

Army Enlisted Aide Handbook
Volume I:
*Guide for the General Officer, their
Spouse and Personal Staff*

Army Enlisted Aide



NON SIBI, SED ALIIS
"NOT FOR SELF, BUT FOR OTHERS"

25 JUNE 2015

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I. Introduction

Enlisted aides are authorized for the purpose of performing a wide variety of military and official tasks and details for Army General Officers. It is important that both the General Officer, to include the General Officer's spouse, and the enlisted aide have a comprehensive understanding of the duties, responsibilities, and limits inherent in the enlisted aide program. Accordingly, there are two volumes of the Enlisted Aide Handbook:

- Army Enlisted Aide Handbook Volume I for the General Officer, their spouse, and the General Officer's personal staff;
- And, Army Enlisted Aide Handbook Volume II for the Enlisted Aide.

These handbooks were developed to give a fundamental understanding of the enlisted aide program and to ensure the vitality of the enlisted aide program.

Handbook Volume I, takes the General Officer through the process of selecting a potential enlisted aide through a summary of enlisted aide permissible and impermissible duties. It highlights vignettes to provide realistic examples to guide the employment of the enlisted aides. Moreover, it describes the necessary enlisted aide professional development and counseling requirements. Finally, this volume contains a summary of selected enlisted aide policies and directives.

Handbook Volume II, oriented from the enlisted aide perspective, explains the enlisted aide application and selection process, an explanation of the life cycle management of Army enlisted aides, and the day-to-day enlisted aide responsibilities and duties. This volume provides guidance in all aspects of enlisted aide functions to include military customs and courtesies, household management, physical security, entertaining, purchasing and accountability, and care and maintenance of Army General Officer uniforms.

Taken together these Army Enlisted Aide Handbook volumes reinforce the proper quality, effective management, and correct use of the enlisted aide. They also promote the professionalism of the enlisted aide through proper training and compliance with necessary Soldier skills.

II. The Enlisted Aide Program Selection Process

The Army authorizes select general officer billets enlisted aides in order to relieve them of those minor tasks and details which, if performed by the general officers, would be at the expense of the general officer's primary military and other official duties and responsibilities. Enlisted aides are authorized only if the official duties and responsibilities of the general officer position, including representational duties, warrant enlisted aide support.

Soldiers selected during the Enlisted Aide Selection Panel will be eligible for nomination to enlisted aide positions for a period of two years from the date of the selection panel. If not selected by a general officer to serve in an enlisted aide billet after two years, the Soldier must re-apply to the Enlisted Aide Selection Panel. Conversely, if selected by a general officer to serve as an enlisted aide, the Soldier must re-apply to the Enlisted Aide Selection Panel upon completion of their enlisted aide tour in order to be considered for future enlisted aide positions.

The Enlisted Aide Nomination Panel then makes a recommendation of a slate of qualified enlisted aides (typically three NCOs of the proper grade and experience) to the HRC enlisted aide professional development NCO who verifies the slate. Director of the Army Staff (DAS) AXO (who is the enlisted aide OIC) then contacts the general officer to offer a slate for their consideration.

From the time the DAS's office provides a nomination slate, general officers will have 14 days to screen, interview, and select their enlisted aide. If a selection is not made within 14 days, the slate will be withdrawn so candidates can be made available for consideration by other general officers awaiting eligible candidates. A subsequent slate of candidates will then be provided as soon as it is feasible.

The primary method used to select an enlisted aide is the interview. You may choose several methods to interview (in person, via Video Tele-Conference, phone, or by a records check), but regardless of your choice you should consider including your spouse in the interview process based on their unique relationship with the enlisted aide. If you elect to bring potential enlisted aides in for an interview, your office is responsible for both coordinating the interview and funding the temporary duty travel.

The interview establishes expectations and ensures the enlisted aide is capable and willing to meet those assigned duties. Setting expectations helps prevent any misunderstandings later and the discussion—as with all interviews—should be very candid and interactive. Like the majority of your personal staff (beyond their specific skill-sets) personality is one of the most important components of your evaluation. The nominee's character and temperament during the interview will illustrate his or her potential ability to work closely with

you, your spouse, and your team. The following is a list of potential discussion topics during the interview process (not all-inclusive):

1. Duty hours
2. Dietary restrictions or allergies
3. Amount of entertaining
4. Expectations of meal preparation (e.g., breakfast, lunch, dinner)
5. Assistance during official travel
6. Any other special requirements or requests (e.g. expectations at the military housing or at the office)
7. Special functions
8. Household management duties and expectations
9. Mode of transportation when performing errands
10. Training opportunities
11. Compensation for non-official duties performed outside the normal duty hours
12. Off-duty education
13. Enlisted aide's family situation and understanding of job related demands
14. When discussing the assignment, you should confirm an expected reporting date that your staff will work through the Army personnel system

III. Enlisted Aide Duties

The enlisted aide's duty is to support and assist you in the course of fulfilling your official duties. As your official duties vary, so will the duties performed by your enlisted aide. It is in your best interest to employ your enlisted aides to the fullest extent possible. When not fully engaged in the prescribed duties and responsibilities, the enlisted aide may assist you in any capacity that promotes core competencies and career progression for the enlisted aide. For example, enlisted aides are encouraged to assist in local military dining facility or flag mess operations to maintain military occupational specialty proficiency, expertise, and provide culinary training to enhance overall quality of food service; assist in support of local culinary training or competitions to enhance proficiency and professionalism; or assist protocol, executive services, or front office staffs. In all instances, a legal review for allowable enlisted aide support is prudent prior to scheduling or executing any event or duty not clearly covered by applicant Department of Defense regulations.

All general officers have numerous official responsibilities; however, the volume and nature of official responsibilities for some are greater due to their billets, thus they require greater flexibility in the use of their enlisted aide(s). The

general officer billets supported by enlisted aides are tiered to reflect these differing levels of responsibilities and representational requirements:

A. Permissible Duties

In connection with military and official functions and duties, enlisted aides may undertake duties similar to the following:

1. General Officer Uniforms and Equipment.

Your enlisted aide assists with the care, cleanliness, and order of your uniforms, along with your personal military equipment. The enlisted aide will possess a knowledge of general officer uniforms, regulations, policies and procedures, as well as your personal preferences regarding wear of those uniforms. The enlisted aide also exercises routine care, laundry, repair, and uniform maintenance; and assists you in packing and unpacking uniforms and official gear; and maintenance of your TA-50, side-arm, and other field gear.

2. Military Housing Management.

Enlisted aides assist with the care, cleanliness, and order of those areas of your assigned military housing used for qualifying representational events, to include common areas that provide access to or are used in support of these events. The enlisted aide assists with your household management to include: cleaning of the military housing; providing care of furnishings and equipment; requesting, receiving, and accountability of government and personally owned equipment; coordinating, scheduling, and monitoring work orders; and developing and maintaining your Military Housing Six Year Plan. For details regarding this requirement, please see Army Regulation 420-1 (Army Facilities Management). Further, the enlisted aide acts as the point of contact for your military housing, receives and maintains records of telephone calls, makes appointments as required, and receives guests and visitors.

3. Food Service.

The enlisted aide can assist in the development of official menus, determination of official meal requirements and production of shopping lists; provide meals (as required) based on your dietary constraints and personal preferences; shop for food, beverages and household supplies; should be well-versed on the selection and payment methods you prefer; and employs sanitation, handling and storage techniques in accordance with regulatory guidance. The enlisted aide also assists in purchasing, preparing, and serving food and beverages in your assigned military housing for official social functions and activities. Your enlisted aide may also assist in purchasing and preparing food and beverages in your assigned military housing for your daily meals and those immediate family members eating with you, during the enlisted aide's

normal duty work schedule. Normal duty work schedules may not be extended solely to accommodate preparing three meals each day.

4. Official Functions.

Enlisted aides assist in the planning, preparation, arrangement, and conduct of official social functions and activities, such as receptions, parties, and dinners. Your enlisted aide assists in scheduling of social events by coordinating with your personal staff, the Chief of Protocol, and your spouse. The enlisted aide assists with food preparation, managing funds, menu development, table arrangements, table setting, printed material, greeting guests, managing host duties, bartending, and formal service. The enlisted aide can arrange and provide services for official social (and reoccurring) events you conduct in your assigned military housing or other government location.

5. Special Duties and Responsibilities.

Financial Accounting. The enlisted aide maintains accounting ledgers for inventories, funds drawn from your personal accounts, and Official Representation Funds (ORF). The enlisted aide also provides monthly, quarterly, and annual reports for all accounts (as required).

Military Housing. The enlisted aide serves as point of contact for your military housing to include serving as the Military Housing Safety and Security Manager; and serves as the liaison between the military housing and your office staff, Protocol Office, and Department of Public Works (DPW).

Designated Substitutes. Enlisted aides may support qualifying representational events in the absence of the general officer when authorized in writing by the general officer and the designated substitute's role has a direct connection to the general officer's official duties and responsibilities and that enlisted aide support for the event furthers the interest of the DOD, the Army, or the command.

Travel. Enlisted aides are available to travel with you to support your travel itineraries, subject to Secretary of the Army policies concerning travel and Joint Travel Regulations.

6. Other Tasks.

Enlisted aides perform other tasks that assist you in accomplishing your official responsibilities. Such tasks may consist of performing errands for you that are official in nature, assisting with the physical security of your military housing, and providing general administrative assistance. Any errand performed must have a substantive connection with your official responsibilities. Consequently, errands performed at the expense of your enlisted aide are reimbursable pursuant to DOD Financial Management Regulation 7000.14R,

Volume 10, Chapter 11. Physical security includes but is not limited to securing your military housing and adhering to anti-terrorism and force protection measures as the environment dictates.

B. Impermissible Duties

General officers may not use an enlisted aide for duties that do not have a substantive connection with the officer's military or other official duties and responsibilities or that contribute solely to the personal benefit of individual officers or their families. Paragraphs 1 through 8 below, although not exhaustive, provide examples of unauthorized enlisted aide duties:

1. Any form of pet care, including grooming, feeding, exercising, feces removal, and veterinary visits.
2. Any form of caregiving for family members or personal guests.
3. Operation, care, maintenance, licensing, inspection, or cleaning of any privately owned vehicle.
4. Maintenance of privately owned recreational or sporting equipment, except with the use of such equipment for official purposes.
5. Personal services performed solely for the benefit of family members or unofficial guests, including driving, shopping, running private errands, or laundry services.
6. Landscaping or grounds keeping (such as trimming trees and/or bushes, laying mulch, and planting flowers) in areas not commonly used for qualifying representational events.
7. Skilled trade services such as electrical, plumbing, personal computer, or furnishing repairs, other than routine upkeep and maintenance.
8. Care or cleaning duties in military housing that contributes solely to the personal benefit of the general officer and/or dependents; such as making beds, cleaning private areas, or organizing personal effects. This includes care and cleaning of any area after it has been used for a personal or unofficial event and/or spaces used exclusively by dependents.

C. Special Situations

Nothing contained in the Department of Defense Instruction (DODI) 1315.09 precludes the employment of enlisted personnel by you on a voluntary and paid basis during off duty (any time the enlisted aide is not regularly scheduled to perform authorized duties) hours. Should you request your enlisted aide's service on a voluntary and paid basis during off duty hours, you must pay them with personal funds at a rate commensurate with the fair market value of the work performed and their duty hours may not be adjusted to accommodate off-duty employment. Enlisted aides cannot receive payment for duties performed during an official function.

If you fill a joint duty position, your assigned enlisted aide will comply with Army guidance.¹

D. Enlisted Aide Permissible and Impermissible Duty Vignettes

1. Permissible Duties.

Vignette (Dependent Room in an Official Capacity).

The second spare bedroom in your on-post home is ordinarily used for unofficial family guests, and therefore not maintained by the authorized enlisted aide. However, due to a military memorial service this weekend you decide the guest room will be used for an official visitor as the official guest room is already occupied. The enlisted aide in this instance can treat the guest room as "official space" for the duration of the guest's official stay, and can maintain the area for the duration of the official portion of the guest's stay.

Justification: The DODI allows for the enlisted aide to maintain the areas of the government-owned military housing not occupied exclusively by dependents. In this case, the second guest room is being used in an official capacity for the weekend, and may be maintained by the enlisted aide.

Vignette (Enlisted Aide Purchasing Uniform Accessories)

You desire to update your DA photo, having recently been given an official award. Appointments at the DA photo office are by appointment-only. To make an appointment one must access the DA photo office website and apply for a date/time. You direct your enlisted aide to "buy my new ribbon" and "get my uniform squared away and get me in for a photo appointment." You then hand your enlisted aide a five-dollar bill. The aide accesses the DA photo website, makes an appointment, then walks down the street to Clothing & Sales and buys the ribbon and a new ribbon mount. When he returns he provides you with a copy of the Clothing & Sales receipt and the correct change. He then adjusts the general's uniform with the new ribbon added.

Justification: Assisting with the care and order of the general's military uniform is permissible, to include updating the uniform, accounting for the purchase of the ribbon, and making an official appointment on behalf of the general.

2. Impermissible Duties

Vignette (Enlisted Aide Provides Personal Services)

¹ Enlisted aides should not receive preferential treatment in regard to leave periods in order to perform off-duty voluntary employment, and payment for such voluntary employment should be substantive and commensurate with services rendered. The Bureau of Labor Statistics web site at www.bls.gov can be used as a "jobs prevailing wage" guide. See Volume II to view a step-by-step guide.

You have an official house guest attending a leader seminar on-post. On the day of the seminar, the house guest's son, who is visiting just for the day, desires a driving tour of the post and a ride to the PX. Stating, "I would ordinarily do this, but I'm fully engaged in the seminar all day today," so you detail your enlisted aide to conduct the tour and drop off the guest's son at the PX while the general and the guest are at the seminar.

Justification: This is impermissible. The enlisted aide cannot conduct personal services solely for the benefit of an unofficial guest.

IV. Counseling and Professional Development

A. Overview

Within any command it is important that all members receive timely initial counseling and regular performance counseling. Effective counseling, especially in a sensitive position on your staff, helps to ensure that the staff members fully understand their duties and your expectations.

For your enlisted aide, the uniqueness of their position can sometimes inhibit professional growth because they are outside of the normal NCO support channels. This makes performance and professional growth counseling vital so that upon finishing their tour as an enlisted aide, they can integrate back into a leadership role expected of an NCO in the operational force.

B. Enlisted Aide Professional Development

Professional development is an integral part of NCO growth and should be monitored by leaders (through counseling, mentorship, etc.) and actively sought out by the Soldier. The enlisted aide position, due to its unique duty requirements, requires NCOs to develop professionally through their own actions; however, an important part of the counseling process is for you (or a designated member of your staff) to develop a plan to address the enlisted aide professional development and to ensure that the NCO follows through on it. You should ensure that enlisted aides assigned to your staff have completed required institutional training according to their rank and MOS such as the Advanced Leadership Course (ALC), Senior Leadership Course (SLC), and Sergeant Major Course (SMC) as well as other functional courses such as Battle Staff and First Sergeant's Course.

C. Self-Development

Self-development is a planned, progressive, and sequential program followed by NCOs. This program is comprised of individual study, education, research, and professional reading. This area of professional development is especially important to your enlisted aide since their duties do not represent the

norm for NCOs within their MOS career field. You should ensure that your enlisted aide is proactive in keeping up with the most current policies, technical knowledge, and primary MOS equipment.

QUARTERMASTER PROFESSIONAL DEVELOPMENT MODEL ENLISTED AIDE (Z5)						
YEARS	0	5	10	15	20	25
RANK SKILL LEVEL	PVT-SPC/CPL Skill Level 10	SGT Skill Level 20	SSG Skill Level 30	SFC Skill Level 40	1SG/MSG Skill Level 50	CSM/SGM Skill Level 60
PROFESSIONAL MILITARY EDUCATION	INITIAL MILITARY TRAINING WARRIOR LEADERS COURSE		ADVANCED LEADER COURSE (ALC)	SENIOR LEADER COURSE (SLC)	UNITED STATES ARMY SERGEANTS MAJOR ACADEMY	
FUNCTIONAL/ ADDITIONAL TRAINING	ADVANCED CULINARY COURSE		ENLISTED AIDE COURSE			FOOD SERVICE MANAGEMENT COURSE (FSM)
OPERATING FORCE	Food Service Specialist	Food OPS NCO	Shift Leader Food Operation MGR Flight Steward	SR Food Ops SGT Food Ops MGMT NCO Dining Facility NCO/C SR Enlisted Aide	SR Enlisted Aide Advisor CH Food OPNS SGT SR Food Ops SGT	Chief Food Ops Mgmt NCO
GENERATING FORCE	Food Service Specialist	Flight Steward	Flight Steward Training With Industry (TWI) Enlisted Aide	Enlisted Aide Flight Steward Training With Industry (TWI)	SR Enlisted Aide Advisor Enlisted Aide	Chief EA/TC Instructor
SELF DEVELOPMENT	SSD I Begin AA/IAAS	SSD II Continue AA/IAAS	SSD III Complete AA/IAAS	SSD IV Begin BS/BA	SSD V Complete BS/BA	SSD V Begin MS/MA
AVERAGE PIN-ON TIME	SPC 2.3	SGT 5.4	SSG 9.5	SFC 14.7	MSG 18.5	CSM/SGM 21.45
RETENTION CONTROL POINTS	PVT-PFC 5 YEARS CPL/SPC 8 YEARS CPL/SPC (P) 12 YEARS	SGT 13 YEARS SGT (P) 15 YEARS	SSG 20 YEARS SSG (P) 26 YEARS	SFC 26 YEARS SFC (P) 29 YEARS	MSG 29 YEARS MSG (P) 32 YEARS	CSM/SGM 32 YEARS

D. Rating Chain Requirements

AR 623-3 states that Commanders and organizational leaders establish rating chains and publish rating schemes within their units or organizations in accordance with locally developed procedures and Army Regulations (ARs). You should clearly establish rating chains corresponding to the chain of command or supervision within a unit or organization, regardless of component or geographical location.

	Recommended	Optional	Optional
Rater	General Officer	GO Chief of Staff	Executive Officer
Senior Rater	General Officer	General Officer	General Officer
Reviewer	General Officer	General Officer	General Officer

Common Rating Schemes for Enlisted Aides

1. Rating Scheme.

The enlisted aide's rating scheme is different from most Army NCO rating chains. In most cases you are the rater, senior rater, and reviewer. In some cases your executive officer or chief of staff are the rater with you being the

senior rater and reviewer. The key point is that you ensure that your enlisted aide is informed and properly counseled in accordance with their rating scheme, regardless of the makeup.

2. Initial Counseling.

Your primary focus for initial counseling is to communicate your performance standards to the rated NCO and should be conducted within the first 30 days of the rating period. It is important to consider that your enlisted aide may or may not appreciate some aspects of performance that you consider common. Therefore, it is important to both fully establish expectations and conduct a thorough and professional counseling that in itself assists with the NCOs professional development. Some things to consider prior to the counseling:

- a) Review the NCO Counseling Checklist/Record, DA Form 2166–8–1
- b) Update or review the enlisted aide duty description and fill out the rating chain and duty description on the working copy of the NCOER (DA Form 2166-8) (Parts II and III)
- c) Review each of the values / responsibilities in Part IV of the NCOER and the values, attributes, skills, and actions in ADP 6-22. Determine how each applies to your enlisted aide and the duty position
- d) Review the actions you consider necessary for a success or excellence in each value/responsibility

The initial counseling should include the following:

- a) Rating chain
- b) A complete and accurate duty description
- c) Meaning of the values and responsibilities evaluated on the Non-Commissioned Evaluation Report (NCOER)
- d) Standards for success for the enlisted aide
- e) Areas that are unique to the specific assignment that may require special attention
- f) Organization's mission

Once complete, record key points discussed during the initial counseling on DA Form 2166-8-1 and have the rated NCO initial. Have the rater provide a copy of his or her support form along with the senior rater's support form to the rated Soldier. The support form usually consists of the DA Form 67-9-1 and any other supporting documentation for the Soldiers' performance during the rating period.²

² The rater maintains the DA Form 2166-8-1 until the NCOER is submitted and approved by HQDA.

3. Follow up Counseling

DA PAM 623-3 states that raters perform counseling at least quarterly. These performance and professional development counseling sessions are critical for both you and the rated NCO to ensure that the NCO is meeting your duty requirements and expectations. Too often, leaders avoid discussing problem areas with their enlisted aides and as a result the rated NCO has no indication he or she is not performing to standard. As a reminder, performance counseling should include at a minimum the following:

- a) Update the duty description (if needed)
- b) Add any appointed duties that the NCO has acquired during the rated period
- c) Discuss areas where the NCO has performed to standard / exceeded standard
- d) Discuss areas that need to be improved or require more focus

This is also an ideal opportunity to set goals, identify problems, discuss career development, plan leave, and perform mandatory performance feedback. Again, the rater records key points from the counseling session on the DA Form 2166-8-1 and has the rated NCO initial.

V. Summary

The enlisted aide program is a voluntary, common sense, competitive program selecting the most qualified and capable enlisted personnel. The Army accomplishes this goal with a management design focusing on obtaining quality accessions into the program, training those Soldiers to a high standard, periodically evaluating the enlisted aide while performing his or her duties, and then returning the enlisted aide to the operational force to continue their career progression in their primary military occupational specialty (MOS). Former successful enlisted aides are then available to rejoin the voluntary program for subsequent tours, bringing the leadership, experience, and initiative learned in the operational Army to this special duty.

VI. Enclosures

Enclosure 1: Roles and Responsibilities

a. Headquarters, Department of the Army (HQDA).

(1) Director of the Army Staff (DAS). Responsible for oversight of the Army Enlisted Aide Program and directly responsible for overall support and supervision of the National Capital Region (NCR) Enlisted Aides. In this capacity, the DAS:

(a) Develops and publishes enlisted aide guidance.

(b) Authors Enlisted Aide Handbook Volume I.

(c) Recommends enlisted aide authorizations, tour length extensions, and enlisted aide dismissals to the VCSA. DAS will review enlisted aide authorizations every two years.

(d) Assigns an officer (National Capital Region Enlisted Aide Officer in Charge or NCR EA OIC) to oversee the enlisted aide program both in the NCR and overall in the Army.

(e) Identifies and tasks the senior enlisted aide assigned to the NCR to assist the officer designated to oversee the enlisted aide program in the NCR.

(f) Provides reports reflecting enlisted aide authorizations, allocations, and justifications for the authorizations based on the duties and responsibilities of the general officer positions from the previous fiscal year to USD (P&R) no later than 1 January of each year.

(g) Serves as the President of the Enlisted Aide Candidate Selection Panel and Enlisted Aide Nomination Panel.

(2) General Officer Management Office (GOMO).

(a) Recommends enlisted aide authorizations to the DAS.

(b) Updates enlisted aide distribution plans, as necessary.

(c) Disseminates education and informational materials as required by HRC, U.S. Army Training and Doctrine Command (TRADOC), and the DAS.

(d) Coordinates with HRC and TRADOC regarding pending general officer assignments.

b. Human Resources Command (HRC).

(1) Responsible for assignment policies and personnel management functions associated with the operation of the Enlisted Aide Program. The HRC Quartermaster Branch's Enlisted Personnel Management Division is the coordination and control personnel management office for Soldiers in the Enlisted Aide Program.

(2) The HRC Enlisted Aide Professional Development NCO (PDNCO) is responsible for the assignment and management of Enlisted Aides, Flight Stewards, and Executive Dining Facilities personnel. Additionally, the PDNCO monitors all 92G special assignments and provides technical advice to the Branch Chief / Sergeant Major (SGM) on personnel related issues. This position:

(a) Manages the Enlisted Aide Candidate Selection Panel and the Enlisted Aide Nomination Panel.

(b) Reviews enlisted aide applications to ensure appropriate qualifications.

(c) Screens qualified candidates.

(d) Assigns the "Z5" Additional Skill Identifier (ASI) in accordance with Department of the Army Pamphlet 611-21.

(e) Schedules Soldiers in the Enlisted Aide Program for training.

(3) Quartermaster (QM) Branch Chief. Responsible for oversight of the PDNCO and assisting in execution of the Candidate Selection Panel and Nomination Panel.

c. U.S. Army Training and Doctrine Command (TRADOC).

(1) Quartermaster General (QMG). CG, Quartermaster School (QMS), TRADOC, is responsible for the recruitment, training, and quality control of the enlisted aide program, and authoring the Enlisted Aide Handbook Volume II.

(2) Senior Enlisted Aide Advisor (SEAA). The Senior Enlisted Aide Advisor assigned to the QMS, Joint Culinary Center of Excellence assists the QMG in training and quality control of the enlisted aide program, and authoring the Enlisted Aide Handbook Volume II. The SEAA also acts as the subject matter expert in enlisted aide matters for HRC and HQDA. This position:

(a) Serves as the Army and QMG senior advisor to the Enlisted Aide Program.

(b) Advises and provides information and guidance to enlisted aides on all aspects of the Enlisted Aide Program to include utilization and career management.

(c) Provides guidance and direction for training products distributed to general officers and their spouses.

(d) When requested, briefs general officers and their spouses and first time enlisted aides covering the Enlisted Aide Program (specifically all regulations pertaining to proper use and ethics).

(e) Identifies and recruits candidates into the enlisted aide program.

(f) Serves as the senior instructor, writer, and course director for the Enlisted Aide Training Course.

(g) Provides "on-site training" for new enlisted aides, when required.

(h) Serves as an Army liaison with other Services Senior Enlisted Aide Program Managers in order to identify "best practices" to improve the Army Enlisted Aide Program.

(i) Coordinates, on behalf of the DAS, an annual Army Enlisted Aide of the Year competition as warranted. In general, the Department of Defense will hold an Enlisted Aide of the Year competition annually, with the winner being announced in the period October-November. The Army competition should provide an Army candidate for the DoD competition.

d. General Officers assigned Enlisted Aides.

(3) Determines enlisted aide duties based on the official requirements of the general officer billet occupied.

(4) Completes enlisted aide counseling in accordance with Field Manual (FM) 6-22 Army Leadership: Competent, Confident, and Agile, 10 Dec 06.

(5) Ensures that any event for which enlisted aide support is to be provided is an official function or qualifying representational event.

Enclosure 2: Policy

Policy Overview

The Army authorizes select general officer billets enlisted aides in order to relieve them of those minor tasks and details which, if performed by the general officers, would be at the expense of the general officer's primary military and other official duties and responsibilities. Enlisted aides are authorized only if the official duties and responsibilities of the general officer position, including representational duties, warrant enlisted aide support.

The Department of Defense Instruction 1315.09 is the controlling document for the enlisted aide program. The Secretaries of the Military Departments are charged to implement the instruction, and in the Army the Director of the Army Staff is delegated the responsibility of oversight of the enlisted aide program. The amplifying documents used to manage the Enlisted Aide Program in the Army include a memorandum from the Director of the Army Staff, Army Regulations, Army Pamphlets, and this handbook (Volumes I and II). A summary of the most important documents are included below; enclosure 4 lists all applicable documents.

Department of Defense Instruction (DODI) 1315.09, Utilization of Enlisted Personnel on Personal Staffs of General and Flag Officers, dated 6 March 2015.

Enlisted aides are authorized only if the official duties and responsibilities of the general officer position, including representational duties warrant enlisted aide support. General officers are not authorized enlisted aides based solely upon their grade or title of the officer's position. Within the Army, the Vice Chief of Staff (VCSA) in coordination with the Director of the Army Staff determines which general officer billets are authorized an enlisted aide.

General officers may not use an enlisted aide for duties that do not have a substantive connection to the general officer's military or other official duties and responsibilities. The general officer alone is responsible for determining whether duties assigned to enlisted aides are substantively connected to the officer's military and official responsibilities. This responsibility may not be delegated.

Responsibility for the supervision, direction, and performance of duty of enlisted aide lies solely with the general officer. Such responsibilities shall not be delegated to family members or other persons not directly in the officer's immediate command. Delegation will normally be limited to only those officers serving in the capacity of executive officer or aide-de-camp. It is, however, appropriate for the enlisted aide to collaborate closely with the spouse to ensure the standards are satisfied for the cleanliness, maintenance, and official functions in the residence.

The enlisted aide's assignment is to support the general officer, not a spouse, other family member, or staff except as allowed concerning a designated representative. Due diligence must be exercised to ensure the line of authority remains clear and solely between the officer and the enlisted aide.

Director of Army Staff Memorandum, Enlisted Aide Program, dated June 2015

The Director of the Army Staff executes oversight of the Enlisted Aide Program on behalf of the Secretary of the Army. The primary action officer to execute this responsibility is his assistant XO, who also manages the officer "Black Book" program for HQDA. The DAS memorandum details roles and responsibilities pertaining to the enlisted aide program. In general, the Director of the Army Staff's office (supported by the GOMO) develops enlisted aide policy and provides oversight of the program; HRC is the lead agency and primary point of contact for the Enlisted Aide Program, and executes the manning function regarding the program; and TRADOC trains enlisted aides and executes quality control of the program.

General officers must occupy military housing to be eligible for the assignment of enlisted aides to their personal staffs. Only a general officer who is authorized an enlisted aide may utilize an enlisted aide. Enlisted aides are not permitted to be loaned to general officers who are not authorized an enlisted aide.

Enlisted aides may support qualifying representational events in the absence of the general officer when authorized in writing by the general officer, and the designated substitute's role has a direct connection to the general officer's official duties and responsibilities, and that enlisted aide support for the event furthers the interest of the DOD, the Army, or the command. Enlisted aides can also be loaned to general officers in billets authorized an enlisted aide in support of a qualifying representational event. In any case, duty hours may be adjusted to support the qualifying representational event

Enclosure 3: Enlisted Aide Points of Contact

The below listed points of contact should be used for any questions the general officer or their staff has regarding the Enlisted Aide Program to include the hiring process and policies associated with the Enlisted Aide duties.

Assistant Executive Officer
Director of the Army Staff
Office of the Chief of Staff
Washington DC 20310
703-695-3353

Quartermaster General:
US Army Quartermaster School
5020 2221 Adams Ave
Fort Lee, VA 23801
804-734-3458

Senior Enlisted Aide Advisor:
Joint Culinary Center of Excellence
1630 Byrd Ave
Fort Lee, VA 23801-1601
804-734-3103

Director of Training:
Joint Culinary Center of Excellence
1630 Byrd Avenue
Fort Lee, Virginia 23801
804-734-3192

Human Resources Command Professional Development NCO:
US Army Human Resources Command
ATTN: 92G QM Branch Enlisted Aide Manager
USAHRC
Fort Knox KY 40121
502-613-5260

Executive Officer
General Officer Management Office
Office of the Vice Chief of Staff
Washington DC 20310
703-697-9464

Enclosure 4: Enlisted Aide References

-DOD Instruction 1315.09, "Utilization of Enlisted Personnel on Personal Staffs of General and Flag Officers," 6 Mar 15

-Title 10, United States Code

-Army Regulation 614-200, "Enlisted Assignments and Utilization Management," February 26, 2009, as amended

-DOD 7000.14-R, "Department of Defense Financial Management Regulations (FMRs)," date varies by volume

-Joint Travel Regulations "Uniformed Service Members and DOD Civilian Employees," current edition

-DOD Instruction 7250.13, "Use of Appropriated Funds for Official Representation Purposes," June 30, 2009

-DOD 5500.07-R, "Joint Ethics Regulation," 29 Nov 07

-Director of Army Staff Memorandum, subject: *Enlisted Aide Program*, 25 Jun 15

-Department of the Army Pamphlet 611-21, *Military Occupational Classification and Structure*, 22 Jan 07

-Department of the Army Pamphlet 623-3, *Evaluation Reporting System*, 31 Mar 14

Enclosure 5: DA Form 2166-8-1, NCOER

NCOER COUNSELING AND SUPPORT FORM For use of this form, see AR 623-3, the proponent agency is DCS, G-1.		FOR OFFICIAL USE ONLY (FOUO) SEE PRIVACY ACT STATEMENT IN AR 623-3	
PART I - ADMINISTRATIVE DATA			
a. NAME (Last, First, Middle (initial)) EXAMPLE, JOHN S.	b. SSN 123-45-6789	c. RANK SFC	d. DATE OF RANK 20071001
e. PMOSC 92G40	f. UNIT, ORG., STATION, ZIP CODE OR APO, MAJOR COMMAND HHC, Command Group, Anywhere Army XXXX	g. STATUS CODE WOZUAA	h. RATED NCO'S EMAIL ADDRESS (gov or mil) john.s.example.mil@mail.mil
i. UIC CS	j. CMD CODE SA01	k. PSB CODE	
PART II - AUTHENTICATION			
a. NAME OF RATER (Last, First, Middle (initial)) RATER (BOSS)	b. SSN 123-45-6789	INITIAL <input type="text"/>	LATER <input type="text"/>
c. RANK, PMOSC, BRANCH, ORGANIZATION, DUTY ASSIGNMENT MG. LTG. GEN	RATER'S APO EMAIL ADDRESS (gov or mil)		
d. NAME OF SENIOR RATER (Last, First, Middle (initial)) SENIOR RATER (BOSS)	e. SSN 123-45-6789	INITIAL <input type="text"/>	LATER <input type="text"/>
f. RANK, PMOSC, BRANCH, ORGANIZATION, DUTY ASSIGNMENT MG. LTG. GEN	SENIOR RATER'S APO EMAIL ADDRESS (gov or mil)		
g. NAME OF REVIEWER (Last, First, Middle (initial)) REVIEWER (BOSS)	h. SSN 123-45-6789	INITIAL <input type="text"/>	LATER <input type="text"/>
i. RANK, PMOSC, BRANCH, ORGANIZATION, DUTY ASSIGNMENT MG. LTG. GEN	REVIEWER'S APO EMAIL ADDRESS (gov or mil)		
j. RATED NCO'S INITIAL'S	INITIAL <input type="text"/>	LATER <input type="text"/>	LATER <input type="text"/>
PART III - DUTY DESCRIPTION (Rater)			
a. PRINCIPAL DUTY TITLE Enlisted Aide (Senior Enlisted Aide only if in charge of multi-aide or 92G40Z5)	b. DUTY MOSC		
c. DAILY DUTIES AND SCOPE (To include, as appropriate, people, equipment, facilities and dollars) Serves as the Enlisted Aide for XXXX; supervises, coordinates and executes support activities and tasks for the Commanding General; plans and prepares meals for formal and informal dinner parties, luncheons and breakfasts for foreign dignitaries, members of state, senior service leaders and other VIPs; maintains XXXX square feet of entertainment area; maintains general officer uniforms and personal equipment; responsible for the maintaining accountability of property and equipment valued at \$\$\$ and official and designated personal funds			
d. AREAS OF SPECIAL EMPHASIS Official functions, Uniforms, Household Management			
e. APPOINTED DUTIES These should include those duties that are appointed and are not normally associated with the duty description; EA must have Appointment orders for this block			
f. PHYSICAL FITNESS & MILITARY BEARING APFT PASS APFT DATE 20120312 HEIGHT/WEIGHT 69 170 YES <input checked="" type="checkbox"/>			
a. ARMY VALUES:	PART IV - ARMY VALUES/ATTRIBUTES/SKILLS/ACTIONS (Rater)		
LOYALTY, DUTY, RESPECT/EO/EEO, SELFLESS-SERVICE, HONOR, INTEGRITY, PERSONAL			
TASK/ACTIONS: o maintain loyalty to command leadership o accomplish duties and responsibilities as the Enlisted Aide o maintain personal and professional conduct on and off duty o enforce Army Values, EO/EEO, safety, and regulatory guidance and standards	PERFORMANCE SUMMARY:		
DA FORM 2166-8-1, MAR 2006 Page 1 of 2 APO PE v.3.0289			

DA Form 2166-8-1, NCOER

RATED NCO'S NAME (Last, First, Middle Initial)		SSN	
EXAMPLE, JOHN S.		123-45-6789	
b. COMPETENCE:		o Duty proficiency; MOS competency	
o Sound judgment		o Technical & tactical, knowledge, skills, and abilities	
o Accomplishing tasks to the fullest capacity; committed to excellence		o Seeking self-improvement; always learning	
TASK/ACTIONS:		PERFORMANCE SUMMARY:	
o ensure all tasks are accomplished on time and to standard			
o execute sound judgement in all decisions			
o maintain knowledge, skills, and abilities through professional development			
o coordinate/supervise all quarters maintenance			
c. PHYSICAL FITNESS & MILITARY BEARING:		o Mental and physical toughness	
o Displaying confidence and enthusiasm; looks like a soldier		o Endurance and stamina to go the distance	
TASK/ACTIONS:		PERFORMANCE SUMMARY:	
o maintain PT, APFT, and HT/WT standards			
o conduct yourself as a professional in all of your actions; always look and act like a Soldier			
d. LEADERSHIP:		o Mission first	
o Instilling the spirit to achieve and win		o Genuine concern for soldiers	
TASK/ACTIONS:		o Setting the example; Be, Know, Do	
o support CG and command mission/priorities			
o maintain strong relationships with support activities			
o lead from the front and instill confidence and pride			
o set the example for all Soldiers			
o take charge in all roles, responsibilities, and functions			
e. TRAINING:		o Individual and team	
o Teaching soldiers how; common tasks, duty-related skills		o Mission focused; performance oriented	
TASK/ACTIONS:		o Sharing knowledge and experience to fight, survive and win	
o always train for the future; create a productive work environment			
o train and mentor other Enlisted Aides			
o maintain a mission focused and performance oriented attitude in the execution of duties			
f. RESPONSIBILITY & ACCOUNTABILITY:		o Care and maintenance of equipment, facilities	
o Conservation of supplies and funds		o Soldier and equipment safety	
o Responsible for good, bad, right & wrong		o Encouraging soldiers to learn and grow	
TASK/ACTIONS:		PERFORMANCE SUMMARY:	
o enforce safety first in all actions			
o care, maintain, and account for all equipment, property, and uniforms			
o maintain for ### square foot historic home worth \$\$\$\$			
o maintain \$\$ of official and personal funds			