy of the UERL for each unit rating. If your subordinate units are on the unit level of PBUSE they have the capability of printing out the report at their level.
2. As the PBO you need to be prepared to answer any questions on the status of equipment on hand, what is on order, incoming lateral transfers, and any fielding's that pertain to critical shortages. Ensure all equipment is on hand or on order and be ready to brief as to why a certain item is not on valid requisition (i.e. stock fund, fielding, terminal no replacement or development LIN (Z-LIN)).
3. The AC PBO, at different levels, calculates the status by LIN, the overall ratings taken from the UERL report. The PBO is involved in briefing critical shortages for the BN, BDE, and BCT depending at what level the PBO is assigned.
4. The AR PBOs are involved in reviewing the calculations of the overall S-rating from each unit. An AR PBO also needs to know how to input the supply and maintenance ratings in the ASORTS program. The ASORTS program is the software that covers the USR report. For supply it has specific screens to input equipment information.
5. The NG PBO is only required to print and review the UERL.

As the PBO, you should have a briefing slide that contains what, when and why equipment is short and a get well plan. A tip for PBOs to calculate the USR and get a rating is to use the UERL, incorporated into a pivot table or a formula such as "countif", in an excel spreadsheet.

In the event that the UERL report conflicts with true EOH posture of the unit. You should learn how to calculate each LIN by on hand and authorized qty and get an overall rating manually. Review AR 220-1, Chapter 5 and practice the manual calculations.

6. Deployed USR:

A. Is a combination of MTOE authorized assets, theater provided assets, as well as all supported capabilities within your AOR.

B. The deployed USR is a subjective evaluation of the unit's ability to perform their mission. It is not solely based on the MTOE authorizations. Commanders at the lowest level of reporting will evaluate their ability to perform the mission and will report rating increases or decreases based on current readiness and ability to accomplish current tasks. Commanders and PBOs may use the following steps:

- (1) Prepare USR listing all deployed units
- (2) Prepare TPE listing
- (3) Consolidate all supported unit equipment
- (4) Know all unit capabilities
- (5) Use authorizations of MTOE to evaluate true readiness posture (Do not add any lines to the standard USR)
- (6) Be prepared to make manual entries to incorporate all available assets that will be used in-lieu-of authorized equipment to perform the mission.

8. ARMY NATIONAL GUARD

1. This section will address the needs and requirements for a newly appointed PBO from the Army National Guard (ARNG) perspective. The intent will be to also prepare the new PBO in the event they are mobilized and or attached to a unit being deployed.
2. The new PBO within the first week should meet and or be introduced to their Major Support Command (MSC). The PBO should if possible meet and discuss the status of all affairs and pending actions in the Property Book Office that they are assuming, with their immediate supervisor. They should ask to see the Property Book Office SOP, which is a mandatory requirement for all Property Book Offices, in the National Guard.
3. In the PBO SOP, all duties and responsibilities for every member of the PBO Team is outlined to include roles and permissions, daily operation of the Property Book Office, with step by step instructions extrapolated from all current army regulations governing property accountability.
4. Within the first 30 days of the 90 days, there should be a change of PBO inventory between the outgoing PBO and the incoming PBO. If there is no former or outgoing PBO available, the MSC should designate a disinterested officer to represent the out going PBO.
5. All hand receipts need to be verified, validated and reconciled within a set period of time, usually the first 30 days. Every attempt should be made to complete the change of PBO inventory within the 30 days.
6. The new PBO will have to have an Appointment Order which will allow them to be granted roles and permissions in PBUSE. They will then be able to grant roles and permission to other members on the team. Before the previous PBO leaves there should be a change in the roles and permissions in PBUSE.
7. If a PBO is mobilized, they should refer to the Active Component rules and regulations. These are some of the specific and peculiar things to the ARNG.

9. ACCOUNTS AND DOCUMENT REVIEW

When you get to your new unit you need to make sure that you have access to all the appropriate systems and accounts. You will want to use all the tools available to you. Reviewing the paperwork and property book information is essential to the proper execution of your mission.

1. Account Setup - Get your security officer's email; you will need to provide them information for most account set up. Also make sure the security officer knows who you are and the systems you are requesting accounts for, otherwise they will most likely just delete the emails those systems send for verification of your security data.

A. LAN/Email. Contact your S6/G6 for local requirements to establish your account.

B. PBO Appointment Orders. AR 710-2 para 2-5d and DA Pam 710-2-1 para 4-5 cover PBO appointment. This memorandum is required for PBO access to PBUSE.

C. PBUSE. As soon as you get your PBO appointment orders you need to have the person who currently has PBO/ISSO access to the system to assign you PBO and ISSO functions on PBUSE. If no one is available at your level then you need to work with your higher headquarters. Not all units are on PBUSE so be prepared to work with other systems such as SPBS-R or DPAS.

2. Web-Based Systems. These programs and systems give you access to a great deal of information that will assist you in your daily requirements. You can manipulate most of the information to your needs. This includes pre-made documents and reports.

A. Alternate Asset Visibility Systems. These are primarily used for lateral transfer management. A number of commands are using systems created by XOTech LLC (<http://www.xotech-llc.com/>); you can get a more detailed description of these programs by accessing their site. Also you can access links to get to the various sites. If you have questions about obtaining an account, work with your command. You can also contact Help@Xotech-LLC.com or call the XOTech Help Line at 770-631-4091. If your command uses Command Asset Visibility and Equipment Redistribution System (CAVERS) for AC, Reserve End Item Management System (REIMS) for the Reserves or Transfer of Property System (TOPS) for Guard, you can input your name and email address on all your UIC's. Once you do so, you will receive a copy of all the lateral transfers directed to your units. Make sure the supply sergeant for the unit is also input into the system.

- (1) Active – CAVERS (<http://www.caversonline.com>)
- (2) Reserve – REIMS (<http://reims.xotech-llc.com>)
- (3) Guard – TOPS (<http://qko.ngb.army.mil>)

B. Budget System. There are also budget programs produced by XOtech. Check with your command to see if they use these systems.

(1) Active – FINLOG (<http://www.finlogonline.com/>)

(2) Reserve – ARSIDS (<http://arsids.xotech-llc.com/login.asp>)

(3) Logistics Information Warehouse (LIW) (<https://liw.logsa.army.mil>). This gives you access to numerous LOGSA systems and products. You have to fill out a System Access Request (SAR), make sure you list all the systems you might need, such as WEBLIDB, secure Electronic Technical Manuals (ETM), etc. A secret clearance is required for anything beyond the basics.

(4) LOGNET (<https://lognet.bcks.army.mil>). When prompted just enter your AKO UserName and AKO Password to log on. To participate on LOGNet you must have an account. To create your account, just click the “Become a Member” button on the display page. Do not enter your AKO Email address in place of your AKO UserName – it is not the same thing. Also please double check the spelling of your AKO UserName before completing the process. Incorrectly spelled AKO UserNames will lock you out of LOGNet the next time you try to log on. Approval of LOGNet account requests is automatic and occurs just after you submit your membership request information.

(5) AEPS (<https://aeps.ria.army.mil/aepspublic.cfm>). You can access the public access items at this site. To access restricted areas you will have to fill out yet another system access form.

(6) USAFMSA (<https://webtaads.belvoir.army.mil/usafmsa>). This system allows you access to all your major authorization documents. A System Access Request (SAR) is required.

3. Property Book Review - Currently the most prevalent system used for property book accountability is PBUSE, therefore the checks listed below are focused on the PBUSE system, but they apply to other systems as well.

A. Review User Roles and Permissions on PBUSE. You need to review the personnel who have access to your books, especially those who have PBO, Team Chief, and S4 NCOIC permissions, and any others that have write access. Delete any personnel that are no longer required to have access. This process is listed under the Administration Menu/ User Roles - View/Status/Modify/Add.

B. Organization Set-Up:

(1) Unit Task Organization (UTO)Tree. This process allows you to review your UIC tree. You can verify that your UIC’s are loaded properly and that your tree is loaded under the proper headquarters, it also shows you what DODAAC’s are loaded under your UIC’s. Also, if you only know a UIC you can do a search and locate the unit name. This process is listed under the Administration Menu/UTO Search.

(2) Organizational Data. Review this data to ensure the proper information is loaded. Check your hand receipt holder data, MTOE data, and your DODAAC's. The hand receipt holder data should match your command POC list. This process is listed under the Administration Menu/ View/Maintain Organizational Data. A spreadsheet, listing UIC, DODAAC's (Property Book, Unit Supply and ULLS-G), Unit Address, Unit Fax Number, FAD and Tier, is very useful for quick reference.

C. Supporting Documents:

(1) MTOE/TDA. You should have a hard copy of the current authorization document for every unit. USAFMSA is an invaluable resource to access these documents if you do not have them on hand.

(2) Commanders Assumption of Command. A hard copy of this document should be enclosed with your original copy of the latest hand receipt for each unit.

(3) 100% Inventory/Cyclic Inventory. Review previous inventories and find out where the units are within the cycle. Check for any discrepancies that were discovered and make sure the appropriate action was taken. Make sure that 100% inventory memorandums are completed for any complete cycles.

(4) In-Lieu of Memorandum. This memorandum is required by AR 220-1 for any items that the unit commander determines will be used as an In-Lieu of for an MTOE item. It should be signed by the unit commander and reviewed for changes at least quarterly. This is for In-Lieu of items, not items authorized as a substitute by SB 700-20. AR 220-1 identifies the requirements, which a commander must use, for an item to be used as an In-Lieu of.

(5) Signature Cards. Review that each unit has provided a DA Form 1687 (Notice Delegation of Authority – Receipt for Supplies) signed by the commander designating the personnel authorized to sign for property book equipment. The PBO may designate personnel to request/receipt equipment from the SSA. Refer to DA Pam 710-2-1 para 2-32. Review files to see if any other signature cards are necessary. Update as required

(6) Property Book Supporting Documents. All documents supporting entries to the accounting data record in the property book will be filed in the supporting document file and retained for a period of 6 years IAW AR 710-2 para 2-5r.

D. Primary Hand Receipt. This is your focus. If your supply sergeants are on the USE system they can print this out for their unit. PBUSE Menu – Hand Receipt/Primary Hand Receipts.

(1) Print out current copies of the unit's primary hand receipts and have all the commanders sign them, this will ensure that your books are as up to date as possible.

(2) Make sure that you have the original signed copy of the latest hand receipt on file. DA Pam 710-2-1 para 5-3d(2) states when the commander is required to update their hand receipts, a maximum of six months from the latest change document. Check local SOP for your command's requirement. Active duty commands most often require monthly updates. Remind the commanders, that it is in their best interest to do this, as the latest copy is the most accurate (if *everyone* has done their job correctly).

(3) You can use the hand receipt process to download to ULLS-S4 if your units are not on USE yet.

E. Lateral Transfers. Review the system for any pending outgoing transfers and incoming transfers. Find out their status and why they are not posted to the property book. Cross reference them to your lateral transfer listing. PBUSE Menu – Property Book/Lateral Transfers.

F. Asset Visibility. PBUSE Menu – Asset Visibility

(1) Unit Equipment Readiness Listing. This is the listing required for the Unit Status Report. It can also be used as a quick check on each LIN's status. The latest PBUSE skip breaks down all your substitutes and in-lieu-of. PBUSE Menu – Asset Visibility/Unit Equipment Readiness Listing.

(2) Shortages. This will give you a listing of your shortages on the current MTOE. This can be somewhat deceptive at times. You will need to consider both current year and future year's authorizations and requirements. So review the listing to ensure that it is indeed a shortage, don't just assume it is correct. PBUSE Menu- Asset Visibility/Material Item Rollup/Shortage Report.

(3) Excess. This will give you a listing of all items that have an authorization of 0, or have a quantity above the authorization. Again review the listing. PBUSE Menu- Asset Visibility/Material Item Rollup/Excess Report.

(4) Material Items. By utilizing the different parent UIC's under your command you can review the authorizations and on hand quantity of equipment throughout the command. At this time it only applies to your current LOGTAADS load. PBUSE Menu- Asset Visibility/Material Item Rollup. You can also use the Search/View Serial Material Item Tab to research an item when you only know the serial number or registration number for the item.

G. Activity Register. PBUSE Menu – Activity Register. Use the Asset Visibility process or the Primary Hand Receipt to review what is short and what is due-in. The Activity Register process allows you to print the due-in listing. Review this to check your status and whether you have valid requisitions. Contact your SSA/SARSS site to get a current reconciliation.

H. Turn-In's. Review all pending turn-in actions and ensure they are completed. DA Pam 710-2-1 Chapter 3 Section I/II covers turn-in procedures.

10. WEBSITE RESOURCES

Warrant Officer Recruiting Information – It is very important to keep up with the latest changes to recruiting warrant officers. The following websites will help you direct candidates to get information about the Corp. Keep in mind as a leader you should be looking for that Soldier to replace you.

<http://www.usarec.army.mil/hq/warrant/> Warrant Officer Recruiting Command
<http://usawocc.army.mil/> Warrant Officer Career Center
<http://www.penfed.org/usawoa/index.html> US Army Warrant Officer Association

LOGISTICS Management Tools

<https://WEBTAADS.belvoir.army.mil/> TDA / MTOE / CTA / JTA
<https://aeps.ria.army.mil/aepspublic.cfm> US Material Command
<http://www.amc.army.mil> Army Material Command
<http://www.gsa.gov> GSA General Services Admin
<http://www.caversonline.com> Lateral transfers excess/shortage management
<https://www.ilap.army.mil/> Logistics Information Warehouse
<https://www.daas.dla.mil/daashome/> Defense Automatic Addressing System
<https://www.logsa.army.mil/> Logistics Support Activity
<http://www.dtic.mil/> Defense Technical Information Center
<http://www.slamis.army.pentagon.mil> SSN-LIN Automated Management & Integrating
<http://wegal.ogden.disa.mil/mrostatus/> J6U MRO Tracking System
<http://web1.deskbook.osd.mil/jsp/default.jsp> AT&L Knowledge Sharing System
<https://issp.army.mil> Ordering Sensitive Items

EQUIPMENT

<http://peosoldier.army.mil/> Program Executive Office Equipment
<http://asc.army.mil/default.cfm> Acquisition Support Center
<https://forums.beks.army.mil/> LOGNet
<http://www.forscom.army.mil> Forces Command

TRAINING

<http://www.atsc.army.mil/> Army Training Support Center
https://www.aimsrdl.atsc.army.mil/secured/accp_top.htm Distance Learning
<https://www.atrrs.army.mil/atrrscc/> Army Training Requirements & Resources System
<http://www.dau.mil/index.asp> Defense Acquisition University

Army National Guard

<http://www.arng.army.mil> Federal and State Mission Information
<https://gko.ngb.army.mil> Army Guard Information

Army Reserve

<http://www.armyreserve.army.mil/arweb/> Army Reserve Organization and Units
<http://reims.xotech-llc.com/> Lateral Transfers, Turn In,
<http://usarc.intranet> USARC, G4

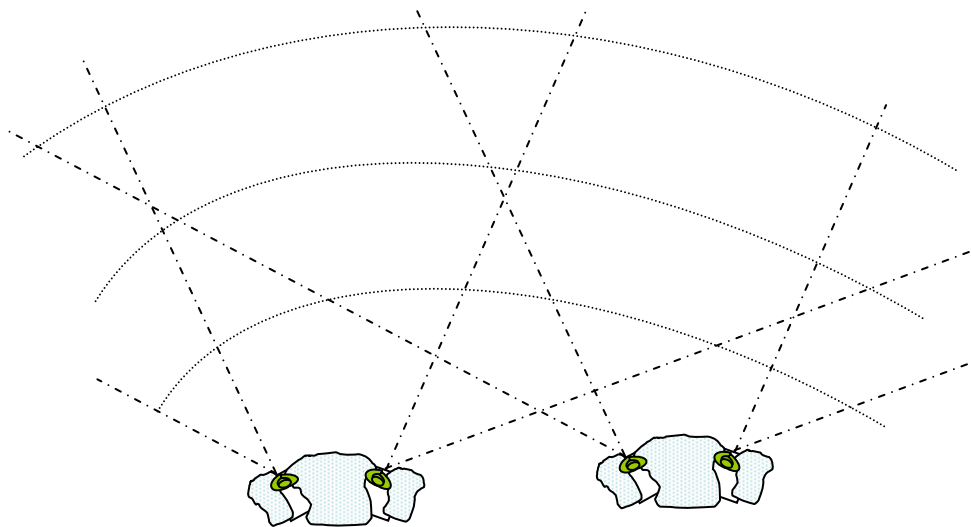
11. PUBLICATIONS

- AR 190-11. This deals with security of arms and ammunition which is a *major* Responsibility.
- AR 190-51. This deals with security of equipment and supplies as well as unit key control
- AR 220-1. This deals with Unit Status Reporting
- AR 700-84 Deals with issue of personnel clothing to Soldiers. It is a must, especially if you are in the USAR or ARNG.
- AR 710-2. Deals with inventory and supply management policy. It is often the last word in disputes.
- AR 735-5. Dealing with lost, damage, destroy, and battle loss equipment is a constant headache and this regulation is the regulation which covers how to handle these matters.
- CTA 50-909 (Field and Garrison Furnishings and Equipment)
- CTA 50-970 (Expendable/Durable Items)
- CTA 8-100 (Army Medical Department Expendable/Durable Items)
- DA Pam 710-2-1
- DA Pam 710-2-2.
- DA Pam 750-8. This deals with unit equipment maintenance. It also shows you how to set up a unit equipment maintenance program and manage it. Your unit level maintenance lives and dies by this Pam!
- Also used as a great source to check for the latest DA Messages is the LOGNet Website (See website resources). Many of these DA Messages effect publications and local policies.

12. SUMMARY

In Summary, Use the fighting position analogy:

- Begin with a hasty if there is little time for preparation.
- Dig armpit deep with your analysis for added preparation and success.
- Don't forget your grenade sumps (backup plans for unexpected issues).
- Ensure you have some good field-grade top cover.
- Ensure your sector interlocks fire with the other staff officers in your unit's perimeter.
- Prepare and engage the fifty meter targets first and work your way beyond.
- Fire to the oblique in support of your command when your unit really needs something but the system hinders.
- Trust your senior level warrant officers as good sector stakes to help you control your direction of fire.
- Ensure your senior NCO is on the other side of your foxhole, covering your flank.
- Strategically place your crew served weapons (Trained soldiers) and your claymores (Soldier and Equipment Readiness).



**Survival Guide
For
The New QM Warrant Officer One
(WO1)
Property Book Officer**



“YOUR FIRST 90 DAYS”

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