

29 December 2008

Personnel—General  
Reintegration Operations

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\*This regulation supersedes AE Regulation 600-8-109, 3 April 2007.

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For the Commander:

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**Summary.** This regulation provides policy and procedures for the reintegration of Soldiers and DA civilians who return from 90-day or longer deployments to a designated contingency theater of operations.

**Summary of Change.** This revision incorporates administrative changes.

**Applicability.** This regulation applies to—

- Redeploying Soldiers, DA civilians, and their Family members.
- Organizations in the European theater that support reintegration activities.

**Supplementation.** Organizations will not supplement this regulation without USAREUR G1 (AEAGA-M) approval.

**Forms.** This regulation prescribes AE Form 600-8-109A. AE and higher level forms are available through the Army in Europe Publishing System (AEPUBS).

**Records Management.** Records created as a result of processes prescribed by this regulation must be identified, maintained, and disposed of according to AR 25-400-2. Record titles and descriptions are available on the Army Records Information Management System website at <https://www.arims.army.mil>.

**Suggested Improvements.** The proponent of this regulation is the USAREUR G1 (AEAGA-M, DSN 370-7314). Users may suggest improvements to this regulation by sending DA Form 2028 to the USAREUR G1 (AEAGA-M), Unit 29351, APO AE 09014-9351.

**Distribution.** C (AEPUBS).

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### **SECTION I GENERAL**

#### **1. PURPOSE**

This regulation prescribes—

- a. Policy, responsibilities, and procedures for establishing and executing reintegration operations for Soldiers and DA civilians who redeploy to Army in Europe home stations, either with their units or individually.
- b. A plan to ensure the well-being of Soldiers, civilian employees, and Families as they reunite after an extended deployment.
- c. A deliberate process within a set time period that supports the Army Deployment Cycle Support (DCS) (para 5).
- d. Key DCS tasks for reintegration activities and a plan for transitioning to normal operations.

#### **2. REFERENCES**

Appendix A lists references.

#### **3. EXPLANATION OF ABBREVIATIONS**

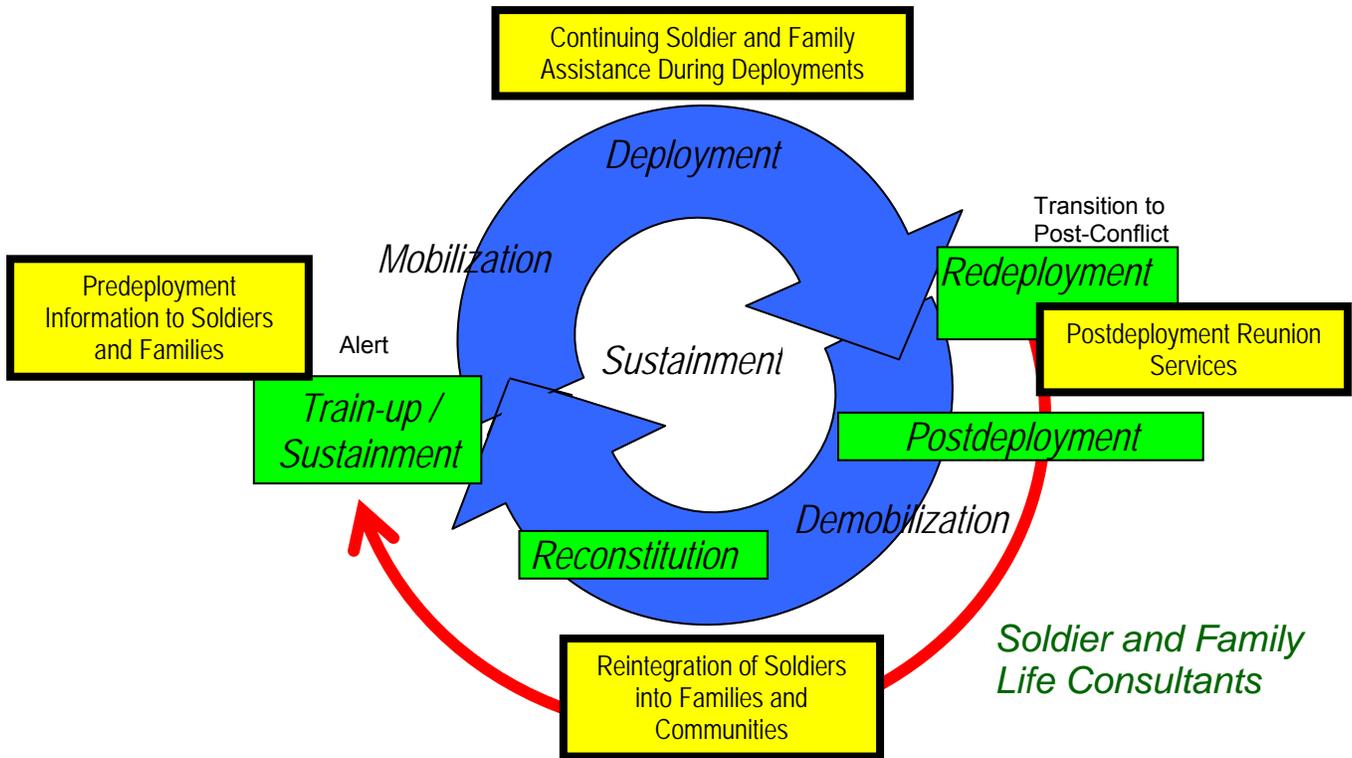
The glossary defines abbreviations.

#### **4. RESPONSIBILITIES**

Section III provides responsibilities.

#### **5. ARMY DEPLOYMENT CYCLE SUPPORT PROGRAM**

a. The Army DCS (fig 1) was instituted to help Army commands develop detailed procedures to ensure Soldiers, DA civilians, and their Families are better prepared and sustained through the deployment cycle. A key element of the DCS is reintegration, which is the reestablishment of Soldier and civilian readiness, including personal readiness, deployment readiness, and Family readiness. DCS operations are conducted for all Soldiers and DA civilians departing a deployed theater after a 90-day or longer deployment, including those departing for emergency leave, medical evacuation, or other reasons. The chain of command must be involved at all levels to ensure DCS requirements are accomplished for all affected personnel, including U.S. Army personnel deployed with other Services.



**Figure 1. Deployment Cycle Support Model**

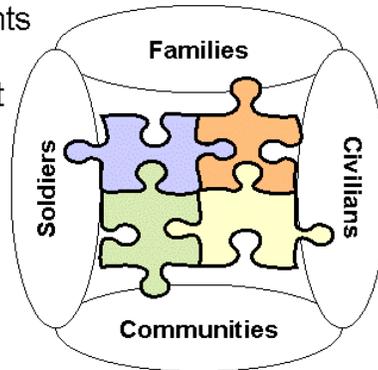
b. Reintegration is a commander’s program that focuses on the “Human Dimension” (fig 2). It is a deliberate plan to ensure that all redeploying Soldiers and DA civilians are reintegrated with their Families, units, and communities after an extended deployment. Reintegration includes the physical, mental, emotional, spiritual, and environmental aspects of well-being.



## The Human Dimension

### Physical

Health Assessments  
Medical Tests  
Medical Treatment  
Wellness



### Emotional/Spiritual

Dealing With Children  
(DODDS/Childcare Providers)  
Reunion Training  
Sexual Misconduct  
Suicide-Awareness Training

### Mental

Army Research Institute (ARI) Surveys  
Combat Operations Stress Briefing  
Counseling Source  
Life-Experience Debriefings

### Environmental

Administrative Requirements  
Reset the Soldier  
Barracks/Quarters  
HHG / POVs  
Safety  
Welcome-Home Ceremonies

Figure 2. The Human Dimension

## SECTION II REINTEGRATION

### 6. GENERAL

a. The goal of reintegration is to reintegrate redeploying individuals and units with their Families and communities, give formal command recognition for their achievements, and prepare units to return to normal operations and for success in their next mission. The overall reintegration process includes conducting required reintegration tasks, conducting unit-sponsored welcome-home ceremonies and celebrations, and completing a successful transition to normal operations.

b. Commanders will ensure that all Soldiers and DA civilians who are redeploying from a 90-day or longer deployment to a designated theater of contingency operations (CONOPS) (whether in units or individually) are provided a means for reintegration, Family reunion, and the reestablishment of personal readiness. Losing commanders and warrior transition unit commanders will coordinate to ensure that wounded warriors complete reintegration tasks. CONOPS include the following:

- (1) Major humanitarian-assistance efforts.
- (2) Missions in support of the Global War on Terrorism (GWOT).

(3) Noncombatant evacuation operations (NEO) and international disaster-relief efforts.

(4) Support for peace operations.

c. To effectively reintegrate Soldiers, DA civilians, and their Families, Army in Europe units and their supporting garrisons will conduct indepth reintegration operations beginning 30 days before redeployment at both the deployed location and home station.

d. Active Army Soldiers who redeploy will participate in 45 days of uninterrupted reintegration activities on arrival at the home station. During this 45-day period, no equipment maintenance, military occupational specialty (MOS) training, or unit training will be conducted for regular Army Soldiers; nor will units or Soldiers be tasked. Reserve component (RC) Soldiers and RC units will undergo a reintegration and demobilization (DEMOB) process for 10 full days on redeployment before release from active duty (REFRAD). DA civilian employees will complete all applicable tasks during the first week after return from deployment.

**NOTE:** Soldiers who redeploy for the purpose of separation under other than honorable conditions are still required to be reintegrated. Commanders may expedite the process to meet separation requirements.

e. Families of deployed personnel will be given an opportunity to take part in all pre-redeployment and postdeployment reintegration activities. DA-employed spouses of redeploying Soldiers and DA civilian employees will be authorized excused absence to participate in scheduled reintegration activities.

f. Family members and parents of single Soldiers who are unable to participate in home-station reintegration tasks can receive reintegration information through the USAREUR Virtual Reintegration website at <http://www.per.hqusareur.army.mil/virtualreintegration/content2.htm>.

## **7. REINTEGRATION CHECKLIST**

a. AE Form 600-8-109A identifies all reintegration tasks that must be completed before a commander may certify that an individual has completed reintegration. A copy of AE Pamphlet 600-8-109-2 will be given to every redeploying Soldier and civilian employee by their unit no fewer than 30 days before the scheduled redeployment date.

b. Rear detachment commanders (RDCs) will provide AE Form 600-8-109A to redeploying personnel on day 1 of the 7 half-day reintegration schedule. RDCs will also provide AE Pamphlet 600-8-109-2 to the spouse or senior Family member of redeploying personnel no fewer than 30 days before the scheduled redeployment date.

c. AE Form 600-8-109A specifies the proponent for all tasks. Proponents are responsible for defining the task, condition, and standard for each task. The USAREUR G1 will post tasks, conditions, standards, briefings, and other training materials needed to accomplish tasks on the checklist on the reintegration website at <http://www.per.hqusareur.army.mil/reintegration/>. The USAREUR G1 will publish updates and revised tasks, conditions, and standards when appropriate.

d. Unit commanders and civilian supervisors must ensure that all assigned Soldiers and civilian employees have completed required reintegration tasks listed on AE Form 600-8-109A.

(1) AE Form 600-8-109A will be considered complete when a commander in the grade of lieutenant colonel or above certifies that the individual has completed all the reintegration tasks prescribed by this regulation and as shown on the form.

(2) After the commander certifies that tasks listed on AE Form 600-8-109A are completed, copies of the form will be filed as follows:

(a) Soldiers' forms will be kept in a Soldier readiness folder.

(b) Civilian employees' forms will be kept by their supervisors. Supervisors will also send a copy of the completed AE Form 600-8-109A to the servicing civilian personnel advisory center for inclusion in employee deployment packets.

## **8. PRE-REDEPLOYMENT**

a. Critical to reintegration is the safe movement of personnel and equipment to home stations and setting the conditions for effective unit command and control (C2). Advance parties should include field-grade leadership to help ensure that home stations are prepared to oversee and conduct unit reintegration activities.

b. Redeploying Soldiers and civilian employees will complete required in-theater tasks provided by unit leaders or appropriate reintegration service-and-support providers in the rear assembly area.

c. Family members of deployed personnel and select care personnel are strongly encouraged to participate in pre-redeployment training and activities.

## **9. POSTDEPLOYMENT**

a. Postdeployment begins with the arrival of redeploying Soldiers and civilian employees at the home station and the beginning of the 7 half-day reintegration schedule. Certain tasks must be completed before the Soldier or civilian employee departs the home station for leave.

b. Members of advance parties will not conduct their advance party responsibilities until they complete the 7 half-day reintegration schedule.

c. Family members of deployed personnel and select care providers are strongly encouraged to participate in postdeployment training and activities.

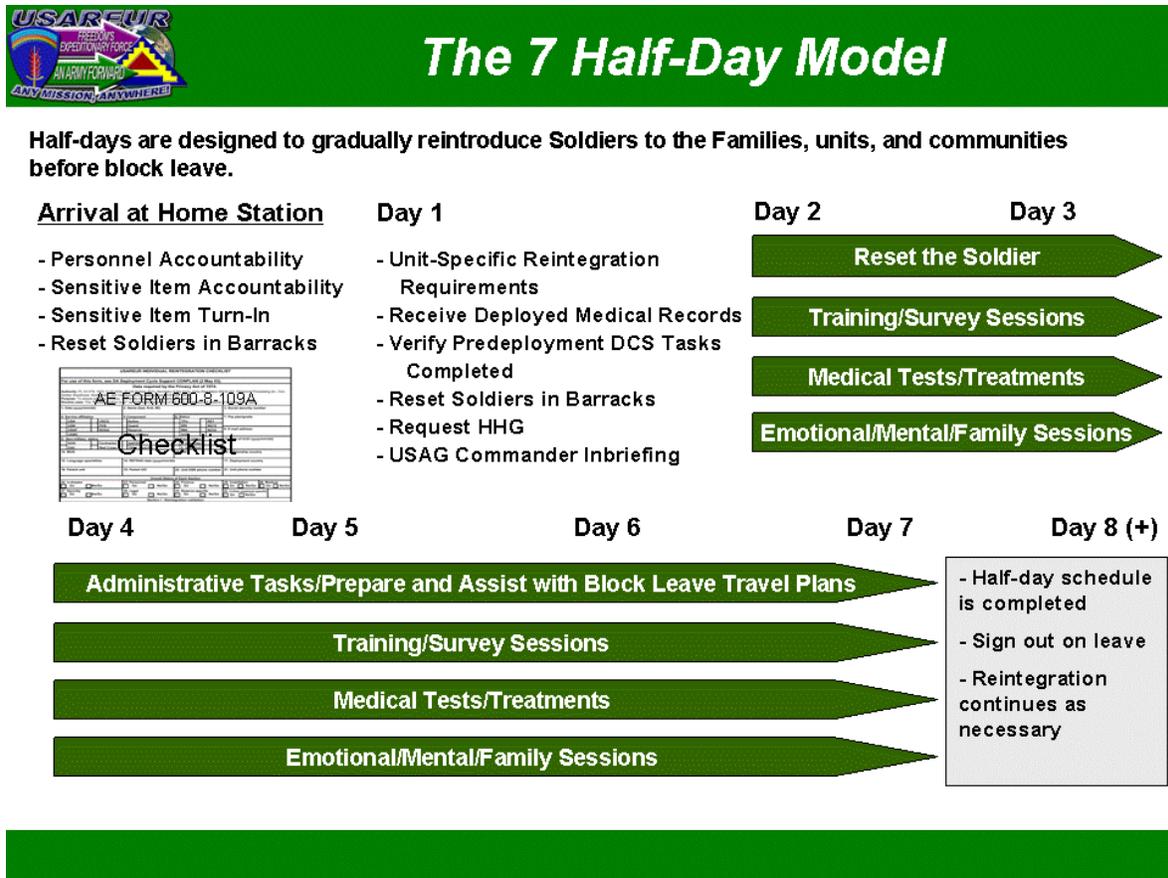
## **10. 7 HALF-DAY REINTEGRATION SCHEDULE**

On return to the home station, units and individuals will conduct an uninterrupted 7 half-day reintegration schedule to reintroduce them to their Families, units, and communities before they begin leave. This schedule will include weekends and holidays. Requests for exceptions must be forwarded through the chain of command to the USAREUR G1 for approval. Figure 3 shows a list of interchangeable tasks that must be completed within those 7 days. The schedule is designed to provide Soldiers and civilian employees—

a. The opportunity to gradually reconnect with their Families and communities before they go on leave.

b. An involved chain of command to monitor their reintegration progress and ensure daily “eyes on the Soldier” during the 7-day schedule.

**NOTE:** Europe-based RC individual augmentees and RC units will institute a reintegration and DEMOB process for 10 full days.



**Figure 3. 7 Half-Day Reintegration Schedule**

### 11. LEAVE AFTER REDEPLOYMENT

**a. Soldiers.** As a general rule, Soldiers are permitted to take up to 2 weeks of block leave after a 6-month deployment. Soldiers may be allowed more leave if the request is approved by the commander. Soldiers are permitted to take up to 30 days of block leave after a 12- to 15-month deployment. Units must ensure positive C2 for Soldiers who choose not to take leave during the block-leave period.

**NOTE:** Soldiers should not make fixed plans for leave (such as purchasing nonrefundable travel tickets) until they arrive at their home station. Redeployment dates can fluctuate, and Soldiers risk losing money if travel tickets are purchased before their commander approves the leave.

**b. Civilian Employees.** Civilian employees must return to work full-time after redeployment. Time spent participating in scheduled reintegration activities, however, is considered duty time for civilian employees. A liberal leave policy will be in effect during the 7 half-day reintegration period when no reintegration activities are scheduled. Activated Reservists employed as DOD civilians are authorized 5 days of excused absence before they return to their civilian position.

## **SECTION III RESPONSIBILITIES**

### **12. GENERAL**

United States Army garrison (USAG) commanders will—

- a. Serve as DCS coordinators for the Army in Europe.
- b. Assess garrison and local medical treatment facility (MTF) resources to ensure they can meet the requirements associated with reintegration activities.
- c. Meet with local DCS service providers to determine and resolve any issues concerning a community's ability to obtain resources for reintegration requirements that may arise as units redeploy.

### **13. PRE-REDEPLOYMENT TASKS**

**a. USAREUR G1.** The USAREUR G1 will—

- (1) Update AE Form 600-8-109A as necessary.
- (2) Update the Soldier Risk Assessment Checklist (app B) as necessary to help commanders and other leaders identify Soldiers who may require additional monitoring, follow-up, or referral.
- (3) Maintain the USAREUR Reintegration website (*<http://www.per.hqusareur.army.mil/reintegration/>*).
- (4) Update AE Pamphlet 600-8-109-2 for redeploying forces.
- (5) Provide and maintain the standardized briefings identified in appendix C.
- (6) Brief the Army in Europe reintegration model at USAREUR RDC courses and other leadership courses and conferences.

**b. USAREUR G3.** The Operations Research and Systems Analysis Cell will help the HQ USAREUR/7A and IMCOM-Europe staffs conduct appropriate analyses and “modeling” to ensure that enough resources are allocated in a timely manner to support reintegration activities for redeploying forces. Efforts will concentrate on analysis and modeling to improve efficiency, reduce costs, and make the best use of limited resources.

**c. Chief, Public Affairs (CPA), USAREUR.** The CPA will—

- (1) Develop and implement command information and a public affairs plan to ensure appropriate media coverage is provided for reintegration activities throughout the reintegration process.
- (2) Help USAREUR major subordinate commands (MSCs) and specialized commands (AE Reg 10-5, app A) document the return of units.

**NOTE:** HQ USAREUR/7A staff offices will provide audiovisual support for reintegration activities.

**d. USAREUR MSCs and Specialized Commands.** USAREUR MSCs and specialized commands will—

(1) Set the conditions at their home stations for the reunion of Soldiers, civilian employees, and Family members.

(2) Provide redeployment personnel-flow information to DCS coordinators in a timely manner to support the assessment of community DCS capabilities.

(3) Work with Family readiness groups (FRGs) and reintegration service-and-support providers to ensure the specific tasks in section II of AE Form 600-8-109A are provided for Family members of redeploying personnel, and to select care providers with whom Army Families interact.

(4) Before the main body redeploys, identify personnel who will be returning early (for example, on emergency leave, medical evacuation, other reasons), inform the RDC, and establish and implement a reintegration plan for these personnel.

(5) Work with Army Community Service (ACS) and local chaplains to identify Family members who have experienced significant problems (financial, emotional, and relational) during the deployment and to encourage at-risk Family members to attend educational sessions to prepare for reunion.

(6) Plan for the timely redeployment of corps and division bands to support welcome-home ceremonies.

(7) Encourage and support community-reception events when units arrive at the home station.

**e. IMCOM-Europe.** IMCOM-Europe will—

(1) Work with supported MSCs and specialized commands, reintegration service providers, and RDCs to assess garrison capabilities to provide resources for reintegration activities.

(2) Identify and resolve resource-shortage issues.

(3) Lead reintegration activities and direct USAG commanders to serve as community DCS coordinators.

(4) Maintain a single-Soldier focus activity plan to support redeploying single Soldiers and provide activities and opportunities for them during reintegration.

(5) Provide support as required for the DEMOB of Reserve units stationed in Europe.

## **14. REDEPLOYMENT TASKS**

**a. Secretary of the General Staff (SGS), HQ USAREUR/7A.** The SGS will work with the USAREUR G3 to coordinate the presence of a general officer or a colonel (if a general officer is not available) to greet aircraft transporting redeploying personnel.

**b. USAREUR G1.**

(1) The USAREUR G1 will—

(a) Ensure the policy and procedures in this regulation are enforced.

(b) Provide and maintain the standardized briefings identified in appendix C.

(c) Ensure AE Pamphlet 600-8-109-2 remains current.

(d) Work with the USAREUR Watch Officer, Operations Division, Office of the Deputy Chief of Staff, G3, HQ USAREUR/7A, to monitor unit reintegration status.

(e) Manage a reintegration reporting system.

(f) Ensure personnel-reporting and manifest-sharing procedures among areas of responsibility are effective and all appropriate agencies are informed of Soldier return dates far enough in advance so that the agencies have time to be fully prepared for their return.

(g) Provide guidance to units on postal operations as they relate to undelivered mail, redirected mail, and changes to or inactivation of CONOPS Army post office (APO) addresses.

(h) Ensure the USAREUR Band provides support for welcome-home ceremonies involving brigade- and higher level organizations.

(i) Control separation and transition processes to ensure that affected Soldiers are not separated before completing DCS requirements.

(j) Continue to support the processing of individual personnel actions (for example, awards, evaluations) resulting from extended deployment.

(k) Support personnel reintegration efforts as required.

(2) The Civilian Personnel Directorate, Office of the Deputy Chief of Staff, G1, HQ USAREUR/7A, will ensure information is distributed to—

(a) Help returning civilian employees enter updated information into the Civilian Tracking System (CIVTRACKS) (only for unclassified missions).

(b) Inform civilian employees of Office of Workers Compensation Program procedures for reporting occupational illnesses and injuries.

(c) Inform returning civilian employees of danger-pay and foreign-post differential entitlements, and how to file for or stop entitlements.

(d) Inform civilian employees who were called to active duty about return-to-duty actions, health insurance, the 5-day excused absence policy, and living quarters allowance, as applicable.

(e) Advise managers to review overseas civilian end-of-tour dates and take appropriate action if a decision on a tour extension is required or if an adjustment to an end-of-tour date is warranted.

(f) Advise supervisors to consider time-off awards for returning civilian employees.

**c. USAREUR G2.** The USAREUR G2 will provide and maintain the standardized briefings identified in appendix C.

**d. USAREUR G3.** The USAREUR G3 will—

(1) Track identified redeployment air missions and do the following:

(a) Report redeployment air missions at appropriate staff briefings (crisis action team updates; movement control boards; deployment, redeployment, reintegration, reconstitution, and retraining briefings).

(b) Issue redeployment notification messages to USAREUR MSCs and specialized commands to inform them of scheduled redeployments.

(c) Issue a “movement commander’s critical information requirement” to appropriate organizations responsible for movements (including the SGS, USAREUR MSCs, and USAREUR specialized commands), informing them of changes to published schedules.

(2) Continue to support and track reported milestones for redeployment and reintegration activities by USAREUR MSCs and specialized commands.

(3) Provide and maintain a standardized antiterrorism/force protection level 1 briefing (app C) to support reintegration.

(4) Issue taskings for resources to resolve shortfalls identified by IMCOM-Europe for reintegration support.

(5) Validate newly identified requirements to support reintegration operations.

**e. USAREUR G8.** The USAREUR G8 will work with IMCOM-Europe and HQ USAREUR/7A staff offices to expedite and provide resources to support reintegration operations associated with redeployment.

**f. USAREUR Chaplain.** The USAREUR Chaplain will—

(1) Support reintegration activities for all redeploying forces.

(2) Work with IMCOM-Europe and the USAREUR Command Surgeon (CSURG) to provide and maintain the standardized briefings identified in appendix C.

(3) Work with the USAREUR G1, USAREUR MSCs, and USAREUR specialized commands to ensure that—

(a) Redeploying units receive required suicide-awareness and -prevention training.

(b) Assist with and participate in required welcome-home ceremonies and celebrations.

(c) Ensure opportunities are available for single Soldiers and civilian employees to participate in unit postdeployment renewal and recovery retreats or events.

(d) Ensure opportunities are available for spouses and redeploying personnel to participate in marital-enrichment assessments.

**g. USAREUR CPA.** The USAREUR CPA will—

(1) Work with deployed-unit parent headquarters and garrison headquarters to plan, coordinate, and provide media support for reception and welcome-home ceremonies and celebrations.

(2) Work with IMCOM-Europe to plan and implement a program to inform redeploying Soldiers, civilian employees, and Family members of community services that are available to ensure successful reintegration.

(3) Develop and implement a public affairs plan that provides coverage of the reintegration process and addresses concerns associated with redeploying personnel.

(4) Ensure subordinate public affairs officers (PAOs) and the IMCOM-Europe PAO plan and support full internal and external coverage of the reintegration program and related activities.

**h. USAREUR CSURG.** The USAREUR CSURG will—

(1) Provide mandatory medical assessments, treatments, and documentation.

(2) Provide and maintain a medical resources briefing (app C) and standardized operational area-specific health-threat briefings for redeploying Soldiers, civilian employees, and Families.

(3) Work with DCS coordinators, RDCs, and redeployed units to ensure that every redeployed Soldier and civilian employee has completed the medical reintegration process.

(4) Review each completed DD Form 2796 provided by redeploying personnel and ensure a printed copy is placed in the individual's permanent medical record.

(5) Refer redeployed personnel identified as requiring medical followup to the supporting MTF.

(6) Transfer each DD Form 2766 and all deployment medical documents to the Soldier's permanent medical records within 30 days after the Soldier arrives at the home station. The permanent medical record must include a legible printed copy of each DD Form 2795 and DD Form 2796, with electronic copies on file in the Medical Protection System (MEDPROS).

(7) Enter required medical information into MEDPROS within 24 hours after receiving services from the medical station (including individual medical readiness and immunization data and redeployment tuberculosis skin test when available) and complete the pre- and postdeployment health-assessment datafields in the medical readiness section of MEDPROS.

(8) Ensure MTFs have copies of “A Soldier and Family Guide to Redeploying” to distribute to redeploying personnel and their Families. (This guide is available at [http://www.pdhealth.mil/library/patient\\_edu.asp](http://www.pdhealth.mil/library/patient_edu.asp).)

(9) Be prepared for an increase in the number of medical specialty evaluations, medical evaluation boards (MEBs), and physical evaluation boards (PEBs).

(10) Ensure social work service case managers monitor and refer to the appropriate agencies those Soldiers who were involved in Family Advocacy Program cases before deployment. This will reestablish case continuity.

**i. USAREUR Judge Advocate.** The USAREUR Judge Advocate will—

(1) Provide and maintain the standardized briefings identified in appendix C.

(2) Ensure servicing staff judge advocates and legal offices do the following:

(a) Provide legal assistance to support redeploying personnel and their qualified Family members. This includes helping with claims, financial issues, powers of attorney, and other legal issues.

(b) Provide support to redeploying personnel on filing tax returns.

(c) Advise unit chains of command about disciplinary issues related to deployment and reintegration.

(d) Refer redeploying personnel with disciplinary issues to Trial Defense Services.

**j. USAREUR Provost Marshal.** The USAREUR Provost Marshal will—

(1) Provide redeploying personnel and their Families the support needed to be added to the Installation Access Control System (IACS) database.

(2) Advise redeploying units on proper security and storage requirements for sensitive items and equipment.

(3) Expedite the re-registration of privately owned vehicles (POVs) stored under Government control and the renewal of expired U.S. Forces certificates of license.

**k. USAREUR MSCs and Specialized Commands.** USAREUR MSCs and specialized commands that have redeploying Soldiers and civilian employees will—

(1) Ensure the personnel reporting system is updated for all returning Soldiers.

(2) Ensure redeployment rosters are sent to authorized and appropriate agencies before redeployment.

(3) Ensure RDCs are provided information on all returning personnel before they redeploy.

(4) Ensure field-grade leaders return with redeploying unit (battalion level and above) advance parties to support the C2 of main-body reintegration activities at the home station.

(5) Ensure RDCs advise unit commanders of redeploying Soldiers who may have Family problems awaiting them on their return.

(6) Identify Family members who may require or want focused Family-reunion counseling and ensure support is available to them.

(7) Consolidate and transport RC units returning to the European theater from the aerial port of debarkation (APOD) to the unit home station.

(8) Work with IMCOM-Europe and the CPA to plan, coordinate, and carry out reception activities and welcome-home ceremonies and celebrations.

(9) Coordinate with supporting PAOs for media support and guidance to support reintegration activities.

(10) Coordinate with the local branch movement control team for transportation from the APOD to the home station.

(11) Ensure all redeploying Soldiers and civilian employees complete all in-theater tasks according to AE Form 600-8-109A before redeployment.

(12) Conduct assessments of all returning Soldiers and civilian employees to determine their stress level and whether they will need additional support during reintegration.

(13) Identify redeploying single Soldiers who do not have a support system at their home stations.

(14) Conduct a 7 half-day reintegration schedule that concentrates on completing all pre-block leave reintegration requirements.

(15) Work with the United States Army Europe Regional Medical Command (ERMC) to ensure Soldiers receive "A Soldier and Family Guide to Redeploying" within 7 workdays after redeployment.

(16) Ensure each individual physically brings updated deployed health records, including DD Form 2796, to the local supporting healthcare clinics and facilities on day 1 of reintegration at home station.

(17) Ensure that each DD Form 2766 (yellow-jacketed deployment medical record) is returned to its respective MTF medical records section or battalion aid station (BAS) for inclusion in permanent medical records. Commanders will also ensure all permanent medical records are returned to their respective MTF or BAS.

(18) Work with RDCs, ERMC, and the USAREUR G1 to complete any outstanding MEBs, PEBs, and MOS medical review boards (MMRBs).

(19) Coordinate with IMCOM-Europe for the return of POVs and household goods (HHG) that may have been stored for Soldiers during deployment.

(20) Conduct POV safety inspections for POVs retrieved from vehicle-storage facilities.

(21) Publish block-leave schedules in time to allow Soldiers, civilian employees, and their Families to make plans.

(22) Implement block leave for Soldiers and a liberal leave policy for redeployed civilian employees.

(23) Ensure units on block leave maintain a C2 structure at the home station for Soldiers who choose not to take leave during the block-leave period.

(24) Ensure first-line supervisors maintain “light” contact (for example, by telephone or e-mail) with high-risk personnel during block leave.

(25) Conduct leader counseling and training after block leave to concentrate on the sustainment of the reintegration process.

(26) Ensure all unit leaders (sergeants and above) are given AE Pamphlet 600-8-109-6 to help them recognize and address long-term reintegration challenges.

(27) Plan, fund, and conduct a formal welcome-home ceremony for redeploying units. Welcome-home ceremonies should take place between the end of reintegration (7 half-day period) and 90 days after the unit’s redeployment. The following guidance applies to welcome-home ceremonies:

(a) Representatives of the returning unit’s higher headquarters will preside over the ceremony.

(b) Ceremonies for several redeployed units may be combined to ensure individual augmentees and smaller units are appropriately recognized. Combined ceremonies must be held within a reasonable distance from the home stations of redeployed units (within 50 miles).

(c) Local U.S. and host-nation officials should be invited to welcome-home ceremonies. General officer attendance at and participation in ceremonies is appropriate.

(d) Attendance at formal welcome-home ceremonies is not optional; it is the Soldier’s place of duty.

(28) After a unit returns to its home station, issue attachment orders transferring USAREUR-based RC units to the 7th Army Reserve Command (7th ARCOM) for DEMOB. Unit temporary change of station (TCS) orders will be issued to transfer these units back to a Component U.S. Army Reserve (COMPO 3) status (AR 71-11) once the unit has completed all DEMOB actions. The unit’s reintegration status must be reported according to this regulation.

(29) Complete all investigations (for example, AR 15-6, line of duty, financial liability determination) for issues identified after arrival at the DEMOB station (for RC) or the home station (for Active Army).

(30) Report the completion of major milestones and the reintegration status of units to the USAREUR Watch Officer and the USAREUR G1.

(31) Ensure their redeployed Soldiers complete DD Form 2900 during the 90- to 180-day period after returning from deployment.

**l. 21st Theater Sustainment Command (21st TSC).** The 21st TSC will monitor planned transportation from the APOD to unit home stations for redeploying and other units to ensure onward movement is not delayed for any reason.

**m. 7th ARCOM.** The 7th ARCOM operates the Mobilization Support Center-Europe (MSC-E), which demobilizes European-based RC units and individual augmentees based on a “10 full-day model” with the first 7 days meeting the “eyes on the Soldier” requirement. On arrival at the APOD, European-based RC units and individual augmentees will be transported to the DEMOB station (usually the unit’s home station) by their respective Active Army parent unit and turned over to the MSC-E for individual REFRAD processing and unit DEMOB. The MSC-E will—

(1) Ensure RC units and individual augmentees complete all DA, United States Army Reserve Command, and Army in Europe reintegration requirements during demobilization.

(2) Notify the home-station garrison transition center of the pending arrival and number of incoming personnel so that REFRAD orders can be published and appointment dates and times for the review and issue of DD Form 214 can be coordinated.

(3) Provide the garrison transition center legible copies of the following documents on all returning Soldiers:

(a) DD Form 93 and Servicemembers’ Group Life Insurance (SGLI) forms.

(b) Mobilization orders (including amendments), combat operations temporary tour of active duty, and TCS orders.

(c) Award, promotion, and reduction orders (if applicable).

(d) DD Forms 214, 215, and 220, as well as National Guard Bureau Form 22 for developing DD Form 214WS.

(e) DD Form 2648-1.

(4) Ensure DA Form 31 for each Soldier is complete for transitional leave and forward copies to the servicing transition center for computation of the REFRAD date and determination of final DD Form 214 appointment.

(5) Ensure all Soldiers who have attained more than 18 years of Active Federal Service through mobilization contact the United States Army Human Resources Command about the Sanctuary Program. Contact the U.S. Army Human Resources Command at <https://www.hrc.army.mil/site/active/tagd/> for further information.

(6) If the Soldier has an old active duty card in the Defense Enrollment Eligibility Reporting System (DEERS) or the Random Access Personnel Information Dissemination System (RAPIDS)—

(a) Issue a new common access card (CAC) for the duration of his or her enlistment contract or mandatory obligation.

(b) Update the Soldier's CAC with new information based on the REFRAD date in DEERS to return him or her to a Reserve status.

(7) Retrieve all Family-member "Reserve on Active Duty" ID cards and issue a new Reserve Family member ID cards to authorized Family members.

(8) Enroll Soldiers and authorized Family members in the Transitional Assistance Management Program (TAMP) for postmobilization TRICARE benefits.

(9) Collect, account for, and destroy copies of AE Form 600-702A issued to Soldiers and their Family members during the mobilization period. The MSC-E will inform Soldiers taking transitional leave that they may obtain a ration memorandum from their Reserve unit.

(10) Conduct military pay, travel, and allowances briefings and interview each Soldier using the Master Military Pay Account pay system. The MSC-E will also brief Soldiers on transition leave, accrued leave payment, and travel-voucher settlement payment procedures.

(11) Pay enlisted clothing allowance for prorated periods after annual payment.

(12) Complete and submit final DD Form 1351-2 and ensure all entitlement problems are solved before the Soldier's REFRAD.

(13) Complete DD Form 2697. This is specifically for Reserve component Soldiers who are demobilizing and for active duty personnel separating or retiring from active duty. A copy of the completed form must be sent to the Department of Veterans Affairs.

(14) Verify that each Soldier's DA Form 7349 is complete and that a copy is in the Soldier's printed medical records and in MEDPROS.

(15) Convert identified Soldiers to medical retention processing or to trainees, transients, holdees, and students (TTHS) status.

(16) Ensure each Soldier has the opportunity to enroll in TRICARE and TRICARE Reserve Select using DD Form 2895. Each Soldier must receive a briefing on TAMP benefits.

(17) Ensure all individual equipment is turned in through the appropriate supply channels (Active Army and RC), all individual handreceipts are cleared, and all property books are returned.

(18) Ensure each Soldier views the appropriate driver-training safety videos.

(19) Produce one copy of each Soldier's DEMOB packet and store it at the DEMOB station for record. This final step will occur when all MSC-E staff sections have completed and certified the DA Form 7425 and the unit commander and the 7th ARCOM Readiness Officer (at least a major) have certified the DEMOB packet as complete.

(20) Invite employers to attend welcome-home events and activities.

**n. 266th Finance Center.** The 266th Finance Center will—

(1) Ensure all deployed pay entitlements are stopped when units return to their home station. Other issues with pay entitlements, including those associated with the cost of living allowance, must be resolved as quickly as possible.

(2) Work with IMCOM-Europe to provide financial training and assistance to redeploying personnel and their Family members.

(3) Process TCS and temporary duty travel settlements for redeploying personnel when applicable.

(4) Provide and maintain the standardized briefings identified in appendix C.

**o. IMCOM-Europe.** IMCOM-Europe will—

(1) Maintain community reintegration-support plans for the initial 7-day reintegration period and track milestones for community-related reintegration activities.

(2) Place USAG commanders in charge of community reintegration, and establish community reintegration coordination centers to serve as the focal point for units to schedule reintegration services for redeployed personnel.

(3) Ensure that USAG commanders understand DCS coordinator requirements and identify reintegration resource shortages to IMCOM-Europe for resolution.

(4) Work with the USAREUR Chaplain and ERMC to support the training of Soldiers, civilian employees, and their Families on reunion, communication, changes in relationships, and stress.

(5) Support the preparation and maintenance of the standardized briefings identified in appendix C.

(6) Support the use of Military OneSource.

(7) Convert identified Soldiers to active duty medical extension status.

(8) Provide Family advocacy services when required.

(9) Provide transportation support for unit reintegration activities.

(10) Expedite the retrieval of personal items and POVs held in temporary storage for redeploying Soldiers.

(11) Provide no-fee childcare for Families when they attend reintegration activities.

(12) Support the execution of reception activities, welcome-home ceremonies and celebrations, and reintegration activities.

(13) Provide returning units and rear detachments with public affairs support and media coverage of reintegration activities.

(14) Plan and conduct community activities and opportunities to concentrate community support on the unique reintegration needs of redeploying single Soldiers and civilian employees.

(15) Ensure the unit risk inventory and reintegration unit risk inventory are administered to Soldiers by Army Substance Abuse Program (ASAP) personnel at least 30 days before deployment and within 90 to 120 days after redeployment and reintegration respectively.

## **15. REINTEGRATION REPORTING**

Commanders must report their status on completing the reintegration checklist according to USAREUR G3 guidance. Commanders should also report any resource shortfalls they have with personnel reintegration to their supporting USAG for resolution and correction.

## **APPENDIX A REFERENCES**

### **SECTION I PUBLICATIONS**

AR 15-6, Procedures for Investigating Officers and Boards of Officers

AR 25-400-2, The Army Records Information Management System (ARIMS)

AR 71-11, Total Army Analysis (TAA)

AE Regulation 10-5, Headquarters, United States Army Europe

AE Pamphlet 600-8-109-2, Soldiers, Civilians, and Family Members Reintegration Guide

AE Pamphlet 600-8-109-6, Leader Post-Reintegration Guide

A Soldier and Family Guide to Redeploying  
([http://www.pdhealth.mil/library/patient\\_edu.asp](http://www.pdhealth.mil/library/patient_edu.asp))

Redeployment Medical Guide for Missions in Support of Operation Iraqi Freedom  
([http://www.pdhealth.mil/library/patient\\_edu.asp](http://www.pdhealth.mil/library/patient_edu.asp))

### **SECTION II FORMS**

DD Form 93, Record of Emergency Data

DD Form 214, Certificate of Release or Discharge From Active Duty

DD Form 214WS, Certificate of Release or Discharge From Active Duty Worksheet

DD Form 215, Correction to DD Form 214, Certificate of Release or Discharge From Active Duty

DD Form 220, Active Duty Report

DD Form 1351-2, Travel Voucher or Subvoucher

DD Form 2648-1, Preseparation Counseling Checklist for Reserve Component Service Members Released From Active Duty

DD Form 2697, Report of Medical Assessment

DD Form 2766, Adult Preventive and Chronic Care Flowsheet

DD Form 2795, Pre-Deployment Health Assessment

DD Form 2796, Post-Deployment Health Assessment (PDHA)

DD Form 2895, Agreement to Serve in the Selected Reserve for TRICARE Reserve Select

DD Form 2900, Post-Deployment Health Re-Assessment (PDHRA)

SGLV 8286, Servicemembers' Group Life Insurance Election and Certificate  
(<http://www.insurance.va.gov/sgliSite/forms/forms.htm>)

SGLV 8286A, Family Coverage Election  
(<http://www.insurance.va.gov/sgliSite/forms/forms.htm>)

DA Form 31, Request and Authority for Leave

DA Form 2028, Recommended Changes to Publications and Blank Forms

DA Form 2173, Statement of Medical Examination and Duty Status

DA Form 3349, Physical Profile

DA Form 7349, Initial Medical Review-Annual Medical Certificate

DA Form 7425, Readiness and Deployment Checklist

National Guard Bureau Form 22, Report of Separation and Record of Service  
(<http://www.ngbpd.c.ngb.army.mil/forms.htm>)

AE Form 600-8-109A, USAREUR Individual Reintegration Checklist

AE Form 600-702A, U.S. Forces Ration Card

### **SECTION III WEBSITES**

Deployment Cycle Support Process  
(<http://www.armyg1.army.mil/dcs/default.asp>)

Roadmap to Reintegration  
(<http://www.per.hqusareur.army.mil/reintegration/>)

USAREUR Virtual Reintegration Website  
(<http://www.per.hqusareur.army.mil/virtualreintegration/content2.htm>)

**APPENDIX B  
SOLDIER RISK ASSESSMENT**

All leaders down to squad level should use the risk assessment in table B-1 to screen redeploying Soldiers and identify those who may have problems readjusting after redeployment. A check in any block indicates that the Soldier should be counseled, monitored, and referred for help. The numbers shown in parentheses indicate which agencies the Soldier should be referred to as shown in table B-2.

<b>Table B-1 Soldier Risk Assessment Checklist</b>		
<b>(Check blocks that apply)</b>		
The Soldier was involved in an alcohol-related incident before or during deployment.	(2)	
The Soldier was participating in counseling services with the Army Substance Abuse Program before deployment.	(2)	
The Soldier had an “at-fault” traffic accident or received traffic citations (for example, for speeding, running red lights and stop signs) before deployment.	(3, 7)	
The Soldier tested positive for drugs before deployment.	(2)	
The Soldier had disciplinary problems before or during deployment.	(8)	
The Soldier was absent without leave (AWOL) before or during deployment.	(3, 6, 8)	
The Soldier had serious negative encounters with his or her chain of command before or during deployment.	(3, 8)	
The Soldier had serious negative encounters with military or DA civilian personnel (other than the chain of command) before or during deployment.	(3, 8)	
The Soldier seemed angry or sullen and withdrawn before or during deployment.	(1, 4)	
The Soldier seems to be a “loner.”	(3, 4)	
The Soldier committed an act of domestic violence before deployment.	(1, 8)	
The Soldier had a significant change in his or her Family or relationships during deployment (for example, birth of a child, death of a Family member, divorce, loss of boyfriend or girlfriend).	(4)	
The Soldier has threatened Family members or was angry about Family situations or events.	(1, 4)	
The Soldier’s spouse or another Family member expressed concern to the Family readiness group or rear detachment command about the Soldier’s return.	(1, 4)	
The Soldier has expressed suicidal thoughts or displayed suicidal behavior.	(4)	
The Soldier had severe financial problems before or during deployment.	(1)	
The Soldier had a serious accident or became seriously ill during deployment.	(5, 8)	
One of the Soldier’s Family members was involved in a serious accident or became seriously ill during deployment.	(3)	

<b>Table B-1 Soldier Risk Assessment Checklist</b>		
<b>(Check blocks that apply)</b>		
The Soldier took shortcuts (for example, failed to follow instructions or proper procedures, took unnecessary risks) that could have led to an accident.	(7)	
The Soldier was distressed (showed agitation, grief, withdrawal) by combat or other events during deployment.	(4)	
The Soldier took medication that could affect his or her behavior or mood.	(5)	
The Soldier had problems with an exceptional Family member or a child Family member, or had other problems related to parenting.	(1, 4)	
The Soldier had problems with his or her civilian employer before or during deployment (Reserve component only).	(8)	

<b>Table B-2 Professional Help Agencies</b>	
<b>Agency</b>	<b>Areas of Expertise</b>
(1) Army Community Service	Domestic problems Exceptional Family Member Program Financial problems Victim Advocacy Program
(2) Army Substance Abuse Program	Alcohol and drug-related problems
(3) Battalion chaplain	AWOL cases Spiritual problems Stress-related problems
(4) Behavioral health clinic	Stress-related problems Suicidal behavior and attempts Other mental-health problems
(5) Medical treatment facility	Medical problems
(6) Provost marshal	AWOL cases
(7) Safety office	Accidents
(8) Staff judge advocate	AWOL cases Criminal activity Other disciplinary problems

**NOTE:** While the purpose of the risk assessment is to help leaders identify individuals who need assistance, leaders must ensure that they adequately protect the legal rights of Soldiers when screening them. If a Soldier makes an incriminating statement during an interview or counseling session, the leader conducting the session must either terminate the session or advise the Soldier of his or her rights under Article 31 of the Uniform Code of Military Justice.

**APPENDIX C  
STANDARDIZED BRIEFINGS AND TASKS**

**C-1. GENERAL**

The tables in this appendix list briefings and tasks that Soldiers and DA civilians must complete before and after redeployment. Briefing and task proponents are responsible for ensuring that their briefings and tasks are kept up-to-date and presented to standard. Briefings and tasks will be posted on the USAREUR Reintegration website through the USAREUR G1. The glossary defines abbreviations used in the tables.

**C-2. BRIEFINGS AND TASKS REQUIRED BEFORE REDEPLOYMENT**

Deployed Soldiers and DA civilian employees must receive the standardized briefings and tasks in table C-1 before they return to home station.

<b>Table C-1 Briefings and Tasks Required Before Redeployment</b>	
<b>Briefing</b>	<b>Proponent</b>
Antiterrorism/Force Protection	USAREUR G3
Finance	266th FC
Legal	USAREUR JA
Medical Threat	ERMC
Reunion	USAREUR Chaplain
Sexual-Assault Prevention Response Awareness	USAREUR G1
Soldier Life Experience	USAREUR Chaplain
Substance Abuse	ASAP
<b>Task</b>	<b>Proponent</b>
Complete Battlemind Training	USAREUR Chaplain
Complete DD Form 2796	ERMC
Purge Information System (IS) and Media Used for LandWarNet (Class)	USAREUR G2
Receive Suicide Awareness and Prevention Training	USAREUR G1
Submit Postal Change of Address	USAREUR G1
Undergo Risk Assessment	USAREUR G1

### C-3. BRIEFINGS AND TASKS REQUIRED AFTER REDEPLOYMENT

Redeployed Soldiers and DA civilian employees must receive the standardized briefings in table C-2 after their arrival at home station and additional briefings outlined on AE Form 600-8-109A.

<b>Table C-2</b>	
<b>Briefings and Tasks Required After Redeployment</b>	
<b>Briefing</b>	<b>Proponent</b>
Classified Material	USAREUR G2
Finance	266th FC
Medical Threat	USAREUR CSURG
Relationships, Communication, and Stress	USAREUR Chaplain
Return to Duty	CHRA-E (civilians only)
Substance Abuse	ASAP
<b>Task</b>	<b>Proponent</b>
Complete Battlemind Training	USAREUR Chaplain
Complete Risk Assessment and Receive Pre-Block-Leave Safety Briefing	USAREUR G1

## GLOSSARY

7th ARCOM	7th Army Reserve Command
21st TSC	21st Theater Sustainment Command
266th FC	266th Finance Center
ACS	Army Community Service
AE	Army in Europe
APO	Army post office
APOD	aerial port of debarkation
AR	Army regulation
ARIMS	Army Records Information Management System
ASAP	Army Substance Abuse Program
AWOL	absent without leave
BAS	battalion aid station
C2	command and control
CAC	common access card
CHRA-E	United States Army Civilian Human Resources Agency, Europe Region
CIVTRACKS	Civilian Tracking System
CONOPS	contingency operations
CPA	Chief, Public Affairs, United States Army Europe
CSURG	Command Surgeon, United States Army Europe
DA	Department of the Army
DCS	deployment cycle support
DD	Defense Department
DEERS	Defense Enrollment Eligibility Reporting System
DEMOB	demobilization
DOD	Department of Defense
ERMC	United States Army Europe Regional Medical Command
FRG	Family readiness group
GWOT	Global War on Terrorism
HHG	household goods
HQ USAREUR/7A	Headquarters, United States Army Europe and Seventh Army
IACS	Installation Access Control System
ID	identification
IMCOM-Europe	United States Army Installation Management Command, Europe Region
JA	Judge Advocate
MEB	medical evaluation board
MEDPROS	Medical Protection System
MOS	military occupational specialty
MSC	major subordinate command
MSC-E	Mobilization Support Center-Europe
MTF	medical treatment facility
NEO	noncombatant evacuation operations
PAO	public affairs officer
PDHRA	postdeployment health reassessment
PEB	physical evaluation board
POC	point of contact
POV	privately owned vehicle
RAPIDS	Random Access Personnel Information Dissemination System

RC	Reserve component
RDC	rear detachment commander
REFRAD	release from active duty
SGLI	Servicemembers' Group Life Insurance
SGLV	Servicemembers' Group Life Insurance Election and Certificate
SGS	Secretary of the General Staff, Headquarters, United States Army Europe and Seventh Army
TAMP	Transitional Assistance Management Program
TCS	temporary change of station
TTHS	trainees, transients, holdees, and students
U.S.	United States
USAG	United States Army garrison
USAREUR	United States Army Europe