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Army Leader Development is a shared responsibility between the institutional Army (education and training institutions), the operational force (organizations and units to which Individuals are assigned), and individual Soldiers and Army Civilians themselves (self development). Leader development is a deliberate, continuous, and progressive process based on training, education, and experience. The career-long synthesis of training, education, and experience grows Soldiers and Army Civilians into competent and committed professionals.

Leaders accomplish the majority of their development in the operational force. Junior leaders achieve technical competence, and mid-grade leaders further develop their ability to lead units and organizations through training, education and experience.

The AMEDD Officer Job book is a tool for recently commissioned officers to continue their leader development in the operational force. It includes a list of tasks to complete in the first 30, 60, 90 and 120 days at their first duty assignment. These tasks provide training and experiences that build on the education obtained during the Basic Officer Leader Course. The Job Book includes the Chief of Staff of the Army’s Professional Reading List, a Tool Kit, and reference material to assist recently commissioned officers begin their life-long self development in the Army Profession.

Train to save!

MG Stephen E. Jones
Commanding General
AMEDD Center and School
The ninth stanza of the Soldier’s Creed states “I am an expert, and I am a professional.” Both the Profession of Arms and the Profession of Medicine are true callings answered only by a very few. It is imperative that we all maintain an equal commitment to and balance between both professions. According to Army Doctrine Publication (ADP) 6-22:

“The Army entrusts leaders to develop professionally and be ready to accept greater responsibility when called upon. The Army requires intelligent, competent, physically and mentally tough leaders of character. The Army also requires personal commitment, constant learning, self-assessment, and passion for Soldiers and units. Being a leader is not about giving orders, it’s about earning respect, leading by example, creating a positive climate, maximizing resources, inspiring others, and building teams to promote excellence. Leaders therefore must internalize the Army’s values, demonstrate unimpeachable integrity and character, and remain truthful in word and deed”.

This AMEDD Officer Job Book focuses on both professions to ensure junior leaders in Army Medicine are equipped with the leadership tools necessary to hone the skills necessary to lead and succeed. These skills become increasingly important to the future of The Army and Army Medicine in a time of change, uncertainty and fiscal constraints.

One thing that does not change is my commitment to leader development. To ensure that Army Medicine continues to optimally develop our future leaders, I have directed the addition of a separate line of effort to the Army Medicine 2020 Campaign Plan entitled, “Develop Leaders & Organizations.” The AMEDD Officer Job Book is a great place for our officers to start.

In this book, junior AMEDD officers are provided checkpoints at certain intervals designated as “roadmaps”, specifically designed to enhance professional growth and leader development. I strongly encourage all junior AMEDD officers to study and apply the tenets within these pages, and “Train to Save.”

Serving to Heal…Honored to Serve.

LTG PATRICIA D. HOROHO
Army Surgeon General and
Commanding General, Army Medical Command

Link to TSG’s Reading List:
https://mitc.amedd.army.mil/sites/CMIO/STRATCOM/Pages/TSG-Reading-List.aspx
The US Army Chief of Staff’s Professional Reading List

This reading list is an important element in the professional development of all leaders in the Army. We can never spend too much time reading and thinking about the Army profession and its interaction with the world at large. These readings will deepen our understanding of the history of armies, the critical role of leadership in combat, and the strategic environment of today and the future. There is simply no better way to prepare for the future than a disciplined, focused commitment to a personal course of reading, study, thought, and reflection. I challenge each of you to tackle these books and improve your power of critical thinking and understanding of the profession of arms.

General Raymond T. Odierno
38th Chief of Staff, U.S. Army

About the Reading List

The U.S. Army Chief of Staff’s Professional Reading List is divided into four sub-lists—The Army Profession, The Force of Decisive Action, Broadening Leaders, and The Strategic Environment. Taken together, these readings will help Soldiers or Army civilians sharpen their critical faculties and broaden their understanding of the military art. These books also complement materials currently used in the Army educational system and can help bridge the intervals between periods of formal instruction at Army schools. It is imperative for members of the Army profession to be well-read in all aspects of our honorable and selfless calling.

Any professional reading list is, of course, only a brief introduction to the many books worth reading on Army history, heritage, leadership, and world events. The list is just a starting point on a journey of discovery and development. This selection of books also does not imply that the Chief of Staff endorses the authors’ views or interpretations. Nevertheless, these books contain thought-provoking ideas and information relevant to our dynamic Army today and into the future.

Link to Reading List:
The Task List worksheet is provided as a reference that commanders and supervisors can use to assist with the development and integration of newly assigned officers. It identifies tasks that should appropriately be completed within 30, 60, 90 and 120 days of arrival to the unit. Commanders and supervisors are encouraged to incorporate these worksheet tasks into routine counseling sessions as a means to review and ensure newly commissioned officers are aware of and prepared to accept their roles and responsibilities.
<table>
<thead>
<tr>
<th>TASK #</th>
<th>CATEGORY</th>
<th>DESCRIPTION</th>
<th>EVALUATOR</th>
<th>REFERENCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>30-1</td>
<td>Army Profession</td>
<td>Complete incoming office call w/ Company Commander, Officer in Charge</td>
<td>Company Commander</td>
<td>AR 350-1</td>
</tr>
<tr>
<td>30-2</td>
<td>Professional Competence</td>
<td>Procure correct uniform accoutrement for unit</td>
<td>OIC / Company Commander</td>
<td>AR 670-1</td>
</tr>
<tr>
<td>30-3</td>
<td>Army Profession</td>
<td>Write a Biography and Curriculum Vitae</td>
<td>Company Commander</td>
<td><a href="http://www.army.mil/professional/">http://www.army.mil/professional/</a></td>
</tr>
<tr>
<td>30-4</td>
<td>Professional Competence</td>
<td>Receive initial Job Performance Counseling (DA 67-9-1, DA 67-9-1a)</td>
<td>OIC / Company Commander</td>
<td>FM 6-22</td>
</tr>
<tr>
<td>30-5</td>
<td>Professional Competence</td>
<td>Complete Duty Description</td>
<td>Rater / OIC</td>
<td><a href="http://www.army.mil/professional/">http://www.army.mil/professional/</a></td>
</tr>
<tr>
<td>30-6</td>
<td>Adaptability</td>
<td>Review Unit/BN/BDE/DIV/MEDCEN Policy Letters</td>
<td>Company Commander</td>
<td><a href="http://www.army.mil/professional/">http://www.army.mil/professional/</a></td>
</tr>
<tr>
<td>30-7</td>
<td>Professional Competence</td>
<td>Review Unit Annual Training Guidance</td>
<td>Company Commander</td>
<td>AR 350-1</td>
</tr>
<tr>
<td>30-8</td>
<td>Professional Competence</td>
<td>Conduct Mandatory Training: Composite Risk Management, Accident Avoidance, AT Level I, INFO SEC, OPSEC Level I, GAT, POSH, Information Assurance, SHARP, SERE 100 Level A, HIPPA training, and Combat Trafficking</td>
<td>OIC / Company Commander</td>
<td>AR 350-1</td>
</tr>
<tr>
<td>30-9</td>
<td>Comprehensive Soldier Fitness</td>
<td>Develop a individual Performance Triad plan (Sleep, Nutrition and Activity)</td>
<td>OIC / Company Commander</td>
<td><a href="http://www.armymedicine.army.mil/PerformanceTriad/index.cfm">http://www.armymedicine.army.mil/PerformanceTriad/index.cfm</a></td>
</tr>
<tr>
<td>30-10</td>
<td>Team Building</td>
<td>Attend Unit Hall and Farewell</td>
<td>OIC / Company Commander</td>
<td>AR 350-1</td>
</tr>
<tr>
<td>30-11</td>
<td>Life Long Learning</td>
<td>Visit Post Education Center to review current programs</td>
<td>OIC / Company Commander</td>
<td>AR 621-5</td>
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<tr>
<td>60-1</td>
<td>Army Profession</td>
<td>Research your Unit's history, heraldry, and lineage. Prepare NCOPD/OPD briefing</td>
<td>Company Commander</td>
<td><a href="http://www.army.mil/professional/">http://www.army.mil/professional/</a></td>
</tr>
<tr>
<td>60-2</td>
<td>Team Building</td>
<td>Develop a Leader's Book</td>
<td>Company Commander</td>
<td>AR 350-1</td>
</tr>
<tr>
<td>60-3</td>
<td>Comprehensive Soldier Fitness</td>
<td>Demonstrate proficiency in leading Army Physical Readiness Training IAW TC 3-22.20</td>
<td>OIC / NCOIC</td>
<td>FM 7-22</td>
</tr>
<tr>
<td>60-4</td>
<td>Army Profession</td>
<td>Complete incoming office call w/ Battalion Commander or Department Chief</td>
<td>Company Commander</td>
<td>AR 350-1</td>
</tr>
<tr>
<td>60-5</td>
<td>Team Building &amp; Army Profession</td>
<td>Write a sample award and discuss methodology with Personnel Officer (S1)</td>
<td>Battalion Personnel Officer (S1) or Personnel Action Center</td>
<td>AR 600-8-22</td>
</tr>
<tr>
<td>60-6</td>
<td>Army Profession</td>
<td>Meet with rater to conduct quarterly performance counseling (DA 67-9-1a)</td>
<td>OIC</td>
<td>FM 6-22</td>
</tr>
<tr>
<td>60-7</td>
<td>Life Long Learning</td>
<td>Enroll in educational program or read selection from Army Chief of Staff Professional reading list</td>
<td>OIC / Company Commander</td>
<td><a href="http://www.history.army.mil/html/books/105/105-1-1/">http://www.history.army.mil/html/books/105/105-1-1/</a></td>
</tr>
<tr>
<td></td>
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</tr>
<tr>
<td>90-1</td>
<td>Professional Competence</td>
<td>Perform Staff Duty Officer duties</td>
<td>OIC</td>
<td>AR 220-15</td>
</tr>
<tr>
<td>90-2</td>
<td>Army Profession</td>
<td>Observe Company Grade Article 15 proceedings</td>
<td>Company Commander</td>
<td>AR 27-10</td>
</tr>
<tr>
<td>90-3</td>
<td>Team Building</td>
<td>Conduct Safety Briefing</td>
<td>OIC / Company Commander</td>
<td>AR 385-10</td>
</tr>
<tr>
<td>90-4</td>
<td>Comprehensive Soldier Fitness</td>
<td>Enroll in Master Resiliency Training Course</td>
<td>OIC / Company Commander</td>
<td>Army Directive 2013-07 (AR350-XX)</td>
</tr>
<tr>
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<td></td>
</tr>
<tr>
<td>120-1</td>
<td>Army Profession</td>
<td>Meet with rater to conduct quarterly performance counseling (DA 67-9-1a)</td>
<td>OIC</td>
<td>FM 6-22</td>
</tr>
<tr>
<td>120-2</td>
<td>Professional Competence</td>
<td>Become familiar with inventory using Hand Receipts and Shortage Annexes</td>
<td>OIC / Company Commander</td>
<td>AR 735-5</td>
</tr>
<tr>
<td>120-3</td>
<td>Adaptability</td>
<td>Plan, prepare, and conduct a weapons range</td>
<td>OIC / Company Commander</td>
<td>FM 3-22.9</td>
</tr>
<tr>
<td>120-4</td>
<td>Comprehensive Soldier Fitness</td>
<td>Complete APFT</td>
<td>OIC / Company Commander</td>
<td>FM 7-22</td>
</tr>
<tr>
<td>120-5</td>
<td>Life Long Learning</td>
<td>Professional Reading</td>
<td>OIC / Company Commander</td>
<td><a href="http://www.history.army.mil/html/books/105/105-1-1/">http://www.history.army.mil/html/books/105/105-1-1/</a></td>
</tr>
</tbody>
</table>
## LEADERSHIP FOCUS AREAS

### Good Order and Discipline (Professional Soldiers)
- Army Values
- Leaders
- Leader presence - battlefield circulation
- Focus on the important
- Clearly communicate intent (higher/lower)
- Build professional teams (never compete with sister unit)
- Credibility (under promise, over deliver)
- See bigger picture
- Empower the squad leader
- Conduct (24/7)
- Est. social networking control measures
- Accountability for yourself
- Read/follow policies
- Retain good Soldiers (bars and flags)

### Training (Develop Soldiers/Leaders)
- Junior/senior leader professional development program
- Engaged leader training / certification program
- Job proficiency and schooling
- Self-development
- Training meetings
- Hands-on training is the standard
- Encourage creative thinking at the lowest level (reduce life scaring events)
- Leader’s book (develop content requirements)
- Coach/teach/mentor
- Do the basics well
- Field recovery operations
- Perform an After Action Review after key events

### Readiness (Deployability)
- Command Maintenance
- Property accountability and supply discipline
- External evaluation of systems / Command Inspection Program (CIP)
- Reset priorities and timelines
- Soldiering is an outdoor sport
- Medical Readiness Classification (>90%) Individual readiness
- Tactics / techniques / procedures (TTPs)
- Quarterly Training Briefs (QTB) & Road to War (RTW) briefings
- Unit preparedness - mission, personnel, and equipment
- Family Readiness Group (FRG)
- FRG leader course

### Soldier (Caring)
- Know life stressing events (i.e. divorce, separation, child custody, financial issues)
- Take advantage of command enablers
- Build resiliency
- Take care of Soldiers (just do it - know them)
- Balance in the lives of Soldiers and leaders (sleep, exercise, hobbies)
- Monthly counselings
- Evaluations / awards
- Bring back military tradition (to include promotion ceremonies)
- Family time
- End of week last formation (earlier) - have leaders time
- Quality of life (barracks and off-post quarters inspections)

### Things to avoid
- Equal Employment Opportunity (EEO) / Sexual Harassment / Assault Response and Prevention (SHARP) violations
- Lying, unprofessional
- Alcohol abuse / underage drinking / Drugs
- DUI / DWI
- Virus to the organization
- Safety violator
- Absent Without Leave (AWOL)
- Warrants for your arrest
- Go against Chain of Command (CoC) intent / guidance
- Threats against Soldiers
- Fraternization
- Domestic violence
- Abuse of your authority
To begin with, all Army officers swear the same oath that every president and military officer has taken since George Washington became the first president of our Nation and Commander in Chief of its armed forces. Officers swear or affirm that they will uphold the Constitution of the United States against all enemies, foreign or domestic, to bear true faith and allegiance to the same and to discharge well and faithfully the duties of the office without any mental reservation or purpose of evasion. An officer who swears or affirms that simple oath joins a 200-year tradition by making a commitment to our Nation and our Constitution. It also is a warning to any potential enemy. Just as in times past, it is the commitment of “life, fortune and sacred honor.” It is a guarantee to the Nation and to any enemy of the Nation that the officer is prepared to take any action necessary to keep our Nation free.
The Soldier’s Creed captures the spirit of the dedication Soldiers feel to something greater than themselves. It outlines the fundamental obligations of Soldiers to their fellow Soldiers, their unit, and the Army itself. The Soldier’s Creed extends beyond service as a Soldier; it includes commitment to family and society. The Warrior Ethos describes the frame of mind of the professional Soldier. It proclaims the selfless commitment to the nation, mission, unit, and fellow Soldiers. When a Soldier internalizes this ethos, it produces the will to win.

**SOLDIER’S CREED**

I am an American Soldier.
I am a warrior and a member of a team.
I serve the people of the United States, and live the Army Values.
I will always place the mission first.
I will never accept defeat.
I will never quit.
I will never leave a fallen comrade.
I am disciplined, physically and mentally tough, trained and proficient in my warrior tasks and drills.
I always maintain my arms, my equipment and myself.
I am an expert and I am a professional.
I stand ready to deploy, engage, and destroy, the enemies of the United States of America in close combat.
I am a guardian of freedom and the American way of life.
I am an American Soldier.

**ARMY VALUES**

www.army.mil/values
The Army Values

Many people know what the following principles mean. But how many live up to them? Soldiers learn these values during Basic Officer Leaders Course (BOLC); from then on they live them every day in everything they do — on duty and in all aspects of life. In short, the Army values listed below are the principles that guide our decisions and actions, always.

**Loyalty** - Bear true faith and allegiance to the U.S. Constitution, the Army, your unit and other Soldiers.

**Duty** - Fulfill your obligations.

**Respect** - Treat people as they should be treated.

**Selfless Service** - Put the welfare of the nation, the Army, and your subordinates before your own.

**Honor** - Live up to all the Army values.

**Integrity** - Do what’s right, legally and morally.

**Personal Courage** - Face fear, danger, or adversity [physical or moral].
The Army Warrior Ethos

The Warrior Ethos expresses the identity of the American Soldier. It proclaims the selfless commitment to the Nation, mission, unit, and fellow Soldiers. When a Soldier internalizes this ethos, it strengthens the will to win. The Warrior Ethos reads:

- I will always place the mission first.
- I will never accept defeat.
- I will never quit.
- I will never leave a fallen comrade.

_Warrior Ethos compels Soldiers to fight through all conditions to victory, no matter how much effort is required. It is the Soldier’s selfless commitment to the Nation, mission, unit, and fellow Soldiers. It is the professional attitude that inspires every American Soldier. Warrior Ethos is grounded in refusal to accept failure. It is developed and sustained through discipline, commitment to the Army values, and pride in the Army’s heritage._
The Army Profession, Army Doctrine Reference Publication 1 (ADRP 1), published in June 2013, provides a concise overview of the Army Profession. The illustration below summarizes the characteristics of the Army Profession and the certification process for Army Professionals.
Army Leader Development Model

**The Pillars.** Lessons learned from recent wars, humanitarian relief operations, and exercise suggest the Army’s progressive, sequential, and three–pillar approach to leader development is sound and produces the quality leaders our Nation requires. The three pillars of leader development — institutional training and education, operation assignments, and self–development — are dynamic and interconnected. The individual gains SKAs (Skills, Knowledge and Attributes) at the institution and practices them during operational assignments to refine skills, broaden knowledge, and shape behavior. Meanwhile, these experiences are shared during institutional training and education. Self–development enhances, sustains, and expands Skills and Knowledge Attributes (SKAs) of individuals. The pillars adapt to force structure reductions; constrained resources; and advances and changes in doctrine, technology, and policy — as well as individual professional objectives.

**Institutional Training and Education.** The Army’s school system provides leaders training (what to know) and education (how to do) and the opportunity to acquire SKAs needed to perform duty position requirements. Training and education usually precede significant new levels of operational assignments. In each case, the institutional base is the foundation upon which we develop leaders to realize their maximum potential. To foster this transition, leaders attend institutional training courses following appropriate career development models. Training and education provide the theoretical base.

**Operational Assignments.** Operational assignments translate the theory into practice by placing leaders in positions to apply those SKAs acquired during institutional training and education. Repetitive performance of duty position requirements (practice) refines the leader’s skills, broadens his/her knowledge, and shapes his/her behavior and attitudes. Through experience gained during operational assignments, leaders acquire the confidence and competence needed for more complex and higher level assignments. Commanders enhance leader development by:

- assigning individuals progressively more complex and demanding duties
- assessing their performance against standards, and providing information on strengths, weaknesses, and developmental needs
- counseling and coaching regularly
- helping them prepare and execute developmental action plans to achieve maximum growth (mentoring).
Self-Development. Self-development initiatives focus on maximizing leader strengths, minimizing weaknesses, and achieving individual leader development goals. The concept is more than fixing weaknesses or reinforcing strengths. Self-development is a continuous process — taking place during institutional training and education and during operational assignments — that should also stretch and broaden the individual beyond the job or training. It’s a joint effort: leaders, supervisors, and subordinates. The individual and his leader structure self-development actions to meet specific individual goals and needs. Initial self-development is generally narrow in scope. The focus broadens as individuals learn their strengths and weaknesses, determine needs, and become more independent. Leaders prepare developmental action plans to map self-development efforts and set priorities for improving performance and achieving maximum potential. Self-development actions may include self-study, reading programs, and civilian education courses that support development goals.
Leadership Requirements Model

The Leadership Requirements Model conveys the expectations that the Army wants leaders to meet. A common model of leadership shows how different types of leaders work together and is useful for aligning leader development activities and personnel management practices and systems. One set of requirements consists of attributes of what leaders should be and know, and the second is a set of competencies that the Army requires leaders to do. The single model organizes the disparate requirements and expectations of leaders at all levels of leadership.

**Attributes**

- **Character**
  - * Army Values
  - * Empathy
  - * Warrior Ethos/Service Ethos
  - * Discipline

- **Presence**
  - * Military and professional bearing
  - * Fitness
  - * Confidence
  - * Resilience

- **Intellect**
  - * Mental agility
  - * Sound judgment
  - * Innovation
  - * Interpersonal tact
  - * Expertise

**Competencies**

- **Leads**
  - * Leads others
  - * Builds trust
  - * Extends influence beyond the chain of command
  - * Leads by example
  - * Communicates

- **Develops**
  - * Creates a positive environment/ Fosters esprit de corps
  - * Prepares self
  - * Develops others
  - * Stewards the profession

- **Achieves**
  - * Gets results

Army Leadership Requirements Model

ADRP 6-22
Tool Kit

**Army Career Tracker** ([https://actnow.army.mil](https://actnow.army.mil))

The Army Career Tracker (ACT) is a multi-component, multi-cohort career and leadership development tool for the 21st century that has its foundations on three pillars: Training, Education, and Experience.

The ACT integrates training, education, and experiential learning into one personalized and easy to use interface, presents users with an intelligent search capability for multiple Army education and training resources, provides users with a more efficient and effective way to monitor their career development and allows Leaders/Supervisors and Mentors the ability to track and advise users with a personalized approach to leadership development.

The ACT user explores the Professional Development Model (PDM) to allow understanding of the requirements for current Military Occupational Specialties (MOS)-Skill Level or Branch/Functional Area by rank as well as explore the next level higher or an entirely different career path altogether.

**Army Training Network (ATN):** is a one-stop shop for all your training management needs.  
[https://atn.army.mil/](https://atn.army.mil/)

**Army Publications:** Repository for all official Army publications  

**Army Physical Readiness Training:** [http://www.armyprt.com/](http://www.armyprt.com/)

**Leader Book:** This free smart phone application is designed to help organize Soldier data and provides references to help leaders to perform duties more efficiently. Link to the application is found at [www.armyleaderbook.com](http://www.armyleaderbook.com).

**Leader Card:** This comprehensive checklist was developed by deployed AMEDD officers as a quick reference guide for tactical operations. Link to the guide is [https://www.us.army.mil/suite/doc/825623](https://www.us.army.mil/suite/doc/825623).

**Troop Leading Procedures:** [http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/adp5_0.pdf](http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/adp5_0.pdf)

**Military Decision Making Process:** [http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/adp5_0.pdf](http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/adp5_0.pdf)

**Composite Risk Management:** ([https://safety.army.mil/crm/](https://safety.army.mil/crm/))

This site is intended to provide Soldiers, Army Civilians, commanders, and managers with the contacts, training, tools, and guidance to effectively integrate Composite Risk Management into missions, jobs, and off-duty activities. Composite Risk Management is the Army’s primary decision-making process to identify hazards, reduce risk, and prevent both accidental and tactical loss.


Army Surgeon General’s Professional Reading List:
https://mitc.amedd.army.mil/sites/CMIO/STRATCOM/Pages/TSG-Reading-List.aspx

Army Chief of Staff’s Professional Reading List:

Mentorship and Protégés: Simple Rules for Success

Other useful Army websites:

http://www.us.army.mil
http://call.army.mil/
http://www.jrtc-polk.army.mil/
http://www.irwin.army.mil/
http://www.army.mil/
https://call.army.mil/
http://www.jrtc-polk.army.mil/
http://www.irwin.army.mil/
http://www.army.mil/
https://call.army.mil/
http://www.jrtc-polk.army.mil/
http://www.irwin.army.mil/
http://www.army.mil/
https://call.army.mil/
http://www.jrtc-polk.army.mil/
http://www.irwin.army.mil/
http://www.army.mil/
http://www.army.mil/pubs.htm
http://crc.army.mil/home/
https://fmsweb.army.mil/unprotected/splash/
http://medicalservicecorps.amedd.army.mil/
http://www.companycommand.army.mil
http://platoonleader.army.mil
http://www.usamma.army.mil
www.550cord.com
http://www.vproservice.com/ppt/powerpoint.html
http://www.ncoer.com/
http://microsofthup.com/
http://apftscore.com/

Army National Guard & Army Reserve websites:

http://www arng.army.mil
http://www.goarmy.com/reserve/nps//
https://www.hrc.army.mil

(AKO – Army Knowledge online)
(AMEDD Lessons Learned)
(CALL – Center for Army Lessons Learned)
(JRRTC)
(NTC)
(U.S Army)
(How to get TMs, and SKOs UALs)
(U.S. Army Safety Center)
(U.S. Army Human Resources Command)
(Army Medical Department or AMEDD)
(How to get unit MTOEs)
(MSC Homepage)
(Useful site for company commanders)
(Useful site for platoon leaders)
(US Army Medical Material Agency)
(Interactive Military Training Tools and Software)
(Various Army topics)
(Army Medals, Ribbons and Awards)
(NCOER help)
Forces Structure Handbook
MS Office 2013 and Office 2011 for MAC
APFT Calculator

(Army National Guard)
(U.S. Army Reserve)
(HRC Army Reserve)
US Military Rank and Insignia

Rank Insignia of the U.S. Armed Forces

Enlisted

Army

<table>
<thead>
<tr>
<th>Rank</th>
<th>Insignia</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private E-1 (PV1)</td>
<td>no insignia</td>
</tr>
<tr>
<td>Private E-2 (PV2)</td>
<td>no insignia</td>
</tr>
<tr>
<td>Private First Class (FPC)</td>
<td>no insignia</td>
</tr>
<tr>
<td>Corporal (CP)</td>
<td>no insignia</td>
</tr>
<tr>
<td>Specialist (SP)</td>
<td>no insignia</td>
</tr>
<tr>
<td>Sergeant (SGT)</td>
<td>no insignia</td>
</tr>
<tr>
<td>Sergeant First Class (SFC)</td>
<td>no insignia</td>
</tr>
<tr>
<td>Master Sergeant (MSG)</td>
<td>no insignia</td>
</tr>
<tr>
<td>First Sergeant (1SG)</td>
<td>no insignia</td>
</tr>
<tr>
<td>Sergeant Major (SGM)</td>
<td>no insignia</td>
</tr>
<tr>
<td>Command Sergeant Major (CSM)</td>
<td>no insignia</td>
</tr>
<tr>
<td>Sergeant Major of the Army (SMA)</td>
<td>no insignia</td>
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</tbody>
</table>

Marines

<table>
<thead>
<tr>
<th>Rank</th>
<th>Insignia</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private (Pvt)</td>
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</tr>
<tr>
<td>Private First Class (FPC)</td>
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</tr>
<tr>
<td>Lance Corporal (LCpl)</td>
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</tr>
<tr>
<td>Corporal (Cpl)</td>
<td>no insignia</td>
</tr>
<tr>
<td>Sergeant (Sgt)</td>
<td>no insignia</td>
</tr>
<tr>
<td>Sergeant First Class (SFC)</td>
<td>no insignia</td>
</tr>
<tr>
<td>Gunnery Sergeant (GySgt)</td>
<td>no insignia</td>
</tr>
<tr>
<td>Master Gunnery Sergeant (MGySgt)</td>
<td>no insignia</td>
</tr>
<tr>
<td>First Sergeant (1stSgt)</td>
<td>no insignia</td>
</tr>
<tr>
<td>Sergeant Major (Sgt Maj)</td>
<td>no insignia</td>
</tr>
<tr>
<td>Sergeant Major of the Marine Corps (SgtMajMC)</td>
<td>no insignia</td>
</tr>
</tbody>
</table>

Air Force

<table>
<thead>
<tr>
<th>Rank</th>
<th>Insignia</th>
</tr>
</thead>
<tbody>
<tr>
<td>Airman Basic (AB)</td>
<td>no insignia</td>
</tr>
<tr>
<td>Airman (A)</td>
<td>no insignia</td>
</tr>
<tr>
<td>Airman First Class (A1C)</td>
<td>no insignia</td>
</tr>
<tr>
<td>Senior Airman (SRA)</td>
<td>no insignia</td>
</tr>
<tr>
<td>Staff Sergeant (SSgt)</td>
<td>no insignia</td>
</tr>
<tr>
<td>Technical Sergeant (TSG)</td>
<td>no insignia</td>
</tr>
<tr>
<td>Master Sergeant (MSG)</td>
<td>no insignia</td>
</tr>
<tr>
<td>First Sergeant (1SG)</td>
<td>no insignia</td>
</tr>
<tr>
<td>Sergeant Major (Sgt Maj)</td>
<td>no insignia</td>
</tr>
<tr>
<td>Air Force Master Sergeant (AFMSG)</td>
<td>no insignia</td>
</tr>
<tr>
<td>Chief Master Sergeant of the Air Force (CMSAF)</td>
<td>no insignia</td>
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</tbody>
</table>

Navy

<table>
<thead>
<tr>
<th>Rank</th>
<th>Insignia</th>
</tr>
</thead>
<tbody>
<tr>
<td>Seaman Recruit (SR)</td>
<td>no insignia</td>
</tr>
<tr>
<td>Seaman Apprentice (SA)</td>
<td>no insignia</td>
</tr>
<tr>
<td>Seaman (SN)</td>
<td>no insignia</td>
</tr>
<tr>
<td>Petty Officer Third Class (PO3)</td>
<td>no insignia</td>
</tr>
<tr>
<td>Petty Officer Second Class (PO2)</td>
<td>no insignia</td>
</tr>
<tr>
<td>Petty Officer First Class (PO1)</td>
<td>no insignia</td>
</tr>
<tr>
<td>Chief Petty Officer (CPO)</td>
<td>no insignia</td>
</tr>
<tr>
<td>Master Chief Petty Officer (MCPON)</td>
<td>no insignia</td>
</tr>
<tr>
<td>Senior Chief Petty Officer (SCPO)</td>
<td>no insignia</td>
</tr>
<tr>
<td>Master Chief Petty Officer (MCPON)</td>
<td>no insignia</td>
</tr>
<tr>
<td>Command Master Chief (CMDCM)</td>
<td>no insignia</td>
</tr>
<tr>
<td>Master Chief Petty Officer of the Navy (MCPON)</td>
<td>no insignia</td>
</tr>
</tbody>
</table>

Coast Guard

<table>
<thead>
<tr>
<th>Rank</th>
<th>Insignia</th>
</tr>
</thead>
<tbody>
<tr>
<td>Seaman Recruit (SR)</td>
<td>no insignia</td>
</tr>
<tr>
<td>Seaman Apprentice (SA)</td>
<td>no insignia</td>
</tr>
<tr>
<td>Seaman (SN)</td>
<td>no insignia</td>
</tr>
<tr>
<td>Petty Officer Third Class (PO3)</td>
<td>no insignia</td>
</tr>
<tr>
<td>Petty Officer Second Class (PO2)</td>
<td>no insignia</td>
</tr>
<tr>
<td>Petty Officer First Class (PO1)</td>
<td>no insignia</td>
</tr>
<tr>
<td>Chief Petty Officer (CPO)</td>
<td>no insignia</td>
</tr>
<tr>
<td>Senior Chief Petty Officer (SCPO)</td>
<td>no insignia</td>
</tr>
<tr>
<td>Master Chief Petty Officer (MCPON)</td>
<td>no insignia</td>
</tr>
<tr>
<td>Command Master Chief (CMDCM)</td>
<td>no insignia</td>
</tr>
<tr>
<td>Master Chief Petty Officer of the Coast Guard (MCPON)</td>
<td>no insignia</td>
</tr>
</tbody>
</table>

www.army.mil/symbols
US Military Rank and Insignia

Rank Insignia of the U.S. Armed Forces

Officers

Army - Air Force - Marines

Navy - Coast Guard

W-1  W-2  W-3  W-4  W-5

Army

Navy - Coast Guard

Warrant Officer 1 W-1
* The grade of Warrant Officer W-1 is no longer in use.

Warrant Officer (WO)
Chief Warrant Officer (CW2)
Chief Warrant Officer (CW3)
Chief Warrant Officer (CW4)
Chief Warrant Officer (CW5)

Marines

Air Force

Warrant Officer (WO)
Chief Warrant Officer (CW2)
Chief Warrant Officer (CW3)
Chief Warrant Officer (CW4)
Chief Warrant Officer (CW5)

www.army.mil/symbols
The Army Song

VERSE:
March along, sing our song, with the
Army of the free.
Count the brave, count the true, who
have fought to victory.
We're the Army and proud of our name!
We're the Army and proudly proclaim:

First Chorus:
First to fight for the right,
And to build the Nation's might,
And the Army goes rolling along.
Proud of all we have done,
Fighting till the battle's won,
And the Army goes rolling along.

REFRAIN:
Then it's hoh! hoh! hey!
The Army's on its way,
Count the cadence loud and strong;
For where'er we go,
You will always know
That the Army goes rolling along.

Second Chorus:
Valley Forge, Custer's ranks,
San Juan Hill and Patton's tanks,
And the Army went rolling along.

Minute man, from the start,
Always fighting from the heart,
And the Army keeps rolling along.

REFRAIN:
(same as before)

Third Chorus:
Men in reas, men who froze,
Still that Army met its foes.
And the Army went rolling along,
Faith in God, then we're right,
And we'll fight with all our might,
As the Army keeps rolling along.

REFRAIN:
Then it's hoh! hoh! hey!
The Army's on its way,
Count the cadence loud and strong,
(two three)
For where'er we go,
You will always know
That the Army goes rolling along!
(keep it rolling!)
And the Army goes rolling along!
The Army Medic Song

Army medics, Army medics,
Guardians of our fighting strength;
We go into battle to do our bit,
Our only ammunition a first aid kit.

Army medics, Army medics,
Soldiers of the USA
We take our splints and bandages and go to those in need,
And patch up battered fighters with our skill and speed.

We're Army medics and darned good medics,
The greatest Army medics in the world today.
History of the Army Medical Department Regiment

The U.S. Army Medical Department was formed on 27 July, 1775, when the Continental Congress authorized a Medical Service for an army of 20,000 men. It created the Hospital Department and named Dr. Benjamin Church of Boston as Director General and Chief Physician. On 14 April, 1818, the United States Congress passed an Act which reorganized the staff departments of the Army. The Act provided for a Medical Department to be headed by a Surgeon General. Dr. Joseph Lovell, appointed Surgeon General of the United States Army in April 1818, was the first to hold this position in the new organization. The passage of this law marks the beginning of the modern Medical Department of the United States Army. To learn more about the AMEDD and the Untied Army Medical Command, visit www.armymedicine.army.mil.

The AMEDD Regimental Distinctive Insignia (RDI) was designed by the Institute of Heraldry and is one of the oldest crests in the Army today.