



**ARMED FORCES SPORTS COUNCIL
DEPARTMENT OF DEFENSE**

6 November 2012

IMWR-AFS

MEMORANDUM FOR Chief of Mission

SUBJECT: Chief of Mission Booklet for Higher Level Competition

1. On behalf of the Armed Forces Sports Council (AFSC), congratulations on your selection as Chief of Mission (COM). This booklet further enhances your efforts in leading the United States Delegation. The role of the U.S. Delegation Chief of Mission is to represent the United States and U.S. Armed Forces Team to the rest of the countries at the championship. This prestigious role is very important and can have a lasting impression on many foreign military officers and dignitaries. As the COM, you must stay for the entire championship, and accept the lodging provided you by the host country. No deviations can be made from this, unless first checking with the undersigned. It is advisable to address the team to know what you expect of them as COM (discipline, any curfews, etc).

2. As a representative of the U.S. Armed Forces and the United States, you are required to wear appropriate military uniforms (summer or winter) as dictated in the host invitation. Uniforms are normally worn at opening ceremonies and the closing banquet. Follow host country protocol for all official qualifications that you and team are required to attend.

3. As the Chief of Mission, you are allowed to bring your spouse to the championship if authorized in the host invitation. You are responsible to pay for your spouse's travel expenses. No other members of the delegation are authorized to bring a spouse or guest. Your spouse is considered part of the official delegation and will be extended all the courtesies afforded you. You may have to pay for lodging out of pocket for spousal expenses depending on the host country. The host country will take care of food, lodging and local transportation for all official delegation members during the championship. Please be aware that you must travel with the delegation, so if you elect to bring your spouse, you are not authorized to travel separately in the event your spouse is unable to book the same flight. If differently, you can coordinate with the host site to arrange a separate pick-up time for your spouse. We must reiterate that you must remain at the championship throughout its entirety with the delegation. Early departures are not authorized.

4. All countries will do their best to provide adequate lodging and food but sometimes this does not measure up to American standards. Brief the team to make the best of the situation for the short duration of their visit to this country. Communicate with the other COMs to determine if the problems are universal. If so, try to work out the issues with host nation as a group and approach the Official CISM Representative.

5 The appointed team captain (TC) is your action officer. That person manages all aspects of the team to include travel, ensures all athletes attend required events and competitions, and coordinates with the host country POC in case of problems. In the event that the team captain is unable to resolve an issue, he/she may come to you for assistance. The team captain is typically a seasoned sports professional, who has attended numerous CISM events, so please rely and consult with this person when you need to. The two of you will be an invaluable team. Please contact the TC prior to departure and preferably via phone if you are not at the same base.

6. The Chief of Mission is responsible for the conduct of delegation members. Some important areas to monitor are to ensure all members of the U.S. delegation attend all scheduled events during the championship and all members are dressed appropriately. You also have the authority (with input from the team captain and coaches) to set guidelines for team curfews and alcohol consumption. Most countries have a legal drinking age of 18. If an athlete or coach is deemed to have a disciplinary problem or is not fit for competition (i.e. does not make weight), the athlete or coach is to be sent home immediately and will be barred from participation in the Armed Forces Sports program for one year. Further guidance on this matter is found in Sec 8 of the Chief of Mission Information below.

7. A few areas of note: 1) The TC has some mementos for you. Memento exchange is spelled out in detail in this booklet. 2) It is common for dignitaries from other countries to ask you to host CISM Championships in the U.S. As the Chief of Mission, you do not have the authority to authorize CISM events in the United States, as there is a significant expense to hosting a world championship, and prior commitments for other sports might have already been made by the U.S. Please tell the requesting official to contact the Armed Forces Sports Secretariat and United States Delegate, Mr. Steven Dinote, at 210-466-1335 or steven.dinote@us.army.mil. Be sure to include the request as part of your after-action report.

8. It is very important that you or the TC call or e-mail me once the Delegation gets to the host country to ensure that everyone has arrived. The host country will allow you to make official calls. Also daily e-mail updates would be very beneficial if it can be done, since we post this on our web site. Most host countries will have an internet area set up.

9. If any questions arise prior to you going, or once at the CISM Championships you can contact me at (210) 466-1335, or my cell at (210) 238-9919, or via e-mail at steven.dinote@us.army.mil. Information on our program can be obtained by visiting www.armedforcessports.com We appreciate your time and effort and wish the best for your delegation.

///SIGNED///
STEVEN A. DINOTE
Armed Forces Sports Secretariat

CISM INFORMATION

Brief History of CISM:

Despite the French name, the Conseil International du Sport Militaire (CISM) is in reality based upon an American idea. At the end of World War II, the American Commander in Chief, General Joseph McNarney was searching for a means to bridge the language and cultural barriers, and bring together the widely diverse allied forces in Europe into a cohesive and cooperative force. He recalled the highly successful Allied Forces Sports Council (AFSC), which General Joseph Pershing created at the end of World War I, when faced with a similar problem. General McNarney revived the concept and it was an instant success. Allied Forces from Western and Eastern Europe competed against each other on the playing field in perfect harmony.

In 1947 political storm clouds appeared on the horizon. Russia and other eastern countries withdrew. Then England and America withdrew. Thereafter, the AFSC rapidly disintegrated. Only a handful of nations, who had clearly seen the potential of sport bringing together the Armed Forces of the world refused to let the idea perish.

The French Armed Forces organized a meeting, February 16-18, 1948, in the city of Nice and invited all countries interested in forming a permanent military sports association to attend. Belgium, Denmark, Luxembourg, and the Netherlands participated. By the end of the meeting, statutes and regulations for a worldwide organization were drawn up and ratified. From those five "founder nations" CISM has grown into an organization of 130 nations today. This makes it the world's biggest military organization and the second biggest sports organization next to the International Olympic Committee. There are currently 131 CISM member nations.

Aims and Objectives:

The aim of CISM, while setting a good example in each member country, is the encouragement of military sports and the development of friendly relations between the Armed Forces of the various fields related to sport and physical fitness.

CISM:

- Establishes permanent relations between Armed Forces for the exchange of ideas and encourage research in various fields related to sport and fitness.
- Entrusts the member nations with the organization of the numerous sport championships and meeting organized under its auspices.
- Encourages and supports all measures designed to establish and reinforce friendly relations between military participants and promote activities designed to increase understanding, mutual respect, and friendship between nations.

CISM Motto:

This quote from the famous French writer, Jean Giraudox, once himself a famous military athlete, has been adopted by CISM as its official motto:

SPORT means peace
SPORT is the opposite of war

SPORT is the cure for war
SPORT is international
SPORT brings nations closer

In summary, CISM is endeavoring to substitute the playing field for the battlefield. In the 1990's CISM shortened the CISM motto to "Friendship Through Sport."

CISM Sports Calendar:

Like the Olympic games, CISM holds a Military World Games competition every four years (the year prior to the summer Olympics). The first games were held in Rome, Italy (1995); the 2nd games in Zagreb, Croatia (1999); the 3rd games in Catania, Italy (2003); the 4th games in Hyderabad, India (2007); the 5th games in Rio de Janeiro, Brazil (2011); and the 6th Games will be held in Mungyeong, South Korea in 2015. CISM also conducts World Military Championships in 26 different sports. The U.S. usually participates in the following CISM Championships, and hosts 1 to 2 World Championships each year:

Military Sports

Parachuting
Shooting

Individual Sports

Cycling
Marathon
Cross Country
Sailing
Triathlon
Golf

Combat Sport

Taekwondo
Wrestling
Boxing
Judo

Team Sports

Basketball (M & W)
Volleyball (M & W)
Soccer (M &W)

Official Language:

CISM official business is conducted in English and French, the two official languages, to include presentations, publications, and meetings. Arabic and Spanish is also used at meetings if the need arises.

Flags and Music:

CISM has its own flag, march and anthem. The flag is white with a blue border. The CISM logo is prominently centered on the flag. Mrs. Carla Foniutti of Italy composed the anthem and the march by Lt. Commander L.S. Lawton (U.S. Navy). The march is played at all championships when the CISM flag is carried on the field. The anthem is played while the flags of participating nations are raised and lowered and all other ceremonies. It is CISM protocol for all to stand at attention during the playing of the CISM anthem and other foreign anthems. Personnel shall only salute the U.S. Flag.

CISM Headquarters:

The Secretary General is located at the headquarters in Brussels, Belgium. Secretary General is Col Alexandre Morisod (Switzerland) conducts the day-to-day activities with his staff.

CISM Leadership:

The member countries have elected their leadership from among the highest-ranking military officers throughout the world. The United States CISM Chief of Delegation is Brigadier General Eden Murrie (USAF), who is also the Chairperson for the Armed Forces Sports Council.

CISM Sports Committee (CSC):

Each CISM sport has an established CSC. The CSC is responsible for all technical aspects of the specific sport to include rules of play, competition safety, course (competition) layout, etc. At each competition the CSC President and respective committee will ensure fair and proper competition.

CHIEF OF MISSION INFORMATION

1. Introduction: Many of the officers selected to be Chief of Mission of the US Armed Forces teams competing in CISM competitions are new to the CISM organization. Consequently, there are many questions about items such as; conditions of their stay in the host country, correct protocol, opening ceremonies, etc. Enclosed are pertinent portions CISM Administrative Regulations, to assist Chiefs of Mission in the efficient execution of their duties.

2. CISM Representative:

a. A CISM Board of Director member or a member of the CISM Staff is appointed to represent CISM officially at each of the events scheduled on the calendar. If, at the last moment, the Official CISM Representative (OCR) appointed to represent CISM in an event is unable to attend the event, the highest ranking Chief of Mission or in his absence, a delegate present of the nations invited will take over the representation. Be prepared to inform the Chief of Mission of this responsibility in the event they are asked to represent CISM. Ensure they are experienced in CISM.

b. If there are any problems at the Championship you and the COM must try to work it out with the liaison assigned to your team. This person will speak English and will try to resolve the problem. If the problem cannot be resolved at this level then go to the Head of the Organizing Committee, and then finally if still not resolved, you have the authority to get the CISM rep involved. If this procedure is not followed, further action cannot be taken against host country by CISM. If a problem does not get resolved by the CISM rep, document your action and send me an e-mail after you get back.

3. Responsible Authorities. The following authorities are responsible for the direction of a CISM competition:

- a. Official CISM Representative,
- b. Competition Organizing Committee,
- c. Technical jury
- d. Jury of Appeal.

e. Their functions are described in detail in the technical regulations governing each competition. However, for the jury of appeal, if three (3) CISM delegates from different countries are absent, the CISM delegates present completes it.

4. Regulations Governing Competition. Unless special authorization is granted by the General Assembly, all competitions are governed by the Special Regulations established by CISM.

5. Umpire/Referee. No umpire or referee may officiate in a CISM competition unless he is carried on the register of the International Sports Association concerned, except as permitted in the Special Regulation of the sport in question. The referee or umpire should be neutral whenever possible. The U.S sends certified internationally sanctioned referees to most CISM Championships and is lauded as some of the best.

6. Opening Ceremony. Any military ceremony prescribed by the protocol of the host country will be adhered to. The CISM flag is solemnly hoisted near the flags of the participating countries. The CISM anthem is played at the moment the CISM flag is hoisted. While the teams file by, the CISM march is being played. Depending on the protocol of the host country, opening of the competition is declared by either a high military or civilian official of the country or by the official CISM representative.

7. Closing Ceremony/Awards. According to the circumstances, the closing of a competition may either be accompanied by a military ceremony similar to the opening ceremony, or may be coupled with the distribution of awards during the closing dinner.

a. CISM gold, silver, and bronze medals are presented to the athletes. If a Team trophy is won by the U.S. then you make the decision with the COM on where it will be displayed back home, and inform the AFSCS. Please do not send to Armed Forces Sports (AFS). If U.S. team wins a rotating team trophy (e.g. Modern Pent) please have country contact the AFS office. Do not agree to any shipping, since we have had problems in this area.

8. Protocol/Discipline.

a. The Chiefs of Mission is responsible for team discipline. During the contests, all athletes present at the sport venue are considered as equal by the referees and committees and are equal among themselves. No one may use their rank to impose their opinion in a sporting matter. The Armed Forces Sports Council approved the memos in Encl (1) of this booklet, where you as the Chief of Mission have the authority to send any U.S. participant back to their respective units. The first memo is for "Misconduct" and the second memo is for a "Combat Sport" (boxing, wrestling, taekwondo and judo) where the athlete does not meet competitive weight prior to competition.

b. Please make it a point to address the team prior to leaving for the CISM Championship, as far as what you expect out of them, as well as to be prepared for anti U.S. sentiments depending on the country where the CISM Championship is being hosted. Their behavior and conduct at all times should be beyond reproach since they are representing DOD, the U.S Armed Forces and their Service. Any violation that embarrasses or reflects negatively upon the United States should result in the Chief of Mission sending the individuals back to their Units as soon as possible. Please follow input and recommendations provided by Team Captains and/or call Armed Forces Sports Secretariat for further input or guidance, if needed.

c. Please ensure that you and the team follow all host country and CISM protocol in the functions and abide the motto of "Friendship through Sport". It is highly advisable to attend the daily meetings.

9. Uniform. Appropriate Military uniform (winter or summer) as dictated by host country in their invitation, is always worn at opening ceremonies and normally at the closing banquet. Since Closing Ceremonies are done right after the competition, warm-ups are usually worn; otherwise it will be the military uniform. The military uniform must be worn at any official event. Civilian clothes (issued polo shirt with khaki pants or shorts) may be worn for cultural initiatives sponsored by the host nation.

10. Delegation Security. The host country is responsible for the safety of all delegations in attendance. In the past, no serious problems have occurred. All athletes traveling to a CISM event must complete Level 1 anti-terrorism briefing, which is offered through their base security

office, or the link is available at www.armedforcespsports.com. In addition specific country information can be found at www.travel.state.gov/travel Click on the Consular Information Sheets to get all the info about the country where the championship is being hosted. AFS office will take care of travel clearances to the host country, and provide a copy with any approvals to the TC. AFS will take care of Country Clearances and take care of VISA needs if it is required for entry to a particular country. The host nation is responsible for all security measures.

11. Travel Uniform of Delegation. It is recommended that all team members wear CISM issued gear (polo shirt and appropriate pants or warm-up) during travel to host nation. Each delegation member brings their own khaki pants. This provides a professional image of the U.S. Team. For purposes of operation security, COM and Team Captains are authorized to approve civilian dress to reduce targets of opportunity. Dress must be consistent and all team members must adhere. Civilian attire in these circumstances shall still be professional in image, such as khaki pants, polo shirt, dress shirt, etc... Jeans are not authorized.

12. Mementos. Your TC has been issued Mementos. You will present the large memento at the appropriate ceremony (scheduled by the host country) to the Head of the host Organizing Committee. Present the issued mementos to your counterparts at the Chief of Mission Luncheon or other appropriate gathering. Exchanges are normally a one-on-one reciprocation with other countries' COMs, and not a mass handout. Any extra mementos can be given out at the end to the key members of the Organizing Committee who you or the TC feel, went out of their way to assist the U.S. delegation. The TC has other smaller items such as pins, key chains and other items. The delegation members, to include you, have been issued extra clothing items to use for exchanging. Clothing items are the most popular items to exchange, along with the pins. Just make sure that athletes do not exchange their warm-up until the closing ceremony has concluded. Warm-ups are worn at all medal ceremonies, and sometimes for closing ceremonies.

13. Program. Upon arrival, the delegations normally receive the following information material: a guide containing all necessary information for the duration of their stay, local currency info and conversion places (ATMs are normally accessible), time and place of church services. Also meal schedules, operating hours of the Information desk, available means of transportation and schedule, and so on. Also, an envelope containing the technical program, contest schedules, composition of juries, time and place for training, and so on.

14. Housing/Food.

a. The delegations will be housed under the best conditions possible, whereby the capability of the country and the rank of the guests will be considered. Normally Chiefs of Missions and Referees are housed separately from the Team Captain and athletes.

b. The food provided normally meets standards, but at times lacks in variety depending on host nation.

c. All countries will do their best job possible to provide adequate lodging and food but sometimes this does not measure up to American standards. Try to make the best of the situation for the short duration of your visit to this country.

15. Medical

a. Any medical issues should be worked through your Team Trainer who will coordinate with host organizing committee POC.

b. Milder medical cases are treated in the dispensary.

c. Severe cases are treated in a hospital equipped for complete examinations.

d. A massage and general conditioning room for the athletes is normally offered.

e. Host country will not provide treatment for anyone for an existing medical condition, but they are responsible for providing daily sick call.

16. Local Travel. The host delegation makes available all necessary transportation for delegation's travel during the championship. However, it is not obligated to assume responsibility for private travel.

17. Arrival/Departure. Any delegation that participates in a championship must strictly adhere to the arrival and departure dates. An exception may be made due to an act of God, or where an understanding with the host delegation has been reached and, if necessary, with the Host Organizing Committee. As a rule, the arrival time is fixed 24 to 48 hours prior to the beginning of the contests and the departure time is 24 to 48 hours following the conclusion of the championship. If there are radical changes made by the host country, be sure to notify the Armed Forces Secretariat.

18. Drug Testing. CISM does arbitrary drug testing on athletes similar to the Olympics. They follow the same strict guidelines as the International Olympic Committee, through the World Anti-Doping Agency (WADA). Your TC has further information regarding the testing procedures. Ensure all athletes are aware that anything consumed, to include simple herbal teas and energy drinks, may include ingredients listed on the WADA Prohibitive Substance List. In 2011, a U.S. athlete tested positive for a stimulant found in an energy drink that was legally purchased over-the-counter at a national retail outlet.

19. Additional Information:

a. Contingency Check. The team captain is provided a \$500.00 contingency check upon request through the AFSCS. This is to be used only in emergencies. Such cases might include bottled water (if none provided by host), transportation to competition site if stranded at the airport, re-placement of lost airline ticket, etc. Unauthorized expenses include: team dinners/or drinks, buying personal athletic equipment, pay for sight seeing expeditions, purchasing additional mementos for the team.

b. Expenses. Each member of an Armed Forces team participating in a CISM Championship overseas receives \$3.50 per day for incidental expenses, and the appropriate JFTR/JTR destination rate on travel days. The host country provides lodging, food, and transportation.

c. After Action Reports.

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a. It is requirement for a Chief of Mission to compose an after action report NLT 30 days after a CISM Championship and send it to the Armed Forces Sports Secretariat. This can be combined as one report with the TC or separate reports can be submitted. The report should outline your experience, any problems encountered, and a synopsis of the championship. They can be sent via e-mail to the Armed Forces Sports Secretariat with all the pertinent information. The Armed Forces Sports Secretariat will ensure that it will be disseminated to all interested parties, to include the U.S. Chief of Delegation, and highlight items in the report that warrant his attention.

b. It is very important that the Team Capt send the Armed Forces Sports Secretariat the full details of the championship (a story), and any action photos with cut lines identifying our athletes (by name, rank and service) that can forwarded to Public Affairs and service sports officers within 2 or 3 working days after getting back home.

Enclosures:

Armed Forces Sports Council Memos (Encl 1)

Duties Checklist (Encl 2):

The checklist is a tool the team captain uses to ensure all important duties are completed. A copy is furnished for your information.

After Action Report (Encl 3):

The team captain is responsible for completing and submitting an after action reports following a championship. A report should be completed within NLT 30 days after the championship.

Enclosure 1 - Memos

MEMORANDUM FOR-----
(Participant's Commander)

SUBJECT: Misconduct of Participant at International Military Sports Championship.

1. During the ----- CISM-----in -----,
(year) (name of championship) (location of championship)
(participant's name, rank and service) engaged in inappropriate activities **(details outlined in the attached page).**

2. After carefully reviewing the facts with the Coaches and Team Captain, I determined that a breach of duty to uphold good order and discipline occurred. As a result of this breach, the decision was made to remove (him/her) from further participation in this championship.

-----departed on ----- to return to duty station.
(participant's name) (Date)

3. In accordance with the Armed Forces Sports Council rules, -----
(participant's name)
will be barred from participating in the Armed Forces Sports program for one year. Individual service may impose a more harsh punishment.

4. It is disappointing that -----failed to conduct (himself/herself) in an
(participant's name)
appropriate manner. In addition to letting down the team, and all the individuals who worked hard in support of this athlete's attendance at the championship, it also caused an unnecessary expenditure of funds, and reflected poorly upon the Armed Forces and the United States.

5. For more information on this incident please contact the undersigned at -----
----- .
(phone and e-mail)

Chief of Mission Name, Rank & Service
(Print, Sign and Date)

Signed Acknowledgement of receipt of memo from Participant **(Print, Sign and Date)**

Fax copy of memo to AFSCS at 210-466-1288

Enclosure 1 - Memos

MEMORANDUM FOR _____
(Athlete's Commander)

SUBJECT: Early Return of Athlete from International Military Sports Championship.

1. During the _____ CISM _____ in _____,
(year) (name of championship) (location of championship)

(athlete's name, rank and service) did not meet competitive weight in a combat sport (boxing, wrestling, taekwondo, judo) prior to competition. It was verified by the Team Trainer that failing to make weight was **not** due to any medical reasons.

2. After carefully reviewing the facts with the Coaches, Team Captain, and Team Trainer the athlete is to return to duty station, and barred from participating in the Armed Forces Sports program for one year, in accordance with Armed Forces Sports Council rules. Individual service may impose a more harsh punishment.

_____ departed on _____ to return to duty station.
(athlete's name) (Date)

3. It is disappointing that _____ failed to meet the competitive weight
(athlete's name)
standard, that (he/she) knew of well in advance. In addition to letting down the team, and all the individuals who worked hard in support of this athlete's attendance at the championship, it also caused an unnecessary expenditure of funds, and reflected poorly upon the Armed Forces and the United States.

4. For more information on this incident please contact the undersigned at _____.
(phone and e-mail)

Chief of Mission Name, Rank & Service
(Print, Sign and Date)

Signed Acknowledgement of receipt of memo from Participant (Print, Sign and Date)

Fax copy of memo to AFSCS at 210-466-1288

ENCLOSURE 2 – PLANNING CHECKLIST

UNITED STATES CISM SUGGESTED CHECKLIST

All items may not be applicable to your mission. If there are any items that are not clear, please contact the AFS Office

1. Planning Factors - (prior to departure)

- TDY/TAD Orders (proper endorsements from all services).
*Include the statement "Excess Baggage Authorized"
- Immunization Records (Only if required for host nation).
- Cash Cont Check prior to departure
- AFSCS fax or e-mail for disseminating results.
- CISM Mementos.
- U.S Flag and Anthem
- Copy of the host nation invitation
- Coordination of travel info with all team members
- Participant notification of Anti-Doping Regulations and signature on form
- Level I Anti-Terrorism briefing
- Appropriate military uniforms and khaki slacks (all of the delegation).
- Supplies for team trainer.
- Visa/Passport requirements.
- Compile a list of departure times from host nation to be turned into liaison at championship

2. Meeting With Team Prior to Departure:

- Pass out CISM mementos and athletic apparel to athletes.
- Brief on conduct and appearance.
- Wearing of proper attire.
- Signature of all applicable higher level forms (Team Capt retains all forms for the duration of the championship)
- Safeguard of orders, valuables and issue items (these things are stolen if individuals don't keep a close eye on them).
- Ensures that each member of the delegation has Padlock or combination lock.
- Bring towels, soap, and basic toiletries.
- Safety briefing on Host Country
- Ensure that Flag Bearer for opening ceremonies is selected by the team.

3. Arrival at Destination

- Call AFSCS to confirm team arrival 210-466-1335, 210-238-9919 or e-mail steven.dinote@us.army.mil
- Familiarize yourself with lodging, dining hall, training facilities, etc.

4. During the Championship

- Physical check on status of team on a daily basis
- Attend daily Team Capt meetings and relay info to delegation as needed.
- Ensure that team is at proper locations and dressed as mandated by host nation.
- Maintain contact with COM and referees.

5. Preparation for Departure from Host Nation

- _____ Ensure that everyone has flight itineraries
- _____ Collect Flag and anthem from host nation POC
- _____ All are aware of billet clearing procedures and departure times and pick up points provided by host nation

6 . Return to CONUS

- _____ **Final recap with action pics to AFSCS within 3 working days after championship**
- _____ Complete After action report to AFSCS within 30 days and can coordinate with COM if joint AAR.

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ENCLOSURE 3 – AFTER ACTION REPORT

**CISM/National Championship
After Action Report**

Event Name:

Date:

Host Site:

Team Captain:

Phone:

- Attach roster of Armed Forces Team (full name, rank, service, duty station)
- Schedule of events
- Scores of all competitions
- Final team and/or individual standings
- Event Summary (Bullets) – Covering such areas as:
 - Total Attendance
 - VIPs attending
 - Problems Encountered
 - Suggestions or recommendations

It is the responsibility of the team captain to ensure that the after action reports is completed in a thorough fashion and forwarded to the AFSCS within 30 days.

Forward after action report to AFSCS:

steven.dinote@us.army.mil