



DEPARTMENT OF THE NAVY

TRAINING SQUADRON THIRTY-ONE (VT-31)
501 BATAAN STREET SUITE B
CORPUS CHRISTI TX 78419-5249

VT31INST 5360.1P

CACO

09 JUN 2005

TRAINING SQUADRON THIRTY-ONE INSTRUCTION 5360.1P

Subj: PROCEDURE IN CASE OF DEATH, SERIOUS INJURY, OR MISSING
STATUS OF MILITARY PERSONNEL

Ref: (a) MILPERSMAN 1770-170
(b) BUPERSINST 1770.3
(c) NAVPERS 15607D
(d) NAVADMIN 229/04

Encl: (1) VT-31 Casualty Checklist
(2) Time Limit For Required Reports
(3) Casualty Assistant Calls Officer (CACO) Telephone
Directory
(4) Sample First Flag Notification Message

1. Purpose. To establish and coordinate the responsibilities of the various officers who must act promptly and efficiently in the event of death, serious injury, or missing status of personnel under the jurisdiction of this command. References (a), (b), (c), (d) cover contingencies which may arise in these matters.

2. Cancellation. VT31INST 5360.1N

3. Discussion. A death or serious injury/illness status creates a situation of extreme sensitivity. Every effort should be made to provide a high degree of attention, courtesy, and respect to personnel involved and their next of kin. Every possible attempt should be made to lessen the grief of and render aid to the family and friends of the deceased or seriously injured. Squadron personnel concerned for families involved must use utmost tact and leave appropriate functions to specifically designated individuals. The specific course of action to be taken requires a careful decision and is affected by the status of the remains, location, jurisdiction, duty status at the time, place of accident/injury, and civilian involvement. The death or injury may also be a result of misconduct or not in the line of duty, which can only be determined through an official investigation. It would be ideal to publish a step-by-step book to follow in these matters. However, the multitude of circumstances that occur in each case makes this impractical. The procedures contained in this instruction can be modified to fit any circumstance. Inherent within this instruction

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is the idea of complementing good common sense with assistance from experts about unfamiliar matters. In order to expedite specific action the following officers shall thoroughly familiarize themselves with references (a) and (d).

- a. Administrative Officer
- b. CACO Officer
- c. Command Duty Officer (CDO)
- d. Squadron Duty Officer (SDO)

4. Action. The provisions of this instruction apply when personnel under the jurisdiction of the Commanding Officer are:

- a. Dead from injuries or natural causes.
- b. Missing under circumstances indicating doubt as to their safety (except ordinary unauthorized absence).
- c. Seriously injured or ill and unable to communicate the situation to their next of kin.

5. Procedure.

a. Any person receiving information concerning death, serious injury, or missing status of squadron personnel shall immediately report it by the most expeditious means to the CDO. Medical assistance shall be requested at the same time if required. The CDO shall immediately notify the following officers:

- (1) Commanding Officer
- (2) Executive Officer
- (3) Administrative Officer
- (4) Casualty Assistance Calls Officer (death or serious injury)
- (5) Safety Officer
- (6) Public Affairs Officer

(7) Legal Officer

(8) Medical Officer of the Day, NAS

(9) Decedent Affairs Officer, NAVHOSP, Corpus Christi
(death)

b. Upon receiving and verifying information of an occurrence of death or serious injury to personnel within this command, the following action shall be taken:

(1) CDO/SDO sends suitable personnel, the Legal Officer, and Safety Officer if possible, to the scene for preliminary investigation of the occurrences as soon as possible.

(2) Following collection of all pertinent facts, take the appropriate action and make all reports required by references (a) and (b), as necessary. The activity holding a student's service record will, upon being notified, immediately furnish the student's service record to the activity responsible for making the required reports.

6. Responsibilities.

a. Command Duty Officer/Squadron Duty Officer.

(1) Dispatch medical assistance, if required.

(2) Notify officers listed in paragraph 5(a).

(3) Log all information and relay amplifying data.

(4) Determine the preliminary line of duty status of injured/deceased at the time.

(5) Refer all requests for information from the public or press to CTW-4, extension 2945 or 2308.

(6) Initiate the Casualty Checklist (Enclosure (1)).

b. Administrative Officer.

(1) Coordinate all necessary functions between designated individuals.

(2) Refer to enclosure (1) for casualty guidelines and checklists.

c. Squadron Personnel.

(1) Shall keep Service Record Page-2 and squadron Emergency Data Sheet updated.

(2) Shall not divulge any information concerning incident to the public. All queries shall be referred to the CTW-4 Public Affairs Officer, extension 2308.

(3) Shall not divulge names of individuals involved until next of kin has been notified and then only when specifically authorized to do so by the Commanding Officer.

d. Casualty Assistance Calls Officer (CACO). The Commanding Officer shall appoint a Casualty Assistance Calls Officer. The CACO shall perform duties in accordance with references (a), (b), (c), and (d).

e. Legal Officer. When death or serious injury occurs under circumstances that appear to warrant a JAG investigation, the Commanding Officer shall be advised and a Board of Investigation appointed to conduct the investigation.

f. Public Affairs Officer.

(1) The Public Affairs Officer shall release identification of the deceased, seriously injured, or missing personnel only after authorized by the Commanding Officer.

(2) The Public Affairs Officer, Naval Hospital, Corpus Christi, releases information regarding patients admitted and when deaths occur in the hospital.

(3) Requests for information concerning aircraft accidents shall be referred to CTW-4 PAO.

7. Reports and Messages. Detailed instructions (including sample reports, telegrams, and letters) are contained in references (a) and (b) and enclosure (1). In all cases of death, serious injury, and missing status the following reports and messages will be sent as appropriate:

a. Deceased and missing personnel:

(1) Casualty report as soon as possible but no later than 4 hours after receipt of positive information confirming the casualty. The report no longer requires paragraphs J-N for submission. Minimum information must include members name, SSN, rank/rate, casualty status, cause, and circumstances. If known, include NOK information and their notification status. Telephonic reports are encouraged. The preferred method for submitting the signed report is via e-mail. The cognizant command official should sign the report, scan it electronically, and e-mail the document to MILLNAVYCASUALTY@NAVY.MIL. The report will automatically be distributed via e-mail to all offices involved in the casualty process. Include the local chain of command in the addressees. Finally, include name, rank, title, and phone number of approving official. Contact the Bureau of Naval Personnel (Casualty Assistance Branch) at DSN 882-4300 or 1-800-368-3202 with a preliminary phone call and provide:

Name, SSN, Rank/Rate and ask if they will assign CACO for out of area next of kin or if direct contact with respective district is authorized.

For Air Force personnel: Notify HQ AFPC/Casualty Services Branch at DSN 665-3505 or Comm. (210) 565-3505.

For Marine Corps personnel: Notify CMC at 1-800-847-1597.

For Coast Guard personnel: Notify Operations at 939-6393.

(2) Initial notification of primary next of kin by CACO as outlined in reference (a) and (b). Follow up report in sequence as outlined in reference (a).

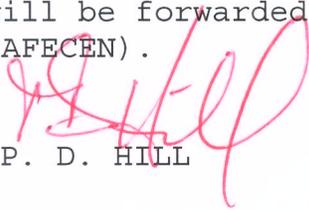
- b. Seriously ill or injured: Notification of primary and secondary next of kin with progress reports as outlined in reference (a), section 1770-170, and reference (b).
- c. Following any on or off-duty class A mishap, suicide, violent crime or other significant event:

(1) Within 7 days of the event, the CO will brief the next immediate flag officer in the Chain of Command. The briefing topics will include the event itself, the factors

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leading up to the event, pre-existing command programs to address mishap prevention and reduction, actions being taken to prevent future mishaps, and assistance required from outside the command. This briefing will be conducted either face to face, or via VTC. Attendees will include a minimum of the CO, Commodore, and OINC.

(2) A First Flag notification message (similar to encl 4) summarizing the CO's brief will be forwarded to Commander, Naval Safety Center (COMNAVSAFECEN).


P. D. HILL

Distribution: (VT31INST 5216.1U)
List I, II, and III

If the Administrative Officer is not available, the CDO will continue responsibility and comply with items 5 through 15.

5. Refer to Special Incident Reporting (Navy Blue and Unit SITREP) procedures and VT-31 mishap action plan, if applicable (Located on CDO's desk). CDO/ADMIN OFFICER
6. Obtain the individual's squadron Emergency Data sheet from the VT-31 Admin Officer. For staff personnel, sheets are located in safe in the Admin Office. For students, sheets are located in Student Control. Verify next of kin data against local records located at the PSD Corpus Christi (Navy) 961-3841 Fax Emergency Data and SGLI to PERS 663 at (901) 874 6654 or DSN 882 6654. Or, after hours, to COMNAVPERSCOM Duty Officer at 901) 874 2652 or DSN 882 2652
NOTE: These documents should precede the Personnel Casualty report CDO/ADMIN
7. Notify Navy Personnel Command, Casualty Assistance Branch. Advise that the personnel Casualty Report message will follow notification of next of kin. CDO/ADMIN OFFICER
8. Call appropriate service's casualty branch if other than Navy. Phone number is in enclosure (3). CDO/ADMIN OFFICER
9. Appoint an Inventory Officer and, as soon as possible, have the officer secure and inventory the deceased's possessions in the squadron spaces. CO/CDO/ADMIN OFF/CACO
10. Designate a Casualty Assistance Calls Officer to make the initial visit to the next of kin. This visit does not relieve the squadron of the responsibility to send required confirmation telegrams and letters. CO
11. If next of kin resides outside of the Corpus Christi area, relay required CDO/ADMIN OFF/CACO

information by telephone to the Cognizant Area Coordinator and request CACO assignment. Phone number is located in enclosure (3).

12. Phone designated CACO and relay details and report of notification of death. Request personal notification and report of notification. CDO/ADMIN OFF/CACO

13. Notify NAVHOSP that the VT-31 Admin Officer or CACO will be the Liaison Officer (if NAVHOSP Corpus Christi facilities are to be used). CDO/ADMIN OFF/CACO

NOTE: See CACO for all message/letter formats.

NOTE: Communications Center phone number is Extension 2464.

14. Following confirmation of personal notification, prepare a confirmation message to the next of kin as set forth in reference (a) (NAVMILPERSMAN 1770-170, Exhibit 3). Confirmation message will be transmitted From VT-31 Defense Message System. CDO/ADMIN OFF/CACO

NOTE: This message and the following messages cannot be sent to a civilian/home of record address. This must be done by other means (e.g. Federal Express, U.S. Mail delivery, Western Union, etc.).

15. If personal notification cannot be accomplished within 24 hours from receipt of the casualty information, prepare an initial next of kin message as set forth in reference (a) (NAVMILPERSMAN 1770-170, Exhibit 1). CDO/ADMIN OFF/CACO

16. In case of death only, prepare the second next of kin message as set forth in reference (a) (NAVMILPERSMAN 1770-170, Exhibit 2). The second next of kin message will not be released until the first next of kin message is considered received. CDO/ADMIN OFF/CACO

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| 17. In the case of casualties involving serious/very serious illness/injury, prepare next of kin message as set forth in reference (a), (NAVMILPERSMAN 1770-170). | CDO/ADMIN OFF/CACO |
| 18. Prepare a letter of condolence to the next of kin for CO signature in accordance with reference (a) (NAVMILPERSMAN 1770-170). | ADMIN OFFICER/CO |
| 19. Approve basic information to be given to the Public Affairs Officer for release. | CO/XO |
| 20. Prepare letter appointing Investigation Officer in accordance with JAG Manual. | LEGAL |
| 21. Prepare letter designating Inventory Officer. Have Inventory Officer contact the CACO for a copy of the Inventory Board Casualty Checklist. | ADMIN OFFICER |
| 22. Prepare follow-up letter of circumstances to next of kin (reference (a)). | ADMIN OFFICER/CACO |
| 23. Coordinate escort assignment IAW NAVMILPERSMAN 5360-016 if NOK so desires. Notify Naval Hospital Corpus Christi of the name of the designated escort and arrange details. For the escort, NAVHOSP will cut cost orders and brief escort. | CACO/ADMIN OFFICER |
| 24. Promulgate information regarding memorial services. | CO |
| 25. Prepare first flag briefing and summary message. | CO |
| 26. Order flowers to be delivered to funeral home (request voluntary contributions from staff personnel). | CACO/ADMIN OFFICER |
| 27. Conduct inventory of personal effects and make necessary arrangements for delivery to next of kin. | CACO/INVENTORY OFFICER |

28. Conduct Casualty Assistance Calls Program. CACO
29. Notify Post Office of status and change of address of dependents. CACO

Note: Enclosure (2) provides a basic time guide and checklist to ensure completeness of required reports.

TIME LIMIT OF REQUIRED REPORTS

<u>REPORT</u>	<u>TIME LIMIT</u>	<u>REFERENCE</u>	<u>RESPONSIBILITY</u>
Notification Of NOK	Immediately	NMPC 1770-170	CO/ADMIN
Initial Msg Report of Casualty	Immediately, NLT 4 hours after casualty confirmation	NMPC 1770-010 thru 1770-120	CDO/ADMIN
Secondary Msg to NOK	Upon receipt of Notification Of PNOK	NMPC 1770-170	CO/ADMIN
Payment of Gratuity	Within 24 hours when required	NMPC 1770-160	CO/ADMIN/PSD
Supplemental Msg Reports	As Required	NMPC 1770-110 thru 1770-120	CO/ADMIN OFFICER
Letter of Condolence	48 hours	NMPC 1770-110 thru 1770-120,	CO/ADMIN OFFICER
Inventory Board Report	3 days	MAVSUPMAN Vol. 1 Art. 13128	INVENTORY OFFICER
Casualty Investigation Report	When Required	JAG Manual	LEGAL OFFICER
Claim Investigation Report	When Required	JAG Manual	LEGAL OFFICER

Enclosure (2)

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CACO	45 days When Required	NMPC 1770.1	CACO/ADMIN OFFICER
Decedent Affairs Death Report	ASAP	BUMEDINST 5360.1C	ADMIN OFFICER

TIME LIMIT OF REQUIRED REPORTS

<u>REPORT</u>	<u>TIME LIMIT</u>	<u>REFERENCE</u>	<u>RESPONSIBILITY</u>
Investigation Officer	5 days	OPNAVINST 5102.1C	SAFETY OFFICER
Investigation Report Motor Vehicle Accident	5 days	OPNAVINST 5102.1C	SAFETY OFFICER
First Flag Notification Briefing	7 days	CNO Message 121044ZAUG04	CO
First Flag Notification Summary Msg	7 days	CNO Message 121044ZAUG04	CO

CACO TELEPHONE AND WEBSITE DIRECTORYCOMMANDTELEPHONE**Air Force**

HQ AFPC/Casualty Services Branch DSN: 665-3505
(Randolph AFB, TX)

Navy

[COMNAVPERSCOM, Millington, TN, Code 621]

NAVY PERSONNEL COMMAND,

CASUALTY ASSISTANCE BRANCH

DSN: 882-4299
Comm: 1-901-874-4299
DSN: 882-3070
COMM: 1-901-874-3070
DSN: 882-4300

(After Duty Hours)

(Mr. Michael Wardlaw during duty hrs) DSN:

24-hrs 1-800-368-3202

Marine

CMC 24-hrs 1-800-368-3202

COAST GUARD

Operation Office 939-6393

Regional Program Managers

NAS Corpus Christi is in the New Orleans region:

POC is Mr. George Burch DSN: 678-1275/1276
Comm: 504-678-1275
Duty Office DSN: 678-5313

HELPFUL WEBSITES

Instructions <http://buperscd.technology.navy.mil>
AF information/support <http://www.afpc.randolph.af.mil/Casualty/>
Navy Info <HTTP://WWW.NPC.NAVY.MIL/COMMANDSUPPORT/CASUALTYASSISTANCE>

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SAMPLE FIRST FLAG NOTIFICATION MESSAGE

UNCLAS

MSGID/GENADMIN/CTW-4/FEB05//

REF/A/RMG/CNO WASHINGTON DC/121044ZAUG04//

REF/B/RMG/COMTRAWING FOUR CORPUS CHRISTI TX/060321ZFEB05//

REF/C/PFOR/COMTRAWING FOUR CORPUS CHRISTI TX/082313ZFEB05//

REF/D/RMG/NETC PENSACOLA FL/111339ZFEB2005//

REF/E/CNATRA CORPUS CHRISTI TX/142220ZFEB05//

REF/F/CNATRA CORPUS CHRISTI TX/142250ZFEB05//

NARR/REF A IS CNO PFOR PROMULGATING THE REQUIREMENT FOR COMMANDERS TO BRIEF THE FIRST FLAG OFFICER IN THEIR COC AND TO SEND A MESSAGE SUMMARY TO COMMANDER, NAVAL SAFETY CENTER. REF B CTW-4 UNIT SITREP SERIAL 01-05.

REF C IS CTW-4 DIRECTION AND GUIDANCE TO SQUADRON COMMANDERS. REF D IS NETC GUIDANCE. REF E IS CNATRA SAFETY GUIDANCE. REF F IS NATRACOM REQUIREMENTS ICO HIGH-RISK ACTIVITIES.//

POC/LCDR ZYXWV/N00X/CTW-4/LOC:CORPUS CHRISTI TX/TEL:361-961-3588

/TEL:DSN 861-3588/EMAIL:XXX@NAVY.MIL//

GENTEXT/REMARKS/-//

RMKS/1. PER REF A, CHIEF OF NAVAL AIR TRAINING, RADM XXXX HAS BEEN THOROUGHLY BRIEFED VIA EMAIL/PHONECONS ON THE CIRCUMSTANCES SURROUNDING THE FATAL OFF-DUTY RECREATIONAL MISHAP OCCURRING ON 05 FEB 05 AS REPORTED REF B.

2. SUMMARY OF EVENT: ENS XXX XXXXXXXX SUSTAINED FATAL INJURIES DURING A PARASAILING ACCIDENT IN SHALLOW WATERS IVO LAGUNA MADRE, CORPUS CHRISTI, TX. WHILE AIRBORNE AND BEING TOWED BY A MOTORBOAT, THE SERVICE MEMBER'S SAIL ENTERED A HARD RIGHT TURN AND THE LINE CONNECTING HIM TO THE BOAT SNAPPED. THE SERVICE MEMBER ENTERED INTO AN UNRECOVERABLE RIGHT HAND DIVE AND IMPACTED IN SHALLOW WATER. ENS XXXXXX HAD REPORTED TO TRAWING FOUR IN APR04 FOR PRIMARY FLIGHT TRAINING. HE COMPLETED PRIMARY FLIGHT TRAINING IN MID-JAN05 AND WAS IN A POOL AWAITING AN 18FEB05 CLASS START DATE TO BEGIN ADVANCED MARITIME TRAINING AT THE TIME OF THE ACCIDENT.

3. PRE-EXISTING COMMAND PROGRAMS TO ADDRESS MISHAP PREVENTION AND REDUCTION:

A. ALL STUDENT MILITARY AVIATORS (SMA'S) ARE REQUIRED TO COMPLETE "FUNDAMENTALS OF ORM" TRAINING PRIOR TO ARRIVING AT TRAWING FOUR. STUDENT TRAINING JACKETS ARE REVIEWED TO ENSURE THIS IS COMPLETED.

B. UPON INITIAL CHECK-IN AT THE WING, SMA'S RECEIVE A FOCUSED OFF-DUTY/RECREATIONAL ORM BRIEFING BY THE SAFETY OFFICER DURING OUR STUDENT INDOCTRINATION COURSE. ALSO DURING THIS COURSE, I SIT DOWN AND TALK TO THE NEW STUDENT AVIATORS AND STRONGLY EMPHASIZE THE NEED TO INTERNALIZE ORM PRINCIPLES TO AVERT OFF-DUTY RECREATIONAL ACCIDENTS.

Enclosure (4)

C. AS PART OF OUR INITIAL AVIATION GROUND SCHOOL SYLLABUS, SMA'S ARE AGAIN EXPOSED TO THE PRINCIPLES OF ORM DURING THE AVIATION SAFETY BRIEFING THEY RECEIVE. OFF-DUTY AND RECREATIONAL SAFETY IS ROUTINELY DISCUSSED AS PART OF THIS CLASS.

D. OFF-DUTY RECREATIONAL MISHAP PREVENTION AND THE NEED TO ADHERE TO ORM PRINCIPLES IS ROUTINELY AN INTEGRAL PART OF OUR WING QUARTERLY SAFETY STANDDOWNS. MOST RECENTLY, OUR 03 JAN 05 BACK-IN-THE-SADDLE SAFETY STANDDOWN CONTAINED BRIEFS ON HIGHWAY SAFETY, HOLIDAY FIRE SAFETY, AND WINTER WEATHER HAZARDS.

E. AT THE SQUADRON LEVEL (ENS XXXXX HAD COMPLETED PRIMARY FLIGHT TRAINING WITH ONE OF MY PRIMARY FLIGHT SQUADRONS JUST PRIOR TO THE MISHAP), THE GROUND SAFETY OFFICER AGAIN CONDUCTS A FORMAL OFF-DUTY RECREATIONAL ORM BRIEFING AS PART OF THE SQUADRON STUDENT INDOCTRINATION COURSE. ALSO PART OF THE INDOC, THE SQUADRON CO SITS WITH THE NEW STUDENTS AND REVIEWS HIS COMMAND SAFETY POLICY, SPECIFICALLY EMPHASIZING ORM AND OFF-DUTY/RECREATIONAL SAFETY.

F. THE SQUADRON POSTS OFF-DUTY/RECREATION MISHAP INFORMATION ON A REQUIRED READBOARD FOR ALL SQUADRON AVIATORS. FURTHER, ALL AVIATORS ARE REQUIRED TO READ "FRIDAY FUNNIES" WHICH OFTEN INCLUDE OFF-DUTY/RECREATION MISHAP LESSONS LEARNED INFORMATION. SIMILAR INFORMATION IS ALSO ROUTINELY POSTED ON THE SQUADRON GROUND SAFETY BULLETIN BOARD.

4. ACTIONS BEING TAKEN TO PREVENT FUTURE MISHAPS:

A. REF C IS A PFOR TO MY SQUADRON COMMANDERS AND MY STAFF DIRECTING THAT WE AS LEADERS NEED TO DO MORE THAN SIMPLY TALK ABOUT OFF-DUTY RECREATIONAL SAFETY AND ORM. WE NEED TO PUT INTRUSIVE LEADERSHIP MORE INTO PRACTICE BY TAKING A CLOSER LOOK INTO THE LIVES AND ACTIONS OF OUR OFFICERS BOTH ON AND OFF DUTY. SPECIFICALLY TIED TO THIS INCIDENT, I PROVIDED A CLEAR DEFINITION OF WHAT I CONSIDERED TO BE OFF-DUTY "HIGH RISK ACTIVITIES" AND VERY SPECIFIC GUIDANCE ON WHICH OF THESE ACTIVITIES ARE NOW PROHIBITED DURING FLIGHT TRAINING. I ALSO DELINEATED A REQUIREMENT FOR INDIVIDUALS TO COMPLETE A DETAILED ORM WORKSHEET, TO BE SIGNED AT AN APPROPRIATE DEPARTMENT HEAD/FLIGHT LEADER LEVEL PRIOR TO PARTICIPATING IN PERMISSIBLE HIGH/MODERATE RISK ACTIVITIES. THOUGH ALCOHOL WAS NOT INVOLVED IN THE RECENT FATAL MISHAP, ANOTHER RISK MITIGATION MEASURE I DIRECTED TO ADDRESS IRRESPONSIBLE ALCOHOL CONSUMPTION AND RISK TAKING RECREATIONAL ACTIVITY IN GENERAL, WAS THE IMPLEMENTATION OF A MUCH MORE ACTIVE OFF-DUTY BUDDY SYSTEM. AS PART OF THIS I PROVIDED UNAMBIGUOUS GUIDANCE ON THE EXPANDED RESPONSIBILITIES OF "DUTY DRIVERS" AND "CARE-TAKERS" AND THEIR ROLE IN PREVENTING THOSE IN THEIR CARE FROM DOING "STUPID" THINGS. FINALLY, I DIRECTED THAT ALL OF WING FOUR PERSONNEL PARTICIPATE IN A HALF DAY SAFETY STANDDOWN TO

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RE-EMPHASIZE OUR COMMITMENT TO RECREATIONAL SAFETY AND ORM PRINCIPLES, AS WELL AS A NO-TOLERANCE APPROACH TO SUB-STANDARD BEHAVIOR FROM OUR OFFICERS. AS OF 18 FEB, MY STAFF AND FOUR SQUADRONS HAVE CONDUCTED OR HAVE PARTICIPATED IN FOCUSED SAFETY STANDDOWNS AS I DIRECTED AND ICW FURTHER DIRECTION PROVIDED REFS D-F.

B. MY SQUADRONS AND TRAINING STAFF HERE HAVE IMPLEMENTED DIRECTION PROVIDED REF D TO TAKE AT LEAST THE LAST 10 MINUTES OF EVERY CLASS THAT ENDS THE WORK WEEK TO DISCUSS ORM AND ITS PROPER USE IN OUR PERSONAL AND PROFESSIONAL LIVES. WE WILL CONTINUE TO WORK THE DETAILS TO REFINE THE PLAN.

5. ASSISTANCE REQUIRED OUTSIDE THE COMMAND: NONE REQUIRED AT THIS TIME. 6. WE WILL CONTINUE TO TAKE APPROPRIATE ACTIONS TO ENSURE THAT EFFECTIVE ORM APPLICATION AND INTRUSIVE LEADERSHIP ARE DAILY CULTURAL PRACTICES HERE AT TRAWING FOUR.//