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REPORT ON GENERAL/FLAG OFFICER REQUIREMENTS

**Assistant Secretary of Defense (Manpower and Reserve
Affairs), Washington, D. C.**

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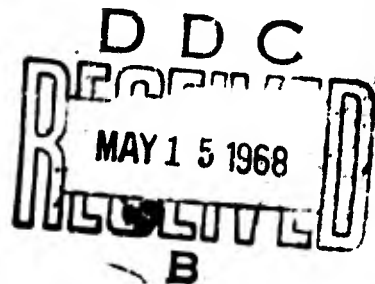
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**OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE
(MANPOWER AND RESERVE AFFAIRS)**

REPORT ON GENERAL/FLAG OFFICER REQUIREMENTS



**Officer Personnel Study Group
Officer Career Development Division**

1 March 1968

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PRECIS

PURPOSE: The purpose of this report is to present the findings of the Department of Defense review of general and flag officer requirements.

BACKGROUND: In June 1966, the Assistant Secretary of Defense (Manpower) appointed a military study group to review all requirements for general/flag officers within and outside of the Department of Defense. The major objectives of this review were to determine the total national requirement for such officers and to evaluate the adequacy of present authorizations to meet these requirements.

RESULTS: The Study Group reviewed a total of 1991 requirements submitted by the military services, the JCS, and the OSD. The Study Group found 1620 to be valid requirements of which 42 were identified as unique requirements which should be excluded from accountability against general/flag officer authorizations. In addition, it was found that the requirements of the health, legal and religious specialties could not be determined in precisely the same terms as pure military requirements and the Study Group, therefore, developed separate authorization tables, based on the officer population of these specialties, which, at projected 30 June 1968 strengths, would authorize a maximum of 105 general/flag officers for these specialties. Thus, the Study Group determined that the national requirement for general/flag officers is 1683 (1620 minus 42 plus 105). This number exceeds present legal authorizations as indicated in the following table:

	<u>ARMY</u>	<u>NAVY</u>	<u>USAF</u>	<u>USMC</u>	<u>TOTAL</u>
Study Group findings	589	454	548	92	1683
Present authorizations	<u>543</u>	<u>318</u>	<u>444</u>	<u>80</u>	<u>1385</u>
Difference	46	136	104	12	298

The Study Group recommends that statutory authorizations be amended to reflect the increase in requirements shown above and to establish separate authorization tables for the health, legal and religious specialties. The Study Group also recommends amendments to the statutes governing the adjustment of general/flag officer authorizations, Navy flag officer grade structure, the recall of retired general/flag officers, general/flag officer grade distribution and other related matters. The Study Group has prepared, separately from this report, a legislative proposal to accomplish these recommendations.

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I. INTRODUCTION

A. PURPOSE OF THE REPORT.

To present the results of the Department of Defense review of general/flag officer requirements.

B. STATEMENT OF THE PROBLEM.

General/flag officer authorizations are controlled by the Congress and allocated to the four military services. For some time the services have stated that these authorizations are inadequate to meet their requirements for general/flag officers on active duty. However, the need for officers in these grades extends well beyond purely service requirements. The Office of the Secretary of Defense and its subordinate agencies, and a number of other agencies outside the Department of Defense also have requirements for general/flag officers and these requirements are manned from within the service authorizations. In addition, whenever changes in general/flag officer authorizations are sought, the service concerned must justify whichever of these out-of-service requirements it is presently manning as well as its own in-service requirements. Under these conditions, the Secretary of Defense has endorsed individual service efforts to increase authorizations but there has been no overall evaluation of the requirements of the JCS, OSD or other government agencies. Neither has there been an overall determination of total national requirements for general/flag officers on the basis of the relative needs of each user.

C. INITIAL ACTION TAKEN.

On 28 June 1966, the Assistant Secretary of Defense (Manpower) appointed a committee of military personnel to conduct "a study of the officer personnel practices and policies of the several armed services . . . and to make recommendations for legislative and procedural changes where necessary." Within the framework of this broad charter the committee, which became known as the OSD Officer Personnel Study Group, first undertook a review of general and flag officer requirements to determine the total national requirement for top military managers, and to evaluate the adequacy of present statutory and administrative authorizations. This report presents the results of that review.

D. ORGANIZATION OF THE STUDY GROUP.

The Study Group was placed under the Director of the Compensation and Career Development Division of OASD (Manpower) and was composed of an O-6 Deputy Director and an O-5 representative from each of the four military services. The Study Group received policy guidance from an ad hoc Policy Committee headed by the Deputy Assistant Secretary of Defense (Manpower) and composed of the following members: the Assistant Deputy Chief of Staff for Personnel, U. S. Army; the Deputy Chief of Naval Personnel; the Assistant Deputy Chief of Staff for Personnel, U. S. Air Force; the Assistant Chief of Staff, G-1, U. S. Marine Corps, and the Deputy Assistant Secretary of Defense (Military

Personnel Policy). In addition, the Director J-1 (Personnel) of the Joint Staff was invited to attend all meetings of the ad hoc Policy Committee.

E. TASK OBJECTIVES OF THE GENERAL/FLAG OFFICER REVIEW.

1. To develop common criteria by which all general/flag officer positions may be judged.
2. To evaluate all general/flag officer position requirements, including those not now filled by general/flag officers, in terms of established criteria.
3. To establish comparability between individual positions where feasible, and to identify distinctions which justify different grade levels of apparently comparable positions.
4. To determine total national general/flag officer requirements with substantial documentation for each position, and
5. To identify any inadequacies in general/flag officer statutes.

F. AS OF DATE.

Unless otherwise indicated in the text, the figures in this report are as of 1 January 1968.

II. BACKGROUND

A. HISTORY OF GENERAL/FLAG OFFICER AUTHORIZATIONS AND LIMITATIONS.

Prior to 1953 there was no limitation in law on the number of officers on active duty who could serve in any grade. However, the number of officers holding permanent grades was regulated by law. In the case of general/flag officers, 3/4 of 1% of the total number of officers authorized to hold permanent grades could be in grades O-7 through O-10. The total active duty requirements of each service were established each year in the Defense Appropriations Act.

Effective 1 April 1953, an amendment known as the Davis Rider was appended to the Defense Appropriation Act providing for a limitation on the number of general/flag officers serving on active duty. This limitation stated that the number of officers serving on active duty in grades O-7 through O-10 would be established as a percentage of the total military strength. The percentages varied by service and reflected the then-current strengths and promotion practices of the several services. These percentages were:

Army:	0.033%
Navy:	0.034%
Air Force:	0.041%
Marine Corps:	0.028%

In 1954, the Davis Rider provided a numerical authorization of:

Army:	504
Navy:	287
Air Force:	409
Marine Corps:	61

These annual authorizations were superseded by the Officer Grade Limitation Act (OGLA) of 1954, which was intended to provide a permanent basis for the determination of general/flag officer authorizations. In preparation for the Congressional hearings on the OGLA, each service justified its requirements on a position by position basis. These requirements were, in turn, translated into a series of tables wherein the number of general/flag officers authorized by law would vary with active duty officer strength rather than total military strength. The individual tabular values and increments varied by service. For example, at a strength of 70,000 officers, the general/flag officer authorizations for each service would be:

Army:	425
Navy:	304*
Air Force:	336

If each service were at an active duty strength of 140,000 officers, the resulting general/flag officer authorizations would be:

*Based on estimated restricted line and staff corps strengths.

Army:	540
Navy:	357*
Air Force:	452

A table of OGLA authorizations for each service is attached as Annex A to this report, and a summary of service strengths, 1945 to 1967 is attached as Annex B

Shortly after the establishment of permanent authorizations under the OGLA, Senator Richard B. Russell, Chairman of the Senate Armed Services Committee, informed the Secretary of Defense, in a letter dated 29 March 1955, that his Committee would not consent to service nominations for the confirmation of officers in general/flag officer grade in excess of the following total numbers:

Army:	494
Navy:	287
Air Force:	425
Marine Corps:	60
Total	1266

This limitation has been the effective determinant of general/flag officer numbers since that time except for those occasions when the legal authorizations of the OGLA have been lower than the Senate limitation. In 1961, the Senate limitation for the Army was reduced from 494 to 475, thereby lowering the DOD total to 1247. At various other times the services and the Secretary of Defense have sought relief from the Senate limitation with varying degrees of success. As a result of these efforts, however, there has been some upward revision in the limitation for each of the services except the Air Force. The Senate limitation in effect on 1 January 1968 was:

Army:	487
Navy:	302
Air Force:	425
Marine Corps:	75
Total	1289

A chronology of the Senate limitation on general/flag officer authorizations, with supporting documents, is attached as Annex C. A summary of principal laws relating to general/flag officers is attached as Annex D.

B. HISTORY OF SERVICE REQUIREMENTS FOR GENERAL/FLAG OFFICERS.

Prior to the introduction of the Davis Rider in 1953, there was little difference between service statements of general/flag officer requirements and the actual number on active duty. Since 1953, however, authorizations have been tightly controlled through both statutory and administrative limitations, and these limitations have not kept pace with the growth in service-stated requirements for general/flag officers.

*Based on estimated restricted line and staff corps strength.

For example, in the years since enactment of the OGLA in 1954, the number of general/flag officers manning positions in the OJCS and its subordinate commands and agencies has increased from 151 to 231. In addition, although the number of general/flag officers employed within the Office of the Secretary of Defense has remained relatively stable (25 in 1954 as compared with 27 in 1968), increases in the requirements of subordinate activities such as the National Security Agency and the Defense Supply Agency have led to an overall increase in the number of general/flag officers assigned to OSD from 39 to 60.* Similarly, in-service requirements for general/flag officers have increased from 1244 in 1956 to 1581 in 1968.

During the time that these increases in requirements were taking place, the OGLA tables (which were amended in 1966 to increase Marine Corps authorizations by 15) would have authorized the following changes in general/flag officer numbers if they had been permitted to operate:

OGLA AUTHORIZATIONS

<u>SERVICE</u>	<u>1956</u>	<u>1968</u>	<u>NET CHANGE</u>
Army	502	543	+ 41
Navy	307	318	+ 11
Air Force	449	444	- 5
Marine Corps	61	80	+ 19*
	<u>1319</u>	<u>1385</u>	

*Includes 1966 amendment to increase authorizations by 15.

Despite this increase in legal authorizations for the Army, Navy and Marine Corps, however, the Senate limitation permitted actual changes in general/flag officer numbers only to the extent shown below:

SENATE LIMITATIONS

<u>SERVICE</u>	<u>1956</u>	<u>1968</u>	<u>NET CHANGE</u>
Army	494	487	- 7
Navy	287	302	+ 15
Air Force	425	425	0
Marine Corps	60	75	+ 15*
	<u>1266</u>	<u>1289</u>	

*Includes 1966 amendment to increase authorizations by 15.

*Comparisons made in the remainder of this Section are between 1956 and 1968 since in-service requirements are not available for all services prior to 1956.

As the preceding figures show, the availability of general/flag officers to meet defense requirements is influenced by a number of factors. During the years since the passage of the OGLA, the increasing requirements of the JCS and the OSD for general/flag officers have, for the most part, been satisfied through the assignment of service general/flag officers to fill these out-of-service requirements. At the same time, the relatively fixed Senate limitation on the number of general/flag officers permitted to serve on active duty, together with an increase in in-service requirements, has reduced the number of general/flag officers available to meet the expressed military requirements of the several services. The following table shows the net effect of this combination of factors:

	<u>1956</u>				
	<u>ARMY</u>	<u>NAVY</u>	<u>USAF</u>	<u>USMC</u>	<u>TOTAL</u>
Senate Limitation	494	287	425	60	1266
Out-of-service requirements manned*	82	52	64	2	200
Balance available	412	235	361	58	1066
In-service requirements*	<u>514</u>	<u>280</u>	<u>390</u>	<u>60</u>	<u>1244</u>
Deficiency	102	45	29	2	178

	<u>1968</u>				
Senate Limitation	487	302	425	75	1289
Out-of-service requirements manned*	118	58	107	8	291
Balance available	369	244	318	67	998
In-service requirements*	<u>547</u>	<u>438</u>	<u>520</u>	<u>76</u>	<u>1581</u>
Deficiency	178	194	202	9	583

Attached as Annex E is a detailed summary of general/flag officer requirements and authorizations during the period of 1955 through 1967.

C. SUMMARY OF BOLTE COMMITTEE PROPOSALS.

In June 1960 a Committee was established under General Charles L. Bolte (U. S. Army, retired) "... to study the basic laws, regulations, and practices pertaining to the career management pattern of officer personnel and to recommend legislation as appropriate to achieve uniformity, wherever practicable, among the military services."

With respect to general/flag officer numbers, the committee noted the then-current legal authorization of 1266 and recommended reapportionment of these authorizations among the services. In so doing, "... the Committee gave consideration to the stated requirements of the several services, which currently (1960) total 1506 general and flag officers. Examination of stated requirements gave no basis for challenge of their

*Gross requirements, including health, legal and religious services and other categories which are treated individually elsewhere in this report.

validity, but likewise indicated that critical comparative evaluation of these requirements could not be precise and would be outside the committee's assigned duty..."

In recommending reapportionment of the 1266 authorizations, the Committee divided them on the basis of service military strength compared to the total military strength of the Department of Defense. Under this approach, the resulting authorizations would have been:

<u>1960 AUTHORIZATIONS BOLTE PROPOSAL NET CHANGE</u>				
Army	475	442	-	33
Air Force	425	420	-	5
Navy/Marine Corps	366	404*	+	38
Total	1266	1266		

*Predicated on adoption by the Navy of a one-star grade of rear admiral lower half and a two-star grade of rear admiral upper half with selection from lower half to upper half.

A common table was then constructed wherein the total authorized departmental military strength at the end of the fiscal year would determine the number of general/flag officers authorized.

The range of values of the table is illustrated by the following extract:

<u>Departmental Total Military Strength- End Fiscal Year Authorization</u>	<u>Number of General/Flag Officers Authorized</u>
760,000	387
820,000	417
880,000	447
940,000	477

An additional table was provided to apportion Department of the Navy strength between the Navy and the Marine Corps.

Service study of the committee recommendations resulted in certain adjustments before submission of legislative proposals to the 89th Congress. The more important of these are summarized below:

1. Service Secretaries would have had the authority, under certain circumstances, to appoint officers in the grade of O-7.
2. The Secretary of Defense would have been given the authority to permit the general/flag officer strength in any department to exceed authorized limits by a factor of 5% so long as the total of general/flag officers permitted for the Department of Defense was not exceeded.

3. The allocation of general/flag officers authorized for the three military departments would have been determined by a new population table which, while showing a bias in the direction of the then current departmental allocations, did bring the service allocations closer together. This effect is illustrated in the following extract:

<u>"If the total number of members authorized is---</u>	<u>The authorized strength in grades above colonel/captain (Navy) is---</u>		
	<u>Army</u>	<u>Navy & Marine Corps</u>	<u>Air Force</u>
700,000	453	407	411
900,000	473	427	431
1,150,000	498	452	456

For strengths above and below the table, the strength is increased or decreased by one for each 10,000 service members."

In 1966 the Department of Defense withdrew its support of the legislative proposals which were based on the Bolte recommendations. A more detailed resumé of these recommendations and the legislative proposals is contained in Annex F.

III. APPROACH TAKEN BY THE STUDY GROUP

A. REQUIREMENTS BASIS.

The OGLA provides general/flag officer authorization: as a function of officer population. However, as this review subsequently revealed, approximately 65% of general/flag officer requirements are entirely unrelated to strength. In addition, the Senate limitation, which to date has been relatively fixed, has been adjusted only in response to specific requirements that have been well-defined and well-justified indicating that the Congress is fundamentally unwilling to permit general/flag officer authorizations to be adjusted automatically as strength changes. The Congressional contention that the justification of individual requirements is the only valid basis for general/flag officer authorizations is reflected in the OGLA hearings, in Senate Armed Services Subcommittee reports and elsewhere (See Annex C).

The Study Group, seeking to obtain a more complete understanding of the adequacy of present authorizations, interviewed the chiefs of the several services as well as numerous other top military figures who have or who have had responsibility for determining service requirements for general/flag officers. These officers made it clear that authorizations should be responsive to valid service requirements and should give the services the flexibility to respond to new general/flag officer requirements, whether or not they are strength-associated. None of these officers considered that such factors as promotion potential or career incentive are valid in determining general/flag officer authorizations.

Overall, therefore, the Study Group concluded that the outlook of the Senate Armed Services Committee and the service chiefs was fundamentally similar and that a position-by-position review of present requirements was the only way to determine the total national requirement for general/flag officers and to evaluate the adequacy of present authorizations to meet that requirement. The fact that a large portion of present requirements have arisen from changing organizational and operational concepts, increased international involvements, the increasing application of science and technology to military operations, and the intensified management needed to control the rising cost and complexity of national defense tends to confirm the thought that no simple formula is adequate to determine general/flag officer numbers. For these reasons, the Study Group undertook its review on the basis of a position-by-position evaluation of the validity of general/flag officer requirements.

B. DEVELOPMENT OF COMMON CRITERIA.

After an extensive review of available job descriptions and after full consideration of the comments of the senior officers interviewed concerning the nature of general/flag officer requirements, the Study Group developed a set of fourteen criteria for evaluating such requirements. These criteria were grouped into three major categories:

(1) the nature of the position, (2) the magnitude of the responsibilities, and (3) the significance of the actions and decisions. Prior to their use by the Study Group, these criteria were staffed with and accepted by the four services, the JCS and OSD. A list of these criteria is attached as Annex G.

C. DESIGNATION OF SPONSORS.

Although general/flag officers are authorized only to the four military services, such officers are widely used outside of their services. A positive application of the requirements approach dictated that out-of-service users of general/flag officers should be called upon to justify their requirements rather than the services which man them. For this reason, the Office of the Secretary of Defense became the sponsor of those positions within the immediate office of the Secretary and for those DOD agencies under OSD control. The Joint Chiefs of Staff became the sponsor for those requirements attributable to the Joint Staff, the OJCS, all positions internal to unified and international command headquarters, and those DOD agencies reporting to the JCS. The military services sponsored only their own in-service positions plus those requirements external to the Department of Defense. In establishing overall requirements, therefore, the Study Group dealt with six sponsors rather than four services. This distinction between sponsor and service is reflected throughout this report.

D. FUNCTIONAL CATEGORIES AND SPECIALTIES.

To provide for the analysis of positions by function, sponsors were requested to assign each position to appropriate functional categories picked from among 12 functions and six categories.

The functions initially listed for use included command, administration, personnel, intelligence and security, research and development, plans and operations, training and education, logistics and support, fiscal management, professional services, international affairs, and special activities. These proved to be adequate except for professional services which ultimately had to be further divided into medical, dental, veterinary, judge advocate, chaplain, medical service, biomedical science and nursing specialties. Also, the special activities function was used to permit separate identification of engineering, communications, data processing, defense transportation, inspector general, legislative liaison, military assistance advisors, public information and affairs, reserve affairs, scientific and other positions which could not be functionally grouped elsewhere.

The categories originally used were those contained in DOD Instruction 1320.2: Operating Forces, Supporting Forces, Training Forces, Special (within service), Defense (outside of service), and Outside DOD. These proved to be inadequate in two respects. First, it was found to be impractical to define high level headquarters as being primarily operational, primarily support, or primarily training organizations since, in most cases, they had responsibility for two or all three of these functions. To accommodate such positions, an additional category was adopted and used where more than one of these functions is normally performed as a part of the organizational mission. The second

inadequacy resulted from attempts to categorize positions internal to international organizations. Since it is incorrect to designate international positions as either Defense or Outside DOD in the normal use of those categories, another category was created and used for all such positions.

Thus, using the total of eight categories and 12 functions, as well as various sub-functions, it was possible to describe each position as being responsible for specific functions within an organization of a reasonably well-defined type. This permitted a better understanding of each individual position, and provided a basis for comparison with similar positions.

E. SUBMISSION OF REQUIREMENTS.

To establish a basis for evaluating all general/flag officer requirements, the six sponsors were requested to identify all positions which require general or flag occupancy and to justify these positions in terms of the common criteria. No restrictions were put on the number or kind of positions that could be submitted. The justification for each position consisted of a current job description, a position analysis, (Annex H) and a cover sheet (Annex I). The job description provided information as to the primary functions of the position. The cover sheet contained basic data such as title, service, sponsor, and grade required, and designated the functional categories into which each position was assigned. To facilitate the task objective of establishing comparability where feasible, the Navy distinguished between grades O-8 and O-7, where necessary, although no such rank distinction now exists in the Navy grade structure.

F. METHOD OF ANALYZING REQUIREMENTS.

Upon receipt of position justification from all sponsors, the process of conducting the position-by-position analysis was begun. Because of the complex and interrelated nature of the general/flag officer positions submitted for review, each Study Group member reviewed all positions before any decisions were made. Additional reviews by function and by organization were subsequently conducted during which the Study Group judgement processes were further refined. During these reviews each Study Group member acted as the spokesman for the positions of his own service while one member also acted as spokesman for the JCS and OSD positions. In addition, each Study Group member was assigned responsibility for comparing, evaluating, and acting as spokesman for all positions of one or more functional categories. Individual Study Group members also were responsible for researching certain areas of difficulty (e.g., National Ranges, contract administration, and others) as they arose, and presenting the necessary explanations to the Study Group. Thus, a very special body of knowledge was developed within the Study Group which facilitated the final evaluation of the validity of each position. A detailed analysis of the overall review process is attached as Annex J.

G. GRADE DETERMINATIONS.

At the same time the validity of each position was being determined, the Study Group established the validity of the grade requested by the sponsor. Using the same documentation, and establishing a basis for interservice comparability whenever it was possible to do so the Study Group concluded that, in certain cases, the grade recommended by the sponsors was either too high or too low. In such cases, the Study Group recommended the grade deemed appropriate.

IV. DISCUSSION OF THE ISSUES INVOLVED IN THE REVIEW

A. VARIABILITY OF SERVICE ORGANIZATIONS, PRACTICES AND TERMINOLOGY.

Fundamental differences among the services inherently limit the degree to which general/flag officer requirements can be compared and reviewed at the national level. Organizationally, only the divisions of the Army and Marine Corps can be directly compared, and even between these two organizations important differences exist. When comparisons are made among the other organizations of the several services, similarities in organizational structure are the exception rather than the rule. In addition to organizational differences, differences in emphasis and practice in the utilization of general/flag officers exist among the services as do differences in terminology and function. This point is raised here, not to emphasize service differences, but to establish the fact that this review of general/flag officer requirements was complicated by these many differences.

B. ORGANIZATIONAL MATTERS.

The Study Group review did not attempt to evaluate organizational structures within the Department of Defense. This is a subject of continuous study within the Department and, therefore, not a necessary part of the process to determine the number of general and flag officers required to meet military needs. However, the fact that the review was conducted on a basis of Department of Defense-wide comparability enabled the Study Group to identify, and reject as invalid, positions which duplicated the functions and responsibilities of other positions as well as positions where functions and responsibilities were insufficient to warrant general and flag officer rank.

Positions internal to international organizations presented a problem when they were compared with positions within the U. S. military establishment. It became apparent that the nationality and grade of other positions within an international organization are important factors in evaluating the U. S. requirements in that organization. Similarly, it is important to note that certain international agreements allocate specific positions, by grade, to the participating nations. For these reasons, and because it was apparent that changes in the number or grade of international positions would have to be made through agreements with the other nations concerned, all positions internal to international organizations were accepted as valid at the grade requested. These positions are listed on Annex K.

C. DIFFICULTIES IN DETERMINING AUTHORITY AND RESPONSIBILITY.

While authority and responsibility are only two of a number of factors to be considered in determining general/flag officer requirements, these two factors, viewed in organizational and situational context are extremely important. However, the Study Group found it difficult to determine authority for positions other than Command positions. Deputy commanders, chiefs of staff, and staff officers all share some of the authority vested in the commander, but the degree to which such authority is delegated varies widely depending

not only upon missions and organizational structure but also upon service practices and command policies. Position documentation generally provided little information on which a determination of actual authority could be based, and the determination of responsibility was equally difficult. The fact that resources can be expressed in a variety of ill-defined terms caused additional problems. For example, personnel resources can be stated by type (e.g., officer, enlisted, total military or civilian) or given as a gross total making comparisons difficult or impossible. Responsibility for personnel resources can be expressed as "command," "management," "control," "administration," "supervision," or "surveillance." Statements of responsibility pertaining to forces, budgets, and materiel pose much the same problem with subordinates and staff officers sometimes claiming direct responsibility for the same resources as the Commander. It became apparent, therefore, that authority and responsibility, though of great importance to any determination of general/flag officer position requirements, are difficult factors to establish on a factual basis.

D. LIMITATIONS IN ESTABLISHING DOD-WIDE COMPARABILITY.

In addition to the problems associated with authority and responsibility, the Study Group was limited by other factors in establishing DOD-wide comparability. When commands and functions unique to a single service were evaluated, meaningful comparisons with other services were generally not possible. In-service comparisons could be made where the numbers of positions involved were adequate to provide reasonable validity, but such comparisons were made with the recognition that no basis for DOD comparability was thereby attained. With no more than one general/flag officer per staff division, DOD comparability could be established for similar staff agencies without difficulty. However, as the number of general/flag officers in such agencies increased, the variations of organization and the division of functions seriously limited the degree of comparability possible. At the departmental headquarters level, for example, comparability was readily attained for most of the senior staff officers and for the smaller independent staff sections, but within large staff divisions, little if any valid comparability could be established between individual positions. While the examples cited represent serious limitations to the achievement of the DOD-wide comparability objective, the analysis involved in these comparisons made it possible to establish a sound basis on which value judgements could be made.

E. EXCEPTIONS TO THE REQUIREMENTS APPROACH.

During the course of this review it became apparent that the requirements of the health, legal and religious services were unsuited to evaluation under a pure military requirements approach. Such an approach necessarily emphasizes military authority and responsibility as they relate to missions, resources, and the significance of actions and decisions and while there is a recognized need for general and flag officers within the health, legal and religious services, the basis for that need cannot be wholly supported in such military terms.

The Study Group identified three factors as critical to the establishment of general/flag officer positions within the health, legal, and religious services. These are professional requirements, the recognition of professional excellence, and the provision of career incentive. Professional requirements are positions such as hospital commanders, major command surgeons and legal officers, and chiefs of corps with sizable strengths. These are positions which could have been validated under the pure military requirements approach if they had been compared only with each other. But there are other positions, not necessarily critical in terms of authority and responsibility, which demand such a high degree of professional excellence that the incumbent warrants star-grade as the authoritative man in his field. The chief of professional services, or director of all dental activities at a large military medical center, or the head of a highly specialized medical research organization are examples of such positions. Finally, there is a need for general/flag officers in the health, legal and religious services to provide career incentive so that each member of these highly specialized services may have some tangible evidence that pursuit of his specialty in a military environment can have appropriate rewards.

Considering the importance of these three factors to the health, legal and religious services, and considering also the fact that career incentive and recognition of professional excellence were not given consideration in the determination of pure military requirements, the Study Group decided that the requirements of these services for general/flag officers would have to be determined separately from the requirements of the line. The functions of the health, legal and religious services are performed primarily by commissioned officers and the officer strength is established at the level required for assigned tasks. Accordingly, the Study Group devised authorization tables, based on the officer population of these services, which ensure career progression opportunity for that population while providing a number of general/flag officer authorizations that is adequate to meet professional requirements of authority and responsibility and to establish additional general/flag officer positions where required to recognize professional attainment.

V. ANALYSIS OF THE RESULTS OF THE REVIEW

A. REQUIREMENTS SUBMITTED.

Altogether, the sponsors of general/flag officer requirements submitted a total of 1991 requirements. Because the requirements of the health, legal and religious services were separately handled, they are not included in the following table which shows, by grade and service, the distribution of the other requirements submitted:

<u>GRADE</u> <u>REQUESTED</u>	<u>ARMY</u>	<u>NAVY</u>	<u>USAF</u>	<u>SPONSOR</u> <u>USMC</u>	<u>JCS</u>	<u>OSD</u>	<u>TOTAL</u>
0-11	2	-	-	-	-	-	2
0-10	7	5	12	1	14	5	44
0-9	36	30	27	7	26	8	134
0-8	180	153	163	31	90	36	653
0-7	<u>313</u>	<u>227</u>	<u>292</u>	<u>37</u>	<u>140</u>	<u>44</u>	<u>1053</u>
Total	538	415	494	76	270	93	1886

B. RESULTS OF THE REVIEW.

The Study Group found that 1620 of the 1886 line requirements submitted were valid general/flag officer requirements. The findings, showing the effect of the Study Group recommended grade changes (which are summarized in Annex L), are shown below:

<u>FINAL</u> <u>GRADE</u>	<u>ARMY</u>	<u>NAVY</u>	<u>USAF</u>	<u>SPONSOR</u> <u>USMC</u>	<u>JCS</u>	<u>OSD</u>	<u>TOTAL</u>
0-11	2	-	-	-	-	-	2
0-10	7	6	10	1	13	1	38
0-9	35	29	27	7	26	8	132
0-8	160	131	135	29	86	30	571
0-7	<u>256</u>	<u>190</u>	<u>238</u>	<u>38</u>	<u>122</u>	<u>33</u>	<u>877</u>
Total	460	356	410	75	247	72	1620

In addition, the authorization tables devised by the Study Group to provide general/flag officer authorizations for the health, legal and religious services, would authorize a total of 105 general/flag officers for those services at projected 30 June 1968 strengths. The following table shows the distribution of these authorizations by service:

	<u>ARMY</u>	<u>NAVY</u>	<u>AIR FORCE</u>	<u>TOTAL</u>
Medical	22	21	20	63
Dental	4	4	4	12
Veterinary	1	-	1	2
Medical Service	1	1	1	3
Biomedical Science	-	-	1	1
Nurse	1	1	1	3
Judge Advocate	6	3	6	15
Chaplain	2	2	2	6
Total	37	32	36	105

C. EXCLUSIONS.

Included among the positions reviewed by the Study Group are 42 specialized positions which, for the most part, are not chargeable under present authorizations. Most of these positions are in agencies outside the Department of Defense and all involve duties, responsibilities or characteristics that are not commonly associated with the requirements of national defense. In 29 of the 42 cases, the Department of Defense is reimbursed for the services of incumbents of these positions. The Study Group concluded that, because of their uniqueness, these positions should not be chargeable under present or future authorizations for general/flag officers. Accordingly, these positions are either considered separately or are excluded from the following analyses of valid requirements, and are referred to in the remainder of this report as "exclusions" to general/flag officer authorizations. Lists of these exclusions are included among the lists of general/flag officer positions by sponsor in Annex O. An analysis of these exclusions by grade and sponsor is shown in the following table:

<u>FINAL</u> <u>GRADE</u>	<u>ARMY</u>	<u>NAVY</u>	<u>USAF</u>	<u>SPONSOR</u> <u>USMC</u>	<u>JCS</u>	<u>OSD</u>	<u>TOTAL</u>
O-11	2	-	-	-	-	-	2
O-10	-	-	-	-	-	-	0
O-9	2	1	-	-	-	-	3
O-8	12	1	5	-	-	1	19
O-7	10	2	6	-	-	-	18
Total	26	4	11	0	0	1	42

D. DETERMINATION OF TOTAL NATIONAL REQUIREMENTS.

Not counting the 42 exclusions, the line requirements found valid by the Study Group total 1578. These, together with the authorizations for the health, legal and religious services represent the total national requirement for general/flag officers as determined by the Study Group. This total requirement may be compared with present authorizations as follows:

Total valid requirements : 1683 (1578 line plus 105 H,I&R)
 Total authorizations under OGLA: 1385 (Projected to 30 June 1968)
 Difference : 298 (+21.5%)

Total valid requirements : 1683
 Senate limitations : 1289
 Difference : 394 (+30.6%)

E. ANALYSIS OF RESULTS BY FUNCTION.

Exclusive of the authorizations for the health, legal and religious services, which are shown by function in paragraph VC above, and not counting exclusions, the functional distribution of the 1578 positions found valid by the Study Group is shown in the following table:

<u>FUNCTION</u>	<u>ARMY</u>	<u>NAVY</u>	<u>USAF</u>	<u>USMC</u>	<u>JCS</u>	<u>OSD</u>	<u>TOTAL</u>
Opn'l Comd	145	130	122	29	55	0	481
Administration	4	3	0	2	4	1	14
Personnel	19	9	15	4	5	3	55
Intelligence	14	5	14	1	21	13	68
R & D	33	30	44	3	3	7	120
Operations	33	32	53	8	75	0	201
Training	61	29	26	9	8	0	133
Logistics	80	88	76	14	14	28	300
Fiscal	11	10	12	1	0	0	34
Int'l Affairs	6	1	0	0	47	13	67
Spec Act	<u>28</u>	<u>15</u>	<u>37</u>	<u>4</u>	<u>15</u>	<u>6</u>	<u>105</u>
Total	434	352	399	75	247	71	1578

F. ANALYSIS OF RESULTS BY INCUMBENCY.

Although the Study Group determination of the validity of sponsor requirements was not predicated in any way on the grade of the incumbent, an analysis of the Study Group results by incumbent is a matter of interest. The following table shows, by grade, the 1 January 1968 incumbency of the 1578 valid positions:

<u>GRADE OF THE REQUIREMENT</u>	<u>GRADE OF INCUMBENT</u>						<u>VAC</u>	<u>TOTAL</u>
	<u>0-10</u>	<u>0-9</u>	<u>0-8</u>	<u>0-7</u>	<u>0-6</u>	<u>CIV</u>		
0-10	37	-	-	-	-	-	1	38
0-9	-	118	11	-	-	-	-	129
0-8	-	2	371	150	23	2	5	553
0-7	-	-	<u>51</u>	<u>418</u>	<u>373</u>	<u>4</u>	<u>12</u>	<u>858</u>
Total	37	120	433	568	396	6	18	1578

The following table shows, by grade, the 1 January 1968 incumbency of positions not found valid.

REQUESTED GRADE	GRADE OF THE INCUMBENT						VAC	TOTAL
	0-10	0-9	0-8	0-7	0-6	CIV		
0-10	-	-	-	-	-	1	-	1
0-9	-	-	-	-	-	-	-	0
0-8	-	-	4	3	5	5	4	21
0-7	=	=	<u>2</u>	<u>27</u>	<u>203</u>	<u>5</u>	<u>7</u>	<u>244</u>
Total	-	-	6	30	208	11	11	266

In addition to the figures shown above, there were, on 1 January 1968, 79 general/flag officers occupying positions of the health, legal and religious services, 37 general/flag officers occupying positions designated by the Study Group as "exclusions," and 31 general/flag officers of all services enroute, hospitalized or otherwise not included above.

G. APPORTIONMENT OF OUT-OF-SERVICE POSITIONS.

In order to establish firm service authorizations for general/flag officers, it is necessary to divide the 318 valid requirements of the JCS and OSD among the services. Such a division is extremely complicated since many of the positions rotate among the several services, some rotate only between two services, some are "nominative," and some are "discretionary." In order to provide a solution to this problem, the Study Group devised a formula based on the current manning documents of the JCS and OSD which identify the services responsible for manning each of these positions. Under this formula, each service was given credit for 1/3 of each valid position designated as fully rotational, "nominative" or "discretionary;" credit for 1/2 of each valid position designated for manning by that service on a bi-service rotational basis; and credit for a whole position for each valid position designated for manning only by that service. Using this formula, the 318 valid JCS and OSD positions divide among the services in the following manner:

Army:	118
Navy:	70
Air Force:	113
Marine Corps:	<u>17</u>
Total:	318

H. POSITIONS ATTRIBUTABLE TO SOUTHEAST ASIA.

Although this review determined the total national requirement for general/flag officers, it became apparent that a certain number of the valid positions were attributable to the buildup in Southeast Asia and, therefore, not necessarily valid beyond the period of that buildup. Recognizing that such positions would be of particular interest to Congress, and recognizing also that such positions were not permanently related to the increase in top military managerial positions that has occurred since 1954, the Study Group sought to identify separately the positions which are regarded as presently valid but which are directly

attributable to the SEA buildup. By identifying those positions which were established subsequent to 1 January 1965 and were established primarily to meet the requirements of the conflict in Southeast Asia, the Study Group developed a list of 95 positions attributable to the SEA buildup and which, therefore, should not necessarily be regarded as continuing requirements. These positions are listed on Annex N.

I. LISTING OF GENERAL/FLAG OFFICER POSITIONS.

Attached as Annex O is a group of listings of the general/flag officer requirements submitted by each sponsor showing the category into which each position was placed.

VI. THE CHANGE IN REQUIREMENTS: 1954-1968

A. DIMENSIONS OF THE SHORTAGE.

As indicated in the preceeding section, the findings of the Study Group review exceed present OGLA authorizations by a total of 298. The following tables show how this deficiency is distributed among the services:

	<u>ARMY</u>	<u>NAVY</u>	<u>USAF</u>	<u>USMC</u>	<u>TOTAL</u>
Valid in-service requirements	434	352	399	75	1260
Out-of-service apportionment	118	70	113	17	318
Maximum H, L, & R, auth	37	<u>32</u>	<u>36</u>	<u>-</u>	<u>105</u>
Total requirements	589	454	548	92	1683
OGLA authorizations	<u>543</u>	<u>318</u>	<u>444</u>	<u>80</u>	<u>1385</u>
Deficiency	46	136	104	12	298

In addition, the findings of the Study Group exceed the Senate limitation by 394. The following table shows the shortage by service:

	<u>ARMY</u>	<u>NAVY</u>	<u>USAF</u>	<u>USMC</u>	<u>TOTAL</u>
Valid in-service requirements	434	352	399	75	1260
Out-of-service apportionment	118	70	113	17	318
Maximum H, L, & R auth	37	<u>32</u>	<u>36</u>	<u>-</u>	<u>105</u>
Total requirements	589	454	548	92	1683
Senate limitations	<u>487</u>	<u>302</u>	<u>425</u>	<u>75</u>	<u>1289</u>
Deficiency	102	152	123	17	394

The sizeable difference between authorizations and the findings of the Study Group naturally raises the question, "What causes the difference?" The following paragraphs seek to explain the increase in requirements that has taken place in the years since the passage of OGLA and the imposition of the Senate limitation.

B. INCREASES IN OUT-OF-SERVICE REQUIREMENTS.

As mentioned in Section IIB, the requirements of the JCS and the OSD for general/flag officers have increased by nearly a hundred in the years since 1954. In 1954, requirements and manning were approximately the same, and, as out-of-service requirements have increased over the years, manning has generally kept pace even through overall authorizations have not been increased correspondingly. The following tables show the overall effect of this trend but also show how, in some agencies, requirements and manning have, in fact, declined since 1954:

	1954 <u>MANNING*</u>	<u>OSD</u> 1968 <u>MANNING*</u>	1968 VALID <u>REQUIREMENTS*</u>
Office of the Secretary	25	27	28
National Security Agency	2	6	13
Defense Supply Agency	0	15	20
Weapons Systems Evaluation Gp	5	4	4
North Atlantic Treaty Org	7	4	5

	<u>JCS</u>		
OJCS	15	42	43
DIA	0	11	14
DCA	0	6	6
DASA	8	5	5
JTF2	0	3	3
PACOM (INCL MACV)	21	42	46
SACLANT/LANTCOM	8	8	14
SHAPE	35	29	31
EUCCOM	39	24	24
STRIKECOM	0	16	17
SOUTHCOM	0	9	11
NORAD/CONAD	0	19	16
ALCOM	3	2	3
SCHOOLS	12	6	7

*Does not include Health, Legal, Religious or exclusions.

Although not all of the 363 requirements submitted by the JCS and OSD were found valid, 318 or 87.6% of those submitted were found valid. It became apparent to the Study Group that the increasing complexity and cost of military operations, together with the increased need for centralized control of these operations, justify the increases shown in the preceding table. The establishment of such joint operational commands as STRICOM, NORAD/CONAD and SOUTHCOM have improved and extended the nation's ability to apply and control its military power. However, the establishment of new joint commands does not reduce the activities of the component service commands. Similarly the establishment of specialized activities such as Joint Task Force Two and certain specialized staff activities within the Office of the Joint Chiefs of Staff such as the Chief of the Command and Control Requirements Group, the Special Assistant for Arms Control and the Special Assistant for Strategic Mobility, meet specific national requirements, but do not replace general/flag officer functions within the services.

The Defense agencies, whose growth is also shown in the preceding tables, were established to improve DOD effectiveness and efficiency in several functional areas, either by increasing capabilities or by saving men, money and materials, or by both. Being additional elements of the top management echelon of the Department of Defense, they have quite logically increased rather than reduced the need for general/flag officers in

that department. For example, in 1952, the National Security Agency was established as a national, rather than a defense agency to ensure more secure and more effective operation of all communications intelligence activities of the government. Although the responsibilities of the National Security Agency were increased by the elevation of the communications intelligence function to the national level, the DOD field operations, which are programmed by NSA as part of the national effort, remain as service responsibilities. At the same time, the volume and magnitude of these field activities have increased immensely as the managerial responsibilities of the agency have grown. The net effect is an overall increase in the requirement for senior officers. The same is true for such other agencies as DIA, DSA, and DCA. An examination of the effect of these agencies on service requirements for general/flag officers is attached as Annex P.

C. INCREASES IN IN-SERVICE REQUIREMENTS.

In addition to the increases in JCS and OSD requirements, in-service requirements have also increased because the services have broadened their activities and have intensified the management of these activities to ensure the best possible operational return for the dollars invested. However, because valid out-of-service requirements have, for the most part, been filled by service general/flag officers, and because service authorizations have not been adjusted to compensate for this loss, the number of generals available to meet increasing in-service requirements has actually declined. As a result, the services have been required to pro rate their shortages by filling new and critical requirements with general/flag officers transferred from other less critical but nevertheless valid requirements. The following table shows the shift in emphasis between 1954 and 1968:

<u>FUNCTION</u>	<u>1954*</u> <u>MANNING</u>	<u>1968*</u> <u>MANNING</u>	<u>1968*</u> <u>VALID REQUIREMENTS</u>
Operational Command	356	309	426
Administration	8	9	9
Personnel Management	37	38	47
Intelligence & Security	27	23	34
Research & Development	43	71	110
Plans & Operations	90	116	126
Training & Education	103	34	125
Logistics & Support	200	184	258
Fiscal Management	30	21	34
International Affairs	8	6	7
Others	<u>72</u>	<u>62</u>	<u>84</u>
Total	974	923	1260

*Excludes officers of the health, legal and religious services.

The preceding figures reveal that the services have changed since 1954 as have the JCS and OSD. The requirement for centralized control of operating forces, the increased application of science and technology to military operations, the need for experienced military managers to direct the operations of the increasingly complicated and costly support operations, together with the continuing requirement for the command and direction of operating forces in the field, serve to intensify the responsibilities of the top military management echelon.

As the preceding chart shows, the requirements of research and development have increased from 43 in 1954, when manning and requirements were approximately equal, to 110 in 1958. This increase has been in response to the critical demand for service managers to combine military experience and knowledge of operational requirements with the rapidly multiplying body of scientific and technological knowledge. Within the limitations imposed on general/flag officer numbers, service manning has responded to this demand. Similarly, increasingly sophisticated weapons and support equipment together with an increasing emphasis on joint operations and an increasing number of commitments throughout the world, have raised the requirement for general/flag officers in the area of plans and operations from 90 in 1954 to 119 in 1968 in order to ensure the continuing capability of the military services to respond to these national commitments. However, since the Senate limitation has kept service manning at about the same level in 1968 as in 1964, these increases have necessarily been met, as the preceding table shows, through a decrease in the manning of such other functions as operational command, training and fiscal management. The net effect of this process has been a continuously widening gap between service commitments and service resources.

D. VIETNAM.

Another factor which has contributed to the increase in general/flag officer requirements is the war in Vietnam where the forces employed have been given priority in general/flag officer manning as in everything else. Although the requirement for general/flag officers in Vietnam was partially accommodated by the 1966 increase in the number of Army and Marine Corps general officers, these increases do not equal the present requirement for the 95 general/flag officer requirements attributable to that war. As a result, certain valid requirements have had to be uncovered in both those services as well as in the Navy and the Air Force to permit the manning of these requirements.

E. EVALUATION OF THE NEED FOR INCREASES IN AUTHORIZATIONS.

The preceding paragraphs outline the apparent need for additional general/flag officers because of the increasing complexity and cost of military operations and the concomitant increases in the managerial responsibilities of these operations. Such a suggestion necessarily raises the question, "Is an increase in general/flag officers reasonable?" While there is no simple answer to this question, there are some comparisons which put the matter into clearer perspective.

1. Comparison of top management ratios - DOD and other government agencies: It has already been shown that the requirement for top military managers has increased in all functional areas. To test the reasonableness of this increase, the Study Group sought to relate the present number of top managers in the Department of Defense to the number of top managers in other government departments. The following table shows a comparison of DOD general/flag and supergrade civilian (GS-16 and above) numbers combined and equivalent supergrade numbers in other government agencies. This comparison is expressed in ratios of top management numbers to total strengths and shows that the ratio of top management to total strength was nearly five times greater in the non-DOD governmental agencies than in DOD during the years considered:

<u>YEAR</u>	<u>PERCENT OF STRENGTH IN TOP MANAGEMENT POSITIONS</u>		<u>RATIO DOD TO OTHER</u>
	<u>DOD</u>	<u>OTHER GOVT DEPTS</u>	
1962	.0440	.1893	1 to 4.3
1963	.0477	.2251	1 to 4.7
1964	.0533	.2362	1 to 4.4
1965	.0567	.2864	1 to 4.9
1966	.0514	.2806	1 to 5.4

The preceding figures are based on actual departmental strengths for the years shown. If general/flag officer numbers were increased to the number found valid during the Study Group review, the ratio of top managers to total strength in other departments would still be 4.5 times greater than the DOD ratio. A detailed analysis of the figures on which this comparison was based is attached as Annex Q.

2. Top management comparisons - DOD and the private sector: By applying the principles embodied in the Federal Salary Reform Act of 1962 (i.e., equal pay for equal work and pay distinctions in keeping with work distinctions) the quadriennial review of military compensation found that general/flag officers and supergrade civilians constituted a top management echelon that corresponds to the top management echelon of the private sector consisting of persons earning in excess of \$25,000 per year. Using Census Bureau statistics as a basis for comparison, the Study Group determined that the percentage of persons in the private sector who earn \$25,000 or more is 15 times greater than the percentage of DOD strength holding general/flag officer rank and grade GS-16 or higher. If general/flag officer numbers were increased to the total number found valid by the Study Group, the percentage of private individuals earning more than \$25,000 would still be 13 times greater than the percentage of DOD personnel serving in general/flag rank and in the "supergrades." A

detailed analysis of the figures on which this comparison is based is attached as Annex R. It should be noted, however, that this comparison excludes the category of "self employed" where a much higher number of individuals earn in excess of \$25,000. Had these individuals been included, the disparity between top managers in DOD and in the private sector would have been more pronounced.

VII. DISCUSSION OF THE ISSUES INVOLVED IN

THE EVALUATION OF CURRENT LAW

A. INADEQUACY OF THE PRESENT AUTHORIZATIONS.

The preceding section was intended to reveal that times have changed since the establishment of general/flag officer authorizations under the OGLA in 1954, and that the requirement for top military commanders and managers has changed with them. Although the separate service portions of the OGLA authorizations have been individually reviewed since 1954, such reviews have never involved a complete analysis of all out-of-service requirements, and have never evaluated single service requirements in the broad terms of interservice comparability. Such an undertaking is admittedly a large and complicated task, but only a broad evaluation of all general/flag officer requirements permits a complete understanding of the extent to which the nature of military management has changed since 1954. The Study Group, having conducted such an evaluation, has established that the number of general/flag officers required to discharge the responsibilities of military management exceeds present legal authorizations by 298.

B. THE SENATE LIMITATION.

As revealed in the chronology of the Senate limitation (Annex C), the Senate limitation was first imposed in August 1951 as an interim measure pending the establishment of "reasonable statutory limitations." At that time the Chairman of the Senate Armed Services Committee requested that the Secretary of Defense submit recommendations in legislative form "to provide the requisite number of general and flag officers for the military services." Statutory limitations were established with the passage of the OGLA which became effective in 1955, but, in March of that year, the Senate reimposed its limitation to prescribe numbers lower than those authorized by the OGLA (see Section IIA) because, in the words of the Senate Subcommittee on Officer Grade Limitation, "the overall ratio of flag and general officers to total strengths, or to total officer strengths, is not clearly understandable." At the same time, the Subcommittee observed that while it agreed with the service contention "that each service must determine for itself the number of flag and general officers which it needs to carry out its mission...it is both reasonable and proper to expect from the executive branch specific assurance that there has been a review at some higher level of the numbers independently requested by each service." The failure of the Department of Defense to provide such an overall review prior to the present effort has, no doubt, contributed to the lack of understanding of the nature of the change that has taken place in the requirements for top military management. The establishment of new authorizations, based on current requirements rather than strength, and the creation of adjustment procedures to react to changing requirements on the same basis, should obviate the necessity for a fixed limitation on general/flag officer authorizations.

C. ADJUSTMENT AUTHORITY.

The Study Group review of general/flag officer requirements revealed that strength alone is an inadequate determinant of the need for general/flag officers in today's world. As shown in the following table, an examination of the 1578 valid requirements reveals that only slightly over a third of them are strength-associated:

	<u>NUMBER</u>	<u>PER CENT</u>
OSD/JCS	318	20.2
IN-SERVICE, NOT STRENGTH-ASSOCIATED	715	45.3
IN-SERVICE, STRENGTH-ASSOCIATED	<u>545</u>	<u>34.5</u>
TOTAL VALID REQUIREMENTS	1578	100.0

The 545 strength-associated positions are those assigned to the strategic offensive and defensive forces and the general-purpose operational forces where a fairly clear-cut relationship exists between the strength and numbers of units and the numbers of general/flag officers required to command and direct the activities of those units. The 318 JCS and OSD positions are the top command and staff positions of the unified commands as well as in key staff jobs in the JCS and OSD organizations. There is at best only a very slight relationship between those positions and overall strength. Similarly the 715 in-service positions form the permanent structure of the services - headquarters, support commands, materiel facilities and the like - which are affected only by strength changes of considerable magnitude. Accordingly, since there is general agreement that requirements form the most acceptable basis for determining general/flag officer authorizations, and since population tables are demonstrably unresponsive to new requirements that are not strength-associated it would appear that adjustment to general/flag officer authorizations should also be based on the requirements approach. Since the services are most familiar with the changing circumstances of their organizations, and are charged with effective management of these organizations under the law, and since the Congress agrees that the services are best qualified to determine their own general/flag officer requirements, it seems apparent that the responsibility for responding to changing requirements on a day-to-day basis should rest with the service secretaries, and that these secretaries should have the authority to adjust authorizations as required to meet these changing requirements.

D. INCONSISTENCIES AMONG SERVICE LAWS.

The review of general/flag officer requirements revealed that there are a number of inconsistencies among the general/flag officer laws of the several services. Such inconsistencies involve:

1. Grade authorizations: Army and the Air Force law limits those services to not more than 50% of their general/flag officers above grade O-7 and not more than 15% above grade O-8 (of which number, only 25% can be in grade O-10). The only comparable section of Navy law relates to the unrestricted line, while restricted line officers are separately provided for. Dual limits exist in the Navy for grades above O-8 with peacetime limits set at a maximum of 26 above the grade of O-8 and not more than 4 in grade O-10. For emergencies, the limit prescribed is not more than 15% above O-8 and not more than 8 in grade O-10. However, it should be noted that both these limitations have been set aside since 1960. Similar inconsistencies exist in Marine law which in peacetime allows for two officers in the grade of O-9 and only one in grade O-10, while under wartime conditions the number of O-9's may be increased to 10% of total authorizations. Considering these many variations, and considering the fact that the Study Group grade findings for all services (see Section V above) are within the maximum limitations prescribed in the Army and Air Force law, the uniform application of these limitations to all services would simplify accountability and provide a more stable basis for personnel management of general/flag officers. The Army/Air Force grade formula is attached as Annex S.

2. Recall of Retired Officers: The Army and the Air Force have neither provisions for, nor limitations on, the number of retired general officers that may be recalled to active duty except that such officers must be counted against OGLA authorizations. Navy law, however, provides that a specific maximum number of retired admirals may be recalled to active duty in addition to all other authorizations for flag officers. Since there are many practical uses for the experience and expertise of retired officers, their use is a highly desirable service prerogative. However, there is no reason to make the services of such officers more readily available to one service than to the others, and, therefore, the provisions of present Navy law should be applicable to the other services as well.

3. Officers of the health, legal and religious services: Present Navy law provides separate authorizations for the officers of the health, legal and religious services in addition to the authorizations for other kinds of flag officers. Army and Air Force law, however, make no separate provision for these services and their authorizations must come from within the overall service authorization. For reasons discussed elsewhere in this report (see Section IV E) the separate handling of the authorizations for the health, legal and religious services is more consistent with the requirements approach used in this study of general/flag officer requirements. For this reason, and to remove an apparently unnecessary inconsistency in the present law, the general/flag officer authorizations for the health, legal and religious services should be separately provided for in a manner that is uniform to all the military services.

4. Navy Rank Structure: The Navy's use of single rank for grades O-7 and O-8 reflects the historical importance of its relations with foreign nations. With the increasing emphasis on U. S. joint activities, however, this traditional usage causes some problems. Joint relationships within the U. S. military systems are unnecessarily complicated, rank inversions occur in other services as the result of compensating adjustments of dates of rank, grading according to authority and responsibility is less accurate, and DOD-wide comparability is more difficult to establish. In practice there is considerable distinction made between upper half and lower half rear admirals, both within the Navy and in joint activities. In addition, the aspect of automatic advancement from pay grade O-7 to O-8 provides a career advantage for the Navy over the other services which does not appear to be warranted. The Navy has indicated its willingness to adopt a four rank structure if additional flag officer authorizations are provided. However, any change to a four rank structure entails iverse and complex changes to various sections of law which relate to promotion, separation and other aspects of Navy personnel management. Therefore the legislation required to make these changes should be submitted separately from legislation submitted to revise authorizations

VIII. CONCLUSIONS

- A. Total top management needs of the Department of Defense have materially increased since 1954.
- B. In some functions, usage of general/flag officers has changed significantly since 1954.
- C. Population is an inadequate determinant of the need for general/flag officers in today's world.
- D. Congress views specific requirements as more important than strength changes in the justification of general/flag officers.
- E. Applying common criteria to DOD-wide standards of comparability provides a valid means of determining general/flag officer requirements at a particular point in time.
- F. General/flag officer authorizations for the health, legal, and religious services are better determined on the basis of corps officer strength than by application of the pure military requirements approach used for all other positions.
- G. Current authorizations for general and flag officers are inadequate to meet the valid requirements of each sponsor.
- H. Navy flag officer structure should consist of four separate ranks.
- I. The Officer Grade Limitation Act and certain related sections of law dealing with general/flag authorizations are deficient in their:
 - 1. Basis for authorizations.
 - 2. Lack of adjustment authority.
 - 3. Inconsistent grade authorizations.
 - 4. Inadequate authorizations.
 - 5. Variance in professional authorizations.
 - 6. Variance in provisions to recall retired.
- J. The position requirements attributable to the conflict in Southeast Asia, although valid requirements at the time of this report, should be reevaluated as soon as the circumstances in that theater permit.

IX. RECOMMENDATIONS

A. That legislation be enacted to:

1. Increase general/flag officer authorizations to a number equal to the valid in-service and out-of-service requirements of the several services.
2. Provide for an adjustment authority which will be responsive to the changing requirements of the services.
3. Establish uniform grade distribution for the several services.
4. Establish provisions for the recall to active duty of retired general/flag officers that are uniform for the several services.
5. Provide for the exclusion from accountability of certain general/flag officer positions which, because of tradition or function, are not part of the military requirements of the Department of Defense.
6. Provide separate authorization tables for the health, legal and religious services based on the officer population of those services.

B. That the criteria developed by the OSD (M) Officer Personnel Study Group be utilized to determine the validity of future general/flag officer requirements.

C. That separate legislative action be taken to create a four rank flag officer structure in the Navy at such time as Navy flag officer authorizations are increased.

D. That the position requirements attributable to the conflict in Southeast Asia be reevaluated as soon as the circumstances of that theater permit.

ANNEX A

TABLES OF CURRENT AUTHORIZATIONS

**APPENDICES - 1 - Army
2 - Navy
3 - Air Force
4 - Marine Corps**

APPENDIX 1 TO ANNEX A

ACTIVE DUTY AUTHORIZATIONS - ARMY

A summary of laws prescribing total authorizations and statutory limits on numbers above grade O-7, combined grades O-9 and O-10 and grade O-10 is shown in Tabular Form below:

Officers Authorized	Total Generals Authorized	Ratio of Generals to Officers	Authorized Above O-7	Authorized Total O-9 & O-10	Authorized O-10	Resulting Maximum Authorization by Grade		
						O-9	O-8	O-7
50,000	350	.007	175	53	13	40	122	175
60,000	400	.0067	200	60	15	45	140	200
70,000	425	.006	212	64	16	48	148	213
80,000	450	.0056	225	68	17	51	157	225
90,000	475	.0053	237	71	18	53	166	238
100,000	495	.00495	247	74	19	55	173	248
110,000	510	.0046	255	77	19	58	178	255
120,000	520	.0043	260	78	20	58	182	260
130,000	530	.004	265	80	20	60	185	265
140,000	540	.0039	270	81	20	61	189	270
150,000	550	.0037	275	83	21	62	192	275

APPENDIX 2 TO ANNEX A

**ACTIVE DUTY AUTHORIZATIONS - NAVY
(RESTRICTED & UNRESTRICTED LINE)**

Unrestricted Line Officers Authorized	Total Unrestricted Line Flag Authorized	Ratio of Flag Authorized to Officers	Authorized Above			Authorized by Grade	Restricted Line Flag		Total Line Flag Authorized
			0-7	0-9 & 0-10	0-10	0-9 0-8 0-7	Authorized	Authorized	
32,000	215	.0067	107	32	8	24 75 108	28		243
40,000	222	.0055	111	33	8	25 78 111	29		251
50,000	228	.0045	114	34	8	26 80 114	30		258
60,000	237	.0039	118	36	8	28 82 119	31		268
70,000	244	.0034	122	37	8	29 85 122	32		276
80,000	252	.0031	126	38	8	30 88 126	33		285
90,000	259	.0028	129	39	8	31 90 130	34		293
100,000	262	.0026	131	39	8	31 92 131	34		296
125,000	291	.0023	145	44	8	36 101 146	38		329
150,000	305	.0020	152	46	8	38 106 153	40		345
175,000	323	.0018	161	48	8	40 113 162	42		369
200,000	342	.0017	171	51	8	43 120 171	44		386
250,000	379	.0015	189	57	8	49 132 190	49		428

NOTE - 0-9 or 0-10 appointed from 0-7 would remain accountable as 0-7.
Authorizations for 0-9 and 0-10 are not affected by restricted line.

APPENDIX 2 (CONTINUED) TO ANNEX A

STAFF FLAG OFFICER AUTHORIZATIONS (ACTIVE DUTY)

Number of Officers on Active Duty	Medical	Supply	Number of Rear Admirals		Dental
			Chaplain	Civil Engineer	
500			2		
1,000				5	5
1,500				6	
1,600			3		
2,000				7	6
2,600		13			
2,800			3		
3,000	15	15		8	
4,000	18	18		9	7
5,000	19	19		10	
7,000	20	20		11	8
9,000	21	21			
11,000	22	22			
13,000	23	23			
15,000	24	24			
17,000		25			

- NOTE -**
1. The number of Staff Corps Officers does not count in 0-9 and 0-10 determinations.
 2. The number of Staff Corps Officers is not a part of the Upper Half/Lower Half Rear Admiral Determination.
 3. The number of Staff Corps Rear Admirals is accountable under Senate Limitation.

APPENDIX 3 TO ANEX A

ACTIVE DUTY AUTHORIZATIONS - AIR FORCE

A summary of laws prescribing total authorizations, and statutory limits on numbers above grade 0-7, combined grades 0-9 and 0-10, and grade 0-10 is shown in Tabular Form below:

Officers Authorized	Total Generals Authorized	Ratio of Generals to Officers	Authorized Above 0-7	Authorized Total 0-9 & 0-10	Authorized		Resulting Maximum Authorized by Grade
					0-10	0-9	
50,000	312	.006	156	46.8	12	35	109 156
60,000	324	.005	162	48.6	12	37	113 162
70,000	336	.0048	168	50.4	13	37	118 168
80,000	349	.004	174	52.3	13	39	122 174
90,000	363	.004	181	54.4	14	40	127 181
100,000	380	.0038	190	57.0	14	43	133 190
110,000	398	.0036	199	59.7	15	45	139 199
120,000	416	.0034	208	62.4	16	46	146 208
130,000	434	.0033	217	65.1	16	49	152 217
140,000	452	.0032	226	67.8	17	51	158 226
150,000	470	.0031	235	70.5	18	53	164 235
160,000	478	.0029	239	71.7	18	54	167 239
170,000	486	.0028	243	72.9	18	55	170 243
180,000	495	.0027	247	74.2	19	55	173 247

APPENDIX A TO ANNEX A

ACTIVE DUTY AUTHORIZATIONS - MARINE CORPS

A summary of laws prescribing total authorizations and statutory limits on numbers above grade O-7, combined grades O-9 and O-10 and grade O-10 is shown in Tabular Form below:

Officers Authorized	Total Generals Authorized	Ratio of Generals to Officers	Authorized Above O-7	Authorized Total O-9 & O-10	Authorized		Resulting Maximum Authorization by Grade		
					O-10	O-9	O-8	O-7	
10,000	58	.0058	32	7	1	6	25	26	
12,000	62	.0052	34	7	1	6	27	28	
14,000	69	.0046	38	8	1	7	30	31	
16,000	72	.0041	40	8	1	7	32	32	
20,000	75	.0037	41	8	1	7	33	34	
24,000	79	.0035	44	9	1	8	35	35	
28,000	82	.0033	45	9	1	8	36	37	
29,000	84	.0031	46	9	1	8	37	38	
30,000	85	.0028	47	9	1	8	38	38	
32,500	87	.0027	48	10	1	9	38	39	
35,000	89	.0025	49	10	1	9	39	40	

ANNEX B

GENERAL/FLAG OFFICER STRENGTHS

1945 TO 1947

**APPENDICES - 1 - Army
2 - Navy
3 - Air Force
4 - Marine Corps
5 - Navy & Marines Combined**

APPENDIX 1 TO ANNEX B

GENERAL OFFICERS - ACTIVE DUTY - END OF FY (ARMY)

YEAR	<u>0-10</u>	<u>0-9</u>	<u>0-8</u>	<u>0-7</u>	<u>TOTAL</u>
1945	13	50	392	1060	1515*
1946	11	37	254	558	860*
1947	10	29	172	389	600*
1948	7	25	152	192	376
1949	5	20	143	177	345
1950	4	22	143	170	339
1951	5	28	167	233	433
1952	8	22	165	281	476
1953	7	26	156	287	476
1954	7	26	167	282	482
1955	8	26	168	287	489
1956	9	26	194	257	486
1957	8	30	210	252	500
1958	8	29	208	246	491
1959	7	28	203	246	484
1960	9	33	195	244	481
1961	9	33	187	240	469
1962	11	36	204	244	495
1963	12	38	199	251	500
1964	12	41	201	247	501
1965	14	41	198	250	503
1966	13	43	197	248	501
1967	14	42	202	257	515

* Includes Army Air Forces

APPENDIX 1 (CONTINUED) TO ANNEX B**STRENGTH COMPARISONS (ARMY)**

<u>YEAR</u>	<u>(MILITARY)</u>	<u>(OFFICERS)</u>	<u>(GEN. OFF.)</u>	<u>GEN. OFF. / OFFICERS</u>
1945	8,267,958*	510,209	1,515*	.0029693
1946	1,891,011*	185,441	860*	.0046375
1947	991,285*	89,759	600*	.0066845
1948	554,080	68,178	376	.0055149
1949	660,473	77,272	345	.0044647
1950	593,167	72,566	339	.0046716
1951	1,531,774	130,540	433	.0033169
1952	1,596,419	148,427	476	.0032069
1953	1,533,815	145,633	476	.0032684
1954	1,404,598	128,208	482	.0037595
1955	1,109,296	121,947	489	.0040099
1956	1,025,778	118,364	486	.0041059
1957	997,994	111,187	500	.0044969
1958	898,925	104,716	491	.0046888
1959	961,964	101,690	484	.0047595
1960	873,078	101,236	481	.0047512
1961	858,622	99,921	469	.0046937
1962	1,066,404	116,050	495	.0042654
1963	975,916	108,302	500	.0046267
1964	973,238	110,870	501	.0045188
1965	969,066	112,120	503	.0044862
1966	1,199,784	117,286	501	.0042534
1967	1,442,498	143,517	515	.0035884

*Includes Army Air Forces

APPENDIX 2 TO ANNEX B

FLAG OFFICERS - ACTIVE DUTY - END OF FY (NAVY)

<u>YEAR</u>	<u>O-10</u>	<u>O-9</u>	<u>O-8</u>	<u>O-7</u>	<u>TOTAL</u>
1945	17	46	386	-	449
1946	13	38	318	-	369
1947	9	28	264	-	301
1948	6	21	229	-	256
1949	5	22	235	-	262
1950	4	22	225	-	251
1951	5	24	234	-	263
1952	5	23	238	-	266
1953	5	24	234	-	263
1954	7	24	242	-	273
1955	7	22	249	-	278
1956	7	31	251	-	289
1957	8	27	100	154	289
1958	8	27	105	151	291
1959	8	28	97	154	287
1960	7	28	101	150	286
1961	7	32	99	150	288
1962	9	35	100	152	296
1963	9	32	106	150	297
1964	9	32	95	155	291
1965	9	35	86	158	288
1966	8	40	94	167	309
1967	10	39	96	165	310

APPENDIX 2 (CONTINUED) TO ANNEX B

STRENGTH COMPARISONS (NAVY)

<u>YEAR</u>	<u>(MILITARY)</u>	<u>(OFFICERS)</u>	<u>(FLAG)</u>	<u>FLAG OFF./ OFFICERS</u>
1945	3,380,817	331,379	449	.0013549
1946	983,398	141,161	369	.0026140
1947	498,661	52,434	301	.0057450
1948	419,162	45,416	256	.0056367
1949	449,575	47,975	262	.0054611
1950	381,538	44,641	251	.0056226
1951	736,680	70,513	263	.0037298
1952	824,265	82,247	266	.0032341
1953	794,440	81,731	263	.0032178
1954	725,720	77,280	273	.0035326
1955	660,695	74,527	278	.0037301
1956	669,925	71,770	289	.0040267
1957	677,108	73,703	289	.0039211
1958	641,005	71,560	291	.0040665
1959	626,340	69,795	287	.0041120
1960	617,984	69,559	286	.0041116
1961	627,089	69,981	288	.0041154
1962	666,428	75,302	296	.0039308
1963	664,647	75,549	297	.0039312
1964	667,596	76,400	291	.0038089
1965	671,448	77,866	288	.0036986
1966	245,205	79,805	309	.0038719
1967	751,619	81,902	310	.0037850

APPENDIX 3 TO ANNEX B**GENERAL OFFICERS - ACTIVE DUTY - END OF FY (AIR FORCE)**

<u>YEAR</u>	<u>O-10</u>	<u>O-9</u>	<u>O-8</u>	<u>O-7</u>	<u>TOTAL</u>
1945					
1946					
1947					
1948					
1949					
1950					
1951	4	17	100	137	258
1952	5	15	114	160	294
1953	7	20	122	213	362
1954	9	20	148	235	412
1955	9	18	140	252	419
1956	8	22	133	246	409
1957	11	23	163	233	430
1958	12	22	166	202	402
1959	12	28	170	208	418
1960	11	29	168	210	418
1961	12	27	169	221	429
1962	12	32	169	216	429
1963	14	32	161	219	426
1964	14	37	163	211	425
1965	12	37	163	213	425
1966	11	38	168	219	436
1967	12	37	165	217	431

APPENDIX 3 (CONTINUED) TO ANNEX B**STRENGTH COMPARISONS (AIR FORCE)**

<u>YEAR</u>	<u>(MILITARY)</u>	<u>(OFFICERS)</u>	<u>(GEN. STAFF)</u>	<u>GEN. STAFF / OFFICERS</u>
1945		381,454		
1946		81,733		
1947		42,745		
1948	387,730	48,957		
1949	419,347	57,851		
1950	411,277	57,006		
1951	788,381	107,009	258	.0024110
1952	983,261	128,742	294	.0022836
1953	977,993	130,769	362	.0027682
1954	947,918	129,752	412	.0031752
1955	959,946	137,149	419	.0030550
1956	909,958	142,093	409	.0028783
1957	919,835	140,563	430	.0030591
1958	871,156	132,999	402	.0030239
1959	840,435	131,602	418	.0031762
1960	814,752	129,689	418	.0032230
1961	821,151	128,793	429	.0033309
1962	884,025	134,908	429	.0031799
1963	869,431	133,763	426	.0031847
1964	856,798	133,389	425	.0031861
1965	824,662	131,578	425	.0032300
1966	887,353	130,724	436	.0033352
1967	897,494	135,485	431	.0031811

APPENDIX 4 TO ANNEX B

GENERAL OFFICERS - ACTIVE DUTY - END OF FY (MARINES)

<u>YEAR</u>	<u>0-10</u>	<u>0-9</u>	<u>0-8</u>	<u>0-7</u>	<u>TOTAL</u>
1945	1	2	28	43	79
1946	1	3	26	36	66
1947	1	3	15	28	47
1948	2	3	13	26	44
1949	1	2	15	26	44
1950	1	2	15	26	44
1951	1	4	15	30	50
1952	1	4	18	32	55
1953	1	4	21	33	59
1954	1	5	22	32	60
1955	1	5	22	32	60
1956	2	6	22	33	63
1957	3	5	22	34	64
1958	3	5	21	35	64
1959	2	5	21	35	63
1960	1	5	17	35	58
1961	1	6	20	33	60
1962	1	6	21	33	61
1963	1	5	23	32	61
1964	1	5	23	31	60
1965	1	6	23	30	60
1966	1	7	22	30	60
1967	1	7	29	39	76

APPENDIX A (CONTINUED) TO ANNEX B

STRENGTH COMPARISONS (MARINES)

<u>YEAR</u>	<u>(MILITARY)</u>	<u>(OFFICERS)</u>	<u>(GEN OFF)</u>	<u>GEN. OFF. / OFFICERS</u>
1945	474,680	37,067	79	.0021312
1946	155,679	14,208	66	.0046452
1947	93,053	7,506	47	.0062616
1948	84,988	6,907	44	.0063703
1949	85,963	7,250	44	.0060689
1950	74,279	7,254	44	.0060656
1951	192,620	15,150	49	.0032343
1952	231,967	16,413	55	.0033510
1953	249,219	18,731	59	.0031498
1954	223,868	18,593	60	.0032270
1955	205,170	18,417	60	.0032578
1956	200,780	17,809	63	.0035375
1957	200,861	17,434	64	.0036709
1958	189,495	16,741	64	.0038229
1959	175,571	16,065	63	.0039215
1960	170,621	16,203	58	.0035795
1961	176,909	16,132	60	.0037193
1962	190,962	16,861	61	.0036178
1963	189,683	16,737	61	.0036446
1964	189,777	16,843	60	.0035623
1965	190,213	17,258	60	.0034766
1966	261,716	20,512	60	.0029251
1967	285,269	23,592	76	.0032214

APPENDIX 5 TO ANNEX B

STRENGTH COMPARISONS (NAVY & MARINES)

<u>YEAR</u>	<u>(MILITARY)</u>	<u>(OFFICERS)</u>	<u>(GEN/FLAG)</u>	<u>FLAG/GEN/ OFFICERS</u>
1945	3,855,497	368,446	528	.0014330
1946	1,139,077	155,369	435	.0027997
1947	591,714	59,940	348	.0058058
1948	504,150	52,323	300	.0057336
1949	535,540	55,255	306	.0055409
1950	455,817	51,895	295	.0056845
1951	929,300	85,663	312	.0036421
1952	1,056,232	98,660	321	.0032535
1953	1,043,659	100,462	322	.0032051
1954	949,588	95,873	333	.0034733
1955	865,865	92,944	338	.0036365
1956	870,705	89,579	352	.0039294
1957	877,969	91,137	353	.0038732
1958	830,500	88,301	355	.0040203
1959	801,911	85,860	350	.0040764
1960	788,605	85,762	344	.0040111
1961	803,998	86,113	348	.0040412
1962	857,390	92,163	357	.0038735
1963	853,285	92,286	358	.0038792
1964	857,373	93,243	351	.0037643
1965	861,661	95,124	348	.0036583
1966	1,006,621	100,317	369	.0036783
1967	1,036,888	105,494	386	.0036589

ANNEX C

CHRONOLOGY OF THE SENATE LIMITATION

ON GENERAL/FLAG OFFICER

AUTHORIZATIONS

LIST OF APPENDICES

- APPENDIX 1 - July 1951 - "Report of the Subcommittee Appointed to Survey Policies and Procedures Regarding Promotions of Flag and General Officers of the Armed Services," Committee on Armed Services, US Senate.
- APPENDIX 2 - 16 August 1951 - Letter from Senator Russell to Secretary of Defense Marshall establishing the initial Senate Limitation.
- APPENDIX 3 - 9 November 1951 - Letter from Preparedness Subcommittee Chairman L. B. Johnson to Secretary of Defense Lovett endorsing Subcommittee Report on "Administrative Top-Heaviness of our Armed Forces."
- APPENDIX 4 - 21 January 1952 - Letter from Secretary of Defense Lovett to Senator Russell stating Department of Defense position on general and flag officer limitations.
- APPENDIX 5 - Extract from 1953 Appropriation Act concerning officer grade limitations (Davis Rider).
- APPENDIX 6 - Extract from 1954 Appropriation Act concerning officer grade limitations (Davis Rider).
- APPENDIX 7 - 29 March 1955 - Letter from Senator Russell to Secretary of Defense Wilson enclosing report of Subcommittee on Officer Grade Limitations.
- APPENDIX 8 - 6 September 1956 - Letter from Senator Russell to Secretary of Defense Wilson reaffirming the existing Senate Limitation.
- APPENDIX 9 - 18 January 1961 - Letter from Secretary of Defense Gates to Senator Russell requesting reallocation among the services within the existing Senate Limitation.
- APPENDIX 10 - 7 April 1961 - Letter from Senator Stennis to Secretary of Defense McNamara revising the Senate Limitation.
- APPENDIX 11 - 10 August 1965 - Letter from Senator Stennis to Secretary of the Navy Nitze revising the Senate Limitation for the Navy.

APPENDIX 12 - 19 October 1966 - Letter from Senator Stennis to
Marine Corps Commandant Greene revising the Senate
Limitation for the Marine Corps.

APPENDIX 13 - 25 October 1966 - Letter from Senator Stennis to
Secretary of the Army Resor revising the Senate
Limitation for the Army.

CHRONOLOGY - GENERAL/FLAG OFFICER CEILINGS

BACKGROUND - After World War II, comprehensive officer personnel management legislation known as the Officer Personnel Act of 1947 was enacted. Among other things, it prescribed limits on the number of general and flag officers. Generally, these limits were the numerical derivation of .75 of 1% of the authorized or actual number of regular officers of the service concerned. In the case of the Navy, for temporary promotion purposes, this percentage limitation was also applicable to the total active duty officer force. In the Army and Air Force, it was applicable to the authorized regular officer strength only. This difference was not considered significant at the time since it was anticipated that all of the services would return to their historical position of a small regular officer corps. With the advent of Korea and greatly expanded forces, the statutory authorization for the Navy and Marine Corps of .75 of 1% provided sufficient authorized numbers of flag and general officers. The Army and Air Force on the other hand had to obtain increased general officer numbers through language in the annual Appropriations Acts. As nominations for these increased numbers were sent to the Senate Committee on Armed Services, concern was expressed as to the need for these numbers.

JULY 1951 - (APPENDIX 1) Senate Armed Services Subcommittee chaired by Senator Stennis surveyed existing legal controls and current strength of general and flag officers and recommended that the Secretary of Defense be requested to conduct a study to devise formulas or percentage limitations to provide requisite numbers of general and flag officers consistent with changing strengths and compositions of the Armed Forces for the purpose of developing legislation. The Subcommittee further recommended that in the interim, the Secretary of Defense be advised that the following maximum number of general and flag officers be authorized on active duty for each service:

Army	496
Navy	266
Air Force	333
Marine Corps	52
	<u>1147</u>

16 AUGUST 1951 - (APPENDIX 2) Chairman Russell advised the Secretary of Defense by letter of the Committee's concern over the large number of requests for confirmation of the general and flag officers. He forwarded a copy of the July 51 Subcommittee report and endorsed the conclusions and recommendations contained therein. He also expressed the Committee's reluctance to

unduly limit the number of senior officers but affirmed that there should be reasonable statutory limits on the number that could be appointed. He requested the submission of recommended legislation to provide the requisite numbers and advised that in the interim the following limitations, modified to provide some service flexibility, were established:

Army	496
Navy	280
Air Force	333
Marine Corps	60
TOTAL	1169

This was the initial "Senate Limitation." For the first time the services were also required to submit information concerning the authorized and actual strengths of general and flag officers along with job assignments and pertinent rank justifications with the nominations.

9 NOVEMBER 1951 - (APPENDIX 3) Chairman Lyndon Johnson of the Preparedness Subcommittee on Armed Services addressed a very critical report on "Administrative Top-Heaviness of our Armed Forces" to the Secretary of Defense. The conclusions in the report were based on personal observations of the members of the Committee and comparisons of the number of general and flag officers on duty in the Washington area in 1951 contrasted to World War II.

21 JANUARY 1952 - (APPENDIX 4) In replying to the August 1951 letter, Secretary Lovett requested that the Committee not propose or approve any legislation which would establish restrictive limitations on the number of general and flag officers. The reasons advanced were personnel situations and requirements change quickly, the complexity of modern warfare, increased international and joint commitments, and the lack of uniformity between the services. A draft bill was enclosed as "the least objectionable form of legislation," which included tables relating authorizations to officer population. The tables to control authorizations which were enacted into law in the Officer Grade Limitation Act of 1954 were very similar to those in the subject letter.

FISCAL YEAR 1953 - (APPENDIX 5) In July 1952 Congressman Davis proposed a rider to the 1954 annual Appropriations Bill restricting the number of officers who would serve in each grade from O-3 thru O-11. The control was established as a percentage of total average military personnel strength for the year.

FISCAL YEAR 1954 - (APPENDIX 6) Again in 1953, Congressman Davis proposed a rider to the 1954 annual Appropriations Bill restricting the number of officers who would serve in each grade from O-4 thru O-11. Finite numerical limitations were established for each grade for each service. A proviso was added which permitted numbers not used in any grade to be carried down and added to the authorization of any lower grade. The sum of the individual grade limitations for general and flag officers was as follows:

Army	500
Navy	290
Air Force	428
Marine Corps	<u>61</u>
	1279

Congressman Davis was a member of the Appropriations Committee, not the Armed Services Committee. His riders motivated the respective Armed Services Committees to hold hearings which resulted in the Officer Grade Limitation Act of 1954.

1954 Officer Grade Limitation Act - The tables in this legislation provided limitations on the number of officers who could serve in each grade from major to colonel and a total who could serve in general officer grades based on total officer population. Within the general officer grades, limitations on the numbers who could serve in each grade were regulated as a percentage of the total service general officer population. The same held true for equivalent grades in the Navy.

As background to the hearings, each service was required to submit detailed justification of each general and flag officer position. Many of these billets were closely scrutinized during the hearings through questions from members of the committee. For the service strengths existing in 1954, the number of general and flag officers authorized under the OGLA was as follows:

Army	519
Navy	315
Air Force	435
Marine Corps	<u>61</u>
TOTAL	1330

29 MARCH 1955 (APPENDIX 7) Senator Russell advised the Secretary of Defense that within the maximum authorizations of general and flag officers specified in the Officer Grade Limitation Act, the Committee regarded the following as limitations:

Army	494
Navy	287
Air Force	425
Marine Corps	60
	<u>1266</u>

The letter enclosed a Subcommittee Report which expressed a belief that it is reasonable and proper to expect from the executive branch specific assurance that there has been a review of the general and flag officers independently requested by each service. The Subcommittee advanced a contention that the Secretary of Defense is the proper authority to develop uniform criteria to conduct such a review so that the rank structure of the high command will be based on a comparable sort of a common denominator.

Underlying the above, the body of the report contained an analysis of general and flag officer strengths and total strengths compared to the situation at the height of Korea. Total general and flag officer stated requirements were higher during 1956 while service strengths were considerably lower. The report further stated that "the Committee realizes that there are differences between the organizations and operations of the Navy, Army and Air Force resulting in differing requirements for senior officers. However, the committee is not able to identify any differences between the services which account for this degree of apparent imbalance, not only as between the services but as between present totals, projected totals and Korean-conflict peaks."

6 SEPTEMBER 1956 - (APPENDIX 8) Senator Russell advised the Secretary of Defense, by letter, that with respect to proposed increases in the Senate Committee Limitation stipulated in the 29 March 1955 letter, the committee had concluded that no increase was warranted.

26 AUGUST 1960 - When the Bolte Committee was convened in August 1960, the total number of general and flag officers authorized by the Senate Armed Services Committee and the Officer Grade Limitation Act for the existing strengths coincided at 1,266. However, the Army was prohibited from using 19 vacancies authorized by the Senate limitation because of the statutory limitation of the Officer Grade Limitation Act, while the Navy was precluded from using an equal number authorized by the Officer Grade Limitation Act but prohibited by the Senate limitation. This coincidence prompted the then Secretary of Defense, Mr. Gates, to appear before the Senate Armed Services Committee in August

of 1960, and request that the Senate limitation of the Army be lowered by 19 numbers and the Navy limitation increased by an equal number. This request was not favorably considered.

18 JANUARY 1961 - (APPENDIX 9) Defense Secretary Gates in a letter to Senator Russell requested reconsideration of the reallocation within the Senate limitation of 1266 based upon the recommendations of the Bolte Committee and as a partial implementation of Bolte Committee recommendation.

7 APRIL 1961 - (APPENDIX 10) Senator Russell, in replying to the 18 January SecDef letter, stated that the current Senate limitation was:

Army	475
Navy	287
Air Force	425
Marine Corps	<u>60</u>
TOTAL	1247

Further, that this would continue to be the case unless a downward statutory revision in the case of the Army or Air Force should operate to reduce the Committee limitations accordingly.

The letter noted that the Bolte Committee had failed to consider requirements for general and flag officers but had reallocated under the then current statutory limitation of 1266.

Senator Russell referred to the question of whether the SecDef desired to reallocate under the 1247 limitation as a question which had not been answered in the August 1960 hearings, thereby extending an invitation to do so.

10 AUGUST 1965 - (APPENDIX 11) In response to a letter from the Secretary of the Navy to increase the Committee limitation from 287 to 307, Senator Stennis advised that an increase of 15 was considered warranted and accordingly raised the limitation to 302. The Department of Defense limitation was then:

Army	475
Navy	302
Air Force	425
Marine Corps	<u>60</u>
TOTAL	1262

The letter expressed doubt as to the validity of increasing numbers of joint activities being the basis for increasing the number of flag officers. The Committee stated that unless

these new joint activities result in displacing a function within the services, together with the flag or general officer billet which the function required, there is no improvement.

A caution was expressed, that at such time as an overall review is conducted, the Subcommittee will feel free to review the entire situation, including the possibility of a reallocation of flag and general officers within the Department of Defense to accommodate the increase of 15 authorized in the letter.

19 OCTOBER 1966 - (APPENDIX 12) Relative to a successful request to revise the general officer authorization table in the Marine Corps portion of the OGLA, Senator Stennis advised the Commandant of the Marine Corps, by letter, that although the law would authorize 79 general officers at the current Marine Corps Officer strength, the Committee believed that an increase in the Marine Corps limitation from 60 to 75 would meet the Marine Corps needs.

25 OCTOBER 1966 - (APPENDIX 13) In response to an Army request for an increase of 30 general officers, Senator Stennis advised the Committee had concluded that an increase of 12 was warranted. The letter expressed a Committee review that the possible use of general officer resources assigned to less pressing priorities should be sufficient for unfilled positions resulting from the Vietnam effort and the general build-up of the Army.

The current Senate limitations on general and flag officers are thus:

Army	487
Navy	302
Air Force	425
Marine Corps	<u>75</u>
TOTAL	1289

It should be noted that shortly after the successful Army and Marine Corps efforts to have the Senate limitation increased, the Air Force made a similar request. The Air Force case was documented with comparative ratios of general officer to total officer strength. The Air Force was advised to restate their case relative to increased requirements. At this point in time, the General and Flag Officer Billet Review within OSD Manpower was in progress so the Air Force determined to await the outcome of the study and to go forward jointly.

(Committee Print, 821 Congress, 1st session, United States Senate)

REPORT OF THE SUBCOMMITTEE APPOINTED TO SURVEY POLICIES AND PROCEDURES REGARDING PROMOTIONS OF FLAG AND GENERAL OFFICERS OF THE ARMED SERVICES

Printed for the use of the Committee on Armed Services

MEMBERS OF SUBCOMMITTEE

Senator Stennis, Chairman
Senator Long
Senator Saltonstall

MEETINGS

The subcommittee conducted a hearing on July 10 at which the following witnesses were heard:

1. Vice Adm. Laurance DuBose, USN, Chief, Bureau of Naval Personnel, Navy Department.
2. Brig. Gen. W. W. Wensinger, USMC, legal assistant to the Commandant of the Marine Corps.
3. Maj. Gen. Anthony C. McAuliffe, USA, Deputy Chief of Staff for Personnel, Department of the Army.
4. Gen. Nathan F. Twining, USAF, Vice Chief of Staff, United States Air Force.
5. Hon. Eugene M. Zuckert, Assistant Secretary of the Air Force.

PURPOSE OF HEARINGS

Between January 1 and July 13, 1951, the Armed Services Committee has received the following numbers of general and flag officer nominations:

Army.....	151
Navy.....	57
Marine.....	12
Air Force.....	43
Total.....	263

In addition the nominations of a substantial number of flag officers for the Navy are expected in the near future.

The committee does not now receive, as a matter of procedural routine, information setting forth the current status of the numbers of general and flag officers actually serving on duty or the changes that will result from each confirmation.

Members are aware that the increasing numbers of nominations received may be due to such factors as (1) increased strength of the Armed Forces requiring additional senior officers, (2) retirements and separations, and (3) reassignment requiring confirmation. In order that the committee might be brought up to date concerning all the factors relating to the promotion of officers to general and flag officer rank, in the light of present-day developments, the above-named subcommittee was appointed to study the subject matter and report to the full committee. Therefore, the subcommittee concentrated on securing the following information:

- (a) The total number of general or flag officers authorized by statute or otherwise for each service.
- (b) The total number of general or flag officers actually serving on active duty for each service.
- (c) Ways of providing to the committee the above information concurrently with each set of general or flag officer nominations.

APPOINTMENT OF GENERAL AND FLAG OFFICERS REQUIRING CONFIRMATION

Confirmation by the Senate is mandatory in the following types of appointments of general and flag officers:

(a) The original appointment in each rank whether temporary or permanent. If confirmed in a temporary appointment, a later appointment to a permanent grade also requires confirmation.

(b) There are numerous positions within the military created by statute, which provide for a specific general or flag rank to be held by the occupant. Examples of such positions are Chief of Staff, chief of a bureau, chief of a technical service, etc. Confirmation is required to the position as well as for any resultant increase in rank, if any.

(c) A limited number of general and flag officer grades, mostly in the three- and four-star rank, are authorized each service for positions of importance to be designated by the Secretary of the service concerned. Appointment to each such position requires confirmation, including any resultant increase in rank.

(d) Promotion of Reserve and National Guard officers to general or flag rank, whether or not on active duty, require confirmation.

It will be noted from the above that each nomination is not necessarily a promotion in grade. Further, a retirement, particularly in a higher rank, results in several successive vacancies, requiring several nominations without increasing the number on active duty.

AUTHORIZED AND ACTUAL NUMBERS BY SERVICE

The Officer Personnel Act of 1917, as amended, is the basic statute governing the number, selection, and promotion of general and flag officers for the three services during peacetime periods. The act further recognizes the need for additional such officers during periods of mobilization or war by authorizing temporary promotions. While the act prescribes a percentage ceiling on the number of temporary flag officers authorized the Navy during mobilization or wartime periods, there is no statutory limitation on the numbers of temporary generals that may be appointed in the Army or the Air Force. The only possible limitations now existing appear in justifications submitted to the Appropriations Committees for the pay of personnel of the Army and Air Force. These justifications set forth the proposed grade structure of each service for which the appropriation is requested, and it is doubtful if these grade structures would be binding upon the services.

Following is a detailed analysis of the authorized and present general and flag officer strength of each service.

NAVY

At the time the Officer Personnel Act of 1917 was enacted, it was contemplated that by January 1, 1957, the active duty Navy would consist only of permanent career officers, and distribution of grades at that time was to be based upon the number of officers on the active list, with finite limitations on numbers in the various grades. Until January 1957, flag officers were to be selected and promoted temporarily to fill the distribution based upon the number of officers on active duty in the Navy, with permanent promotions being made automatically to fill the distribution based upon the numbers of permanent officers of the Regular Navy on the active list.

Up to the outbreak of hostilities in Korea the number of flag officers was being reduced gradually in order to attain the finite limitations by January 1, 1957.

OFFICER GRADE LIMITATIONS

With the advent of the Korean episode and an increase in the size of the Navy, an increase in the number of flag officers became necessary rather than a continuing decrease in the number. Thus Public Law 67, Eighty-second Congress, was enacted to amend the Officer Personnel Act of 1917 to remove the terminal date of January 1, 1957, and to permit temporary promotions whenever the number of officers on active duty exceeds those on the active list of the Regular Navy.

The following table indicates the statutory limitations on the maximum number of permanent and temporary flag officers of the Navy:

Authorized numbers		
	Permanent (Title I, Officer Personnel Act)	Permanent and temporary (Title III, Officer Personnel Act)
Line:		
Unrestricted.....	75 (60 percent of total number of officers on active list of Regular Navy. Public law 67, enacted by Public Law 67, 821 Cong. Distribution 50 percent in rear admirals upper half and 50 percent in lower half.	75 (60 percent of total number of officers (Regular and Reserve) on active duty. Distribution 50 percent rear admirals upper half and 50 percent rear admirals lower half.
Restricted (engineer duty, aviation engineer duty, special duty).	13 percent of the number of unrestricted line flag officers. Finite limitation of 19 removed by Public Law 67, 821 Cong.	13 percent of the number of unrestricted line and flag officers on duty.
Staff corps (Medical Corps, Supply Corps, Chaplain Corps, Civil Engineer Corps, Dental Corps).	5 (6 percent of the number of officers in respective corps on active list of Regular Navy, exclusive of Bureau chiefs. Finite numbers removed by Public Law 67, 821 Cong.	5 (6 percent of the total number of officers on active duty in respective corps exclusive of bureau chiefs.

Authorized numbers in grades above rear admiral included in over-all authorized numbers exclusive of five-star.

Not to exceed 15 percent of the total authorized number of line (unrestricted and restricted) officers above the grade of captain may serve in three- and four-star grades, of which not to exceed nine may be four-star. The statute further provides that after July 1, 1948, except in time of emergency, not to exceed 20 may serve in the three- and four-star grades, of which four, including the Chief of Naval Operations, may be four-star.

Flag officers—Maximum authorization and numbers on duty on dates indicated

Line:	Jan. 1, 1950		Jan. 1, 1951		July 1, 1951	
	Authorized	On duty	Authorized	On duty	Authorized	On duty
Unrestricted.....	295	181	293	195	320	193
Restricted.....	27	24	31	26	33	28
Staff Corps:						
Medical Corps.....	16	16	21	16	23	16
Supply Corps.....	17	17	29	17	26	17
Chaplain Corps.....	2	2	3	2	3	2
Civil Engineer Corps.....	2	2	5	5	8	5
Dental Corps.....	5	5	6	5	9	5
Total.....	277	250	332	256	412	286
Number of 3- and 4-star admirals authorized						
Admirals.....	4	4	9	5	9	4
Vice admirals.....	22	22	25	21	25	23

1 181 on duty; nominations for 14 vacancies to be submitted.

2 21 on duty; nominations for 5 vacancies to be submitted.

3 Figures include bureau chiefs.

4 16 on duty; nominations for 1 vacancy to be submitted.

OFFICER GRADE LIMITATIONS

33

MARINE CORPS

General officers

AUTHORIZED NUMBERS

	Permanent (title I, Officer, Personnel Act)	Permanent and temporary (title III, Officer Personnel Act)
Unrestricted general officers.....	75-100 percent of total number of officers on active list of Regular Marine Corps, but with grade limitation of 50 percent major generals and above and 50 percent lieutenant general.	75-100 percent of total number of officers (Regular, Reserve, and temporary) on active duty, distributed in proportion of 50 percent major generals and above and 50 percent lieutenant general.
Restricted (supply duty only) general officers.	15 percent of the number of unrestricted general officers, but with grade limitation of 4, including the head of the Supply Department with the rank of major general.	15 percent of the number of unrestricted general officers, including the head of the Supply Department with the rank of major general.

AUTHORIZED NUMBERS IN GRADES ABOVE MAJOR GENERAL, BUT INCLUDED IN OVER-ALL AUTHORIZED TOTAL OF GENERAL OFFICERS

General..... 1 (the Commandant of the Marine Corps, (A 17, 8, C, sec. 623).
 Lieutenant general..... 10 percent of the authorized number of unrestricted general officers of the Regular Marine Corps, with a grade limitation of 2 except in time of war or national emergency (see 415 of Officer Personnel Act).

MAXIMUM AUTHORIZATION AND ACTUAL NUMBERS ON BOARD

	Jan. 1, 1950		Jan. 1, 1951		July 1, 1951	
	Authorized	On duty	Authorized	On duty	Authorized	On duty
Unrestricted:						
General.....	1	1	1	1	1	1
Lieutenant general.....	2	2	3	2	3	1
Major general.....	22	11	34	18	48	16
Brigadier general.....	25	22	36	25	55	25
Restricted:						
Major general.....	1	1	1	1	1	1
Brigadier general.....	4	3	5	3	5	3
Total.....	53	41	78	52	118	52

¹ Includes 4 vacancies to be filled by selection of board now in session.

ARMY

The statutory authorization for the number of permanent Regular Army general officers is contained in title V of the Officer Personnel Act of 1917. Since this act was enacted prior to the separation of the Air Force from the Army, this title also includes authorizations for the Air Force.

The detailed authorization for permanent general officers is as follows:

(a) 75-100 percent of the officers authorized on the active list of the Regular Army (exclusive of the number of general officers authorized for the several corps of the Medical Department and the Chaplains) may be permanent general officers. Of the number authorized not more than 50 percent may be in the permanent grades above a brigadier general.

(b) 5-10 percent of the officers authorized on the active list of the several corps of the Medical Department may be permanent general officers.

(c) Two permanent general officers are authorized the Chaplains Corps.

(d) It is further provided that the above authorizations shall not exceed a total of 357 permanent general officers, which number includes not more than 16 Medical Corps, 4 Dental Corps, 1 Veterinary Corps, and 2 Chaplains.

With the separation of the Air Force from the Army, the authorization for 357 permanent general officers was divided to provide 201 for the Army and 156 for the Air Force.

Subsequent to this division, title II of the Selective Service Act of 1918 authorized one additional permanent general officer which brings the total number of permanent generals authorized the Army to 202.

Based on the above the Army is authorized permanent general officer grades as follows:

Major generals.....	101
Brigadier generals.....	101
Total	202

Of the above, 5 may serve in the grade of general and 22 in the grade of lieutenant general.

The Officer Personnel Act of 1917 further provides that when the Congress authorizes an Army larger than the permanent Regular Establishment, the Secretary of the Army will determine the requirements in each of the commissioned grades and that the additional requirements may be filled by temporary promotions of Regular Army officers and officers of the Reserve components on active Federal service. Under this authority temporary promotions may be made to the several general officer ranks.

The only limitation in the number that may be so nominated appears in justifications submitted to the Appropriations Committee in connection with hearings on the funds required for pay of the Army.

The Army, in submitting its justification for the pay of the Army for the year ending June 30, 1951, proposed 500 general officers in the grades as follows:

General of the Army.....	1
General.....	4
Lieutenant general.....	22
Major general.....	177
Brigadier general.....	296
Total	500

The President is authorized to designate certain positions to carry three- and four-star rank. The number so designated shall not exceed 15 percent of the number of general officers serving on active duty and of this number one-fourth may be full generals. Unless a national emergency exists, the number of three- and four-star generals is limited to 22 lieutenant generals and 5 generals.

The subcommittee was advised that the Army proposes to continue the 496 general officer authorization (500 less 4 five-star generals) for the coming year. The following tabulation is based on this authorization and includes numbers now serving:

	Authorized under title II of Act of 1917	On duty July 15, 1951	On duty after completion of 1951-52 fiscal year
Generals.....	10	5	5
Lieutenant generals.....	22	22	22
Major generals.....	177	177	177
Brigadier generals.....	296	296	296
Total	496	496	496

AIR FORCE

As previously indicated, title V of the Officer Personnel Act is the basic law governing the authorization and promotion in the Air Force as well as in the Army. Further, after the separation from the Army, the Air Force was allocated a total of 156 permanent general officers as follows:

Major general.....	77
Brigadier generals.....	79

Similar to the Army, during periods of expansion the Secretary of the Air Force determines the requirements in each of the commissioned grades which may be filled by the temporary promotions of those on active duty, with the only limitation contained in justifications submitted to the Appropriations Committee during hearings relative to funds required to pay Air Force personnel. Based on the present officer strength of the Air Force, the present total general officer authorization for the Air Force is 333. The following tabulation is based on this authorization and includes numbers now serving:

	Authorized active total	On duty July 18, 1961	On duty after expiration of pending nominations
Generals.....	10	4	14
Lieutenant generals.....	33	17	120
Major generals.....	123	105	110
Brigadier generals.....	167	160	173
Total.....	333	286	317

* Will be reduced by 1 by a retirement on Aug. 31.
 † Will be reduced by 2 by retirements on July 31.

CONCLUSIONS

Because of world conditions it is probable that this country will be required to maintain armed forces in excess of the normal regular forces for several years to come. This will require the appointment of additional temporary officers in all grades, to supplement the permanent personnel.

The present approximate percentage of general and flag officer strengths based on the number of officers on duty with each service is as follows:

Navy.....	10.41
Marine Corps.....	.32
Army.....	.11
Air Force.....	.31

* Based on number of unrestricted line officers only. If all flag officers were counted this percentage would be increased.

While the Navy and Marine Corps are authorized to have in excess of 75-100 percent of the total number of officers on duty serving in flag and general officer ranks, the Secretary of the Navy has administratively determined not to fill all the authorizations.

While the figure "75-100 percent" may be an appropriate percentage to determine the number of generals or flag officers for a reduced Regular force, it would appear that the percentage should decrease as the number of additional officers increases.

It would further appear desirable that a statutory limitation be enacted to provide for the total number of generals authorized for the Army and the Air Force during periods of mobilization.

Each of the armed services has agreed to submit to the committee as a procedural routine with each separate group of general and flag officer nominations information concerning the authorized and actual strengths in these grades.

RECOMMENDATIONS

It is recommended that the Secretary of Defense be requested to conduct a study for the purpose of devising formulas or percentage limitations to provide requisite numbers of general and flag officers consistent with the changing strengths and compositions of the Armed Forces and recommend to the committee proposed legislation embodying the conclusions of the study.

It is further recommended that the Secretary of Defense be advised that the numerical limitations set forth below should be considered to be the maximum

OFFICER GRADE LIMITATIONS

number of general and flag officers authorized on active duty in each of the services pending submission of the proposed legislation. Those serving in the five-star rank are not included in these limitations.

Army.....	496
Navy.....	266
Marine Corps.....	52
Air Force.....	333
Total.....	1,147

Note.—These limitations were subsequently adjusted to the following figures:

Army.....	496
Navy.....	280
Marine Corps.....	60
Air Force.....	383
Total.....	1,219

Senator STENNIS. All right. We want to thank all of you gentlemen very much.

(Whereupon, at 11:55 a. m., the subcommittee adjourned.)

APPENDIX 2 OF ANNEX C

COPY

UNITED STATES SENATE
Committee on Armed Services

August 16, 1951

Honorable George C. Marshall
Secretary of Defense
Washington, D. C.

Dear Mr. Secretary:

Members of the Armed Services Committee have been concerned about the number of general and flag officer nominations received for confirmation. At the suggestion of several members of the Committee I appointed a subcommittee to review the authorizations and present strengths of officers serving in these senior grades.

I am attaching herewith a Committee print of the study made by the subcommittee dealing with this subject. While this print was prepared for the use of the subcommittee and may contain slight variations in the actual numbers, the full Committee adopted the conclusions and recommendations contained therein.

The Committee has no desire to unduly limit the number of senior officers of the military services, but does believe that there should be reasonable statutory limitations on the numbers that can be appointed. In order to allow some flexibility to each service, the subcommittee's recommendation, setting forth the numerical limitations on the number of general and flag officers authorized on active duty, has been modified to provide the following numbers -

Army	496
Navy	280
Marine Corps	60
Air Force	<u>333</u>
Total	1169

Arrangements have been completed for each service to submit to the Committee information concerning the authorized and actual strengths of flag and general officers with the nomination of such officers. In addition to the above, the Committee desires to have, at the time the nominations are considered, the job assignments of the officers nominated with pertinent justifications for the rank to be held during such assignment.

APPENDIX 2 OF ANNEX C - CONTINUED

In accordance with the Committee recommendations, I am requesting that you submit at the earliest practicable time, your recommendations in legislative form to provide the requisite number of general and flag officers for the military services. Further, I would appreciate your advising the services of the additional information desired by the Committee and the proper numerical limitations on general and flag officers pending the submission of your recommendations.

Sincerely,

/s/Richard B. Russell

[COMMITTEE PRINT]

REPORT OF SUBCOMMITTEE ON OFFICER GRADE LIMITATION, SENATE COMMITTEE ON ARMED SERVICES, TO CONSIDER THE REPORTS SUBMITTED BY THE MILITARY SERVICES IN RESPONSE TO SECTION 404 OF THE OFFICER GRADE LIMITATION ACT

(JOHN STENNIS, Chairman; SAM J. ERVIN; JAMES H. DUFF)

A letter dated January 28, 1955, and signed by Chairman Russell, appointed a subcommittee consisting of Senators Stennis (chairman), Ervin, and Duff to consider the reports submitted by the military services in response to section 404 of the Officer Grade Limitation Act. The subcommittee met pursuant to that directive on February 1, 1955, and received testimony in executive session. The transcript was subsequently edited for classified defense information, which was deleted and the unclassified transcript printed. Subsequent executive meetings were held February 23, March 9 and 11.

GRADE DISTRIBUTION; CONTROL OF TEMPORARY PROMOTIONS

The problem of the grade distribution of officers, and the numbers to be authorized in the several grades, is complicated both by changing force levels and by the need to maintain a degree of stabilization and career incentive, while keeping within the necessary budgetary limitations.

Prior to the enactment of the Officer Grade Limitation Act there had been no adequate numerical control of temporary promotions excepting for that imposed by annual appropriations acts and, with respect only to flag and general officers, the numerical limitations imposed by the Senate Committee on Armed Services. The Officer Grade Limitation Act was intended to obviate the need for such year-to-year limitation by providing a permanent sliding scale based upon the total numbers of officers on active duty with each of the Armed Forces.

The numbers authorized in each grade by the Officer Grade Limitation Act were intended as ceilings rather than as minimums. Section 404 of the act requires annual reports from the services, thereby giving to this committee an opportunity to advise with the services in advance as to whether the Senate should consent to the nomination of whatever specific numbers are planned by such services for the coming fiscal year.

To avoid becoming involved in a maze of highly confusing statistics, this outline will be kept brief; however, the conclusions it sets forth are supported by detailed computations contained in the printed hearings.

2 REPORT OF SUBCOMMITTEE ON OFFICER GRADE LIMITATION

Projected officer ratios conform to previous patterns

The estimated total strength of the Armed Forces as of December 31, 1954, was 3.17 million, and is expected to drop to 2.95 million by June 30, 1955, and to 2.86 million by June 30, 1956. The total number of officers to be on active duty reflects that general pattern of decreasing strength in all services except the Air Force. The ratio of total officer strength to total enlisted strength conforms to the pattern established during the past 30 years, and shown in appendix A of the hearing in the tabulation of percentages of officers compared to total strength at annual intervals since 1923. Also, the totals of all grades, projected for the remainder of fiscal year 1955 and for fiscal year 1956, are below the ceilings set forth in the Officer Grade Limitation Act.

SUBCOMMITTEE VIEWS ON THE PROMOTION PROGRAMS

With respect to grades below flag rank, the subcommittee would not recommend that any additional restrictions be imposed by the committee at this time. The projected totals in the grades and equivalent grades of captain, commander, and lieutenant commander for fiscal year 1956 are well within the limitations imposed by the law and in view of a possibility of changing force levels there is no present basis on which to modify them. Furthermore, as a practical matter, except for Navy and Marine Corps appointments, the Committee on Armed Services advises and consents with respect to these grades only insofar as permanent promotions are concerned, whereas the projected totals include temporary promotions.

However, with respect to flag and general officers, the subcommittee feels that the year-end totals contemplated for fiscal year 1956 should be the subject of continuing scrutiny, and that only the minimum numbers needed for the remainder of the current calendar year should be consented to at this time. Such numbers can be reviewed when the annual reports required by section 404 are submitted next January and the totals for 1956 agreed to.

Previous numerical limitations on flag and general officers

The following tabulation shows the limitations imposed by the Armed Services Committee during the 82d Congress on the numbers of positions for flag and general officers, exclusive of officers in five-star rank and retired officers recalled to active duty. This total of 1,219 constituted the high command of a force which reached a Korean-conflict peak of 3.7 million in strength, including a peak officer strength of 362,800.

Army.....	496	Marine Corps.....	60
Navy.....	280	Air Force.....	383

Present numbers of flag and general officers

The Officer Grade Limitation Act superseded the temporary restrictions shown above, and at the present time the services are supporting (or have actually on active duty) the numbers of flag and general officers shown below, excluding those in five-star rank and retired officers. This total of 1,250 constitutes the high command of our current active duty force of approximately 3.2 million in strength, including 330,000 officers.

Army.....	496	Marine Corps.....	60
Navy.....	284	Air Force.....	410

REPORT OF SUBCOMMITTEE ON OFFICER GRADE LIMITATION 3

Projected numbers of flag and general officers

The projected figures for fiscal year 1956 indicate that the services desire the numbers of flag and general officers shown below, excluding those in five-star rank and retired officers. This total of 1,287 would constitute the high command of an active-duty force projected at 2.86 million, including 325,700 officers.

Army.....	494	Marine Corps.....	60
Navy.....	290	Air Force.....	443

It will be noted in the above tabulation that neither the Army nor the Marine Corps exceeds the committee limitations established in the 82d Congress; actually the Army intends to man two less positions for a total of 494.

SUBCOMMITTEE RECOMMENDATIONS

Interim numbers of flag and general officers

The subcommittee does not feel that the numbers proposed for the end strength of fiscal 1956 should be consented to at this time, but that an interim figure should be announced. It is therefore recommended that the Secretary of Defense be informed that in advising with respect to the nominations of flag and general officers, the committee will not consent to numbers in excess of those listed below, which numbers the committee regards as numerical ceilings to be imposed until further notice.

Army.....	494	Marine Corps.....	60
Navy.....	287	Air Force.....	425

Three-star and four-star appointments

There is an additional feature relating to the appointments in certain general-officer grades which the subcommittee feels lacks uniformity as between the Army and Air Force on the one hand and the Navy and Marine Corps on the other hand.

Under the terms of the Officer Personnel Act of 1947, the President may designate certain assignments as positions of "great importance and responsibility" and authorize the appointment of either 3-star or 4-star officers to fill such positions. The Navy and Marine Corps custom with respect to such 3-star and 4-star positions is to nominate an individual for a specific position and when such individual subsequently is reassigned to a comparable position, to submit to the Senate a new nomination, even though no change in grade is involved. The Army and Air Force, however, utilize the broad temporary promotion authority provided by section 515 of the Officer Personnel Act, in addition to the special authority for creating 3- and 4-star positions provided by section 504. As a consequence, once an Air Force or Army nominee has been advanced to 3- or 4-star grade he may be reassigned in that grade at the discretion of the executive branch without further reference to the Senate. Inasmuch as the urgency brought on by the Korean hostilities is no longer a pressing factor, the subcommittee is of the opinion that the Army and Air Force should revert to the practice of submitting individual nominations under section 504 only, and should resubmit for Senate confirmation the names of such 3- and 4-star officers as are to be reassigned to new positions in those grades. This assures that the Congress will continue to exercise its full responsibility of advice and consent with

4 REPORT OF SUBCOMMITTEE ON OFFICER GRADE LIMITATION

respect to the manner in which these very senior grades are being allocated.

The text of a letter to the Secretary of Defense carrying out the above two recommendations appears below.

Reference is made to section 404 of the Officer Grade Limitation Act and to the reports submitted thereunder by the military departments to the Senate Committee on Armed Services concerning the numbers of officers to be promoted to the several grades by the end of fiscal year 1956.

The purpose of this letter is to inform you that in advising with respect to flag and general officers to be reported for confirmation, the committee would at this time regard the following as the maximum numerical limitations within which it would recommend that the Senate give its consent. These totals are exclusive of those officers serving in five-star rank and retired officers on active duty, and are regarded by the committee as ceilings which will govern pending further advice in this matter.

Army.....	494	Marine Corps.....	60
Navy.....	287	Air Force.....	425

Excludes T.A.R.

With respect to Army and Air Force officers holding office in any general-officer grade who are being nominated to fill positions of importance and responsibility referred to in section 504 (b) of the Officer Personnel Act, the committee would request that authority for such nominations be limited to section 504 of such act.

Assuring comparable interservice grade-structure criteria

There is a final consideration which the subcommittee feels should be pointed out at this time, along with a recommendation as to what can be done about it.

Reduced to its simplest terms—perhaps even at the risk of some oversimplification—the overall ratio of flag and general officers to total strengths, or to total officer strengths, is not clearly understandable, either as between the Navy, Army, and Air Force strengths, or as between the strengths during Korea when compared with present and projected strengths. By the same token, it is not easy to comprehend why the Navy and Air Force need more flag and general Officers in 1956 than they needed at the Korean-conflict peak, and why the Army needs within two of that number.

The services vigorously contend that each must determine for itself the number of flag and general officers which it needs to carry out its mission. The subcommittee fully concurs with that concept. On the other hand, the subcommittee believes that it is both reasonable and proper to expect from the executive branch specific assurance that there has been a review at some higher level of the numbers independently requested by each service. Actually, the Career Compensation Act provides a uniform scale for the pay of flag and general officers, and it would seem that a comparable sort of common denominator can and should be developed so that the rank structure of the high command will be based upon reasonably uniform criteria.

The subcommittee feels that the Secretary of Defense is the proper authority to develop such uniform criteria and suggests the following letter to him:

The purpose of this letter is to invite to your attention an apparent imbalance in the numbers of flag and general officers in the Navy, Army, and Air Force as compared with the numerical strengths of such forces and their combined strength. Marine Corps totals have been excluded from portions of this particular computation because the Marine Corps does not have the same overhead and logistical responsibilities as do the Navy, Army, and Air Force.

The Office of the Secretary of Defense, Progress Reports and Statistics, as of January 10, 1956, reports that the estimated strength of the Defense Department

REPORT OF SUBCOMMITTEE ON OFFICER GRADE LIMITATION 5

(less Marine Corps) on December 31, 1954, was approximately 2.95 million. At that time the number of flag and general officers on duty (less five-star rank and Marine Corps) was approximately 1,200. Prorating this latter figure among the Navy, Army, and Air Force according to the estimated strengths of such services and comparing the resulting figures with the numbers of flag and general officers then on duty (or the number of such positions then being supported by the services) the following tabulation is derived:

Military service (1)	Total strength ¹ (2)	Flag or general officers (less 5-star rank)	
		Prorated (3)	Actual (4)
Army.....	1.31	533	496
Navy.....	.606	281	295
Air Force.....	.960	386	410

¹ In millions. All figures are approximate. Retired officers on active duty are included.

A comparison of columns (3) and (4) shows a variation which is difficult to account for and which becomes even less understandable when one considers that the force levels for the Army and Navy referred to above are approximately 75 to 80 percent of the Korean conflict peaks, at which time the Army had an allocation of 496 general officers, the Navy 280 flag officers.

To credit the Navy with the overhead and logistical responsibilities it carries for the Marine Corps, a similar analysis is shown below in which the strengths of the Navy and Marine Corps are combined, and retired officers on active duty are not included.

Military service (1)	Total strength ¹ (2)	Flag and general officers (1,280)		
		Prorated (3)	Actual (4)	Percent prorated figure (5)
Army.....	1.31	517	496	95.91
Navy and Marine Corps.....	.907	354	344	96.09
Air Force.....	.960	375	410	109.33

¹ In millions. All figures are approximate.

² Excludes retired officers on active duty.

The situation becomes still more perplexing when account is taken of the fact that even with additional Army and Navy cutbacks projected for the end of fiscal year 1956, the Army will retain substantially the same number of generals, the Navy plans to increase by approximately 5 flag officers, and the Air Force, rising again to approximately its Korean-conflict peak, plans on a total of about 60 more general officers than it had at that time.

If the above comparisons are computed exclusively on the basis of officer strengths, an imbalance remains, although its center of gravity shifts materially. On December 31, 1954, the estimated officer strength of the Defense Department was approximately 351,600. Prorating the flag and general officer strength against this total and comparing the resulting figures with the flag and general

6 REPORT OF SUBCOMMITTEE ON OFFICER GRADE LIMITATION

officers then on duty (or the number of such positions then being supported by the services), the following tabulation is derived:

Military service (1)	Total strength ¹ (2)	Flag or general officers (less 5-star rank)	
		Prorated (3)	Actual (4)
Army.....	125.6	450	406
Navy and Marine Corps.....	93.8	336	355
Air Force.....	132.2	478	410

¹ In thousands. All figures are approximate. Retired officers on active duty are included.

A comparison of columns (3) and (4) identifies the imbalance which is being commented upon herein.

A similar computation made with respect to the projected strengths for fiscal year 1956 suggests that the situation does not materially change.

Military service (1)	Total strength ¹ (2)	Flag or general officers (less 5-star rank)	
		Prorated (3)	Actual (4)
Army.....	113.4	425	494
Navy and Marine Corps.....	90.0	334	360
Air Force.....	143.0	536	413

¹ In thousands. All figures are approximate. Retired officers on active duty are included.

The committee realizes that there are differences between the organization and operations of the Navy, Army, and Air Force resulting in differing requirements for senior officers. However, the committee is not able to identify any differences between these services which account for this degree of apparent imbalance, not only as between the services but as between present totals, projected totals, and Korean-conflict peaks.

The committee has in a separate communication indicated the numbers of flag and general officers to which it would recommend the Senate give its consent during the remainder of this calendar year. In the meantime it would be greatly appreciated if the Department of Defense could conduct an overall survey of this problem so as to make its findings available at such time as the committee considers the report submitted pursuant to section 404 of the Officer Grade Limitation Act in January 1956. Referring to the recommendation made in the report of the Subcommittee Appointed to Survey Policies and Procedures Regarding Promotions of Flag and General Officers of the Armed Services, 82d Congress (see bottom of p. 35 of enclosed subcommittee hearings), such study as has been made in response to that recommendation has not served to clarify the situation.

APPENDIX 3 OF ANNEX C

COPY

UNITED STATES SENATE
Committee on Armed Services

November 9, 1951

My dear Mr. Secretary:

I am enclosing a copy of the Preparedness Subcommittee's thirty-third report. It deals with the problem of administrative top-heaviness in the Armed Forces.

To my mind, the figures carried in this report are startling. It is difficult for me to believe that so many generals, admirals, and civilian employees are needed in Washington to administer the affairs of a 3,500,000 man defense force.

In some respects, it is even more startling to observe the large numbers of Army and Air Force colonels and Navy captains and other high-ranking officers in Washington who seem to have as one of their principal assignments the job of acting as "messenger boys." At times the impression is created that a substantial portion of the high-ranking officers in the Pentagon have been brought to the city for the sole purpose of delivering documents and carrying briefcases for even higher ranking officers who testify before congressional committees.

Certainly there must be assignments more commensurate with the ranks held by these men.

I would appreciate it if you would review this matter with your top people and be prepared to present conclusions and recommendations at an open hearing of our Subcommittee. I believe this matter is sufficiently serious to require a full study at the highest level.

At a later date, I will communicate with you concerning the time and place for the Subcommittee's hearing.

Sincerely,

/s/ Lyndon B. Johnson
Lyndon B. Johnson, Chairman
Preparedness Subcommittee

Honorable Robert A. Lovett
The Secretary of Defense
Washington, D. C.

[COMMITTEE PRINT]

82d Congress }
1st Session }

SENATE

INVESTIGATION OF THE PREPAREDNESS
PROGRAM

THIRTY-THIRD REPORT
OF THE
PREPAREDNESS SUBCOMMITTEE OF THE
COMMITTEE ON ARMED SERVICES
UNITED STATES SENATE
UNDER THE AUTHORITY OF

S. Res. 18

(82d Congress)

REPORT ON
ADMINISTRATIVE TOP-HEAVINESS OF OUR ARMED FORCES



Printed for the use of the Committee on Armed Services

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LETTER OF SUBMITTAL

UNITED STATES SENATE,
COMMITTEE ON ARMED SERVICES,
November 13, 1951.

MY DEAR MR. CHAIRMAN: There is submitted herewith a report of the Preparedness Subcommittee which was appointed by you under authority of Senate Resolution 18 of the Eighty-second Congress. This is an interim report on the top-heaviness of our Armed Services. The subcommittee also has under way numerous other studies. The results of these studies will be reported to you as they are completed.

Respectfully,

LYNDON B. JOHNSON,
Chairman, Preparedness Subcommittee.

INTERIM REPORT—ADMINISTRATIVE TOP-HEAVINESS OF OUR ARMED FORCES

One of the more alarming trends in military organization during the past few years has been the increasing administrative top-heaviness of our Armed Forces. Each member of the committee has been concerned about and wants to correct this condition.

In its most obvious form, this trend has manifested itself by a heavy concentration of high-ranking officers in Washington, D. C. But it is also evident in the huge number of civilians now working for the Defense Department in the Washington area.

The high concentration of "upper brass" is apparent to the most casual observer of the Washington scene. Even a noonday stroller down any street in the midsection of the city is likely to encounter at least a few—officers of general or "flag" rank.

Members of Congress have the situation called to their attention much more forcibly—in fact, it is literally thrust upon them.

It is rare that a congressional committee meets upon any subject affecting the armed services without finding the hearing room jammed with high-ranking officers and Defense Department civilian officials.

At a recent meeting of the Senate Preparedness Subcommittee, 14 assorted officials from one defense agency appeared to testify. Their ranks ranged from lieutenant colonel to four-star general and from civilian technician to secretary.

As most of these officials contributed nothing to the hearing, it was difficult to escape the impression of a woeful and unnecessary waste of manpower.

At the conclusion of the hearing, the chairman of the subcommittee admonished the secretary in question that similar episodes should be avoided in the future. He stated that two informed officials would have been sufficient for the purposes of the committee—one to discuss policy matters and the other to discuss technical details.

The others, he added, should be put to some better use.

The chairman requested that his remarks be brought to the attention of the Secretaries of the Army, Navy, and Air Force. He later directed the subcommittee staff to obtain and study exact figures on the number of general and flag officers and the number of Defense Department civilian employees in the Washington, D. C., area.

The results of the study were astonishing. They disclosed that the United States is operating a military machine of less than 3,500,000 men with nearly the same number of generals, admirals, and civilian employees in Washington that it had on VE-day when the total number of men in uniform was well over 12,000,000.

2 ADMINISTRATIVE TOP-HEAVINESS OF OUR ARMED FORCES

The figures speak for themselves:

	Apr. 30, 1945 (near V-E-day)	Sept. 30, 1951
General and flag officers in Washington area: ¹		
Army.....	279	15
Air Force.....	103	5
Navy.....	15	109
Marine Corps.....		12
Total.....	397	291
Defense Department civilian employees in Washington area: ¹		
Secretary of Defense activities ²		2,114
Army.....	81,805	204,000
Air Force.....		8,315
Navy and Marine Corps.....	46,869	42,300
Total.....	128,674	254,629

¹ The Washington area consists of the District of Columbia, Montgomery and Prince Georges Counties in Maryland, Alexandria City, and Arlington and Fairfax Counties in Virginia.

² War Department, which included both Army and Air Force.

³ This was prior to the Unification Act which created the office of Secretary of Defense.

On the face of it, there can be no justification for these figures.

And in appraising these figures, it should be remembered that on the 30th of April 1945, the United States possessed the largest fighting force in its history and the most powerful military machine in the history of the world. It had just concluded the defeat of the Axis Powers in Europe and was readying itself for the final blow against the Japanese Empire.

The subcommittee recognizes the fact that war has now become much more complex than in the past and that new types of organization are undoubtedly required to meet the needs of our armed services. But it can hardly be argued that we need nearly the same number of admirals, generals, and civilian employees in Washington for 3½ million uniformed men that we needed for 12 million.

These figures give rise to some disturbing thoughts. The Armed Forces of the United States that defeated the Axis Powers were approximately 3½ times the size of our present combined Army, Navy, Air Force, and Marine Corps. It is entirely possible that in a major war we would return to that strength.

On that basis, would we have to multiply our present staffs of generals and admirals in Washington by 3½? Would we have to staff the Pentagon with 1,250 general and flag officers? Would we have to jam 321,695 civilian employees into the Defense Department buildings in the Capital area?

There is no need to belabor this point. It is obvious that the Defense Establishment is tending toward an administrative top-heaviness that is inefficient, wasteful, and dangerous. Unless the trend is halted now we could, in the classic phrase, wind up with the fighting forces composed of "all chiefs and no Indians."

The Senate Preparedness Subcommittee plans to continue its study of the conditions outlined in this interim report. It is to be hoped that time will not be wasted on excuses to justify the situation outlined above, but that a real attempt to eliminate wasteful and extravagant use of personnel will be made.

RECOMMENDATION

The subcommittee recommends that the Secretary of Defense conduct a thorough review of the number of general and flag officers and Defense Department civilian personnel in the Washington area with a view to determining whether their numbers could be reduced by more efficient utilization, with a report of such review made to the subcommittee upon its completion.

Jan 21 1952

Dear Mr. Chairman:

This is in furtherance of the matter concerning limitations on the number of general and flag officers discussed in your letter of August 16 to former Secretary of Defense Marshall, and his letter to you on the same subject dated September 4, 1951.

The Officer Personnel Act of 1947, which was designed to furnish a complete career pattern for officers in a peace-time establishment, prescribed percentage limitations on the general and flag officer grades for the various services. It is desired that these percentage limitations remain as the basic standard even though, when applied to a temporarily war expanded force, those limitations will not be reached.

It is felt that no statutory ceiling should be placed on general and flag grades inasmuch as personnel situations and requirements change too frequently to permit effective operation if constant recourse to congressional action is required to adjust the numbers of generals and admirals, particularly under rapidly changing conditions. Adequate control over such positions and reasonable operating flexibility can be obtained by relating general and flag officer strengths to total commissioned strengths so that as varying forces are authorized the concomitant general and flag officer strengths automatically ensue. The complexity of modern warfare, the continually expanding needs in the areas of international commitments, and joint service operations have functioned to increase the relative number of flag and general officers as compared to pre-World War II and World War II experience.

Furthermore, no sound basis for uniformity between the services exists. The number of officers in positions outside the regular establishments varies substantially. The number of Army generals who were serving in positions outside the Army as of December 1, 1951, was as follows:

Department of Defense	12
Joint Chiefs of Staff	11
Miscellaneous	5
Military Assistance Program	18
SHAPE	18
Civilian Agencies	<u>7</u>
	71
EUROPEAN COMMAND	30
FAR EAST COMMAND	<u>24</u>
	54
TOTAL	<u>125</u>

APPENDIX 4 OF ANNEX C - CONTINUED

For the Air Force, there are currently forty-one (41) general officers assigned to duties with activities outside that service, and in the Navy there are thirty-nine (39) flag officers, all of whom are in positions similar to those enumerated above for the Army.

Thus, from the above figures, it becomes apparent that the Army is supplying by far the majority of the general officers for these positions and that they total twenty-five per cent (25%) of the Army's general officers on active duty. Since these numbers cannot be related to the total officer strength, the Army's percentage requirement for general officers is naturally higher than that for the other two services.

Furthermore, careful study has clearly indicated that the requirements of the several services for general and flag officers in similar areas are not in all respects comparable due to the different sizes of our normal peace-time establishments and the fundamental differences in their service missions which include the assignments as set forth in the preceding paragraphs.

Accordingly, it is respectfully requested that the Committee on Armed Services not propose or approve any legislation which would establish restrictive ceilings on the number of general and flag officers in the armed services.

However, in accordance with the request contained in your letter of August 16, 1951, there is attached a draft of a bill establishing proportions of flag and general officers in each of the military services as being the least objectionable form of legislation, if your Committee insists on some legislation. The tabulations contained in the proposed bill represent the needs of the Services based on the present concept of mission, operation and organization.

Very sincerely yours,

/s/

Robert A. Lovett

Inclosure

Honorable Richard B. Russell
Chairman
Committee on Armed Services
United States Senate

A BILL

To establish the number of general or flag officers authorized to be on active duty with the Army, Navy, Marine Corps or Air Force.

1 Be it enacted by the Senate and House of Representatives
2 of the United States of America in Congress assembled. That
3 notwithstanding the provisions of any other law the number
4 of general or flag officers on active duty at one time with
5 the Army, the Navy, the Marine Corps or the Air Force, respec-
6 tively, including general or flag officers who are carried by
7 law as additional numbers in grade, but not including Generals
8 of the Army or Fleet Admirals of the U. S. Navy, shall not
9 exceed a number which is in a fixed proportion, as prescribed
10 by this Act, to the total active duty commissioned officer
11 strength, not including commissioned warrant or warrant officers,
12 of that armed force.

13 SEC. 2. The following proportions are established for
14 each armed force for the purposes of this Act:

15 (a) Army of the United States:

16	<u>Total Active Duty Commissioned Officer Strength</u>	<u>Number of Active Duty General Officers Au- thorized</u>	<u>Percentage</u>
17	30,000 and under	225	-----
18	40,000	300	.75
19	50,000	375	.75
20	60,000	400	.6666

1	<u>Total Active Duty Commissioned Officer Strength</u>	<u>Number of Active Duty General Officers Au- thorized</u>	<u>Percentage</u>
2	70,000	425	.6071
3	80,000	450	.5625
4	90,000	475	.5217
5	100,000	500	.5000
6	110,000	513	.4663
7	120,000	525	.4375
8	130,000	538	.4138
9	140,000	550	.3928
10	150,000	563	.3753
11	160,000	575	.3593
12	170,000	588	.3458
13	180,000	600	.3333
14	190,000	613	.3226
15	200,000	625	.3125
16	225,000	655	.2911
17	250,000	685	.2740
18	275,000	715	.2600
19	300,000	745	.2483
20	325,000	775	.2384
21	350,000	805	.2300
22	375,000	835	.2226
23	400,000	865	.2162

1	<u>Total Active Duty Commissioned Officer Strength</u>	<u>Number of Active Duty General Officers Au- thorized</u>	<u>Percentage</u>
2	425,000	895	.2105
3	450,000	925	.2055
4	475,000	955	.2010
5	500,000	985	.1970
6	525,000	1015	.1933
7	550,000	1045	.1900
8	575,000	1075	.1869
9	600,000	1105	.1841
10	625,000	1135	.1816
11	650,000	1165	.1792
12	675,000	1195	.1770
13	700,000	1225	.1750
14	725,000	1255	.1731
15	750,000	1285	.1713
16	775,000	1315	.1696
17	800,000	1345	.1681
18	(b) United States Navy:		
19	<u>Total Active Duty Commissioned Officer Strength</u>	<u>Number of Active Duty Flag Officers Au- thorized</u>	<u>Percentage</u>
20	35,000 and under	262	.74
21	50,000	272	.54
22	65,000	282	.43

1	<u>Total Active Duty Commissioned Officer Strength</u>	<u>Number of Active Duty Flag Officers Au- thorized</u>	<u>Percentage</u>
2	80,000	292	.37
3	95,000	302	.32
4	110,000	312	.28
5	125,000	322	.26
6	140,000	332	.24
7	155,000	342	.22
8	170,000	352	.21
9	185,000	362	.20
10	200,000	372	.19
11	215,000	382	.18
12	230,000	392	.17
13	245,000	402	.16
14	260,000	412	.16
15	275,000	422	.15
16	290,000	432	.15
17	305,000	442	.14
18	(c) United States Marine Corps:		
19	<u>Total Active Duty Commissioned Officer Strength</u>	<u>Number of Active Duty General Officers Au- thorized</u>	<u>Percentage</u>
20	7,000 and under	52	.74
21	8,000	54	.68
22	9,000	56	.62
23	10,000	58	.58

1	<u>Total Active Duty Commissioned Officer Strength</u>	<u>Number of Active Duty General Officers Au- thorized</u>	<u>Percentage</u>
2	11,000	60	.55
3	12,000	62	.52
4	13,000	64	.49
5	14,000	66	.47
6	15,000	67	.45
7	16,000	69	.43
8	17,000	71	.42
9	18,000	73	.41
10	19,000	74	.39
11	20,000	76	.38
12	21,000	78	.37
13	22,000	79	.36
14	23,000	81	.35
15	24,000	82	.34
16	25,000	84	.34
17	26,000	85	.33
18	27,000	87	.32
19	28,000	88	.31
20	29,000	89	.31
21	30,000	90	.30
22	31,000	91	.29
23	32,000	92	.29

1	<u>Total Active Duty Commissioned Officer Strength</u>	<u>Number of Active Duty General Officers Au- thorized</u>	<u>Percentage</u>
2	33,000	93	.28
3	34,000	94	.28
4	35,000	95	.27
5	36,000	96	.27
6	37,000	97	.26
7	38,000	98	.26
8	39,000	99	.25
9	40,000	100	.25
10	(d) United States Air Force:		
11	<u>Total Active Duty Commissioned Officer Strength</u>	<u>Number of Active Duty General Officers Au- thorized</u>	<u>Percentage</u>
12	35,000 and under	273	.75
13	40,000	292	.73
14	45,000	306	.68
15	50,000	312	.625
16	60,000	324	.54
17	70,000	336	.48
18	80,000	349	.44
19	90,000	363	.40
20	100,000	380	.38
21	110,000	398	.36
22	120,000	416	.346
23	130,000	434	.33

1	<u>Total Active Duty Commissioned Officer Strength</u>	<u>Number of Active Duty General Officers Au- thorized</u>	<u>Percentage</u>
2	140,000	452	.32
3	150,000	470	.31
4	175,000	490	.28
5	200,000	512	.26
6	225,000	534	.24
7	250,000	556	.22
8	275,000	578	.21
9	300,000	600	.20
10	325,000	620	.193
11	350,000	640	.183
12	375,000	660	.176
13	400,000	680	.17

14 SEC. 3. Where the total number of officers on active duty
15 with an armed force exceeds a number specified for that armed
16 force in Section 2 above but is less than the next larger
17 number specified, the proportionate number of general or flag
18 officers authorized will be derived by straight line interpolation.

19 SEC. 4. The provisions of this Act shall not be construed
20 to affect any laws establishing limitations on total officer
21 strength or total strength for any armed force or for all the
22 armed forces, nor to affect any laws relating to the promotion
23 or retirement of officers to or in general or flag officer grades,
24 or to their distribution within such grades.

APPENDIX 5 OF ANNEX C

EXTRACT

82nd Congress - 2nd Session

Public Law 488 - 10 July 1952

Section 634(a) - No funds appropriated by this act shall be used for the pay, compensation, or allowances of commissioned officer personnel in excess of percentages of total average military personnel provided for in this act during fiscal year 1953 as set forth in this section as follows:

	<u>ARMY</u>	<u>AIR FORCE</u>	<u>NAVY</u>	<u>MARINE</u>
G.A. or F.A.	.0003	.000	.0004	.000
O-10	.00055	.0007	.0007	.0004
O-9	.00175	.0019	.0029	.0016
O-8	.0111	.016	.0154	.0095
O-7	.0192	.022	.0154	.013
O-6	.335	.43	.359	.23
O-5	.85	.84	.85	.5
O-4	1.16	2.1	1.300	1.063
O-3	2.3	4.0	2.6597	2.25

APPENDIX 6 OF ANNEX C

EXTRACT

83rd Congress - 1st Session - 1953

Section 631(a) During the last quarter of the fiscal year 1954 no funds appropriated by this act shall be used for the pay, compensation or allowances of commissioned officer personnel on active duty (excluding Reserve Officers on active duty for training or Reserve Officers and Retired Officers ordered to active duty for periods of 30 days or less) in excess of the following numbers in each grade:

	<u>ARMY</u>	<u>NAVY</u>	<u>AIR FORCE</u>	<u>MARINE</u>
O-11	3	3	-	-
O-10	9	7	9	1
O-9	27	24	23	5
O-8	170	128	152	24
O-7	291	128	244	31
O-6	5102	3131	4349	521
O-5	13560	8438	8401	1280
O-4	18250	10911	20916	2620

Section 631(b) Vacancies within the allowances prescribed by subsection (a) of this section for any grade may be assigned to any lower grade or grades Provided that the officer of the Army now assigned as Special Assistant to the Comptroller Dept of Defense, shall, effective May 1, 1954, be considered to hold the grade of major general for all purposes, without regard to subsection (a) hereof and while so serving shall receive the pay and allowances of an officer of that grade and his (retirement, etc.).

APPENDIX 7 OF ANNEX C

COPY

UNITED STATES SENATE
Committee on Armed Services

March 29, 1955

Honorable Charles E. Wilson
Secretary of Defense
Washington 25, D. C.

Dear Secretary Wilson:

Reference is made to section 404 of the Officer Grade Limitation Act and to the reports submitted thereunder by the military departments to the Senate Committee on Armed Services concerning the numbers of officers to be promoted to the several grades by the end of fiscal year 1956.

The purpose of this letter is to inform you that in advising with respect to flag and general officers to be reported for confirmation, the committee would at this time regard the following as the maximum numerical limitations within which it would recommend that the Senate give its consent. These totals are exclusive of those officers serving in five-star rank and retired officers on active duty, and are regarded by the committee as ceilings which will govern pending further advice in this matter.

Army..... 494
Navy.....*287

Marine Corps..... 60
Air Force.....425

*Excludes TAR

It would be appreciated if you would cause to be furnished to the committee at the time nominations are forwarded an appropriate tabulation reflecting strengths in flag and general officers resulting from such nominations.

With respect to Army and Air Force officers holding office in any general-officer grade who are being nominated to fill positions of importance and responsibility referred to in section 504(b) of the Officer Personnel Act, the committee would request that authority for such nominations be limited to section 504 of such act.

Sincerely,

/s/ Richard B. Russell

September 6, 1956

Honorable Charles E. Wilson
Secretary of Defense
Washington 35, D. C.

Dear Mr. Secretary:

This refers to my letter of February 20, 1956, indicating that the Committee would adhere to the limitations outlined in my letter of March 29, 1955, on the number of flag and general officers whose nominations the Committee would recommend confirmation to the Senate until the Subcommittee on Officer Grade Limitations had the opportunity to consider requested increases.

The Subcommittee on Officer Grade Limitations has since considered the reports required by section 404 of the Officer Grade Limitation Act. While these reports contemplate flag and general officers in numbers that are in excess of the existing Committee limitations, the Subcommittee on Officer Grade Limitations has concluded that no increase in these limitations is warranted at present.

The Subcommittee recommendation undoubtedly will be ratified by the full Committee when the Congress reconvenes. Since this decision may affect the number of flag and general officers whose recess appointments may be recommended to the President, it will be appreciated if you will notify the secretaries of the military departments accordingly.

Sincerely yours,

/s/

Richard B. Russell

APPENDIX 9 OF ANNEX C

COPY

THE SECRETARY OF DEFENSE
WASHINGTON

18 January 1961

My dear Mr. Chairman:

In my letter to you of June 3, 1960, and in my appearance before the Subcommittee of which Senator Stennis was Chairman on August 26, 1960, I urged that the Navy's statutory authorization for flag officers of 306 be allowed to operate in lieu of the limitation of 287 which has been set by your Committee. At that hearing, in reply to questions relating to the possibility of administrative reallocation of flag and general officer authorizations among the services within the present over-all total, I pointed out that this whole problem was being considered by an ad hoc committee, headed by General Charles Bolte, USA(Ret.) to study and revise the Officer Personnel Act of 1947. I stated that I did not feel I could properly express an opinion as to the possibility of reallocation until the Bolte Committee had studied the problem of grade authorizations. A report has recently been received from this committee which substantiates the inequitable distribution affecting the Navy.

As you are undoubtedly aware, at the present time the total number of general and flag officers in all of the services is 19 below the total figure (1266) prescribed by your letter dated March 29, 1955. These additional 19 spaces are available because, at the present time, the Department of the Army has been obliged to reduce their general officer strength by 19 because of the operation of the Officer Grade Limitation Act. It is proposed, therefore, since the Army cannot presently use these spaces, to transfer them to the Navy which is below the ceiling prescribed by the Officer Grade Limitation Act and is urgently in need of additional flag officers. In order that this might be done, it is requested that the ceilings on individual services be removed and a single over-all ceiling of 1,266 for the Department of Defense be substituted in lieu thereof.

The Bolte Committee has recommended a transfer to the Navy of even a larger number than the 19 proposed in the preceding paragraph. Your approval of this request will permit a partial implementation of the recommendations of the Bolte Committee, but without in any prejudging or compromising the ultimate legislative decision in this matter. This initial step will also be without adverse effect to the Army or Air Force and would at the same time greatly relieve the serious shortage of flag officers in the Navy. It should be noted that it would not exceed the over-all total presently prescribed by your Committee.

Sincerely yours,

(signed) Thomas S. Gates

Honorable Richard B. Russell
Chairman, Committee on Armed Services
United States Senate
Washington 25, D. C.

APPENDIX 10 OF ANNEX C

COPY

April 7, 1961

Honorable Robert S. McNamara
Secretary of Defense
Washington 25, D. C.

Dear Mr. Secretary:

I am writing on two aspects of the Committee limitation on the number of officers who may serve on active duty in general and flag rank.

There may be a misunderstanding as to the precise Committee formula in view of the departmental letter hereinafter discussed. At the present time the Committee limitation on the number of flag and general officers who may serve on active duty in the Department of Defense is 1,247, with the ceiling for each of the services as follows: Army 475; Air Force 423; Navy 287; Marine Corps 60.

Until such time as the formula may be changed, the services should continue to operate within each of these limitations, unless in the case of the Army and Air Force a downward statutory revision should operate to reduce the Committee limitations. As you know, the statutory ceilings are the same as the Committee ceilings in the case of the Army and Air Force. As in the past, any reduction in the statutory authorizations would also serve to reduce the Committee ceilings for the services involved.

The other aspect concerns the departmental letter requesting that the Committee revise the present formula so as to permit an additional 19 admirals to serve on active duty in the Navy, thereby increasing the Navy total from 287 to 306 and the total number of flag and general officers for the Department of Defense from 1,247 to 1,266. The latter is in error in noting that the additional number will not exceed the over-all total presently prescribed by the Committee, which as indicated above, is 1,247.

The departmental letter indicated that the additional 19 admirals has the approval of the Bolte Committee. It is my understanding, however, that this Committee did not exercise the requirements for flag and general officers. Instead, they selected the present statutory authorization of 1,266 and developed a formula which served, among other things, to provide the additional 19 flag officers for the Navy.

Other than the reference to the Bolte Committee, the letter contains no facts which were not presented to the subcommittee during a hearing on this matter last August. Under the circumstances, therefore, I do not believe that the subcommittee would be inclined to approve the request for the additional 19 admirals.

APPENDIX 10 OF ANNEX C - CONTINUED

During the hearings last August on this matter the issue was raised as to whether Mr. Gates desired to recommend within the present overall limitation of 1,247 a reallocation of the numbers within the four military services. It is my understanding that the individual services have responded to a Department of Defense request for their views on this matter. I do not wish to imply that you should necessarily recommend a reallocation, but refer to this aspect purely as a background item on the entire matter.

Sincerely yours,

/signed

John Stennis
United States Senator

UNITED STATES SENATE
COMMITTEE ON ARMED SERVICES
August 10, 1965

Honorable Paul H. Nitze
Secretary of the Navy
Washington, D. C.

Dear Mr. Secretary:

In accordance with our conversation today I would like to confirm the action of the Officer Grade Limitation Subcommittee with respect to the requested increase in the number of flag officers.

As you know, Senator Russell referred to the Subcommittee your letter urging that the Committee limitation on the number of flag officers who may serve on active duty be increased by 20, from 287 to 307.

The Subcommittee has carefully considered all aspects of this matter and under the circumstances believes that an increase in the ceiling of 15, from 287 to 302, is justified. The Navy may therefore submit nominations on the basis of a Committee ceiling of 302.

The Subcommittee would like to emphasize several aspects of this matter. One of the reasons offered for enlarging the flag rank is the constant increase in the number of joint commands, agencies, and other activities within the Department of Defense. While the Subcommittee believes the Navy is justified in an increase of 15, we doubt whether the increasing number of joint activities should be the basis for increasing the number of flag officers. Unless those new activities result in displacing a function within the services, together with the flag or general officer billet which the function requires, one can question whether the overall defense organization is being improved.

Some of the correspondence in connection with requested increases refers to the so-called Bolte legislation, which would result, among other things, in increasing the flag billets to 347, or 60 above the existing ceiling of 287. The Navy should not construe the increase of 15 as any increment toward an increase proposed by the Bolte legislation. This item is a separate legislative item entirely and will be judged separately on its merits at such time as hearings may be conducted.

Finally, it should be emphasized that at such time as an overall review is conducted the Subcommittee will feel free to examine the entire situation, including the possibility of a reallocation of the flag and general officer numbers within the Department of Defense in order to accommodate the increase of 15 authorized in this letter.

Sincerely,

John Stennis
United States Senator

UNITED STATES SENATE
COMMITTEE ON ARMED SERVICES

October 19, 1966

General Wallace M. Greene, Jr.
Commandant
United States Marine Corps
Washington, D. C.

Dear General Greene:

As you know, the full Committee yesterday accepted the Subcommittee recommendation and voted to report H.R. 14741 which would authorize an increase in the number of Marine Corps generals.

The Committee also increased the Committee ceiling on the number of Marine Corps generals from 60 to 75. The Marine Corps therefore should be guided accordingly in not submitting nominations for general officers which would cause the new ceiling of 75 to be exceeded.

We realize that this number is slightly less than the 79 which would be authorized under the legislation. The Committee felt, however, that this number should be sufficient to meet the Marine Corps needs at the present time.

Sincerely yours,

/s/

John Stennis
United States Senator

APPENDIX 13 OF ANNEX C

COPY

UNITED STATES SENATE
COMMITTEE ON ARMED SERVICES

October 25, 1966

Honorable Stanley R. Resor
Secretary of the Army
Washington, D. C.

Dear Mr. Secretary:

I am responding to the Army's request for an increase of 30 general officers.

Your request together with all the supporting data has been carefully reviewed. The Committee has concluded that an increase of 12 general officers is warranted at this time. The Committee ceiling is, therefore, increased from 475 to 487 reflecting the increase of 12.

We recognize that the increase now being granted is somewhat less than the number requested. The Committee was of the view, however, that the increase of 12 together with the possible use of general officer resources assigned to less pressing priorities should be sufficient for the unfilled positions resulting from the Vietnam effort and the general build up of the Army.

Sincerely,

/s/ John Stennis
John Stennis
United States Senator

ANNEX D

SUMMARY OF PRINCIPAL LAWS RELATING
TO GENERAL/FLAG OFFICERS

APPENDICES - 1 - Army
2 - Navy
3 - Air Force
4 - Marine Corps

APPENDIX 1 TO ANNEX D

SUMMARY OF PRINCIPAL LAWS AND LIMITATIONS

CONCERNING GENERAL OFFICERS (ARMY)

1. Section 3014: Provides for a comptroller and deputy comptroller.
2. Section 3015: Prescribes that there will be a chief of the National Guard Bureau from either the Army or the Air Force in the grade of major general while so serving.
3. Section 3031: The Army staff will consist of:
 - a. Chief of Staff
 - b. Vice Chief of Staff
 - c. Not more than three Deputy Chiefs of Staff
 - d. Not more than five Assistant Chiefs of Staff
4. Section 3034: Chief of Staff will have the grade of general.
5. Section 3035: Vice Chiefs, Deputy Chiefs, and Assistant Chiefs of Staff shall be general officers.
6. Section 3036: Following positions will be established in grade shown:
 - a. Chief of Engineers - Major General
 - b. Surgeon General - Lieutenant General
 - c. Judge Advocate General - Major General
 - d. Chief of Chaplains - Major General
7. Section 3037: Following positions will be established in the grade shown:

Judge Advocate General - Major General

Assistant JAG - Major General

8. Section 3039: Following positions will be established in the grade shown:
- Inspector General - general officer
- Provost Marshal General - general officer
9. Section 3040: Following positions will be established in the grade shown:
- Assistant Surgeon General, Dental - Major General
- Two Assistant Chiefs of Engineering - Brigadier General
10. Section 3066: The President will designate "positions of importance and responsibility to carry the grade of general or lieutenant general." Appointments so designated will require Senatorial advice and consent. Total O-9's and O-10's may not be more than 15% of total active duty general officers. Number of O-10's may not be more than 25% of total O-9's and O-10's. Those specifically authorized by law to hold civil office are exempt from numerical limits. Incumbents maintain this grade only while in the position specified.
11. Section 3072: Judge Advocate General Corps consists of the Judge Advocate General, Assistant JAG, and "three officers in the grade of brigadier general."
12. Section 3202: Specifies the authorized total number of active duty general officers as a function of total active duty officer population. Limits number of general officers above grade of O-7 to not more than 50% of total general officers.
13. Section 3230: States that reimbursable positions are exempt from statutory strength limitations.
14. Section 3531: Authorizes a Chief of Staff to the President in grade O-10 in addition to other authorizations.

15. Section 3532: Authorizes the special assistant to the comptroller of the Department of Defense to be grade O-7.
16. Section 3535: Assistant to Chief of Engineers in charge of civil works may be in grade of brigadier general while so serving.
17. Section 4335: Dean of Academic Board, USMA, is authorized in the grade of brigadier general.
18. Section
264 (c): Chief, Office of Reserve Components shall be a general officer.
19. Section 7028: President, Mississippi River Commission
Title 33 authorized in the grade of brigadier general.

APPENDIX 2 TO ANNEX D

SUMMARY OF PRINCIPAL LAWS AND LIMITATIONS CONCERNING

FLAG OFFICERS (NAVY)

1. Section 5231: Total of O-9's and O-10's may not, at any time, exceed 15% of the number of officers prescribed for the grade of rear admiral in the unrestricted line. Not more than eight of this number may serve as O-10. Except in time of war or national emergency, the number of officers serving in the grades of O-9 and O-10 may not exceed 26 and of this number only the Chief of Naval Operations and three others may serve as O-10. Should an officer be serving as Chairman of the Joint Chiefs of Staff in the grade of O-10, he is excluded from the numerical limitations.
2. Section 5416: Reimbursables are not counted in computing strengths or numbers in grade under any law.
3. Section 5441: Prescribed number is defined as the number that shall be maintained in a grade. Established by the Secretary, it prescribes the ceiling and the floor for the grade concerned. Vacancies exist to the extent that the actual on board count is below the prescribed numbers.
4. Section 5442: Provides table showing maximum number of officers that may serve on active duty by grade, lieutenant commander through rear admiral. It also prescribes that the number of officers designated for restricted line duty serving in the grade of rear admiral may not exceed 13% of the prescribed number. It further provides that each officer serving under an appointment to O-10 or O-9 is counted as serving in the grade he would hold if he were not so appointed.
5. Section 5444: Provides tabular values for officers who may serve as rear admirals in the Medical Corps, Supply Corps, Chaplain Corps, Civil Engineer Corps, and Dental Corps, as a function of the number of officers in that corps on active duty. Officers serving as Bureau Chiefs for the respective corps, do not count against the tabular ceiling. The Secretary may prescribe a lesser number.

6. Section 5450: Except in time of war or national emergency, not more than ten retired officers in the grade of rear admiral and above of the Regular Navy may be on active duty.
7. Section 6371: Of the number of officers in the grade of rear admiral in the unrestricted line completing 35 years of service and five years in grade, not more than 75% nor less than 50% may be continued.
8. Section 6372: Restricted line and staff corps rear admirals retire on completion of 35 years of total commissioned service and seven years of service in the grade of rear admiral unless continued by a Secretarial Board.
9. Section 202:
(Title 37) An unrestricted line officer serves as an upper half when the number of officers below him or on lineal list becomes equal to or greater than the number of officers above him. O-10's and O-09's are included in this count as if they had not been so appointed. Restricted line officers become upper half when the unrestricted line officer junior to him becomes upper half. Staff Corps officers become upper half when their running mates become upper half.
10. Through the exercise of the confirmation power, the Senate has limited the Navy to 287 flag officers until recently. The current limit is 302. Under this limitation, the Secretary administratively apportions flag numbers, within the tabular authorizations, so as to remain under the Senate limitation.

NOTE - The requirements of Section 6371 have been set aside by Executive Order. Navy flag officers are currently considered for continuation in the grade of rear admiral when they complete five years of service in grade.

APPENDIX 3 TO ANNEX D

SUMMARY OF PRINCIPAL LAWS AND LIMITATIONS CONCERNING

GENERAL OFFICERS (AIR FORCE)

1. Section 8019: Establishes the position of Chief of Reserve Forces.
2. Section 8034: States that the Chief of Staff shall be appointed by the President from among the general officers of the Air Force. The Chief of Staff has the grade of general while so serving.
3. Section 8035: States that the Vice Chief of Staff and the Deputy Chiefs of Staff shall be general officers and procedures to be followed in performing the duties of the Chief and Vice Chief if those officers are absent or disabled.
4. Section 8036: Establishes the position of the Surgeon General.
5. Section 8066: Total of O-9's and O-10's may not be more than 15% of total active duty generals. Number of O-10's may not be more than 25% of total O-9's and O-10's. Provides for the resumption of any other grade to which entitled upon termination of appointment under this section.
6. Section 8072: Establishes the position of the Judge Advocate General.
7. Section 8202: Specifies the authorized total number of general officers as a function of total active duty officer population. States that not more than 50% of general officers may be above the grade of brigadier general. States that a vacancy in any grade may be filled by an appointment in any lower grade. Provides for suspension of provisions of this section by President in time of war or national emergency.

8. Section 8210: States that the authorized number of Regular Air Force general officers is 75/10,000 of the authorized Regular Air Force Officer strength. Of this, not more than 50% of Regular Air Force general officers may be above the Regular grade of brigadier general officers who are authorized by law to hold a civil office are not counted.
9. Section 8218: States that the authorized strength of the Air Force in Reserve general officers in an active status exclusive of adjutants general and general officers in the National Guard Bureau is 157.
10. Section 8230: States that reimbursable positions are exempt from computing strengths under any law.
11. Section 8281: Establishes Regular Air Force commissioned grades as 2nd lieutenant through major general.
12. Section 9331/
9335: Establishes the requirement for a Dean of the Faculty at the United States Air Force Academy, and prescribes that the Dean shall have the grade of brigadier general while so serving.
13. The administrative limitation imposed by the Senate has been 425 for several years.

APPENDIX A TO ANNEX D

SUMMARY OF PRINCIPAL LAWS AND LIMITATIONS CONCERNING

GENERAL OFFICERS (MARINE CORPS)

1. Section 5201: Commandant of Marine Corps appointed by President for four-year term and has rank of general while so serving.
2. Section 5202: Establishes billet of Assistant Commandant of the Marine Corps.
3. Section 5203: Establishes billet of Director of Personnel.
4. Section 5204: Establishes billet of Quartermaster General.
5. Section 5232: Provides for designation of lieutenant generals by the President in times of war or national emergency under two conditions:
(a) for appropriate higher commands, or
(b) performance of duty of great importance and responsibility. Limits number of lieutenant generals to two in peacetime and not more than 10% of the general officer population in times of national emergency or war. Provides for second four-star general if a Marine Corps officer is assigned as Chief of Staff to the President.
6. Section 5443: Specifies the authorized total number of general officers as a function of the total active duty officer population. Provides that the number of major generals may not exceed 50% of the sum of the prescribed numbers for that grade and the grade of brigadier general.
7. Section 5448: Provides that the combined strengths of permanent grade major generals and brigadier generals may not exceed .75% of total number of officers on the active list. In addition, it provides that, except in time of war or national emergency the number of permanent appointments on the active list in the grade of major and brigadier general may not exceed 36.

8. Section 6373: Provides that major generals must retire upon completion of 35 years commissioned service and five years in grade, whichever is later unless recommended for continuation by board action.
9. Section 6374: Provides that brigadier generals will retire in the fiscal year in which they have twice failed of selection to promotion to the grade of major general.
10. Administrative limitation established by the Senate stands at 75.

ANNEX E

DEPARTMENT OF DEFENSE GENERAL/FLAG OFFICER SUMMARY (1955-1967)

(COMPILED FROM INDIVIDUAL SERVICE REPORTS)

As of 30 June 1955 1956 1957 1958 1959 1960 1961 1962 1963 1964 1965 1966 1967*

In-Service Requirements

Army	-	514	535	490	462	430	425	426	454	482	490	502	547
Navy	243	280	280	271	272	275	282	283	284	292	288	314	438
Air Force	374	390	546	554	561	503	495	464	541	606	515	486	520
Marine Corps	60	60	60	60	60	60	60	64	65	64	66	72	76
Total		1244	1421	1375	1355	1268	1262	1237	1344	1444	1359	1374	1581

Out-of-Service Requirements (filled)

Army													
JCS	65	72	73	62	66	68	75	76	74	70	77	85	94
OSD	11	10	9	18	16	16	21	33	33	30	30	35	24
Other	10	8	6	6	7	7	8	9	10	10	9	6	5
Total	86	90	88	86	89	91	104	118	117	110	116	126	123
Navy													
JCS	29	34	33	33	37	35	35	34	38	38	37	38	44
OSD	13	18	18	22	21	23	23	29	28	27	26	27	14
Other	0	3	3	3	3	3	7	7	5	3	4	5	2
Total	42	55	54	58	61	61	65	70	71	68	67	70	60
Air Force													
JCS	55	57	61	59	63	56	57	72	71	82	82	86	86
OSD	6	7	7	9	7	12	9	21	26	26	22	26	21
Other	4	6	6	4	6	9	7	7	7	13	14	15	8
Total	65	70	74	72	67	77	73	100	104	121	118	127	115
Marine Corps													
JCS	2	2	4	3	3	4	6	9	9	7	7	7	7
OSD	0	0	2	1	1	1	0	0	0	0	0	0	1
Other	1	2	2	3	2	1	0	0	0	0	0	0	0
Total	3	4	8	7	6	6	6	9	10	7	7	7	8

Service Totals (Service Requirements and Out-of-Service Requirements Filled)

Army	-	604	623	576	551	524	529	544	571	592	606	628	670
Navy	285	335	334	329	333	336	347	353	355	360	355	384	498
Air Force	439	461	620	626	637	580	568	564	645	727	633	613	635
Marine Corps	63	64	68	67	66	66	66	73	75	71	73	86	84
Total		1464	1645	1598	1587	1506	1510	1534	1646	1750	1667	1711	1887

*Updated to 1 January 1968.

ANNEX E (CONTINUED)

As of 30 June 1955 1956 1957 1958 1959 1960 1961 1962 1963 1964 1965 1966 1967*

Service Assets (Senate Limitation)

Army	494	494	494	484**	474**	474**	475**	475	475	475	475	475	487
Navy	287	287	287	287	287	287	287	287	287	287	287	302	302
Air Force	425	425	425	425	425	425	425	425	425	425	425	425	425
Marine Corps	60	60	60	60	60	60	60	60	60	60	60	60	75
Total	1266	1266	1266	1256	1246	1246	1247	1247	1247	1247	1247	1262	1289

Authorized under OGLA

Army	510	502	495	484	474	474	475	495	495	497	495	511	543
Navy	287	307	310	298	306	306	306	309	311	312	313	316	318
Air Force	444	449	444	431	431	425	425	436	434	434	428	433	444
Marine Corps	61	61	61	59	59	60	60	60	60	60	60	61	80
Total	1302	1319	1310	1272	1270	1265	1265	1280	1300	1303	1296	1321	1385

*Updated to 1 January 1968.

**Legal Limitation (OGLA less than Senate Limitation).

ANNEX F

SUMMARY OF THE RECOMMENDATIONS
OF THE BOLTE COMMITTEE

- APPENDICES - 1 - Summary of Bolte Committee
Recommendations in the General/Flag
Officer Area.
2 - Summary of Legislative Proposals
Stemming from Bolte Committee
Recommendations.

APPENDIX 1 TO ANNEX F

SUMMARY OF BOLTE COMMITTEE RECOMMENDATIONS

IN THE GENERAL/FLAG OFFICER AREA

A resume of the recommendations made by the Bolte Committee affecting general/flag officers is contained in this annex.

A. PROMOTION

1. To be eligible for consideration for promotion to major general/rear admiral (UH), a minimum of two years service as a brigadier general/rear admiral (LH) shall be required.
2. No limitation on the number of officers who may be selected in the general/flag grades from below the established promotion zones shall be imposed.
3. Grades of rear admiral lower half and upper half shall be established as separate grades and the promotion of rear admirals (lower half) to the new separate grade shall be made pursuant to the recommendations of a selection board. Consideration for eligibility will be as established in A1 above.

B. RETIREMENT

1. Mandatory retirement of all general/flag officers at 62 years of age except that a total of not more than five lieutenant generals/vice admirals and generals/admirals in each service may be retained until age 64.
2. Brigadier generals and rear admirals (LH) shall be retired upon the completion of five years service in grade and not less than 30 years total active commissioned service, whichever is later.
3. Unless selected for continued active duty, major generals/rear admirals (UH) shall be retired upon completion of five years service in grade and not less than 30 years total active commissioned service, whichever is later.

C. GENERAL OFFICER POPULATION

1. Establishes uniform percentages among all services to be applied against the total number of regular officers to determine the numbers who may serve under permanent appointment in each grade.
2. General/flag officers to be limited to 3/4 of 1%.

3. Establishes a uniform table which will prescribe the numbers of general/flag officers who may serve on active duty for each military department and which is appropriate to varying military population of the department.
4. Five-star officers, retired officers on active duty, officers on duty outside the Department of Defense on a reimbursable basis, and the Dean of the Academic Board at each service academy will be in addition to the numbers authorized in paragraphs C1 through C3 above.
5. Of the total numbers so authorized for any service, not more than 50% shall be permitted to serve in grades above brigadier general/rear admiral (LH).
6. Of the totals authorized in C5, not more than 15% shall be permitted to serve in three-star and four-star grades within each service.
7. Of the totals authorized in C6, not more than 25% may serve in the four-star grade.
8. Administrative controls should be strengthened to minimize the numbers of general/flag officers who are assigned to duties outside of their respective military departments.
9. Insofar as practicable, the requirement for the assignment of general/flag officers to duties outside of their respective military departments shall be equalized both in numbers and importance between the military departments.
10. New tables of authorized numbers of general/flag officers as recommended above shall be phased in so as to be fully effective five years after the effect of implementing legislation.
11. In the case of the Navy, interim authority should be provided to permit the change from a single forced attrition point for rear admirals to the new system so that it is accomplished in an equitable manner.

D. LOSS OF BENEFITS

Continuation of pay and allowances of lieutenant generals/vice admirals and generals/admirals should be permitted between assignments calling for such rank, or while hospitalized, or while awaiting retirement.

E. RESIDUAL DIFFERENCES IN GRADES OF GENERAL OFFICERS

Various laws relating to the appointments and grades of chiefs and deputy chiefs of branches, bureaus, offices, corps, and comparable positions, as they are essentially matters of the organizational structure of the separate military departments, shall be left unchanged.

APPENDIX 2 TO ANNEX F

GENERAL/FLAG OFFICER LEGISLATIVE PROPOSALS STEMMING
FROM BOLTE COMMITTEE RECOMMENDATIONS

Based on the reports and recommendations submitted by the Ad Hoc Committee to Study and Revise the Officer Personnel Act of 1947 (Bolte Committee), further study and examination by the several services was conducted.

This additional review resulted in the preparation of a package of legislative proposals which were forwarded to the 89th Congress for action.

A resume of the legislative proposals contained in this package affecting general/flag officers is contained herein.

A. PROMOTION

1. Officers will not be eligible for promotion to brigadier general/commodore until they shall have served three years in the grade of colonel/captain.
2. Officers will not be eligible for promotion to major general/rear admiral until they shall have served two years in the grade of brigadier general/commodore.
3. Secretaries of the military departments may appoint personnel to the grade of brigadier general/commodore, if there is no officer available in that grade or a higher one who has the needed qualifications. Service secretaries are restricted in that (a) such appointments must be made from the colonel/captain grade only, (b) these appointments can be made only for the period in which the officer in question is serving in this special assignment, and (c) appointments made in this manner will not be permitted if such action would cause the total permissible number of O7-O8 grades to be exceeded by a figure greater than fifteen.
4. The grade of commodore in the Navy is established as a separate grade comparable with brigadier general and promotions to that grade shall be made pursuant to the recommendations of a selection board.
5. The grade of rear admiral in the Navy is established as a separate grade comparable with major general and promotions to that grade shall be made pursuant to the recommendations of a selection board.

6. No limitation on the number of officers who may be selected in the general/flag officer grades from below the established zones shall be imposed.

B. RETIREMENT

1. Mandatory retirement of all general/flag officers at 62 years of age except that a total of not more than five lieutenant generals/vice admirals and generals/admirals in each service may be retained until age 64.

2. Brigadier generals/commodores shall be retired upon the completion of five years service in grade and not less than 30 years total active commissioned service, whichever is later.

3. Same rule as noted in B2 above, applies for major generals/rear admirals unless they have been selected for continued active duty by a selection board.

C. GENERAL OFFICER POPULATION

1. The total numbers of general/flag officers authorized for the four services will be based upon the total active duty population of each service. In addition, they will be allotted to the three military departments in accordance with the following table:

GENERAL/FLAG OFFICER AUTHORIZATIONS

AUTHORIZED STRENGTH

<u>ACTIVE DUTY POPULATION</u>	<u>ARMY</u>	<u>NAVY & MARINE CORPS COMBINED</u>	<u>AIR FORCE</u>
700,000	453	407	411
750,000	458	412	416
800,000	463	417	421
850,000	468	422	426
900,000	473	427	431
950,000	478	432	436
1,000,000	483	437	441
1,050,000	488	442	446
1,100,000	493	447	451
1,150,000	498	452	456
1,200,000	503	457	461

2. A special formula is provided to determine that position of the Navy/Marine Corps general/flag officer population which will be assigned to the Marine Corps.

3. Secretary of Defense will be given discretionary powers to permit the general/flag officer strength in any department to exceed authorized limits by a factor of 5% so long as the total of general/flag officers permitted department-wide is not exceeded.

4. Of the total numbers of general/flag officers authorized for any service, not more than 50% shall be permitted to serve in grades above brigadier general/commodore.

5. Of the totals authorized in C4 above, not more than 15% shall be permitted to serve in three-star and four-star grades within each service.

6. Of the totals authorized in C5 above, not more than 25% may serve in the four-star grade. However, an officer serving as Chairman of the Joint Chiefs of Staff shall not be counted against this authorized percentage.

7. Five-star officers, officers on active duty for training, officers serving with other departments or agencies on a reimbursable basis, retired officers on active duty and permanent professors of the United States Military Academy and the Air Force Academy will be in addition to the numbers authorized in C6 above.

8. Not more than ten retired regular officers of the four services may be on active duty at any one time in the grades above colonel/captain.

D. LOSS OF BENEFITS

Continuation of pay and allowances of lieutenant generals/vice admirals and generals/admirals shall be authorized under the following circumstances:

1. Between assignments calling for a similar grade.
2. While hospitalized (not more than six months).
3. While awaiting retirement (up to 90 days).

ANNEX G

GENERAL/FLAG OFFICER POSITION CRITERIA

Nature of the Position.

1. Type, scope, and level of function.
2. Grade and position of superiors, principal subordinates, and lateral points of coordination.
3. Proximity and degree of supervision over the position.
4. Nature, extent, and level of official relations with US and foreign governmental officials and with the public.
5. Reflection of national emphasis and determination.
6. Special qualifications required by the position.

Magnitude of Responsibilities.

7. Mission of the organization and special requirements of the position.
8. Number, type, and value of resources managed and employed.
9. Geographical area of responsibility.
10. Authority to make decisions and commit resources.
11. Auxilliary authorities and responsibilities inherent to the position.

Significance of Actions and Decisions.

12. Impact on national security or other national interests.
13. Importance to present and future effectiveness and efficiency of national defense establishment.
14. Effect on the prestige of the nation or the armed forces.

(Gen/Flag Off Review Task
Approved Position Paper #1
26 September 1966)

ANNEX B

(S-A-M-P-L-E)

POSITION ANALYSIS

FIRST PRIORITY.

a. Criterion Cited:

TYPE, LEVEL, AND SCOPE OF FUNCTION.

b. Application:

Position requires command of operationally ready, land combat forces, Army division level.

SECOND PRIORITY.

a. Criterion Cited:

NUMBER, TYPE, AND VALUE OF RESOURCES MANAGED AND EMPLOYED.

b. Application:

(1) Personnel - 13,722 US and ROK military; 38 US civilians; 2476 ROK civilians; 1,076 Korean Service Corps.

(2) Real property - 17 camps; 315,000 acres; 3,239 buildings; \$23 million total value.

THIRD PRIORITY.

a. Criterion Cited:

MISSIONS OF THE ORGANIZATION AND SPECIAL REQUIREMENTS OF THE POSITION.

b. Application:

Primary missions are to maintain the force in combat readiness, prepared to defend assigned area or execute Eighth Army reserve missions. Secondary mission is to maintain beneficial US - Korean relations within geographical area of responsibility.

FOURTH PRIORITY.

a. Criterion Cited:

IMPACT ON NATIONAL SECURITY OR OTHER NATIONAL INTERESTS.

b. Application:

Commands one of the two divisions now committed to the defense of Korea.

ANNEX H

(S-A-M-P-L-E)

FIFTH PRIORITY.

a. **Criterion Cited:**

EFFECT ON THE PRESTIGE OF THE NATION
OR THE ARMED FORCES.

b. **Application:**

Combat readiness status and deport-
ment of the division are contin-
uously visible to Korean Nationals.

SIXTH PRIORITY.

a. **Criterion Cited:**

NATURE, EXTENT AND LEVEL OF OFFICIAL
RELATIONS WITH US AND FOREIGN
GOVERNMENTAL OFFICIALS AND WITH THE
PUBLIC.

b. **Application:**

Continuous official contact with ROK
officials and public is requisite to
accomplishment of secondary mission,
the maintenance of beneficial US -
Korean relations.

SEVENTH PRIORITY.

a. **Criterion Cited:**

REFLECTION OF NATIONAL EMPHASIS AND
DETERMINATION.

b. **Application:**

Continued US commitment of military
force to Korea reflects national
determination to prevent or defeat
further aggression against the ROK.
This position represents a major
element of the US force commitment.

COMBAT SERVICE PERSONNEL/PL 2 OFFICER POSITION ANALYSIS

1. SPONSOR: <u>AFV</u>	S1 - Civil Engineer
2. ROTATIONAL (yes or no, services involved): <u>No</u>	S2 - Communications
3. FULL POSITION TITLE AND ORGANIZATION: <u>Commanding General, 7th Infantry Division, 8th US Army, Korea</u>	S3 - Data Processing
	S4 - Dist Transportation
	S5 - Inspector General
	S6 - Representative
	S7 - Mil Asst - Engineer
	S8 - Programs-Admin
	S9 - Pub Info/Relations
4. GRADE REQUIRED: (07)__, (08) <u>X</u> , (09)__, (10)__	T1 - Reserve Affairs
5. STATUTORY STATUS (Cited Title 10 or N/A): <u>N/A</u>	T2 - Scientific
6. CURRENT STATUS (Actual or nominated grade of incumbent): <u>Major General (08)</u>	T3 - Special Asst
	T4 - Proj Mgr
	T5 - Contract Admin
	T6 - Others
	T7 - Rangers

7. FUNCTIONAL CATEGORIZATION OF POSITION: (Check one, or indicate numerical priority if plural.)

FUNCTION	1	2	3	4	5	6	7	8
	O	S	T	SP	D	R	OST	I
A Command (incl C/S)	X							
B Administration								
C Personnel Management								
D Intelligence & Security								
E Research & Development								
F Plans & Operations								
G Training & Education								
H Logistics & Support								
I Fiscal Management								
J Professional Services	1- MC; 3- VC; 5- JAG; 7- MSG 2- DC; 4- ANC; 6- Chap; 8- Other							
K International Affairs								
L Special Activity								
(Specify) See above #								

*(Ref: DOD Instr 1320.2)

O - Operating Forces
S - Supporting Forces
T - Training Forces
SP - Special (within service)

D - Defense (outside service)
R - Outside DOD
OST - Cpn, Spt, Tag (in-service)
I - International functions with other nations

(Con/Flag Off Review Task Approved Position Paper #2, 26 Sep 1966)

ANNEX J

ANALYSIS OF POSITION REVIEW JUDGMENT PROCESS

1. The purpose of this Annex is to document the Study Group rationale in certain decisions and/or to detail the procedures utilized in three areas:

- a. Choice of subjective criteria.
- b. Non-quantitative approach to judgements made on individual criteria and individual positions.
- c. Utilisation of criteria during the review process.

2. When the Study Group was assigned the task of determining the total requirements for general and flag officers in the Department of Defense, there were no generally accepted standards or criteria available for the Study Group's use. The initial decision to be made was, "What type of criteria should be used - subjective or objective"? The Study Group began with the assumption that authority and responsibility are fundamental considerations in establishing the validation of flag and general officer positions. This fact is apparent to anyone studying the problem and was strongly reinforced by service chiefs and other senior military officers interviewed at the beginning of the study task. But there are serious problems associated with the determination of authority and responsibility.

a. Measurement of authority.

(1) The assumption that authority equals responsibility is not necessarily true because of centralized control, employment restrictions, international commands, and other factors.

(2) Stating authority in quantitative terms is impractical, because the degree of authority possessed by any one position varies by function, organization, service, situation, and existing policies.

b. Measurement of responsibility.

(1) Resources managed, controlled, and employed offer a clear opportunity for quantification and the use of objective criteria; as for example the number of personnel, amount of equipment, value of property, allocation of funds.

(2) But the task of meaningfully relating resource quantities between functions and military services is fraught with difficulties; such as the equation of Army divisions, Air Force air divisions, and Navy carrier divisions.

(3) And the task of meaningfully relating resource responsibilities between organizational echelons and between positions within each organization is also fraught with difficulties; such as the degree of responsibility a field army commander has for the resources of a division as compared with the corps commander and the division commander, and within an organization the degree of logistical responsibility allocated to the commander, the deputy commander, the chief of staff, the command logistics staff officer, and any existing subordinate logistics commanders and staff officers.

(4) But even if the difficulties of quantification could be overcome, it must be recognized that total position responsibility includes, as well as resources, such factors as mission, combat readiness, relations with foreign nations, and the soundness of advice, operations, plans, and management, among others.

(5) Overall, the quantification of resources is viewed as a simplistic answer to the highly complex problem of assessing position responsibility in that the numerics so produced are in many respects questionable and, irrespective of their validity, treat only a part of the total problem.

c. While authority and responsibility are of fundamental importance they are by no means the only considerations. To provide for all essential considerations which pertain to general/flag positions, fourteen criteria elements were selected. Of these fourteen, four appeared to be capable of quantification. One of these, resources, has been discussed above, and the other three are discussed below.

(1) "Type, scope, and level of function."

(a) The assignment of numerical values to type of function forces a decision that type functions (or positions) DOD-wide are equal, or are unequal to some determined degree, thus operational command positions are equal throughout DOD and are either equal to, or have set numerical relationships to, all other command and staff positions calling for general/flag officer incumbents. While such values could be used, the results could be greatly misleading and would be of doubtful benefit to the review process.

(b) Quantifying the scope of position functions involves similar problems to those discussed above relative to type of functions. For example, the results would be questionable whether a scope such as "all religious activities" is equated to or unequally related to another such as "combat intelligence", "materiel readiness", or any other.

(c) Level of position could be readily quantified for those levels which are clearly established in all of the military services, but all services have organizations which change level based on situational factors such as mission, location,

and strength. Examples are air divisions, naval squadrons, and Army brigades.

(2) "Grade and position of superiors, principal subordinates, and lateral points of consideration."

(a) This is a readily quantifiable factor. Values could be related to the rank of all positions concerned, and the total value could be readily computed.

(b) The results so obtained, however, would not necessarily be meaningful because both the ranks and numbers involved are subject to service policies and traditions as well as military requirement considerations. For example, the rank of aircraft carrier commanders and of brigades internal to Army divisions are fixed, while the grade of Air Force wing and division commanders varies with mission, resources, location and other factors.

(3) "Geographical area of responsibility."

(a) Quantification is feasible if size alone is considered, or if a meaningful "X" factor is used to express the degree of criticality involved.

(b) The results of such quantification, however, would be of doubtful value, regardless of the excellence of the mathematics used to relate the various air, land, and sea commands which exist in today's complex security environment.

d. The ten remaining elements of criteria neither invite nor permit meaningful quantification. They are important considerations which of practical necessity must be put to subjective evaluation if they are to be properly assessed as inputs to total position functions. For example, the effect of a particular position on national security, the effectiveness and efficiency of the military establishment, or the prestige of the nation and the armed forces can only be assessed in terms of value judgement.

e. Thus, a part of the answer is that subjective criteria were adopted because ten of the fourteen elements invited subjective value judgements only, while the remaining four presented problems of quantification which rendered the effort of doubtful value and questionable validity.

f. The remainder of the answer lies in the possession by which general/flag officer position requirements are determined within the services, the JCS, and the OSD today. No mathematical formula exists, for the true determinants are as often as not those factors which cannot be quantified. The position of "Off-post Housing Coordinator" in the office of the Assistant Secretary of Defense (Manpower and Reserve Affairs) provides an excellent example. Resources are immaterial to the justification of this position, and if quantified, would only cloud the real criteria. A difficult and important job

needed to be done, and based upon a purely subjective evaluation of the task at hand, a decision was made to establish a general officer position. Although the Secretary of Defense was the decision-maker in this example, the service chiefs and secretaries are faced with similar decisions routinely. The value judgements involved are based on changing priorities, changing situations, and an overall assessment of relative need of competing requirements. Since this process will continue whether authorizations are increased or not, it is believed to be completely impractical to interject any purely objective or quantitative system of requirements determination into the process.

g. Finally, it is to be observed that this was the first time for a thorough review of total Department of Defense-wide general/flag officer requirements. For the review to have value, the results must be readily explicable to the services, the Secretary of Defense, and the Congress. While quantification might have provided ready-made answers, it seems likely that such action would have created as many questions as it answered. By adopting subjective criteria, the Study Group opted for the solution providing fullest consideration of all factors concerning each position and for a meaningful basis on which each decision could be explained. That all services and the Assistant Secretary of Defense (Administration) have thus far largely accepted the numerical findings of the review testifies to the soundness of the approach taken.

3. Having determined that it was not feasible to establish quantitative or purely objective criteria, the next question to be resolved was, "Should the Study Group attempt to quantify or assign numerical values to decisions made on individual criteria or on individual positions?"

a. Relationship to specific task objective - The basic task assigned was to determine the total requirement for general and flag officers. It was not necessary to establish a ranking scale or relative priorities within these groupings. Therefore, a numerical assessment was not an essential element of the process.

b. Magnitude of the task - In order to determine a position score or position value, it would have been necessary to devise a system of assigning values to individual criteria or to positions as a whole. This system would have to provide for weighing intangible and subjective factors such as relative value criteria, relative value of functions and commands, and relative value of position relationships. For example, the comparative significance of an Army brigade commander would have to be assessed relative to an Army logistics staff officer, a Marine Corps recruit training commander, and a Navy Shipyard commander if the numerical results were to have any real significance. The numerical results would have to stand a test of organizational and functional comparison. Added to the practical difficulties of establishing a basis on

which to assign values would be a significant computational effort. Due to the above factors, it was determined that values would not be assigned to positions.

c. Having determined that quantification was not feasible, by either quantifying the criteria before application or quantifying the value judgements on the criteria or the positions after they had been made, the question remains, "How did the Study Group use the criteria?" The question can best be answered in the context of the Study Group review process. Because of the complex and interrelated nature of the general/flag officer positions submitted for review, the Study Group members each reviewed all positions submitted by each sponsor before any decisions were made. Additional reviews by function and by organization were subsequently conducted during which the Study Group judgement process were further refined. During these reviews each Study Group member acted as the spokesman for the positions of his service and, in addition, each Study Group member was assigned responsibility for comparing, evaluating, and presenting the position of a particular functional category to the Study Group as a whole. In addition, the members were assigned the task of further studying certain areas of difficulty (e.g. National Ranges, contract administration, etc.). Thus, a special body of knowledge was developed within the Study Group. The final consideration was a comparison of positions by functional category on the basis of interservice comparability. During this review, the differences in background and outlook of the Study Group members necessitated careful comparison of the positions and a very deliberate examination of the criteria which support them. Although the sponsors had arranged the criteria in order of importance, the Study Group did not necessarily accept this order and considered all applicable criteria whether or not cited in the position documentation. In this final review process, the applicability of certain criteria to type positions became more apparent. For example, "importance to the present and future effectiveness of the national defense establishment" is particularly important to the Research and Development positions while "authority to make decisions and commit resources" is especially applicable in the justification of Program/Project Managers.

4. In the final review, the Study Group members voted. Voting was based on individual subjective evaluation of the criteria, as spelled out in the Position Analyses and as presented by the Study Group member responsible for each functional category, on considerations of functional and organizational comparability. The process was accompanied by considerable discussion and the voting was done in the open with reasons supplied when requested. The majority rule was followed and the subjective evaluation of the criteria by the several Study Group members led to a collective judgement based on extensive professional knowledge and experience.

5. Although the findings are based on subjective decisions, the Study Group used available quantitative information to the maximum extent possible. Study Group use of the criteria was, therefore, based on a careful balance of objective and subjective factors.

ANNEX K

LIST OF INTERNATIONAL POSITIONS

US REPRESENTATIVE TO NATO PERMANENT MILITARY COMMITTEE
VICE DIRECTOR, INTERNATIONAL MILITARY STAFF, NATO
ASSISTANT DEFENSE ADVISOR US NATO
DEPUTY TO US REPRESENTATIVE & CHIEF OF STAFF NATO MILITARY COMMITTEE
DEPUTY DEFENSE ADVISOR US NATO
SENIOR REPRESENTATIVE TO JSTPS SHAPE
CHIEF MILITARY PLANNING, BANGKOK, SEATO
COMMANDER IN CHIEF ATLANTIC/SUPREME ALLIED COMMANDER ATLANTIC/COMMANDER
IN CHIEF ATLANTIC FLEET
CHIEF OF STAFF AND AIDE TO SUPREME ALLIED COMMANDER ATLANTIC
DEPUTY CHIEF OF STAFF & ASSISTANT CHIEF OF STAFF FOR PLANS, POLICY, AND
OPERATIONS, SUPREME ALLIED COMMAND ATLANTIC
SUPREME ALLIED COMMANDER EUROPE/COMMANDER IN CHIEF EUROPE
EXECUTIVE TO SUPREME ALLIED COMMANDER EUROPE SHAPE
CHIEF OF STAFF SHAPE
SECRETARY OF THE STAFF SHAPE
ASSISTANT CHIEF OF STAFF FOR OPERATIONS SHAPE
DEPUTY ASSISTANT CHIEF OF STAFF FOR PLANS AND POLICY SHAPE
CHIEF STRATEGIC PLANNING BRANCH, PLANS AND POLICY DIVISION SHAPE
CHIEF NUCLEAR ACTIVITY BRANCH, OPERATIONS DIVISION SHAPE
VICE AIR DEPUTY ALLIED FORCES FOR NORTHERN EUROPE SHAPE
CHIEF OF STAFF CENTRAL ARMY GROUP EUROPE SHAPE
DEPUTY CHIEF OF STAFF J2/3 ALLIED AIR FORCES, CENTRAL EUROPE SHAPE
ASSISTANT CHIEF OF STAFF LAND OPERATIONS ALLIED FORCES, CENTRAL EUROPE SHAPE
ASSISTANT CHIEF OF STAFF FOR LOGISTICS ALLIED FORCES CENTRAL EUROPE SHAPE
COMMANDER IN CHIEF ALLIED FORCES SOUTHERN EUROPE SHAPE
CHIEF OF STAFF ALLIED FORCES SOUTHERN EUROPE SHAPE
ASSISTANT CHIEF OF STAFF FOR PLANS AND OPERATIONS SOUTHERN EUROPE SHAPE
ASSISTANT CHIEF OF STAFF FOR LOGISTICS ALLIED FORCES SOUTHERN EUROPE
COMMANDER ALLIED AIR FORCE SOUTHERN EUROPE SHAPE
CHIEF OF STAFF ALLIED AIR FORCE SOUTHERN EUROPE SHAPE
DEPUTY CHIEF OF STAFF FOR LOGISTICS AND ADMINISTRATION ALLIED LAND FORCES
SOUTHERN EUROPE SHAPE
COMMANDER SIXTH FLEET/COMMANDER NAVY STRIKE AND SUPPORT FORCES SOUTHERN
EUROPE SHAPE
DEPUTY COMMANDER NAVY STRIKE AND SUPPORT FORCES SOUTHERN EUROPE SHAPE
COMMANDER ALLIED LAND FORCES SOUTHEASTERN EUROPE SHAPE
CHIEF OF STAFF ALLIED LAND FORCES SOUTHEASTERN EUROPE SHAPE
COMMANDER SIXTH ALLIED TACTICAL AIR FORCE SHAPE
DEPUTY CHIEF OF STAFF LOGISTICS AND ADMINISTRATION SIXTH AIR FORCE SHAPE
DEPUTY COMMANDER FIFTH ALLIED TACTICAL AIR FORCE SHAPE
DEPUTY CHIEF OF STAFF FOR PLANS AND OPERATIONS FIFTH ALLIED TACTICAL
AIR FORCE SHAPE
DEPUTY CHIEF OF STAFF FOR OPERATIONS FOURTH ALLIED TACTICAL AIR FORCE SHAPE
DEPUTY CHIEF OF STAFF US LIVEOAK EUROPEAN COMMAND
COMMANDER IN CHIEF NORAD/COMMANDER IN CHIEF CONAD
DEPUTY COMMANDER CONAD/CHIEF OF STAFF NORAD
ASSISTANT CHIEF OF STAFF HEADQUARTERS NORAD/CONAD

VICE COMMANDER NORTHERN REGION NORAD
 COMMANDER WESTERN REGION NORAD/CONAD
 COMMANDER CENTRAL REGION NORAD/CONAD
 COMMANDER EASTERN REGION NORAD/CONAD
 COMMANDER SOUTHERN REGION NORAD/CONAD
 DEPUTY CHIEF OF STAFF INTELLIGENCE HEADQUARTERS NORAD/CONAD
 DIRECTOR OPERATIONS, DEPUTY CHIEF OF STAFF/OPERATIONS HEADQUARTERS
 NORAD/CONAD
 DEPUTY CHIEF OF STAFF FOR OPERATIONS NORAD, ASSISTANT DEPUTY CHIEF OF
 STAFF CONAD
 DIRECTOR COMMUNICATIONS OPERATION CENTER HEADQUARTERS NORAD/CONAD
 DEPUTY CHIEF OF STAFF FOR PLANS AND PROGRAMS NORAD/CONAD
 ASSISTANT CHIEF OF STAFF FOR PLANS AND PROGRAMS HEADQUARTERS NORAD/CONAD
 DEPUTY CHIEF OF STAFF COMMUNICATIONS-ELECTRONICS NORAD/CONAD
 DIRECTOR FOR PLANS AND POLICY, DEPUTY CHIEF OF STAFF PLANS AND PROGRAMS
 HEADQUARTERS NORAD
 COMMANDER IN CHIEF ALASKA/COMMANDER IN CHIEF ALASKAN NORAD REGION,
 ALASKAN COMMAND
 CHIEF OF STAFF UNITED NATIONS COMMAND/CHIEF OF STAFF US FORCES KOREA
 SENIOR MEMBER UNITED NATIONS COMMAND MILITARY ARMISTICE COMMAND
 US REPRESENTATIVE TO CENTO/CHIEF US ELEMENT CENTO
 CHIEF OF STAFF COMBINED MILITARY PLANNING STAFF CENTO
 CHAIRMAN, INTER-AMERICAN DEFENSE BOARD
 DIRECTOR INTERNATIONAL STAFF INTER-AMERICAN DEFENSE BOARD
 DIRECTOR INTER-AMERICAN DEFENSE COLLEGE
 AIR DEPUTY TO SUPREME ALLIED COMMANDER EUROPE SHAPE

ANNEX L**ANALYSIS OF
RECOMMENDED GRADE CHANGES**

	<u>ARMY</u>	<u>NAVY</u>	<u>USAF</u>	<u>USMC</u>	<u>JCS</u>	<u>OSD</u>	<u>TOTAL</u>
10 to 09	-	-	2	-	-	3	5
09 to 10	-	1	-	-	-	-	1
09 to 08	-	1	2	-	1	3	7
08 to 09	1	1	-	-	-	-	2
08 to 07	17	28	26	2	5	4	82
07 to 06	<u>1</u>	<u>9</u>	<u>2</u>	<u>=</u>	<u>2</u>	<u>1</u>	<u>15</u>
TOTAL	19	40	32	2	8	11	112

ANNEX MHEALTH, LEGAL & RELIGIOUS AUTHORIZATION TABLES

<u>STRENGTH</u>	<u>MEDICAL</u>	<u>DENTAL</u>	<u>VET</u>	<u>NURSE</u>	<u>BMS</u>	<u>MSC/AMSC</u>	<u>JAG</u>	<u>CHAP</u>
500			1					1
600							3	
800							4	
1,000	10	3	1				5	2
1,125	11							
1,200							6	
1,250	12							
1,375	13							
1,500	14	4						2
1,600							6	
1,667	15							
1,833	16							
2,000	17		2	1	1	1	7	
2,250	18							
2,500	19							
3,000	20	4					8	3
4,000	20	5					9	
5,000	21							4
6,000	22	6					10	
8,000	23			2	2	2		
10,000	24							

(1) Actual authorizations to be determined by the Service secretaries.

(2) Authorizations for strength between any two figures in the first column to be computed by mathematical interpolation.

LIST OF POSITIONS ATTRIBUTABLE TO SOUTHEAST ASIA

1. As of 1 January 1968, the following 95 positions, listed by sponsor, were considered to be attributable to the current conflict in Southeast Asia by the application of two criteria: (1) position was established subsequently to 1 January 1965, and (2) function performed is primarily geared to meeting requirements of the current conflict.

2. ARMY: 40 positions.

a. United States (9)

Commanding General, 6th Infantry Division, Fort Campbell	08
Asst Div Commander, 6th Infantry Division, Fort Campbell	07
Asst Div Commander, 6th Infantry Division, Fort Campbell	07
Commanding General, Fort Riley	07
Commanding General, Fort Lewis and Infantry Training Center	08
Deputy Commanding General, Fort Lewis and Inf Tng Center	07
Commanding General, Infantry Training Center, Fort Campbell	07
Commanding General, Infantry Training Center, Fort Bragg	07
Commanding General, Infantry Training Center, Fort Benning	07

b. Vietnam (31)

Deputy Commanding General, USArmy Vietnam	09
Asst Dep CG and Chief of Staff, USArmy Vietnam	08
Deputy C/S Personnel and Administration, USArmy Vietnam	07
Deputy C/S Plans and Operations, USArmy Vietnam	07
Commanding General, Engineer Command, Vietnam	08
Commanding General, 18th Engineer Brigade, Vietnam	07
Commanding General, 20th Engineer Brigade, Vietnam	07
Commanding General, 18th Military Police Brigade/ Provost Marshal, Vietnam	07
Commanding General, I Field Force, Vietnam	09
Deputy Commanding General, I Field Force, Vietnam	08
Chief of Staff, I Field Force, Vietnam	07
Commanding General, I Field Force Artillery, Vietnam	07
Commanding General, II Field Force, Vietnam	09
Deputy Commanding General, II Field Force, Vietnam	08
Chief of Staff, II Field Force, Vietnam	07
Commanding General, II Field Force Artillery, Vietnam	07
Commanding General, 9th Division, Vietnam	08
Asst Div Commander, 9th Division, Vietnam	07
Asst Div Commander, 9th Division, Vietnam	07

Commanding General, 23d Division, Vietnam	08
Asst Div Commander, 23d Division, Vietnam	07
Asst Div Commander, 23d Division, Vietnam	07
Commanding General, 1st Aviation Brigade	08
Deputy Commanding General, 1st Aviation Brigade	07
Commanding General, 11th Infantry Brigade	07
Commanding General, 199th Infantry Brigade	07
Commanding General, Strategic Communications Command, SEA	07
Commanding General, Area Command, Saigon	07
Commanding General, Support Command, Cam Ranh	07
Commanding General, Support Command, Quinhon	07
Commanding General, Support Command, Saigon	07

3. NAVY: 6 positions.

a. Seventh Fleet (1)

Plans and Operations Officer, Seventh Fleet	07
---	----

b. Vietnam (5)

Commander, Naval Forces Vietnam	08
Deputy Commander, Naval Forces Vietnam	07
Commander, Naval Support, Danang	07
Commander, 3d Naval Construction Brigade	07
Deputy Commander, Naval Facilities Command, SEA	07

4. AIR FORCE: 13 positions.

a. Vietnam (9)

Commander, 7th Air Force	09
Chief of Staff, 7th Air Force	07
Deputy Chief of Staff, Intelligence, 7th Air Force	07
Deputy Chief of Staff, Operations, 7th Air Force	07
Director of Combat Operations, 7th Air Force	07
Director of TACC, 7th Air Force	07
Deputy Chief of Staff, Materiel, 7th Air Force	07
Commander, Task Force Alpha, 7th Air Force	07
Commander, 834th Air Division	07

b. Thailand (2)

Commander, 4528th Strategic Wing	07
Deputy Commander, 7th/13th Air Force	08

c. Philippines (2)

Deputy Chief of Staff, Materiel, 13th Air Force	07
Commander, 6200 Materiel Wing, 13th Air Force	07

5. MARINE CORPS: 11 positions.

a. Vietnam (7)

Commanding General, 3d MAF	09
Deputy Commanding General, 3d MAF	08
Chief of Staff, 3d MAF	07
Commanding General, Force Logistics Command, 3d MAF	07
Asst Div Commander, 1st Marine Division	07
Asst Div Commander, 3rd Marine Division	07
Asst Wing Commander, 1st Marine Air Wing	07

b. Okinawa (1)

Deputy Commander, RMFPAC (Forward)	07
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c. Hawaii (1)

Chief of Staff, FMFPAC	07
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d. United States (2)

Commanding General, 5th Marine Division	08
Assistant Division Commander, 5th Marine Division	07

6. JOINT CHIEFS OF STAFF: 19 positions.

a. Vietnam (16)

Special Assistant to COMUSMACV	07
Deputy Chief of Staff, MACV	07
Deputy ACS Operations, MACV	07
Director of Special Operations, MACV	07
Chief, Combat Operations Center, MACV	07
Director, CORDS	08
Assistant to Director, CORDS	08
ACS Communications and Electronics, MACV	07
Director of Construction, MACV	07
ACS, Military Assistance, MACV	07
Chief, Air Force Advisory Group, Vietnam	07
Deputy Senior Advisor, I Corps	07
Deputy Senior Advisor, II Corps	07
Deputy Senior Advisor, III Corps	07
Senior Advisor, IV Corps	07
Chief of Information, MACV	07

- b. Thailand (1)
 - Deputy Commander Military Assistance Command, Thailand 08
- c. Headquarters, PACOM (2)
 - Assistant Chief of Staff, Personnel 07
 - Deputy Assistant Chief of Staff, Operations 07
- 7. OFFICE OF THE SECRETARY OF DEFENSE: 6 positions.
 - a. Vietnam (1)
 - DOD Special Representative, MACV 07
 - b. United States (5)
 - Director of Major Items, OASD(I&L) 07
 - Director of Air Ammunition, OASD(I&L) 07
 - Director of Ground Ammunition, OASD(I&L) 07
 - Director of Aircraft and Missiles, OASD(I&L) 07
 - Staff Director, SEA Construction, OASD(I&L) 07

ANNEX Q

LISTINGS OF GENERAL/FLAG OFFICER POSITIONS BY SPONSOR

APPENDICES

- 1 EXPLANATION OF FORMAT
- 2 ARMY POSITIONS:
 - VALID POSITIONS
 - EXCLUSIONS TO PROPOSED STATUTORY AUTHORIZATIONS (CODE N)
 - POSITIONS OF THE HEALTH, LEGAL & RELIGIOUS SERVICE (CODE P)
 - POSITIONS WITHDRAWN BY SPONSOR (CODE W)
 - INVALID POSITIONS (CODE X)
- 3 NAVY POSITIONS:
 - VALID POSITIONS
 - EXCLUSIONS TO PROPOSED STATUTORY AUTHORIZATIONS (CODE N)
 - POSITIONS OF THE HEALTH, LEGAL & RELIGIOUS SERVICE (CODE P)
 - POSITIONS WITHDRAWN BY SPONSOR (CODE W)
 - INVALID POSITIONS (CODE X)
- 4 AIR FORCE POSITIONS:
 - VALID POSITIONS
 - EXCLUSIONS TO PROPOSED STATUTORY AUTHORIZATIONS (CODE N)
 - POSITIONS OF THE HEALTH, LEGAL & RELIGIOUS SERVICE (CODE P)
 - POSITIONS WITHDRAWN BY SPONSOR (CODE W)
 - INVALID POSITIONS (CODE X)
- 5 MARINE CORPS POSITIONS:
 - VALID POSITIONS
 - INVALID POSITIONS (CODE X)
- 6 JCS POSITIONS:
 - VALID POSITIONS
 - POSITIONS OF THE HEALTH, LEGAL & RELIGIOUS SERVICE (CODE P)
 - POSITIONS WITHDRAWN BY SPONSOR (CODE W)
 - INVALID POSITIONS (CODE X)
- 7 OSD POSITIONS:
 - VALID POSITIONS
 - EXCLUSIONS TO PROPOSED STATUTORY AUTHORIZATIONS (CODE N)
 - POSITIONS OF THE HEALTH, LEGAL & RELIGIOUS SERVICE (CODE P)
 - POSITIONS WITHDRAWN BY SPONSOR (CODE W)
 - INVALID POSITIONS (CODE X)

APPENDIX 1 TO ANNEX U

EXPLANATION OF FORMAT

1. The listings for each sponsor are divided into five categories as follows:

- a. Valid requirements.
- b. Valid requirements recommended as exclusions to proposed statutory authorizations (Code N).
- c. Positions of the health, legal and religious services (Code P)
- d. Positions withdrawn by sponsor (organisational changes) (Code W)
- e. Invalid requirements (Code X)

2. The listings are as of 1 January 1968. The format for these listings is as follows:

<u>ITEM</u>	<u>COLUMN</u>
Sponsor*	1
Sequence number	2-4
Position title	5-40
Service of incumbent*	41
Required grade	42-43
Grade of incumbent	44-45
Final grade determination (if different from required grade)	48
Final results**	51

* CODES: A-Army, N-Navy, F-Air Force, M-Marine Corps,
J-JCS, D-OSD

** CODES: Blank - Valid requirements, N - Exclusions,
P - Professional positions submitted for
review, W - Positions withdrawn by sponsor,
X - Invalid requirements.

A001DIR OF MAT ACQ OASA INL	A0808
A003C/S UNITED STATES ARMY	A1010
A004VICE C/S USA	A1010
A005ASST VICE C/S DA	A0909
A006CD=DIR FORCE PLANS ANALYSIS OCSA	A0808
A007DIR SPECIAL STUDIES OFF C/S DA	A0707
A008DIR OF MGMT INFO SYSTEMS OCSA	A0706
A009SGS OCSA DEPT OF ARMY	A0808
A010SENTINEL SYSTEMS MANAGER OCSA	A0909
A011DEP SENTINEL SYSTEMS MANAGER-PLANS	A0707
A012CG SENTINEL SYSTEMS COMMAND OCSA	A0807
A013DIR RESEARCH TEST + EVALUATION SSC	A0706
A014DIR INSTALLATION+SITE ACTIV SSC	A0706
A015DIR PRODUCTION AND LOGISTICS SSC	A0706
A016DEP C/S PERSONNEL DA	A0909
A017ASST DCS PER DA	A0808
A018DIR PLANS PROGRAMS BUDGET UCSPER DA	A0808
A019DIR MIL PER POL DCS PER DEPT / ARMY	A0807
A020DIR PROCURE/DISTRIBUTION DCS PERS	A0808 7
A021DIR IND TNG DCS/PER DA	A0808
A022DEP DIR IND TRG ROTC AFFAIRS DA	A0706
A023DIR PERS STUD AND RESEARCH DCS PERS	A0707
A025CG US ARMY RECRUITING CMD	A0807

A027CHIEF OPO DEPT OF ARMY	A0808
A028DEP CHIEF OPO DEPT OF ARMY	A0808 7
A029DIR OF OFF PER OPO DEPT OF ARMY	A0808 7
A031DIR OF ENL PER OPO DEPT OF ARMY	A0807 7
A033DEP C/S FOR MILITARY OPERATIONS DA	A0909
A034ASST DCS MILITARY OPNS DA	A0808
A035DIR OF INTL AND CIV AFFAIRS DCSOPS	A0808
A036DEP DIR INTL AND CIV AFFAIRS DCSOPS	A0707
A037DIR OF OPN DCS OPN DA	A0807
A038DEP DIR OPS OFFICE DCS MIL OPS	A0707
A039DIR PLANS DCS OPS DA	A0807
A040DEP DIR PLANS DCS OPS DA	A0707
A041DEP C/S FOR LOGISTICS DA	A0909
A042ASST DCS LOG DA	A0808
A043ADCS LOG (PROG+BUDGT)/DIR MAT ACQUIS	A0808
A044ADCS LOG (DOCTRINE,SYSTEMS,RDINESS)	A0808
A045ADCS LOG (SUPPLY + MAINTENANCE),DA	A0808
A046DIR OF INSTALLATIONS DCSLOG DA	A0807
A047DIR PLANS OFF DCS LOG DA	A0706
A048DIR MAINT OFF DCS LOG DA	A0706
A049DIR SUPPLY OFF DCS LOG DA	A0706
A050DIR TRANS OFF DCS LOG DA	A0707
A058CHIEF R AND D DEPT ARMY	A0909

A059DEP CHIEF H AND D DA	A0808
A060DEP CHIEF R+D INT PROGRAMS DA	A0707
A061DIR PLANS/PROGRAMS OFF CHIEF R+D DA	A0707
A062DIR DEVELOPMENTS OFF R+D DA	A0706
A063DIR ARMY RESEARCH OFF CHIEF R+D DA	A0707
A064COMPTROLLER OF THE ARMY DA	A0909
A065DIR ARMY BUDGET/COMPTROLLER DA	A0807
A066ASST DIR ARMY BUDGET OFF COMPTROL	A0706
A067DIR OF MANAGEMENT OFF COMPTL DA	A0808 7
A068CH OF FINANCE+ACCOUNTING COA	A0807
A069DEP CH OF FINANCE+ACCOUNTING COA	A0706
A070DIR OF AUTO DATA PROCESSING COA	A0706
A071CHIEF ARMY AUDIT AGENCY	A0808
A072CG, FINANCE CTR, USA	A0706
A073ASST C/S FOR FORCE DEVELOPMENT DA	A0909
A074DEP ACS FOR DEV DA	A0808
A075DIR OF AIR DEF ACSFORCE DEV DA	A0808
A076DIR CBR NUC OPN ACSFOR DA	A0807
A077DIR OF DOCTRINE SYSTEMS ACS FOR DA	A0808
A078DIR ARMY AVN ACS FOR DA	A0806
A079DIR ORG UNIT TRG+READINESS ACSFOR	A0707
A080DIR PLANS PROG ACS FORCE DEVELP DA	A0707
A081CH PROJ PRACTICE NINE ACSFOR	A0706

A082ASST CHIEF OF STAFF INTELL DA	A0808
A083DEP ASST CHIEF OF STAFF INTELL DA	A0808 7
A084DEP ACSI/CI RECON MAP/DA	A0706
A085CHIEF OFFICE OF RESERVE COMPONENTS	A0909
A086DEP CHIEF OFFICE RESERVE COMPO DA	A0808
A091ADJ GEN DEPT OF ARMY	A0808
A092DIR ARMY COUNCIL REVIEW BDS OSA	A0808
A094CHIEF OFF LEG LIAISON DA	A0808
A098CHIEF PUB INFO OSA DA	A0807
A100INSPECTOR GENERAL DEPT OF ARMY	A0908
A101DEP INSPECTOR GENERAL DEPT OF ARMY	A0807
A106PROVOST MARSHALL GENERAL DA	A0808
A107ACS COMMUNICATIONS+ELECTRONICS, DA	A0308
A108DEP ACS COMMUNIC+ELECTRONICS, DA	A0807 7
A111CG MILITARY DISTRICT OF WASHINGTON	A0808
A135CHIEF ENGINEERS DEPT ARMY	A0909
A137DIR/TOPOGRAPHY AND ENGR/CH ENGRS DA	A0808
A138DEP DIR TOPOGRAPHY OFF CHIEF ENG DA	A0706
A139DIR MIL CONST OFF CH/ENGR DA	A0808
A140DEP DIR MIL CONSTRUCTION CHIEF ENG	A0706
A146DIVISION ENGINEER MEDITERRANEAN	A0706
A157CG ARMY MAP SERVICE	A0706
A158DIV, ENGR, USA ENGR DIV, HUNTSVILLE, DA	A0707

A159CG USA INTELLIGENCE CMD	A0807	7
A161CG US ARMY SECURITY AGENCY	A0808	
A162DEP CG, USA SECURITY AGENCY	A0707	
A164CDR, USA SECURITY AGENCY, EUROPE	A0707	
A165CDR USARMY SECURITY AGEN, PACIFIC	A0707	
A166CG US ARMY STRATEGIC COMM CMD	A0908	
A167DEP CDR US ARMY STRAT COMM CMD	A0807	
A168C/S US ARMY STRATEGIC COMM CMD	A0706	
A170CG USA COMM SYSTEMS AGENCY STRATCOM	A0707	
A172CG US ARMY STRATEGIC COMM CMD CONUS	A0706	
A173CG STRATCOM EUR/C-E USAREUR	A0807	
A174CG STRATCOM PAC/C-E USARPAC	A0807	
A175CG STRATCOM KOREA/C-E & ARMY	A0706	
A176CG STRATCOM SEA/C-E USARV	A0707	
A177CDR MTMTS	A0908	8
A178CMDR EAST AREA MTMTS	A0807	
A179CMDR WEST AREA MTMTS	A0807	
A180SUFT US MILITARY ACADEMY	A0808	
A181CMDT CADETS USMA	A0707	
A183COMDT US ARMY WAR COLLEGE	A0808	
A184DEP CMDT ARMY WAR COLLEGE	A0706	
A185CG USACGSC AND FT LEAVENWORTH	A0808	
A186ASST CMDT ARMY C AND GS COLLEGE	A0707	

A187CG CONTINENTAL ARMY CMD	A1010
A188DEP CG US CONTINENTAL ARMY CMD	A0909
A189C/S US ARMY CONTINENTAL ARMY CMD	A0808
A190INSPECTOR GENERAL CONARC	A0706
A191DEP CS PER USCONARC	A0807
A193DEP C/S INTELL US CONT ARMY CMD	A0707
A194DEP CS IND TNG CONARC	A0807
A195ASST DCS INDIVID TRG CONARC	A0706
A196DIR OPS DCS INDIVID TRG HQ CONARC	A0706
A197DIR TRG DCS INDIVID TRG CONARC	A0706
A198DIR ROTC/NDCC DCS IND TRG CONARC	A0707
A199DCS MIL OPS + RES FORCES CONARC	A0808
A200ASST DCS UNIT TRG+RES FORCES CONARC	A0706
A201ASST DCS OPS PLANS OPS C-E CONARC	A0707
A202DEP CS LOG CONARC	A0808
A203ASST DCS LOGISTICS CONARC	A0707
A204DIR MAT READI OFF DCS LOG CON ARC	A0706
A205DCS CUMPTROLLER CONARC	A0707
A206CG FIRST US ARMY FT MEADE	A0909
A207DEP CG FIRST US ARMY FT MEADE	A0808
A208DCG RESERVE FORCES FIRST US ARMY	A0808
A209C/S FIRST US ARMY FT MEADE	A0807 7
A210CG ARMY SIGNAL CENTER AND SCHOOL	A0707

A211CG ARMY QUARTERMASTER CENTER	A0808
A212ASST CMDT ARMY QUARTERMASTER SCHOOL	A0706
A213CG ARMY TRANSPORTATION CENTER	A0808
A214ASST CMDT ARMY TRANSPORTATION SCHL	A0706
A215 CG US ARMY ENGINEER CENTER BELVOIR	A0808
A216ASST CMDT ARMY ENGINEER SCHOOL	A0707
A217CG FORT DIX NEW JERSEY /TNG CENT	A0808
A218DEP CG FORT DIX NEW JERSEY	A0707
A219CG ARMY ORDNANCE CENTER AND SCHOOL	A0707
A220CG ARMY ARMOR CENTER FORT KNOX	A0808
A221ASST CMDT ARMY ARMOR SCHOOL	A0706
A222CG ARMY ARMOR TRG CENTER KNOX	A0707
A223CG, FORT DEVENS, MASS, CONARC	A0808 7
A225CG THIRD US ARMY ATLANTA	A0909
A226DEP CG THIRD US ARMY ATLANTA	A0808
A227DCG RESERVE FORCES THIRD US ARMY	A0808
A228C/S THIRD US ARMY ATLANTA	A0807 7
A229 CG 18TH AIRBORNE CORPS (BRAGG)	A0909
A230C/S 18TH AIRBORNE CORPS (BRAGG)	A0707
A231CORPS ARTIL CDR, 18TH AIRBRN CPS	A0706
A232CG 82D AIRBORNE DIVISION (BRAGG)	A0808
A233ASST DIV CDR OPS 82D ABN DIV	A0707
A234ASST DIV CDR SUPPORT 82D ABN DIV	A0706

A235CG, 6 INF DIV, FT CAMPBELL, CONARC	A0808
A236ADC, 6 INF DIVISION	A0707
A237ADC, 6 INF DIVISION	A0706
A238CG 12TH SUPPORT BRIGADE FT BRAGG NC	A0706
A239CG USA SPECIAL WAR CENTER FT BRAGG	A0807
A240DEP CDR USA JFK CTR SPCL WARFARE	A0706
A241CG US ARMY TRG CENTER FORT BRAGG NC	A0706
A242CG FT JACKSON SC /TNG CENT	A0808
A243DEP CG ARMY TRG CENTER JACKSON	A0707
A244CG US ARMY SCHOOL/TNG CEN GORDON	A0808
A245DEP CG FOR TRAINING FORT GORDON	A0707
A246DEP CG FOR SCHOOLS FORT GORDON	A0706
A247CG, FT MC CLELLAN, ALA	A0706
A248CG USA AVN CEN COMDT AVN SCH RUCKER	A0808
A249DEP CDR, USA AVN CNTR, FT RUCKER	A0706
A250ASST CMDT ARMY AVIATOR SCHOOL	A0706
A251DEP CMDT,USA AVN SCH/GG FLT TRG CTR	A0707
A252CG USA INF CEN COMDT INF SCH FT BNG	A0808
A253ASST CMDT ARMY INFANTRY SCHOOL	A0707
A254CG ARMY INFANTRY TRG CENTR BENNING	A0706
A255CG 197TH INF BRIGADE BENNING	A0706
A256CG ARMY TRAINING CENTER CAMPBELL	A0707
A257CG FOURTH US ARMY SAN ANTONIO	A0909

A258DEP CG FOURTH US ARMY SAN ANTONIO	A0808
A259DCG RESERVE FORCES FOURTH US ARMY	A0808
A260C/S FOURTH US ARMY SAN ANTONIO	A0808 7
A261CG 3RD CORPS AND FORT HOOD TEXAS	A0909
A262C/S THIRD CORPS (HOOD)	A0706
A263CDR ARTILLERY THIRD CORPS FT SILL	A0706
A264CG FIRST ARMORED DIVISION (HOOD)	A0808
A265ASST DIV CDR 1ST ARM DIV (MAN)	A0707
A266ASST DIV CDR FIRST ARM DIV	A0707
A267CG 2ND ARMORED DIVISION (HOOD)	A0808
A268ASST DIV CDR 2D ARM DIV MANEUV ELM	A0707
A269ASST DIV CDR SECOND ARM DIV SPT	A0707
A270CG, 13TH SPT BRIGADE FT HOOD, TEXAS	A0706
A271CG US ARMY ARTILLERY/MISSILE CENTER	A0808
A272ASST CMDT ARMY ARTILLERY/MISSILE SCH	A0707
A273CG ARMY FIELD ARTILLERY TRG CENTER	A0706
A274CG USA AIR DEF CENTER AND FT BLISS	A0808
A275ASST CMDT ARMY AIR DEFENSE SCHOOL	A0706
A276CG ARMY AIR DEFENSE TRG CENTER	A0707
A277CG FT POLK LA /TNG CENT	A0808
A278DEP CG FORT POLK LOUISIANA	A0707
A279CG USA PRIMARY HELICPTR SCHL CONARC	A0706
A280CG 5TH US ARMY CHICAGO	A0909

A281DEP CG FIFTH US ARMY CHICAGO	A0808	
A282DCG RESERVE FORCES FIFTH US ARMY	A0808	
A283C/S FIFTH US ARMY CHICAGO	A0808	7
A284CG FIFTH INFANTRY DIV/FT CARSON	A0808	
A285ASST DIV CDR 5TH INF DIV OP READINS	A0707	
A286ASST DIV CDR FIFTH INFAN DIV (MEC)	A0707	
A287CG ARMY ENGH TRNG CENT LEON WD	A0808	
A288DEP CG FORT LEONARD WOOD MISSOURI	A0706	
A289CG FT RILEY KANSAS	A0707	
A290CG SCHOOL CENTER FORT BEN HARRISON	A0706	
A291CG 6TH US ARMY SAN FRANCISCO	A0909	
A292DEP CG SIXTH US ARMY SAN FRAN	A0808	
A293DCG RESERVE FORCES SIXTH US ARMY	A0808	
A294C/S SIXTH US ARMY SAN FRAN	A0808	7
A295CG INF TNG CEN + FT LEWIS	A0808	
A296DEP CG INF TNG CEN + FT LEWIS	A0707	
A297CG USA TNG CEN INF AND FT ORD CAL	A0808	
A298DEP CG INFAN TRG CENTER FT ORD	A0706	
A299CG ARMY ARMOR AND DESERT TRG CENTER	A0706	
A300CG US ARMY ALASKA	A0808	
A301DEP CG US ARMY ALASKA/YUKON CMD	A0707	
A302C/S US ARMY ALASKA	A0706	
A303CINC USA EUROPE	A1010	

A304DEP CINC US ARMY EUROPE FOR 7ARMY	A0909	
A305C/S US ARMY EUROPE	A0808	
A306DEP CS PER AND ADMIN USAREUR	A0808	7
A307DEP CHIEF OF STAFF INTELL USAREUR	A0808	
A308DEP CHIEF OF STAFF OPN USAREUR	A0808	
A310ASST DCS OPS ARTY/SPEC WPNS USAREUR	A0707	
A311DEP CS LOGISTICS USAREUR	A0808	
A312ASST DCS LOG, MAT RED, USAREUR+7 ARMY	A0706	
A314COMPTROLLER USAREUR	A0707	
A316INS GEN US ARMY EUROPE	A0706	
A313PROVOST MARSHALL US ARMY EUROPE	A0707	
A319ENGINEER USAREUR	A0707	
A322CG US ARMY COMMUNICATIONS ZONE EUR	A0808	
A323CH/STAFF, COMZ / EUROPE	A0706	
A324DEP CG FOR AREA SPT COMZ USAREUR	A0708	
A325DEP CG FOR SPLY+MAINT COMZ USAREUR	A0708	
A326CG ENGINEER COMMAND (PROV) USAREUR	A0706	
A327CG USAREUR/7TH ARMY SPEC TROOPS	A0707	
A328CG US ARMY 5TH CORPS (7 ARMY)	A0909	
A329C/S FIFTH CORPS (7 ARMY)	A0706	
A330CDR FIFTH CORPS ARTILLERY (7 ARMY)	A0707	
A331CG THIRD ARMORED DIVISION (7 ARMY)	A0808	
A332ASST DIV CDR THIRD ARMORED DIVISION	A0707	

A333ASST DIV CDR 3D ARM DIV	A0707
A334CG EIGHTH INFANTRY DIV (7 ARMY)	A0808
A335ASST DIV CDR 8TH INF DIV	A0707
A336ASST DIV CDR EIGHTH INFANTRY DIV	A0707
A337CDR 5TH CPS SPT 2D SPT BDE SPT CMD	A0706
A338CG US ARMY 7TH CORPS (7 ARMY)	A0909
A339C/S SEVENTH CORPS (7 ARMY)	A0707
A340CDR SEVENTH CORPS ARTY (7 ARMY)	A0707
A341CG THIRD MECHANIZED DIVI (7 ARMY)	A0808
A342ASST DIV CDR 3D INF DIV(MECH)	A0707
A343ASST DIV CDR 3D INF DIV (MECH)	A0706
A344CG FOURTH ARMORED DIVISION (7 ARMY)	A0808
A345ASST DIV CDR FOURTH ARMORED DIV	A0707
A346ASST DIV CDR 4TH ARM DIV	A0707
A347CG 24TH MECHANIZED DIVISION 7 ARMY	A0808
A348ASST DIV CDR 24TH INFANTRY DIV	A0706
A349ASST DIV CDR 24THINF DIV SPT	A0706
A350CG, 3 SUPPORT BRIGADE, USAREUR	A0706
A351CG 32ND ARMY AIR DEF COMD 7 ARMY	A0808
A352US CDR BERLIN AND CG US ARMY BERLIN	A0808
A353CG US ARMY BERLIN BRIGADE	A0707
A354CG US ARMY SOUTHERN EUROPE TASKFOR	A0808
A355CG 7TH US ARMY SUPPORT CMD	A0808

A356DEP CDR AND C/S 7TH ARMY SPT CMD	A0807 7
A357CDR, FIRST SPT BRIG/7 ARMY SPT BRIG	A0706
A358CG 7TH ARMY COMMUNICATIONS CMD	A0706
A359CINC USA PACIFIC	A1010
A360DEP CINC US ARMY PACIFIC	A0909
A361INSPECTOR GENERAL USARPAC	A0706
A362ASST C/S G1 US ARMY PACIFIC	A0707
A363ASST C/S G2 US ARMY PACIFIC	A0707
A364ACS G3 USARMY PACIFIC	A0808
A365ACS G4 US ARMY PACIFIC	A0808
A366COMPTROLLER US ARMY PACIFIC	A0707
A368CG US ARMY HAWAII	A0808
A370CG 9TH CORP/HI COMMISSIONER RYUKYUS	A0909
A371DEP CG US ARMY RYUKYU ISLANDS	A0808
A372CG 30TH ARTY BRIGADE AIR DEF-OKI	A0706
A373CG SECOND LOGISTICS CMD (OKINAWA)	A0808
A374CG US ARMY JAPAN	A0808
A376CG US ARMY DEPOT CMD (JAPAN)	A0706
A378CG, USA CONTROL, THAILAND, USARPAC	A0707
A379CG EIGHTH US ARMY KOREA /CINC UNC	A1010
A380DEP CG EIGHTH US ARMY KOREA	A0909
A381C/S EIGHTH US ARMY KOREA	A0807
A385ASST C/S G3 EIGHTH US ARMY	A0707

A386ASST C/S G4 EIGHTH ARMY	A0707
A388ENGINEER EIGHTH US ARMY	A0706
A391CG EIGHTH US ARMY SUPPORT CMD	A0707
A393CG EIGHTH US ARMY DEPOT CMD	A0706
A394CG 1ST CORPS KOREA	A0909
A395C/S FIRST CORPS KOREA	A0707
A396CDR ARTILLERY FIRST CORPS KOREA	A0706
A397CG SECOND INFANTRY DIVISION (KOREA)	A0808
A398ASST DIV CDR 2ND INF DIV MANEUVER	A0707
A399ASST DIV CDR 2D INFANTRY DIV SPT	A0707
A400CG SEVENTH INFANTRY DIV KOREA	A0808
A401ASST DIV CDR 7TH INF DIV OPERATION	A0707
A402ASST DIV CDR 7TH INF DIV SPT	A0706
A403CG 38TH ARTY BRIGADE (AD) KOREA	A0707
A404CG FOURTH US ARMY MISSILE CMD KOREA	A0706
A405CHIEF US ARMY ADVISORY GRP KOREA	A0808
A406SENIOR ADVISOR 1ST ROK ARMY KOREA	A0706
A407SENIOR LOGISTICS ADVISOR ROKA KMAG	A0707
A408DEP CG US ARMY VIETNAM	A0909
A409ASST DEP CG AND C/S USAARMY VIETNAM	A0807
A410DEP C/S FOR PERS + ADMIN USARVN	A0706
A411DEP C/S PLANS+OPS US ARMY VIETNAM	A0707
A412CG US ARMY ENGINEER CMD VIETNAM	A0808

A413CG, 18 ENGINEER BDE, USARV	A0707
A414CG 20 ENGR BDE USARV	A0707
A415CG 18 MP BDE/PM USARV	A0707
A417CG 1ST FIELD FORCE VIETNAM	A0909
A418DCG, I FIELD FORCE, USARV	A0808
A419C/S, I FIELD FORCE, USARV	A0707
A420CG 1ST FIELD FORCE ARTY VIETNAM	A0707
A421CG 2ND FIELD FORCE VIETNAM	A0909
A422DEP CG II FIELD FORCE USARV	A0808
A423CH/STAFF, SECOND FIELD FORCE, VN	A0707
A424CG 2D FIELD FORCE ARTY VIETNAM	A0707
A425CG FIRST CAV DIV AIR MOBILE (VN	A0808
A426ASST DIV CDR, (A) FIRST AIR CAV DIV	A0707
A427ASST DIV CDR (B) FIRST AIR CAV DIV	A0707
A428CG FIRST INFANTRY DIVISION (VN)	A0808
A429ASST DIV CDR FIRST INFANTRY DIV	A0707
A430ASST DIV CDR FIRST INFANTRY DIV	A0707
A431CG FOURTH INFANTRY DIVISION (VN)	A0808
A432SENIOR ASST DIV CDR 4TH INFAN DIV	A0707
A433ASST DIV CDR, COMBAT SPT, 4 INF DIV	A0707
A434CG NINTH INFANTRY DIV/VN	A0808
A435ASST DIV CDR 9TH INF DIV	A0707
A436ASST DIV CDR 9TH INF DIV	A0707

A437CG 23 INF DIVISION(AMERICAL) USARV	A0807
A438ADC, 23 INF DIV(AMERICAL), USARV	A0707
A439ADC, 23 INF DIV(AMERICAL), USARV	A0707
A440CG 25TH INFANTRY DIVISION (VN)	A0808
A441ASST DIV CDR, 25TH INFAN DIV	A0707
A442ASST DIV CDR, 25TH INFANTRY DIV	A0706
A443CG 101ST AIRBORNE DIV USARV	A0808
A444ASST DIV CDR 101ST AIRBORNE DIV	A0707
A445CG, 101ST AIRBORNE BRIGADE (VN)	A0707
A446CG 11TH INF BRIGADE USARV	A0707
A447CG, 173D AIRBORNE BRIGADE (VN)	A0707
A448CG, 199TH INFANTRY BRIGADE (VN)	A0707
A449CG, FIRST AVIATION BRIGADE VIETNAM	A0808
A450DCG, 1ST AVIATION BDE, USARV	A0706
A451CG FIRST LOGISTICAL COMMAND (VN)	A0808
A452DEP CG FIRST LOGISTICAL CMD	A0707
A453CG, USA AREA CMD, SAIGON	A0707
A454CG, USA SPT CMD SAIGON	A0707
A455CG, USARMY SC, QUINHON	A0707
A456CG,USARMY SC CAM HANH BAY	A0706
A457CDR US ARMY FORCES SOUTHERN CMD	A0808
A458DEP CDR USA FORCES SOUTHERN CMD	A0706
A459CG US ARMY COMBAT DEVELOPMENTS CMD	A0909

A460C/S AND DEP CG COMBAT DEVELP CMD	A0808
A461DIR DOCTRINE ARMY COMBAT DEV CMD	A0707
A462DIR MATERIEL COMBAT DEVELOPMENT CMD	A0706
A463DIR ORGANIZATION ARMY CMBT DEV CMD	A0706
A464CG COMBAT DEV EXPERIMENTATION CMD	A0807
A465CG INSTITUTE OF LAND COMBAT CDC	A0806
A466CG USA CDC COMBAT ARMS GROUP	A0706
A470CG AUTOMATIC DATA FLD SYS CMD	A0707
A471CG US ARMY MATERIEL COMU	A1010
A472DEP CG US ARMY MATERIEL CMD	A0909
A473C/S US ARMY MATERIEL CMD	A0808
A474INSPECTOR GENERAL AMC	A0706
A475COMPTLR AND DIR OF PROGRAMS AMC	A0807
A476DIR OF DEVELOPMENT AMC	A0808
A477DEP DIR OF DEVELOPMENT AMC	A0707
A478DIR INTNL LOG AMC	A0808
A479DIR OF SUPPLY AMC	A0808
A480DEP DIR OF SUPPLY AMC	A0706
A481DIR PROCUREMENT AND PRODUCTION AMC	A0807
A482DEP DIR PROC/PROD ARMY MATERIEL CMD	A0706
A483CHIEF OPNL READINESS AMC	A0807 7
A484DIR OF MAINT AMC	A0807
A485DIR OF MAJOR ITEMS AMC	A0807

A486DIR MGMT SYS AND DATA AUTO AMC	A0707
A487DIR PERS AND TRAINING ARMY MAT CMD	A0707
A488ASST DCG, RES+LABS/CG CENT LABS	A0707
A489DIR INSTALL+SERVICES ARMY MAT CMD	A0706
A490PROJECT MGR JT TANK DEV PROGRAM	A0808
A491PRNG+PROJ MGR PROJ MALLARD MAT CMD	A0706
A492PROJ MGR T53+T55 ACFT ENGINES AMC	A0706
A494CG US ARMY AVIATION MATERIEL CMD	A0808
A495DCG, USA AVIATION MAT COMD AMC	A0706
A496CG US ARMY ELECTRONICS CMD	A0808
A497DEP CG FOR OPNS USA ELECT CMD	A0707
A498DCG TACT COMMD SYS, ELECOM	A0707
A499CG US ARMY MISSILE COMMAND	A0808
A500DEP CG AIR DEF SYS USA MISSILE CMD	A0707
A501DEP CG LAND COMBAT SYS USA MSL CMD	A0706
A502CG MOB EQP CMD USA MOBILITY CMD	A0807 7
A503CG US ARMY MUNITIONS CMD	A0808
A504DEP CG MUNITIONS COMMAND	A0706
A505USA AMMUNITION PROC + SUPPLY AGCY	A0707
A506CG ARMY TANK AND AUTOMOTIVE CENTER	A0808
A507DEP CG AR TNK AUTO CMD USA MAT CMD	A0706
A508CG US ARMY TEST/EVALUATION CMD	A0808
A509DEP CG USA TST + EVALUATION CMD	A0707

A510CG ARMY WEAPONS CMD	A0807	
A511DEP CG USA WEAPONS CMD	A0707	
A512CG DESERET TEST CENTER ARMY MAT CMD	A0707	
A513CG, USA NATICK LAB, US AMC	A0706	
A514CG WHITE SANDS MISSILE RANGE	A0708	
A515CG, ATLANTA AR DEPOT USAS+MC	A0706	
A516CG LETTERKENNEY AR DEPOT USASMC	A0706	
A517CG, RED RIVER AR DEPOT USAS+MC	A0706	
A518CG, LEXINGTON BLUE-GRASS ARMY DEPOT	A0706	
A521CG US ARMY AIR DEFENSE CMD	A0909	
A522DEP CG AND C/S US ARMY AIR DEF CMD	A0808	
A523DCSOPERATIONS USA AIR DEF COMD	A0707	
A524DCS PLANS CMBT DEV USA AIR DEF CMD	A0707	
A525CG FIRST REGION US ARMY AIR DEF CMD	A0808	
A526CG SECOND REG US ARMY AIR DEF CMD	A0807	
A527CG FIFTH REGION US ARMY AIR DEF CMD	A0808	
A528COM GEN 31ST ARTIL BRIGADE USA ADCM	A0707	
A529CG 40TH ARTIL BRIGADE USA ADC	A0706	
A530CG 52ND ARTIL BRIGD USA ADC	A0706	
A531CHIEF ARMY/AF EXCHANGE SVC	A0807	
A087DEP CHIEF NATL GUARD BUR DA	A0808	N
A088ASST CHIEF NATL GUARD BUR DA	A0706	N
A089CHIEF ARMY RESERVE DA	A0808	N

A090DEP CHIEF ARMY RESERVE DA	A0706	N
A136DEP CHIEF OF ENGINEERS DEPT ARMY	A0808	N
A141DIR CIVIL WORKS/CH ENGRS DA	A0807	N
A142DEP DIR CIV WORKS FOR CUMPRE PLANS	A0707	N
A143ASST TO CHIEF ENG FOR NASA SUPPORT	A0706	N
A144GOV CANAL ZONE/PRES CANAL ZONE CO	A0808	N
A145DIV ENGR LOWER MISS VALLEY/PRES MRC	A0808	N
A147DIVISION ENGINEER MISSOURI RIVER	A0707	N
A148DIVISION ENGINEER NEW ENGLAND	A0706	N
A149DIV ENGR NORTH ATLANTIC	A0807	N
A150DIVISION ENGINEER NORTH CENTRAL	A0707	N
A151DIV ENGR NORTH PACIFIC	A0807	N
A152DIVISION ENGINEER OHIO RIVER	A0806	N
A153DIVISION ENGINEER PACIFIC OCEAN	A0707	N
A154DIV ENGR SOUTH ATLANTIC	A0808	N
A155DIVISION ENGINEER SOUTH PACIFIC	A0707	N
A156DIVISION ENGINEER SOUTHWESTERN	A0707	8 N
A182DEAN ACADEMIC BOARD USMA	A0707	N
A532AST DIR US ARMS CONT/DISARM AGEN	A0909	N
A581GENERAL OF THE ARMY EISENHOWER	A1111	N
A582GENERAL OF THE ARMY BRADLEY	A1111	N
A583DIR SELECTIVE SERVICE	A0909	N
A584SEC AM BTL MON COMM	A0808	N

A096CHIEF OF CHAPLAINS USARMY	A0808	P
A097DEP CHIEF CHAPLAINS US ARMY	A0707	P
A102 JAG DA	A0808	P
A103 ASST JAG DA	A0808	P
A104ASST JAG CIVIL LAW DA	A0707	P
A105ASST JAG FOR MIL JUSTICE DA	A0706	P
A112SURGEON GENERAL US ARMY	A0909	P
A113DEP SURG GEN USARMY	A0808	P
A114DIR PROFESSIONAL SERV OFF SURG GEN	A0707	P
A115ASST TO SURG GEN DENTAL SVCS DA	A0808	P
A116ASST TO SURGEON GEN FOR VET SERV	A0707	P
A117DIR PERS/TRG OFF SURG GEN DA	A0706	P
A118DIR PLANS/SPLY+OPS OFF SURG GEN DA	A0706	P
A119CHIEF MED SERV CORPS OFF SURG GEN	A0707	P
A120CG BROOKE ARMY MEDICAL CENTER	A0808	P
A121 CG BROOKE GENERAL HOSPITAL	A0707	P
A122DIR DENTAL ACTIVITY BROOKE MED CTR	A0707	P
A123EXEC DIR OFF FOR DEPENDENTS MEDCARE	A0707	P
A124CG FITZSIMMONS GENERAL HOSPITAL	A0808	P
A125CG LETTERMAN GENERAL HOSPITAL	A0808	P
A126CG, MADIGAN GENERAL HOSPITAL	A0707	P
A127CG WALTER REED ARMY MEDICAL CENTER	A0808	P
A128CG WALTER REED GENERAL HOSPITAL	A0707	P

A129CHIEF PROF SERVICES WALTER REED	A0706	P
A130DIR DENTAL ACTIVITIES WALTER REED	A0707	P
A131COMDT, US ARMY MED FLD SC SCHOOL	A0707	P
A132CG USA ARMY MEDICAL H + D CMD	A0808	P
A133CG, WILLIAM BEAUMONT GEN HOSPITAL	A0707	P
A134CG VALLEY FORGE GENERAL HOSPITAL	A0706	P
A317JUDGE ADVOCATE USAREUR	A0706	P
A320SURG USAREUR	A0808	P
A321CG NINTH HOSPITAL CENTER	A0707	P
A367CG TRIPLER ARMY MEDICAL CENTER	A0808	P
A377CG US ARMY MEDICAL CMD (JAPAN)	A0707	P
A389SURGEON EIGHTH ARMY	A0706	P
A416CG 44 MED BDE/SURG USARV	A0707	P
A566CDR MED BRIGADE 7TH ARMY SPT CMD	A0706	P
A588CG 819TH HOSP CTR USA EUR COMZ	A0706	P
A601DIR ARMED FORCES INST PATHOLOGY	A07	P
A533DIR ACCOUNTING OFF COMPTROLLER DA	A0706	W
A535CHIEF OF FINANCE US ARMY	A08	W
A540CG 20TH CORPS US ARMY RES	A08	W
A541CG FOURTH LOGISTICAL CMD FT LEE	A0806	W
A546CG 12TH CORPS US ARMY RES	A0806	W
A550CG 19TH CORPS US ARMY RES	A08	W
A552CG 11TH CORPS US ARMY RES	A08	W

A553CG 14TH CORPS US ARMY RES	A08	W
A554CG 16TH CORPS US ARMY RES	A0806	W
A555CG 10TH CORPS US ARMY RES	A08	W
A561 CH, USA SUP+MAIN AGEN, COMZ EUR	A07	W
A562CG US ARMY AREA CMD GERMANY	A08	W
A569CG 9TH LOGISTICAL COMD	A0706	W
A573CG USA CDC INST OF SPEC STUDIES	A0706	W
A586CG USA DATA SPT COMMAND DEPT ARMY	A07	W
A587SIGNAL OFF EIGHT US ARMY	A0706	W
A589ASST DCS OPN FOR SPECIAL OPNS DA	A08	W
A590CG 13TH CORPS US ARMY RES	A08	W
A591CG SECOND CORPS US ARMY RES	A08	W
A592DEP CG ARMY ARMOR TRAINING CENTER	A0706	W
A593ASST DIV CDR 101ST AIRBORNE DIV	A0706	W
A594CDR SEVENTH ARMY ENG BR.GADE	A0706	W
A597CG US ARMY ELECTRONIC PROVING GRO	A0806	W
A600ENG COMMISSIONER DISTRICT COLOMBIA	A07	W
A602CG FOURTH CORPS US ARMY (RES)	A08	W
A603CG SIXTH CORPS US ARMY RES	A08	W
A604CG EIGHTH CORPS US ARMY RES	A0806	W
A605CG 15TH CORPS US ARMY RES	A08	W
A606CG 21ST CORPS US ARMY RES	A08	W
A607DEP NIKE X SYSTEM MGR OFF R+D DA	A07	W

A608PROJ MGR NIKE X ARMY MAT CMD	A07	W
A609CG TF DREGON USARV	A08	W
A610CG, 196TH INFANTRY BRIGADE (VN)	A07	W
A611CG 198 INF BDE	A0706	W
A002DIR OF PROCUREMENT POL OASA I+L	A0706	X
A024DIR OF PERS SYSTEMS DCSPER	A0707	X
A026CDR USA PHYSICAL DISABILITY AGENCY	A0808	X
A030DEP DIR OFFICER PERS UPD DA	A0706	X
A032 DEP DIR ENLISTED PERS DA	A0706	X
A051SP ASST FOR MUNITIONS DCS LUG DA	A0706	X
A052SP ASST FOR LOG SPT OF AVN DCS LOG	A0707	X
A053CHIEF, LOG DOCTRINE+SYSTEMS OFF, DA	A0706	X
A054CHIEF, LOG READINESS ANALYSIS OFF	A0706	X
A055CHIEF, PROG + BUDGET OFFICE, DA	A0706	X
A056CHIEF, SUPPORT SERVICES, DA	A0706	X
A057CHIEF, OFFICE MANAGEMENT ANALYSIS	A0706	X
A093CG, USA ADM CTR AGO DA	A0706	X
A095DEP CHIEF LEGISLATIVE LIAISON DA	A0706	X
A099DEP CHIEF PUBLIC INFO OFF SEC ARMY	A0707	X
A109DIR ARMY TELECOMM OFF CHIEF C+E DA	A0706	X
A110DIR OF TACTICAL SYSTEMS OCC+E	A0706	X
A160DEP CG INTELLIGENCE COMD	A0706	X
A163C/S USA SECURITY AGENCY	A0706	X

A169DCS OPS US ARMY STRATEGIC COMM CMD	A0706	X
A171USA COMM SECURITY COMMODITY MGR	A0706	X
A192ASST DCS PERSONNEL, USCONARC	A0706	X
A224CG, FURT HAMILTON, NY, CONARC	A0808	X
A309ASST DCS PLANS+OPS USAREUR	A0706	X
A313ASST DCS LOG, PLANS, TRANSP, SVCS, EUR	A0706	X
A315ADJ GEN US ARMY EUROPE	A0706	X
A369DCG/CS, USA, HAWAII USARPAC	A0706	X
A375DEP CG US ARMY JAPAN	A0706	X
A382DEP C/S EIGHTH US ARMY KOREA	A0706	X
A383ASST C/S G1 EIGHTH ARMY	A0706	X
A384ASST C/S G2 EIGHTH ARMY	A0706	X
A387ASST C/S G5 EIGHTH ARMY	A0706	X
A390PROVOST MARSHAL, 8 USARMY USARPAC	A0706	X
A392DCG/CS, 8 US ARMY SUPPORT COMD PAC	A0706	X
A467CG USA CDC COMBAT SPT GROUP	A0706	X
A468CG USA CDC COMBAT SVC SPT GROUP	A0707	X
A469DEP CG INST COMB ARMS CDC	A0706	X
A493CG, SENTINEL MAT SUPP COMD, AMC	A0707	X
A519CG USA AMC-EUROPE	A0706	X
A520CG USA AMC-PACIFIC	A0706	X
A534DIR PERS SERVICES SPT OFF ADJ GEN	A0706	X
A536DEP CHIEF FINANCE DA	A0706	X

A537CHIEF MILITARY HISTORY DA	A0707	X
A538DEP PROVOST MARSHALL GENERAL DA	A0706	X
A539DIR ENG DEPT ARMY STRAT COMM CMD	A0706	X
A542DEP CG FOURTH LOGISTICAL COMD	A0706	X
A543CG, 22D FLD ARMY SPT COMMAND	A0706	X
A544DEP CG/CS 22D FLD ARMY SPT CMU	A0706	X
A545DEP CDR ARMY ARMOR CENTER FT KNOX	A0706	X
A547DEP CUR, HQS 18TH AC+ FT BRAGG	A0706	X
A548DEP CG USA INFANTRY CENTER	A0706	X
A549CD CMU USA MISSILE+MUN CTR SCHOOL	A0706	X
A551DEP CG ARMY AIR DEFENSE CENTER	A0706	X
A556CG 171ST BRIGADE (MECH) ALASKA	A0706	X
A557CG 172D INFANTRY BRIGADE ALASKA	A0706	X
A558CG USA ALASKA SUPPORT CMD	A0706	X
A559DIR SPL+SERV LOG DIV USAREUR	A0706	X
A560DIR TRANS+DCS LOGISTICS USAREUR	A0706	X
A563DEP CG ARMY STRATEGIC COMM EUROPE	A0706	X
A564CG US ARMY TERMINAL CMD EUR	A0706	X
A565CDR AMMC BRIGADE 7TH ARMY SPT CMD	A0706	X
A567CDR 15TH MIL POLICE BDE 7TH ARM SPT	A0706	X
A568CDR TRANS BDE 7TH ARMY SPT BRIGADE	A0706	X
A570DIR EVALUATION ARMY COMBAT DEV CMD	A0706	X
A571DIR PLANS ARMY COMBAT DEVELOP CMD	A0706	X

A572DEP CG USA CDC INST OF ADV STUDIES	A0706	X
A574DIR OF GUAL ASSURANCE AMC	A0706	X
A575DEP CG FIRST REGION, USA AIR DEF CM	A0706	X
A576DEP COM GEN SECOND REGION USA ADCMD	A0706	X
A577DEP COM GEN FIFTH REGION USA AD CMD	A0706	X
A578CG 35TH ARTIL BRIGADE USA ADCMD	A0706	X
A579CG 45TH ARTIL BRIGADE USA ADC	A0706	X
A580COM GEN 47TH ARTIL BRIGADE USA ADC	A0706	X
A585SPEC ASST INFO AND DATA OCSA DA	A0806	X
A595DIR TRANS ARMY MAT CMD	A0706	X
A596CG USA AERONAUTICAL MAINT CENTER	A0706	X
A598CG NEW CUMBERLAND AR DEPOT USASMC	A0706	X
A599CMD USA LOGISTICS MGT CENTER	A0706	X

N001DIR OFF PROGRAM APPRIASAL NAV DEPT	N0706	
N002CHIEF INFORMATION NAVY DEPT	N0808	
N004CHIEF LEGISLATIVE AFFAIRS NAV DEPT	N0807	
N008DIR USN COUNCIL OF PERS BOARDS	N0706	8
N009 DEP COMPTROLLER OF NAVY	N0808	
N010 AST COMPTROLLER DIR BUDGET/REPORTS	N0808	
N011CO NAVY FINANCE CENTER	N0706	
N012 AST COMPTROLLER/AUDITOR GENERAL	N0806	
N013DIR FINANCIAL SERVICES(COMPTROLLER)	N0707	8
N014DEP DIR BUD AND REPTS NAVCOMP	N0706	
N015CHIEF OF NAVAL RESEARCH	N0808	
N017CHIEF NAVAL OPER	N1010	
N018VICE CHIEF NAVAL OPER	N1010	
N019ASST VCNO	N0908	
N020NAVAL IG OP-008	N0909	
N021 DEP NAV INSPECTOR GENERAL /OP-008B	N0807	
N022ASST CNO ADMIN OP-09C	N0806	
N024OCEANOGRAPHER OF THE NAVY	N0808	
N025AST OCEANOGRAPHER/CDR NAV OCEAN OFF	N0706	
N026DIR NAVAL WEATHER SERVICE	N0706	
N027DIR USN PROG PLANNING OP-090	N0909	
N028ASST CHIEF NAV OPS(PLAN/PROG)OP-90	N0807	
N029DIR INFO SYS DIV	N0707	

N031	DIR NAV WARFARE ANAL/DEP SCI UP-91	N0706
N032	DIR LONG RANGE OBJECTIVES GRP OP93	N0807
N033	AST CHIEF NAV OPS (INTEL) UP-92	N0808
N034	DEP DIR NAVAL INTEL OP-92B	N0706
N035	ACNO (COMM)/DNC/HEAD NAV COMM COMD	N0808
N036	DEP CDR COMM NCC	N0806
N037	ASST DEP CDR FOR COMM NAV COMM CMD	N0706
N038	DEP CDR CRYPT NCC/DIR NAVSECGRUP94G	N0806
N039	ADC CRYPT NCC DEP DIR NAVSECGRU	N0706
N040	EXEC DIR ASW PROG OP-95	N0909
N041	DEP DIRECTOR ASW PROGRAMS OP-95B	N0807
N042	DIR CNO SYSTEMS ANALYSIS GRP OP-96	N0707
N043	DIR STRAT OFF AND DEF SYS OFF OP-97	N0808
N045	DEP CNO MPR AND RES /CNP OP-01	N0909
N046	AST CHIEF NAV OPS (MANPOWER)OP-01B	N0807
N048	DEP CNO FLEET OPER AND HEAD OP-03	N0909
N049	AST CHIEF NAV OPS (OPS/READ)OP-03B	N0808
N051	DX/DXG PROGRAM COORDINATOR OP-03D	N0707
N052	CVA NUC PROG COORD OP 03V	N07
N053	AST CHIEF NAV OPS (TRAINING) OP-03T	N0707
N054	DIR SUBMARINE WARFARE DIV OP-31	N0707
N055	DIR ASW DIVISION OP-32	N0707
N056	DIRECTOR FLEET OPS DIVISION OP-33	N0707

N057DIRECTOR STRIKE WARFARE DIV OP-34	N0707
N058DIR CMD CTL ELECTRONICS DIV OP-35	N0706
N059DIR SHIPS CHARACTERISTICS DIV OP-36	N0707
N060DEP CNO LOGISTICS OP-04	N0909
N061 AST CHIEF NAV OPS (LOGISTICS)OP04B	N08
N062ASST TO DCNO LOGISTICS FOR FIN MGT	N0706
N063PRES BOARD OF INSURV	N0807
N064DIR LOGISTICS PLANS DIVISION OP-40	N0707 6
N065DIR INT LOG DIV	N0706
N066DIR SHIPS MATERIAL READ DIV OP-43	N0707
N067DIR SHORE ACT DEV AND CONT DIV OP44	N0707
N068DEP CNO AIR OP-05	N0909
N069 AST CHIEF NAV OPS (AIR) OP-05B	N0807
N070DIR AVN PLANS DIV OP-50	N0707
N071DIR AVIATION PROGRAMS DIV OP-51	N0707
N072DEP CNO PLANS AND POLICY OP-06	N0909
N073 AST CHIEF NAV OPS (PLANS/PUL)OP06B	N0808
N074AST FOR WAR GAMING MATTERS OP/060	N0707
N075 DIRECTOR STRATEGIC PLANS DIV OP-60	N0807
N076AST DIR STRATEGIC PLANS DIV OP-60B	N0707
N077DIR POLITICO/MIL POLICY DIV OP-61	N0707
N079DIR FOREIGN MIL ASST DIV OP-63	N0706
N080DEP CNO (DEVELOPMENT) OP-07	N0908

N081	AST CHIEF NAV OPS (DEVELOP) OP-07B	N0807	
N082	DIR DEV PLAN DIV OP-70	N0706	
N083	DIR UNDERSEA WAR AND OCEAN SURVOP71	N0706	
N084	DIR DEV PROG DIV OP-72	N0706	
N085	DEP CHIEF NAV PERSONNEL	N0808	
N086	CH PLANS AND PROG BUPERS	N0707	
N087	ASST CH PERS CONTROL BUPERS	N0707	8
N088	DEP ASST CHIEF PERS CONTROL BUPERS	N0706	
N089	DIR NAV RECRUIT SERVICE	N0706	
N090	AST CHIEF NAV PERS (ED/TRAINING)	N0707	
N095	CDR NAVAL TRG CENTER BAIN/OKLANDO	N0706	
N096	CDR NAVAL TRG CENTER GREAT LAKES	N0706	8
N097	DEP CDR NAVTRACEN GHEAT LAKES	N0706	
N098	CDR NAVAL TRG CENTER SAN DIEGO	N0707	8
N099	DEP CDR NAVTRACEN SAN DIEGO	N0706	
N122	CMDR OPER TEST AND EVAL FORCE	N0808	
N123	CMDR USN FORCES SO COMD ADDU COM 15	N0808	
N124	CMDR MIDDLE EAST FORCE	N0807	
N125	CMDR USN SUPPORT FORCE ANTARCTICA	N0807	
N126	DEP CINCLANTFLT	N10	
N128	DEP C/S MGT + LOG LANTFLT	N08	
N129	INSP GEN LANTFLT	N08	7
N132	NAV DEP TO DOD MGR MAN SPACE FLIGHT	N0708	

N133 FORCE SUPPLY OFF CINCLNTFLT/SERVL	N0806	7
N134CDR CONSTRUCTION BATTALIONS LANTFLT	N0706	
N135CMDR SECOND FLEET ADDU COMSTRIKFLAN	N0909	
N136C/S 2ND FLEET	N0706	
N138CMDR NAV AIR FORCE ATLANTIC FLEET	N0909	
N139C/S NAV AIR LANT	N0706	
N140 FORCE MAINT/MATERIAL NAV AIR LANT	N0806	7
N141CMDR CARRIER DIV 2	N0807	
N142C/S CARRIER DIV 2	N0706	
N143CMDR CARRIER DIV 4	N0807	
N144C/S CARRIER DIV 4	N0706	
N145CMDR CARRIER DIV 6	N0807	
N146C/S CARRIER DIV 6	N0706	
N147CMDR FLEET AIR WG ATLANTIC COMFAWS	N0808	
N148CMDR FLEET AIR QUONSET	N0808	
N149CMDR FLEET AIR NORFOLK	N0807	
N150CMDR FLEET AIR JACKSONVILLE	N0808	
N151CMDR CRUISER DESTROYER FORCE LANT	N0908	
N152C/S CRUISER DESTROYER FORCE LANT	N0706	
N154CMDR CRUISER DESTROYER FLOTILLA 2	N0806	7
N155CMDR CRUISER DESTROYER FLOTILLA 4	N0807	
N156DEP CDR AND C/S CRUDESFLOT 4	N0706	
N157CMDR CRUISER DESTROYER FLOTILLA 6	N0807	

N158DEP CDR AND C/S CRUDES FLOT 6	N0706	
N159CMDR CRUISER DESTROYER FLOTILLA 8	N0807	7
N160CMDR CRUISER DESTROYER FLOTILLA 10	N0806	7
N161CMDR CRUISER DESTROYER FLOTILLA 12	N0807	7
N162CMDR AMPHIB FORCE US ATLANTIC FLEET	N0909	
N163C/S AMPHIB FORCES LANT	N0706	
N164CMDR AMPHIB TNG LANT	N0806	
N165CMDR AMPHIB GP 2	N0807	
N166C/S AMPHIB GP 2	N0706	
N167CMDR AMPHIB GP 4	N0807	
N168C/S AMPHIB GRP 4	N0706	
N175CMDR SUB FORCE US ATLANTIC FLEET	N0909	
N176C/S SUBMARINE FORCE ATLANTIC	N0706	
N178CMDR SUB FLOTILLA 2	N0807	
N179CMDR SUB FLOTILLA 6	N0807	
N180CMDR SUB FLOT 8	N0706	
N183CMDR ASW FORCE LANT FLEET	N0909	
N184C/S ASW FORCES LANT	N0706	
N185CMDR HUKLANT ADDU COMCARDIV 16	N0807	7
N187CMDR CARRIER DIV 14	N0806	7
N189CMDR CARRIER DIV 20	N0807	7
N191CMDR MINE FORCES LANT FLT	N0807	7
N192CMDR TNG LANT FLT	N0808	

N194CMDR FLEET TNG GP GTMU	N0706
N195CMDR SERVICE FORCE LANT FLEET	N0807
N196C/S SERVICE FORCE LANT	N0706
N197CUMEASTSEAFRON/VCMN UN MIL STF COMM	N0909
N199COMDT 1ND ADDU COMNAVBASE HUSTON	N0808
N200CMDR NAVAL BASE NEWPORT	N0707
N201COMDT 3ND ADDU COMNAVBASE NEW YORK	N0808
N202COMDT 4ND ADDU COMNAVBASE PHIL PA	N0808
N203COMDT 5ND	N0808
N204COMDT 6ND ADDU COMNAVBASE CHASNSC	N0808
N205COMDT 8ND	N0807
N206COMDT 9ND	N0808
N207COMDT NAV DIST WASH DC	N0808
N209CMDR KEY WEST FORCE ADDU CNB KWST	N0808
N210CMDR ANTILLES DEFENSE ADDU COMCARIB	N0808
N211CMDR NAVAL BASE GUANTANAMO	N0807
N212COMFAIRCARIB AND LANTFLT WEAP RANGE	N0706
N213CMDR SO LANT FORCE	N0807
N214CINC US NAVAL FORCES EUROPE ADDU	N1010
N215DEP CINC US NAVAL FORCES EUROPE	N0808
N216DCS US NAVAF FORCES EUROPE	N0706
N217C/S 6TH FLEET	N0706
N219CMDR SVC FORCE 6TH FLEET/SERVRON 6	N0706

N220CMDR FLEET AIR MED	N0808	7
N221CINC PAC FLEET ADDU	N1010	
N222DEP CINC PAC FLEET	N0909	
N223INSP GEN PAC FLT	N0708	
N224 DEP C/S(PERS/ADMIN/LOG) PACFLT	N0807	
N225ASST C/S PERS AND ADMIN CINCPACFLT	N0706	
N227ASST C/S LOGISTICS PACFLT	N0706	
N228 FORCE SUPPLY OFF CINCPACFLT/SERVPC	N0807	7
N229FLT MAINTENANCE PACIFIC FLEET	N0707	
N230CDR CONSTRUCTION BATTALIONS PACFLT	N0706	
N231 DEP C/S (PLANS/OPS) PACFLT	N0807	
N232ASST C/S PLANS PACFLT	N0706	
N233ASST C/S OPER PACFLT	N0706	
N234AST C/S FOR COMMUNICATIONS PACFLT	N0706	
N235ASST C/S INTEL PACFLT	N0706	
N236CMDR FIRST FLEET	N0909	
N237C/S 1ST FLEET	N0706	
N239CMDR SEVENTH FLEET	N0909	
N240C/S 7TH FLEET	N0706	
N241PLANS AND OPERATIONS OFF SEVEN FLT	N0706	
N242CMDR NAV AIR FORCE PAC FLEET	N0909	
N243C/S NAV AIR PAC	N0706	
N244 FORCE MATERIAL NAVAIRPAC	N0806	7

N245CMDR CARRIER DIV 1	N0807
N246C/S CARRIER DIV 1	N0706
N247CMDR CARRIER DIV 3	N0807
N248C/S CARRIER DIV 3	N0706
N249CMDR CARRIER DIV 5	N0807
N250C/S CARRIER DIV 5	N0706
N251CMDR CARRIER DIV 7	N0807
N252C/S CARRIER DIV 7	N0706
N253CMDR CARRIER DIV 9	N0807
N254C/S CARRIER DIV 9	N0706
N255CMDR FLEET AIR WG PAC	N0807
N256CMDR FLEET AIR ALAMEDA	N0806
N257CMDR FLEET AIR MIRAMAR	N0706
N258CMDR FLEET AIR SDIEGO COMFAN 14	N0808
N259CMDR FLEET AIR WHIDBEY ADDU COMFAN4	N0807 7
N260CMDR FLEET AIR WEST PAC	N0808 7
N261CMDR FLEET AIR HAWAII	N0806 7
N262CMDR CRUISER DESTROYER FORCE PAC FL	N0908
N263C/S CRUISER/DESTROYERS PAC	N0706
N265CMDR CRUISER DESTROYER FLOTILLA 3	N0807
N266DEP CDR AND C/S CRUDESFLOT 3	N0706
N267CMDR DESTROYER FLOT 5	N0706
N268CMDR CRUISER DESTROYER FLOTILLA 7	N0806 7

N269CMDR CRUISER DESTROYER FLOTILLA 9	N0806	7
N270CMDR CRUISER DESTROYER FLOTILLA 11	N0807	7
N271CMDR AMPHIB FORCE US PAC FLEET	N0909	
N272C/S AMPHIB FORCE PAC	N0706	
N273CMDR AMPHIB TNG PAC	N0808	
N274CMDR AMPHIB GP 1	N0806	
N275C/S AMPHIB GRP 1	N0706	
N276CMDR AMPHIB GP 3	N0807	
N277C/S AMPHIB GRP 3	N0706	
N284CMDR SUB PAC FLT	N0808	
N285CMDR SUB FLOT 1	N0706	
N286CMDR SUB FLOT 5	N0706	
N287CMDR SUB FLOT 7	N0706	
N289CMDR ASW FORCE PAC FLEET	N0909	
N290C/S ASW FORCE PACFLT	N0706	
N291CMDR ANTISUB WARFARE GP 1	N0807	7
N293CMDR ANTISUB WARFARE GP 3	N0806	7
N295CMDR ANTI-SUB WARFARE GP 5	N0807	7
N297CMDR MINE FORCES PAC FLT	N0808	7
N298CMDR TNG PAC FLT	N0808	
N300COM SERVFOR PAC	N0808	
N301C/S SERVICE FORCE PAC	N0706	
N302CMDR SVC GP 1/COMSERVRON 1	N0706	

N303CMDR SVC GP 3/CUMSEKVRON 3	N0708	
N304CMDR WESTERN SEA FRONTIER ADDU	N0908	8
N306COMDT 13ND PUGET	N08	
N307COMDR NAVAL BASE LOS ANGELES	N07	
N308COMDT 11ND ADDU COMNAVBASE SANDIEGO	N0808	
N309COMDT 12ND ADDU COMNAVBASE SANFRAN	N0806	
N310COMALASKANSEAFRON/FAIR/17ND	N0807	
N311CMDR HAWAIIAN SEA FRONT ADDU COM 14	N0808	
N312CDR PAC MISS RANGE	N0808	
N314 CDR NAVAL FORCES VIETNAM	N0808	
N315DEP COM NAV FOR VIET NAM	N0707	
N316CDR NAVAL SPT ACTIVITY DANANG	N0707	
N317CDR 3RD NAV CONST BRIGADE	N0706	
N318CMDR NAV FORCES PHILIPPINES ADDU	N0808	
N319CMDR NAV FORCES MARIANAS ADDU	N0808	
N320C/S NAVAL FORCES MARIANAS	N0706	
N321CMDR NAV FORCES JAPAN ADDU	N0808	
N322CMDR NAV FORCES KOREA ADDU	N0808	
N323CMDR TAIWAN PATROL FORCE 7TH FLEET	N0807	7
N324COMDR NAVAL BASE SUBIC	N0707	
N325CHIEF NAVAL AIR TRAIN	N0909	
N326DEP AND C/S NAVAL AIR TNG	N0706	8
N327CHIEF NAVAL AIR BASIC TNG	N0807	

N328	DEP CH NAVAL AIR BSC TNG	N0706	
N329	CHIEF NAVAL AIR ADV TNG	N0808	
N330	DEP AND C/S NAVAL AIR ADV TNG	N0706	
N331	CHIEF NAVAL AIR TECH TNG	N0808	
N332	DEP AND C/S NAVAL AIR TECH TNG	N0706	
N333	CHIEF NAVAL AIR RESERVE TNG	N0808	
N334	DEP CH NAVAL AIR RESERVE TNG	N0706	
N335	PRES NAVAL WAR COLLEGE	N0909	
N336	C/S AND AIDE NAVAL WAR COLLEGE	N0708	
N337	SUPERINTENDENT NAVAL ACADEMY	N0808	
N338	COMMANDANT MIDSHIPMEN USNA	N0706	
N340	CMDR RESERVE TNG COMD	N0807	
N341	DEP CUMDR RESERVE TNG CUMD UMAHA	N07	
N342	SUPERINTENDENT NAVY POSTGRAD SCHL	N0807	
N344	CHIEF NAVAL MATERIEL	N0910	0
N345	VICE CHIEF NAV MATERIAL CMD	N0808	9
N346	DEP CHIEF NAV MAT(MGT/ORG)	N0706	
N347	DEP CHIEF PROG/FINMGMT NAV MAT CMD	N0707	8
N348	DEP CHIEF NAVMAT (PROCUREMENT)	N0807	
N349	DEP CH NAVAL MATERIAL FOR DEV	N0707	8
N350	DEP CHIEF NAV MATERIAL FOR LOG SPT	N0707	
N351	INSP GEN NAV MAT COM	N0806	
N352	DIR FLEET BALL MISS PROJ NAVMATCOM	N0808	

N353USN DEP F-111 SYS PROG DIR ADDU	N0706
N354DIR SURF MISS SYS PROJ OFF NAVMATCD	N0706
N355CMDR ANTI-SUB WARFARE SYS PROJ OFF	N0707
N357PP1J MAN AND CD DEEP SUBM SYS NMC	N0706
N358DIR RECON AND ELEC WARFARE NMC	N0706
N359CMDR AIR SYSTEMS COMD	N0808
N360VCMDR AIR SYSTEMS COMD	N0807
N361AST CDR MATERIAL ACW AIR SYS CMD	N0707
N363AST CDR LOG/FLT SPT AIR SYS CMD	N0707
N364DEP CDR PLANS/PROG/COMP AIR SYS CMD	N0707
N365ASST CDR RES AND TECH AIR SYS COMD	N0707
N366REP ATLANTIC AIR SYS CMD	N0707
N367REP PACIFIC NAV AIR SYS CMD	N0707
N369CMDR NAVAL AIR DEVEL CEN JOHNSV PA	N0706
N370CMDR NAVAIR TESCEN PAX ADDU COMFAIR	N0808
N371CD NAVAL AIR ENGR CEN PHIL PA	N0706
N372CDR NAVAL AVAITION SAFETY CENTER	N0708
N373CMDR SHIP SYSTEMS COMD	N0808
N374VICE CDR SHIP SYSTEMS CMD	N0807
N375DEP CDR PLAN/PROG/FINMGNT SHIP SYS	N0706
N376DEP CDR FLT MAINT/LOG SPT SHIPSYSCD	N0706
N377DEP CDR SHP ENG SSC/CDR NSEC	N0708
N378DEP CMDR R AND D SHIP SYS COMD	N0706

N379DEP CDR SHIPYARD/MODERN SHIP SYS CD N0707
 N380DEP CDR SHIPS ACQ SHIPS SYS CMD N0707
 N382PROJ MGR SUB ACQ/MAINT SHIP SYS CMD N0706
 N383CD NAVAL RESEARCH AND DEV CENTER N0706
 N384CMDR NAVAL SHIPYARD PORTSMOUTH N0707
 N385CMDR NAVAL SHIPYARD BOSTON/INDMAN 1 N0706
 N386CMDR NAVAL SHPYD PHIL ADDU INDMAN 4 N0806
 N387CMDR NAVAL SHPYD NORVA ADDU INDMAN5 N0808
 N388CMDR NAVAL SHIPYARD CHASN/INDMAN 6 N0708
 N389CMDR NAVAL SHPYD PUGET ADUINDMAN 13 N0808
 N390CMDR NAVAL SHPYD SANFRAN ADDU IDM12 N0808
 N391CMDR NAVAL SHIPYARD LUNG BEACH N0706
 N392CMDR NAVAL SHPYD PEARL ADUINDMAN 14 N0806 7
 N393SUP OF SHIPBUILDING GROTON N0706
 N395CMDR SUPPLY SYS CMD. N0807
 N396 VICE CDR SUPPLY SYSTEMS CMD N0807
 N398DEP CDR PLANS/POLICY SPLY SYS CMD N0706
 N399DEP CDR FOR SUP OPS SSC N0707
 N400ASST CHF SUPSYSCMD FOR RESALE PROG N0708
 N401CD AVN SUPPLY OFFICE PHILA N0807
 N402CD NAVAL SUPPLY CEN NORFOLK N0808
 N403CD NAVAL SUPPLY CEN CHASN SC N0706
 N404CD ELECTRONICS SUPPLY OFFICE GLAKES N0706

N405CD NAVAL SUPPLY CEN OAKLAND	N0808	
N406CD NAVAL SUPPLY CEN SDIEGO/SUPD11ND	N0708	
N408CD NAVAL SUPPLY CEN PEARL/SUPD 14ND	N0706	
N409CD FLEET MATERIAL SUPPORT OFF MECHB	N0706	
N410CD SHIPS PARTS CONTROL CEN	N0807	
N411CMDR FACILITIES ENGR CMD	N0808	
N412VCMDR FACILITIES ENGR CMD	N0807	
N414DEP CDR FOM MANAGEMENT FACIL ENG CD	N0707	
N415DEP CDR ACQ/FACIL ENG CMD	N0708	
N416 CDR FACIL ENG CMD LANT DIV V	N0807	
N417CDR SOUTH/EAST DIV FACIL ENG CMD	N0706	
N418CDR FACIL ENG CMD SOUTHWEST DIV	N0707	
N419CMDR PAC DIV FACILITIES ENGR CMD	N0807	
N420DEP CDR FACIL ENG CMD PAC DIVSEASIA	N0706	
N421CMDR ELECTRONIC SYSTEMS CMD	N0807	
N422 VICE CDR ELECTRONICS SYSTEMS CMD	N0807	7
N425CD NAVAL ELECTRONIC LAB SAN DIEGO	N0706	
N426CMDR URDNANCE SYSTEMS CMD	N0808	
N427 VICE CDR URDNANCE SYSTEMS CMD	N0807	7
N428DEP CDR PLANS/RESOURCES ORD SYS CMD	N0706	
N429CMDR USN WEAPONS LAB DAHLGREN NMC	N0706	
N430CMDR NAVAL ORD LAB WHITE OAK NMC	N0706	
N431CMDR USN ORD TEST STA CHINA LAKE	N0706	

N432CMDR MSTs	N0909	
N433 DEP CDR AND C/S MSTs	N0808	
N435CMDR MSTs LANT AREA	N0708	
N436CMDR MSTs ELM AREA	N0706	
N437CMDR MSTs PAC AREA	N0708	
N438CMDR MSTs FAR EAST AREA	N0707	
N439DEP CDR MIL TRAFFIC MGMT/TERM SERV	N0707	
N047 ASST CNO NAV RES OPOIR	V N0807	N
N091AST CHIEF NAVAL RESERVE BUPERS	N0707	N
N440DEP DIR CIA	N0909	N
N441MISSION DIR APOLLO PROG	N0707	N
N006 JUDGE ADVOCATE GENERAL NAVY	N0808	P
N007AST JAG	N0708	P
N093 CHIEF OF CHAPLAINS BUPERS	N0808	P
N094DIR CHAPLAINS DIV BUPERS	N0707	P
N100CHIEF BUMED	N0909	P
N101DEP CHIEF BUMED	N0807	P
N102INSPECTOR GENERAL BUMED	N0807	P
N103 AST CHIEF BUMED/DIR DENTAL DIV	N0808	P
N104INSP GEN DENTAL	N0807	P
N105AST CHIEF PLANNING/LOGISTICS BUMED	N0707	P
N106 CHIEF PERS/PROFESS OPS BUMED	N0707	P
N107AST CHIEF RESEARCH+MIL MED SPEC	N0707	P

N108AST CHIEF AVIATION MED BUMED	N0706	P
N109CD NAVAL HOSP CHELSEA	N0706	P
N110CD USN HOSP ST ALBANS	N0706	P
N111CD NAVAL HOSP PHIL PA	N0706	P
N112CD NAVAL HOSP BETHESDA/DEP CO NNMC	N0706	P
N113CMDR NATL NAVAL MED CEN	N0807	P
N114CD USN HOSP PORTSMOUTH ADDU	N0807	P
N115CD USN HOSP GLAKES/DIST MED OFF 9ND	N0707	P
N116CD USN HOSP OAKLAND	N0707	P
N117CMDR USN HOSPITAL SAN DIEGO ADDU	N0807	P
N118CD SUB MED CEN	N0706	P
N119CD NAVAL AEROSPACE MED CEN	N0707	P
N120CD NAVAL DENTAL SCH	N0706	P
N121DIR 11TH NAVAL DISTRICT DENTAL ACT	N0706	P
N130FLEET MEDICAL OFF LANTFLT	N0807	P
N131 FLT DENT OFF LANTFLT ADDU	N0807	7 P
N220 FLT MEDICAL OFFICER PAC FLT	N0807	P
N448FLT CHAPLAIN PACIFIC FLEET	N0706	P
N458STAFF DENT OFF HQ USMC	N0706	P
N459FLT CHAPLAIN ATLANTIC FLEET	N0706	P
N016DIR MGT INFO SYS	N0706	W
N023DIR FIELD SUPPORT ACTIVITY	N0706	W
N356PROG DIR FAST DEPLOY LOG SHIP PROJ	N0706	W

N442AST DIR NAV PROG PLAN SPC PROJOPNAV	N0706		W
N443 AST CHIEF NAV OPS (COMM) OP-94	N08		W
N446CMDR FLEET AIR CARIBBEAN	N0706		W
N447CDR LANT FLEET WEAP RGE	N0706		W
N450COMFAIRALASKA	N07		W
N451CMDR ALASKAN SEA FRONT ADDU COM 17	N08		W
N455DEP DIR NAV COMM FOR COMM OP/94B	N0706		W
N456HEAD NAV COMM SYSTEM OP/94C	N0706		W
N457DEP DIR NAVAL COMM FOR NAV SEC GRU	N0806		W
N460DEP C/S PERS ADM LOG LANTFLT	N0806	7	W
N003DEP CHIEF PUBLIC INFORMATION	N0706		X
N005DEP CHIEF LEGISLATIVE AFF	N0706		X
N030DEP DIR NAVY PROGRAM PLANNING	N0806		X
N044ASST DIR STRAT OFF/DEF SYS OFFOP97B	N0706		X
N050ACNO SPACE	N0706		X
N078DIR PAN AMERICAL AFF/NAVMISS OP-62	N0707		X
N092ASST CHIEF FOR MGT INFO BUPERS	N0706		X
N127DEP C/S PLANS + OPS LANTFLT	N0807		X
N137PLANS AND OPERATIONS OFF SECOND FLT	N0706		X
N153FORCE MATERIAL OFF CRUDES LANT	N0706		X
N169CMDR AMPHIB SQ 2	N0706		X
N170CMDR AMPHIB SQ 4	N0706		X
N171CMDR AMPHIB SQ 6	N0706		X

N172CMDR AMPHIB SQ 8	N0706	X
N173CMDR AMPHIB SQ 10	N0706	X
N174CMDR AMPHIB SQ 12	N0706	X
N177FORCE MATERIAL OFF SUBLANT	N0706	X
N181COMSUBRON FOURTEEN	N0706	X
N182COMSUBRON SIXTEEN	N0706	X
N186C/S CARRIER DIV 16	N0706	X
N188C/S CMDR CARRIER DIV 14	N0706	X
N190C/S COMU CARRIER DIV 20	N0706	X
N193DEP CUR AND C/S TRALANT	N0706	X
N198C/S AND DEP COMEASTSEAFRON	N0706	X
N208CDR FLT AIR KEFLAVIC	N07	X
N218PLANS AND OPERATIONS OFF SIXTH FLT	N0706	X
N238PLANS AND OPERATIONS OFF FIRST FLT	N0706	X
N264FORCE MATERIAL OFF CRUDESAC	N0706	X
N278CMDR AMPHIB SQ 1	N0706	X
N279CMDR AMPHIB SQ 3	N0706	X
N280CMDR AMPHIB SQ 5	N0706	X
N281CMDR AMPHIB SQ 7	N0706	X
N282CMDR AMPHIB SQ 9	N0706	X
N283CMDR AMPHIB SQ 11	N0706	X
N288COMSUBRON FIFTEEN	N0706	X
N292C/S ANTI-SUB WARFARE GP1	N0706	X

N294C/S ANTI-SUB WARFARE GP 3	N0706	X
N296C/S ANTI-SUB WARFARE GP 5	N0706	X
N299DEP CDR AND C/S TRAPAC	N0706	X
N305C/S WESTERN SEA FRONTIER	N0706	X
N313DEP CDR PAC MISS RANGE	N0706	X
N339CO OCS AND NAVY SCHOOLS COMD NEWPT	N0706	X
N343DEP SUPT POST GRAD SCHOOL	N0706	X
N362AST CDR CONTRACTS AIR SYSTEMS CMD	N0706	X
N368REP CENTRAL AIR SYS CMD	N0706	X
N381DIR FOR CONTRACT SSC	N0706	X
N394SUP OF SHIPBUILDING NEWPORT NEWS	N0706	X
N397 INSPECTOR GENERAL SUPPLY CORPS	N0806	X
N407CO NAVAL SUPPLY CEN LONG BEACH	N0708	X
N413INSP GENERAL FACIL ENG CMD	N0706	X
N423DEP CDR COMMOD ADG ELEC SYSTEMS CMD	N0706	X
N424DEP CDR SYS INSTAL/MAINT ELECSYSCMD	N0706	X
N434ASST C/S FOR OPS MSTs	N0706	X
N444CMDR FLEET AIR WING 3	N0706	X
N445CMDR FLEET AIR WING 6	N0706	X
N449 C/S SUB FORCE PACIFIC	N0706	X
N452CO SHIP REPAIR FACILITY SUBIC	N0706	X
N453CHIEF NAV ADVISORY GRP AIR UNIVER	N0706	X
N454CO NAVAL SUPPLY CEN BAYUNNE	N0706	X

F001DIR OF SPECIAL PROJECTS, USAF	F0807
F002DIR, OFFICE OF SPACE SYSTEMS, USAF	F0807
F003DIR/SECY AF PERSONNEL COUNCIL, USAF	F0808
F004DIR, LEGIS LIAISON, USAF	F0808
F006DIR, OFFICE OF INFO, USAF	F0808
F008CHIEF OF STAFF, USAF	F1010
F009VICE CHIEF OF STAFF, USAF	F1010
F010ASST VICE CHIEF OF STAFF USAF	F0909
F011ACS/RES FORCES, CH OF STAFF, HQ USAF	F0808
F012ACS/INTELL, CH OF STAFF, HQ USAF	F0808
F013DEP ACS/INTELLIGENCE, HQ USAF	F0707
F014CH, AF TECH APL CTR, ACS/INTEL, HQ USAF	F0807 7
F017ACS/STUD+ANAL, COS, HQ USAF	F0808
F018DEP ACS/STUD+ANAL, COS, HQ USAF	F0707
F019COMPTROLLER, HQ USAF	F0909
F020DIR OF ACTG + FIN, COMPT, HQ USAF	F0806
F021DIR OF BUDGET, COMPT, HQ USAF	F0808
F022DEP DIR/BUDGET, COMPTROLLER, HQ USAF	F0707
F023DIR, DATA AUTOMATION, COMPT, HQ USAF	F0807 7
F024DIR/MGMT ANAL, COMPT, HQ USAF	F0706
F025AUD GEN, COMPT, HQ USAF	F0807
F026CHDR, ACTG + FIN CTR, COMPT, HQ USAF	F0806 7
F028DCS/PERSONNEL, HQ USAF	F0909

F029ASST DCS/PERSONNEL, HQ USAF	F0808
F030DIR/PERS PLANNING, DCS/P, HQ USAF	F0808
F031DEP DIR+PERS PLANS,DCS+P, HQ USAF	F0707
F032DIR/PERS TNG + EDUC, DCS/P, HQ USAF	F0808
F033ASST UCS/P, MIL PERS, DCS/P HQ USAF	F0808
F034DEP ASST DCS+P FOR MIL PERS, DCS+P	F0707
F035DCS/PLANS AND OPERATIONS, HQ USAF	F0909
F036AST DCS/PLANS +OPS, HQ USAF	F0808
F037DIR/PLANS, UCS/PLANS + OPS, HQ USAF	F0808
F038DEP DIR/PLANS, DCS/PL + OPS, HQ USAF	F0808 7
F039DEP D/PLANS=WAR PLANNING, DCS/P+D	F0707
F040ASST D/PLANS=JT+NSC MATTERS,DCS/P+D	F0707
F042DIR/OPNS, UCS/PLANS + OPS, HQ USAF	F0808
F043DEP DIR/UPNS, DCS/PL + OPS, HQ USAF	F0808
F044DEP DIR/UPS=OPS TEST+EVAL, UCS/P+D	F0706
F045DEP DIR/OPS=FORCES,DCS/P+D, HQ USAF	F0707
F046DIR/DUCT, CON + OBJ, DCS/P+D, HQ	FC808
F047DCS/PROGRAMS AND RESOURCES, HQ USAF	F0909
F048ASST DCS/PROG + RESOURCES, HQ USAF	F0808
F049DIR, AEROSP PROG, DCS/P+R, HQ USAF	F0808
F050DEP DIR/AEROS PROG RESOURCES,DCS,P+	F0707
F051DIR, CMD CON + COMM, DCS/P+R, HQ US	F0808
F052DEP DIR/CMD CON + COMM, DCS/ P+R,HQ	F0706

F053DIR, CIV ENGR, DCS/P+R HQ USAF	F0808	
F054DEP DIR/CIV ENG CONST, DCS/P+R, HQ	F0708	
F055DIR, MANPOWER + ORG, DCS/P+R, HQ US	F0808	
F056DCS/RESEARCH AND DEV, HQ USAF	F0909	
F057ASST DCS/R+D, HQ USAFHQ USAF	F0808	
F058ASST/R+D PROGRAMG DCS/R+D, HQ USAF	F0706	
F059DIR SPACE, DCS R+D, HQ USAF	F0807	
F060DIR/OPNL RQMTS + DEV PLNS, DCS/R+D	F0808	
F061DEP DIR/OP RQRS PL, DCS/R+D, HQ USAF	F0707	
F062DIR/DEVELOPMENT, DCS/R+D, HQ USAF	F0808	
F063DEP DIR/DEVEL, DCS/R+D, HQ USAF	F0706	
F064ASST/RECON, DCS/R+D, HQ USAF	F0706	
F065DCS/SYSTEMS AND LOGISTICS, HQ USAF	F0909	
F066ASST DCS/SYSTEMS + LOG, HQ USAF	F0808	
F067ASST FOR LOG PLANS, DCS/S+L, HQ USA	F0808	
F068DIR/MIL ASSIST, DCS/S+L, HQ USAF	F0807	7
F069DIR/PROC POL, DCS/S+L, HQ USAF	F0807	7
F070DIR/PROD + PROG, DCS/S+L, HQ USAF	F0808	
F071DEP DIR/PROD + PROG, DCS/S+L, HQ US	F0706	
F072DIR/SUPPLY + SVC, DCS/S+L, HQ USAF	F0807	7
F073DIR/TRANSPORT, DCS/S+L, HQ USAF	F0807	7
F074DIR/MAINT ENGR, DCS/S+L, HQ USAF	F0808	7
F075THE INSPECTOR GENERAL, HQ USAF	F0909	

F076DEP THE INSPECTOR GENERAL, HQ USAF	F0808
F077DIR/SPEC INVESTIGATIONS, IG, HQ USAF	F0707
F078DIR OF SECURITY POLICE, IG, HQ USAF	F0706
F079DEP IG FOR INSP + SAFETY, IG, HQ US	F0808
F106CHIEF, ARMY + AF EXCHANGE, EUROPE	F0707
F107DEP CH, ARMY + AF EXCHANGE SV	F0807 7
F108DEP CDR/MGT+SYS, MIL TR MGT+TERM SV	F0707
F109COMMANDER IN CHIEF, PACAF	F1010
F110VICE COMMANDER, PACAF	F0909
F111CHIEF OF STAFF, PACAF	F0808
F112DCS/INTELLIGENCE, PACAF	F0707
F113DCS/OPNS, PACAF	F0707
F114ASST DCS/OPNS, PACAF	F0706
F116DCS/PLANS, PACAF	F0707
F118DCS/COMPTROLLER, PACAF	F0706
F119DCS/MATERIAL, PACAF	F0808
F121DCS/PERSONNEL, PACAF	F0706
F123DCS/CIVIL ENGR, PACAF	F0707
F125INSPECTOR GENERAL, PACAF	F0706
F126CDR, 6486 AIR BASE WG, PACAF	F0706
F127CDR, 315TH AIN DIV, PACAF	F0806
F128CDR, FIFTH AIR FORCE, PACAF	F0909
F129VICE COMMANDER, 5TH AF, PACAF	F0808

F130CHIEF OF STAFF, 5TH AF, PACAF	F0706
F132CDR, 6100 SPT WG, PACAF	F0707
F133CDR, 39 AIR DIV, PACAF	F0706
F134CDR, 41 AIR DIV, PACAF	F0706
F135CMDR, 313TH AIR DIV, PACAF	F0808
F136CMDR, 314TH AIR DIV, PACAF	F0807
F137CMDR THIRTEENTH AIR FORCE, PACAF	F0909
F138VICE CMDR, 13TH AIR FORCE, PACAF	F0808
F140DIR/MATERIEL, 13AF, PACAF	F0706
F141CDR, 327 AIR DIVISION, PACAF	F0707
F142CDR, 6200 MATERIEL WG, PACAF	F0706
F143CDR, SEVENTH AIR FORCE, PACAF	F1010
F144VICE CDR, 7TH AIR FORCE, PACAF	F0808
F145CHIEF OF STAFF, 7TH AF, PACAF	F0707
F146DCS/INTELLIGENCE, 7TH AF, PACAF	F0707
F147DCS/OPNS, 7TH AF, PACAF	F0708
F148DIR, COMBAT OPNS, 7TH AF, PACAF	F0707
F149DIR, TACC, 7TH AF, PACAF	F0707
F150DCS/MATERIEL, 7TH AF, PACAF	F0707
F151CMDR, TASK FORCE ALPHA	F0707
F152CDR, 834 AIR DIVISION, PACAF	F0707
F153DEP CMDR, 7AF/13AF, PACAF	F0808
F154COMMANDER IN CHIEF, USAFE	F1010

F155VICE COMMANDER, USAFE	F0909
F156C/S, USAFE	F0807
F157DCS/OPNS, USAFE	F0808
F158ASST DCS/OPNS, USAFE	F0707
F159DCS+MATERIAL, USAFE	F0708
F161DCS/INTELLIGENCE, USAFE	F0706
F162DCS/COMPTROLLER, USAFE	F0706
F165INSPECTOR GENERAL, USAFE	F0707
F166DCS/CIVIL ENGR, USAFE	F0706
F167CDR, 86 AIR DIV (DEFENSE), USAFE	F0707
F168CDR, 7217 AIR DIV (COMMAND), USAFE	F0707
F169COMMANDER, THIRD AIR FORCE, USAFE	F0808
F170DEP CDR, 3RD AF, USAFE	F0707
F171CDR, 81 TAC FTR WG, 3AF, USAFE	F0706
F172COMMANDER, 16TH AIR FORCE, USAFE	F0808 7
F173COMMANDER, 17TH AIR FORCE, USAFE	F0808
F174DEPUTY CDR, 17TH AF, USAFE	F0707
F175CDR, 36 TAC FTR WG, 17AF, USAFE	F0706
F176CDR, ALASKAN AIR COMMAND	F0808
F177VICE COMMANDER, ALASKAN AIR CMD	F0706
F178COMMANDER, AFSOUTH	F0808
F179COMMANDER IN CHIEF, SAC	F1010
F180VICE COMMANDER IN CHIEF, SAC	F0909

F181CHIEF OF STAFF, SAC	F0808
F182DCS/INTELLIGENCE, SAC	F0807
F183ASST DCS/INTELLIGENCE, SAC	F0706
F184DCS/OPNS, SAC	F0808
F185ASST DCS/OPNS, SAC	F0808 7
F186DIR OPNS PLANS,DCS/OPNS, SAC	F0807 7
F187DIR/COMMAND CONTROL, SAC	F0707
F188DIRECTOR, COMM-ELEC, SAC	F0706
F189DCS/PLANS, SAC	F0808
F190ASST DCS/PLANS, SAC	F0707
F191DCS/MATERIEL, SAC	F0808
F192ASST DCS/MATERIEL, SAC	F0707
F193DCS+CIVIL ENGR, SAC	F0806
F194DCS/PERSONNEL, SAC	F0807 7
F195DCS/COMPTROLLER, SAC	F0807 7
F196INSPECTOR GENERAL, SAC	F0707
F199CDR, 1 STRATEGIC AEROSPACE DIV, SAC	F0808
F200VICE CDR, 1 STATEIC AEROSPACE DIV	F0707
F201CMDR, 3RD AIR DIV, SAC	F0808
F202VICE CDR, 3 AIR DIVISION, SAC	F0707
F203CMDR, 4258 STRAT WG, SAC	F0706
F204COMMANDER, SECOND AIR FORCE, SAC	F0909
F205VICE CMDR,SECOND AIR FORCE, SAC	F0808

F206CHIEF OF STAFF, SECOND AF, SAC	F0706
F207CDR, 4 STRATEGIC AEROSPACE DIV, SAC	F0707
F209CDR, 19 AIR DIVISION, SAC	F0707 8
F210CDR, 7TH BOMB WING, SAC	F0706
F211CDR, 40TH AIR DIVISION, SAC	F0707
F212CDR, 42 AIR DIVISION, SAC	F0706
F214CDR, 825 STRATEGIC AEROSPACE DIV	F0707
F215CDR, 305 BOMB WING, SAC	F0706
F216COMMANDER, EIGHTH AIR FORCE, SAC	F0909
F217VICE CMDR, EIGHTH AIR FORCE, SAC	F0808
F218CHIEF OF STAFF, 8AF, SAC	F0706
F219CDR, 17 AEROSPACE MISSILE DIV, SAC	F0707
F220CDR, 351 STRATEGIC MISSILE WING SAC	F0706
F221CDR, 45TH AIR DIVISION, SAC	F0707
F222CDR, 57TH AIR DIVISION, SAC	F0706
F223CDR, 99 BOMB WING (H) SAC	F0706
F224CDR, 817 AIR DIVISION, SAC	F0707
F225CDR, 509 BOMB WING (H), SAC	F0706
F226CDR, 823 AIR DIVISION, SAC	F0707
F228COMMANDER, FIFTEENTH AIR FORCE, SAC	F0909
F229VICE CMDR, FIFTEENTH AIR FORCE, SAC	F0808
F230CHIEF OF STAFF, 15TH AF, SAC	F0706
F231CDR, 12 STRATEGIC AEROSPACE DIV SAC	F0706

F232CDR, 100 STRATEGIC RECON WG, SAC	F0706	
F233CDR, 14 STRATEGIC AEROSPACE DIV SAC	F0707	
F235CDR 18 STRATEGIC AEROSPACE DIV SAC	F0706	
F236CDR, 92 STRAT AEROSPACE WG (H) SAC	F0706	
F237CDR, 341 STRATEGIC MISSILE WG SAC	F0706	
F238CDR, 47 AIR DIVISION, SAC	F0707	8
F239CDR, 93 BOMB WING (H), SAC	F0706	
F240CDR, 22 BOMB WING (H), SAC	F0706	
F241CDR, 810 STRAT AEROSPACE DIV, SAC	F0707	
F242CDR, 821 STRATEGIC AEROSPACE DIV	F0707	
F243CDR, 90 STRATEGIC MISSILE WING SAC	F0706	
F244COMMANDER, MAC	F1010	
F245VICE CDR, MAC	F0909	
F246CHIEF OF STAFF, MAC	F0806	
F247DCS/OPNS, MAC	F0807	
F248ASST DCS/OPNS, MAC	F0706	
F249DCS/MATERIEL, MAC	F0808	
F250ASST DCS/MATERIEL, MAC	F0706	
F251DCS/COMPTROLLER, MAC	F0706	
F253DCS/PLANS, MAC	F0808	7
F256INSPECTOR GENERAL, MAC	F0706	
F257DCS/CIVIL ENGR, MAC	F0706	
F258COMMANDER, 21AF, MAC	F0808	

F259VICE CDR, 21 AF, MAC	F0707
F260CDR, 436 MILITARY AIRLIFT WG, MAC	F0707
F261CDR, 437 MILITARY AIRLIFT WG, MAC	F0707
F262CDR, 438 MILITARY AIRLIFT WG, MAC	F0706
F263CDR, 322 AIR DIVISION, MAC	F0707
F264COMMANDER, 22AF, MAC	F0808
F265VICE CDR, 22AF, MAC	F0707
F266CDR, 60 MILITARY AIRLIFT WG, MAC	F0707
F267CDR, 61 MILITARY AIRLIFT WG, MAC	F0707
F268CDR, 62 MILITARY AIRLIFT WG, MAC	F0706
F269CDR, 63 MILITARY AIRLIFT WG, MAC	F0707
F270CMR AIR WEATHER SERVICE, MAC	F0807
F271VICE CDR, AIR WEATHER SERVICE, MAC	F0706
F272CDR, AEROSP RESCUE-RECOVERY SV, MAC	F0707
F275COMMANDER, TAC	F1010
F276VICE COMMANDER, TAC	F0909
F277CHIEF OF STAFF, TAC	F0808
F278DCS/OPNS, TAC	F0808
F279ASST DCS/OPNS, (OPS + TNG), TAC	F0707
F281DCS/PLANS, TAC	F0807
F282DCS/MATERIEL, TAC	F0808
F283DCS/PERSONNEL, TAC	F0307 7
F285INSPECTOR GENERAL, TAC	F0707

F286DCS/CIVIL ENGR, TAC	F0707	
F288CMDR, USAF TACT AIR WARFARE CTR TAC	F0708	
F289CMDR, USAF SPCL AIR WARFARE CTR TAC	F0808	7
F290CMDR, USAF TACT FIGHTER WPNS CTR, TAC	F0807	7
F291CDR, TACTICAL AIR RECON CENTER, TAC	F0707	
F292CDR, TACTICAL AIRLIFT CENTER, TAC	F0707	
F293CDR, 451G COMBAT CREW TNG WG, TAC	A0706	
F294CDR, NINTH AIR FORCE, TAC	F0908	
F295VICE CMDR, NINTH AIR FORCE, TAC	F0806	
F296CDR, 836 AIR DIVISION, TAC	F0707	
F297CDR, 839 AIR DIVISION, TAC	F0706	
F298CDR, 840 AIR DIVISION, TAC	F0706	
F299CDR, 833 AIR DIVISION, TAC	F0707	
F300CDR, 363 TACTICAL RECON WING, TAC	F0706	
F301COMMANDER, TWELFTH AIR FORCE TAC	F0908	
F302VICE CMDR TWELFTH AIR FORCE, TAC	F0808	
F303CDR, 831 AIR DIVISION, TAC	F0706	
F304CDR, 832 AIR DIVISION, TAC	F0706	
F305CDR, 835 AIR DIVISION, TAC	F0706	
F306CDR, 838 AIR DIVISION, TAC	F0706	
F307CMDR, NINETEENTH AIR FORCE, TAC	F0808	
F308COMMANDER, ADC	F1009	9
F309VICE CDR, ADC	F0908	8

F310CHIEF OF STAFF, ADC	F0808
F311DCS/OPNS, ADC	F0807
F313DCS/MATERIEL, ADC	F0808
F314ASST DCS/MATERIEL, ADC	F0706
F315DCS/PLANS, ADC	F0808
F317DCS/CIVIL ENGR, ADC	F0706
F322DIR, COMMUNICATIONS + ELEC, ADC	F0707
F323CMDR, AIR DEF WPNS CTR, ADC	F0706
F324CDR 9TH AEROSPACE DEF DIV, ADC	F0708
F326VICE CDR 1ST AF, ADC	F0707
F327CDR 33 AIR DIV 1AF, ADC	F0706
F328CMDR, 34TH AIR DIV (1AF), AIR DEFCMD	F0806
F329CDR 35 AIR DIV (1AF), ADC	F0707
F330CDR 37 AIR DIV (1AF)) ADC	F0706
F331CMDR, 4TH AIR FORCE, ADC	F0808
F332VICE CDR, 4TH AF, ADC	F0707
F333CDR 25 AIR DIVISION (4AF), ADC	F0707
F334CDR 26 AIR DIVISION (4AF), ADC	F0706
F335CDR 27 AIR DIVISION (4AF), ADC	F0706
F336VICE CDR, 10TH AF, ADC	F0707
F337CDR, 28 AIR DIV (10AF) ADC	F0706
F338CDR 29 AIR DIV (10AF), ADC	F0706
F339CDR, 30 AIR DIV (10AF) ADC	F0706

F340VICE CDR, 14TH AF, ADC	F0706
F341CDR, 32 AIR DIV (14AF), ADC	F0706
F342COMMANDER, AFSC	F1010
F343VICE COMMANDER, AFSC	F0909
F344CHIEF OF STAFF, AFSC	F0808
F345DCS/OPERATIONS, AFSC	F0808
F348DCS/SYSTEMS, AFSC	F0808
F349DCS/COMPTROLLER, AFSC	F0807
F350DCS/DEVELOPMENT PLANS, AFSC	F0808
F351ASST DCS/DEVELOPMENT PLANS, AFSC	F0707
F352DCS/PROCUREMENT + PRODUCTION, AFSC	F0808
F353DIR/PERSONNEL, AFSC	F0707
F354DIR OF LABORATORIES, AFSC	F0807
F355VICE DIR, MOL PROGRAM, AFSC	F0808
F357IG, AFSC	F0806 7
F360CMDR, AF EASTERN TEST RANGE, AFSC	F0808
F362CMDR, AF WESTERN TEST RANGE, AFSC	F0707
F363CDR, ROME AIR DEV CTR, R+T DIV AFSC	F0706
F364CDR, AF ARM TECH LAB, R+T DIV, AFSC	F0706
F365CDR, SYS ENGR :P, R + T DIV, AFSC	F0706
F366CDR, FOREIGN TECHNOLOGY DIV, AFSC	F0706
F367CMDR, AERONAUTICAL SYS DIV, AFSC	F0808
F368VICE CDR, AERO SYS DIV, AFSC	F0707

F369DEP/SYS MGMT, AERO SYS DIV, AFSC	F0706
F370DEP FOR F-111, AERO SYS DIV, AFSC	F0807
F371ASST DEP/F-111, AERO SYS DIV, AFSC	F0707
F372DEP/LIMITED WAR, AERO SYS DIV, AFSC	F0706
F373SYST PROG DIR, C-5A, ASD, AFSC	F0707
F374CMDR, ELECTRONIC SYSTEM DIV, AFSC	F0808
F375VICE CDR, ELECTRONIC SYS DIV, AFSC	F0706
F376CMDR, SPACE + MSL SYS ORG, AFSC	F0909
F377VICE CDR, SAMSO, AFSC	F0808
F378DEP/REENTRY SYS, SAMSO, AFSC	F0707
F379DEP/MINUTEMAN, SAMSO, AFSC	F0707
F380DEP CDR/MOL, SAMSO, AFSC	F0708
F381DEP/SYS MGMT, SAMSO, AFSC	F0706
F382DEP/LAUNCH VEHICLES, SAMSO, AFSC	F0706
F388CMDR, AIR PROVING GROUND CENT, AFSC	F0808
F389CDR, ARNOLD ENGR DEVEL CTR, AFSC	F0707
F390CMDR, AIR FORCE FLT TEST CTR, AFSC	F0808
F391CDR AF MISSILE DEVEL CENTER, AFSC	F0706
F393CDR, AF CONTRACT MGMT DIV, AFSC	F0707
F394CDR, OFC AEROSPACE RESEARCH	F0807 7
F395COMMANDER, AFLC	F1010
F396VICE COMMANDER, AFLC	F0909
F397CHIEF OF STAFF, AFLC	F0808

F398DIR/PERSONNEL + SUPPORT OPNS, AFLC	F0806	7
F399COMPTROLLER, AFLC	F0807	
F401CIVIL ENGINEER, AFLC	F0707	
F402DIR/PLANS + PROGRAMS, AFLC	F0808	7
F403INSPECTOR GEN, AF LOGISTICS COMMAND	F0706	
F405DIR/MAINTENANCE ENGINEERING, AFLC	F0808	
F406DEP DIR, MAINTENANCE ENGR, AFLC	F0706	
F407DIR/OPNS, AFLC	F0808	
F409DIR/PROCUREMENT + PRODUCTION, AFLC	F0806	
F410DIR/SUPPLY, AFLC	F0808	
F411DEP DIR, SUPPLY, AFLC	F0706	
F412CMDR, ADV LOG SYS CTR, AFLC	F0707	
F413CMDR, OGDEN AMA, AFLC	F0808	
F414DEP CDR, OGDEN AMA, AFLC	F0707	
F415DIR/MAT MGMT, OCAMA, AFLC	F0707	
F416CMDR, OKLAHOMA CITY AMA, AFLC	F0808	
F417DEP CDR, OKLAHOMA CITY AMA, AFLC	F0706	
F418DIR/MAT MGMT, OCAMA, AFLC	F0706	
F419CMDR, SACRAMENTO AMA, AFLC	F0808	
F420DEP CDR, SACRAMENTO AMA, AFLC	F0707	
F421DIR/MAT MGMT, SAMA, AFLC	F0706	
F422CMDR, SAN ANTONIO AMA, AFLC	F0808	
F423DEP CDR, SAN ANTONIO AMA, AFLC	F0706	

F424DIR/MAT MGMT, SAAMA, AFLC	F0706	
F425CMDR, WARNER ROBINS AMA, AFLC	F0808	
F426DEP CDR, WARNER ROBINS AMA, AFLC	F0706	
F427DIR/MAT MGMT, WRAMA, AFLC	F0706	
F428CMDR, GRND ELECT ENG INST AGCY, AFLC	F0807	7
F429CDR, 2750 AIR BASE WING, AFLC	F0707	
F430COMMANDER, ATC	F1009	9
F431VICE CMDR, ATC	F0808	
F432CHIEF OF STAFF, ATC	F0807	
F433DCS/PERSONNEL, ATC	F0706	
F434DCS/OPERATIONS, ATC	F0807	
F435DCS/MATERIEL, ATC	F0707	
F436DCS/TECH TNG, ATC	F0808	
F440DCS/CIVIL ENGINEERING, ATC	F0706	
F441CDR, USAF RECRUITING SV, ATC	F0807	
F442CMDR, KEESLER TECHNICAL TNG CTR, ATC	F0808	
F443CMDR, CHANUTE TECHNICAL TNG CTR, ATC	F0808	
F444CMDR, SHEPPARD TECH TNG CTR, ATC	F0807	
F445CMDR, AMARILLO TECH TNG CTR, ATC	F0808	
F446CDR, LACKLAND MILITARY TNG CTR, ATC	F0808	
F447DEP CMDR, LACKLAND MIL TNG CTR, ATC	F0706	
F448CMDR, LOWRY TECH TRNG CTR, ATC	F0808	
F449CDR, 3510 FLYING TRAINING WING, ATC	F0707	

F450CDR, 3500 PILOT TNG WING, ATC	F0706	
F451CDR, 3525 PILOT TNG WING, ATC	F0706	
F452CDR, 3560 PILOT TNG WG, ATC	F0706	
F453CDR, 3535 NAVIGATOR TRAINING WG ATC	F0706	
F454COMMANDER, AIR UNIVERSITY	F0909	
F455COMMANDANT, AIR WAR COLLEGE, AU	F0808	
F456CMDT, AF INSTITUTE OF TECH, AU	F0808	
F457COMMANDANT, AIR CMD + STAFF COL, AU	F0808	
F458COMMANDANT, AFROTC, AU	F0807	7
F461SUPERINTENDENT, AIR FORCE ACADEMY	F0909	8
F463COMDT OF CADETS, AF ACADEMY	F0706	
F464CMDR, AF COMM SV	F0808	
F465VICE CMDR, AIR FORCE COMM SVC	F0807	
F466DCS/OPNS, AF COMMUNICATIONS SV	F0706	
F468CDR, PACIFIC COMM AREA, AFCS	F0807	
F469CDR, EUR/AFR/MID-EAST AREA, AFCS	F0807	
F470CDR, TAC COMMUNICATIONS REGION AFCS	F0706	
F471CMDR, AF SECURITY SV	F0808	
F472VICE CMDR, AF SECURITY SV	F0807	7
F473CDR, PACIFIC SECURITY REGION AFSS	F0706	
F474CDR, EUROPEAN SECURITY REGION, AFSS	F0706	
F475CMDR, HQ COMD	F0808	
F477CDR, 1001 AIR BASE WING, HQ CMD	F0707	

F478COMMANDER, CAC	F0909	
F479VICE CDR, CAC	F0808	
F480DEP/OPNS, CAC	F0707	
F481CDR, 1ST AF RESERVE REGION, CAC	F07	
F482CDR, 3AF RESERVE REGION, CAC	F0706	
F483CDR, 4AF RESERVE REGION, CAC	F0706	
F484CDR, 5AF RESERVE REGION, CAC	F0706	
F485CDR, 6AF RESERVE REGION, CAC	F0706	
F096CHIEF, NATIONAL GUARD BUREAU	F0808	N
F097ASST CHIEF FOR ANG, NAT GUARD BUR	F0707	N
F098APOLLO PROGRAM DIR, NASA	F0808	N
F099PROG DIR, LUNAR EXCURSION MUD, NASA	F0707	N
F100DIR/INDUS OPS, MAN SP FLT CTR, NASA	F0707	N
F101DIR, SPACE MED, NASA	F0808	N
F102DIR, SUPERSONIC TRANSP PROGRAM, FAA	F0808	N
F103DEP DIR, ALASKAN REGION, FAA	F0707	N
F104DEP ADMIN DIV OF MIL APPLIC, AEC	F0807	N
F105AIR CDR/JOINT STAFF LVL, CEN CON GP	F0707	N
F462DEAN OF FACULTY, USAF ACADEMY	F0707	N
F013CHIEF OF CHAPLAINS, COS, HQ USAF	F0808	P
F016ASST CH OF CHAPLAINS, COS, HQ USAF	F0707	P
F082JAG, HQ USAF	F0806	P
F083ASST JAG, HQ USAF	F0807	P

F084SURGEON GENERAL, HQ USAF	F0909	P
F085DEP SG, HQ USAF	F0808	P
F086CH PROF CONSULTANT TO SG, HQ USAF	F0707	P
F087DIR, PROF SVS, SG, HQ USAF	F0807	P
F088DIR/PLANS + HOSPITALZN, SG, HQ USAF	F0807	P
F089ASST SG FOR STAFFING + EDUC, SG, HQ	F0807	P
F090ASST SURG GEN/DENT SVS, SG, HQ USAF	F0807	P
F091DEP ASST SURG GEN/DEN SVS, SG, HQ	F0706	P
F092SP ASST TO SG FOR MED RESEARCH, SG	F0706	P
F093CH, MED SV CORPS, SG, HQ USAF	F0706	P
F094CH, BIOMED SCIENCES CORPS, SG, HQ U	F0706	P
F095ASST SUR GEN/VET SVS, SG, HQ USAF	F0706	P
F122STAFF JUDGE ADVOCATE, PACAF	F0707	P
F124COMMAND SURGEON, PACAF	F0808	P
F163COMMAND SURGEON, USAFE	F0808	P
F164STAFF JUDGE ADVOCATE, USAFE	F0706	P
F197STAFF JUDGE ADVOCATE, SAC	F0706	P
F198COMMAND SURGEON, SAC	F0806	P
F254SURGEON, MAC	F0707	P
F255STAFF JUDGE ADVOCATE, MAC	F0706	P
F274CDR, DAVID GRANT USAF HOSPITAL, MAC	F0707	P
F287COMMAND SURGEON, TAC	F0807	P
F320COMMAND SURGEON, ADC	F0706	P

F321COMMAND JUDGE ADVOCATE, ADC	F0707	P
F358STAFF JA, AFSC	F0807	P
F359DCS/BIOASTRO + MED, (CMD SURG), AFSC	F0807	P
F384CMDR, AEROSPACE MEDICAL DIV, AFSC	F0808	P
F385DENTAL SURGEON, AMD, AFSC	F0706	P
F386CDR, SCHOOL OF AEROSP MED, AMD, AFSC	F0706	P
F387CDR, WILFORD HALL HOSP, AMD, AFSC	F0707	P
F400SURGEON, AF LOGISTICS COMMAND	F0706	P
F404STAFF JA, AFLC	F0806	P
F438SURGEON, ATC	F0708	P
F476CMD SURG + CDR AAFB HOSP, MEDCOM	F0807	P
F489ASST/MEDICAL SERVICES, IQ, USAF	F0706	P
F493CH, PUB HEALTH DIV, AID/VIETNAM	F08	P
F488DIR/SCIENCE + TECH, DCS/R+D HQ USAF	F08	W
F490DIR/APOLLO MISSION, NASA	F07	W
F491DEP ASSOC ADM/MANNED SPACE FLT, NASA	F08	W
F492PROJ MGR, PROJ CLOUD GAP, STATE DEPT	F08	W
F494DEP FOR PLAN + OPNS, PACAF	F08	W
F536CDR NATIONAL RANGE DIV, AFSC	F09	W
F537CDR, RESEARCH + TECH DIV, AFSC	F08	W
F538VICE CDR, RESEARCH + TECH DIV, AFSC	F07	W
F539CMDR, BALLISTIC SYS DIV, AFSC	F08	W
F540CMDR, SPACE SYSTEMS DIV, AFSC	F08	W

F005DEP DIR, LEG LIAISON, OSAF	F0707	X
F007DEP DIR, OFFICE OF INFO, OSAF	F0707	X
F027CDR, AF DATA SYS DESIGN CTR, HQ USA	F0806	X
F041ASST/RATED HQMTS, U/PLANS, DCS P+O	F0707	X
F080DIR, AEROSP SAFETY, IG, HQ USAF	F0807	X
F081DIR OF INSPECTION, IG, HQ USAF	F0807	X
F115ASST/COMMAND CONTROL, DCS/OPS, PACA	F0706	X
F117ASST DCS/PLANS, PACAF	F0706	X
F120ASST DCS/MATERIEL, PACAF	F0706	X
F131DCS/OPNS, 5TH AF, PACAF	F0706	X
F139DCS/OPNS, 13TH AF, PACAF	F0706	X
F160DCS/PERSONNEL, USAFE	F0706	X
F208CDR, 410 BOMB WING (H), SAC	F0706	X
F213CDR, 2 BOMB WING, SAC	F0706	X
F227CDR, 72 BOMB WING (H), SAC	F0706	X
F234CDR, 9TH STRAT RECON WG, SAC	F0706	X
F252DCS/PERSONNEL, MAC	F0706	X
F273CDR, AEROSP AUDIO-VISUAL SV, MAC	F0706	X
F280ASST DEP/OPNS (HQMTS), TAC	F0707	X
F284DCS/COMPTROLLER, TAC	F0707	X
F312ASST DCS/OPNS, AIR DEF COMD	F0706	X
F316DCS+PERSONNEL, ADC	F0706	X
F318DCS/COMPTROLLER, ADC	F0706	X

F319CMD INSPECTOR GENERAL, ADC	F0707	X
F325VICE CMDR, 9TH AEROSP DEF DIV, ADC	F0706	X
F346ASST DCS/OPERATIONS, AFSC	F0706	X
F347DIR CIV ENGR, DCS/OPS, AFSC	F0706	X
F356ASST/SE ASIA, AFSC	F0707	X
F361VICE CMDR, AF EAST TEST RGE, AFSC	F0706	X
F383CDR, AF SATELLITE CONT FACIL, SAMSO	F0706	X
F392CDR, AF SPECIAL WEAPONS CTR, AFSC	F0707	X
F408DEP DIR/OPNS, AFLC	F0707	X
F437DCS/COMPTROLLER, ATC	F0706	X
F439INSPECTOR GENERAL, ATC	F0706	X
F459CMDR, AEROSPACE STUDIES INST, AU	F0707	X
F460COMDT, SO OFFICER SCHOOL, AU	F0706	X
F467DCS/PHOG + REG, AF COMM SV	F0706	X
F486CDR, CIVIL AIR PATROL, CAC	F0707	X
F487EXEC ASST TO SEC OF AF, OSAF	F0706	X
F495DCS/OPNS, 3RD AF, USAFE	F0706	X
F496CDR, 10 TAC RECON WG, 3AF, USAFE	F0706	X
F497CDR, 20 TAC FTR WG, 3AF, USAFE	F0706	X
F498CDR, 48 TAC FTR WG, 3AF, USAFE	F0706	X
F499CDR, 401 TAC FTR WG, 16AF, USAFE	F0706	X
F500DCS/OPNS, 17AF, USAFE	F0706	X
F501CDR, 26 TAC RECON WG, 17AF, USAFE	F0706	X

F502CDR, 49 TAC FTR WG, 17AF, USAFE	F0706	X
F503CDR, 50 TAC FTR WG, 17AF, USAFE	F0706	X
F504CINCSAC REP/JT STRAT TGT PLAN'G STF F07		X
F505CDR, 11 STRATEGIC AEROSPACE WG, SAC	F0706	X
F506CDR, 96 STRATEGIC AEROSPACE WG, SAC	F0706	X
F507CDR, 379 BOMB WING (H) SAC	F0706	X
F508CDR, 97 BOMB WING (H), SAC	F0706	X
F509CDR, 454 BOMB WING (H), SAC	F0706	X
F510CDR, 70 BOMB WING, SAC	F0706	X
F511CDR, 42 BOMB WING (H), SAC	F0706	X
F512CDR, 397 BOMB WING (H), SAC	F0706	X
F513CDR, 380 STRAT AEROSPACE WG, SAC	F0706	X
F514CDR, 19 BOMB WING, SAC	F0706	X
F515CDR, 306 BOMB WING (H), SAC	F0706	X
F516CDR, 91 BOMB WING, SAC	F0706	X
F517CDR 4252 STRATEGIC WING, SAC	F0706	X
F518ASST DCS/PLANS, MAC	F0706	X
F519DCS/OPNS, 21AF, MAC	F0706	X
F520DCS/OPNS, 22AF, MAC	F0706	X
F521CDR, 3 WEATHER WING, MAC	F0706	X
F522ASST DCS/PLANS, TAC	F0706	X
F523DCS/INTELLIGENCE, TAC	F0706	X
F524DEP/OPNS, 9TH AF, TAC	F0706	X

F525CDR, 354 TACTICAL FIGHTER WING, TAC	F0706	X
F526DEP/OPNS, 12TH AF, TAC	F0706	X
F527CDR, 67 TACTICAL RECON WING, TAC	F0706	X
F528CDR, 75 TACTICAL RECON WING, TAC	F0706	X
F529VICE CDR, 19TH AF, TAC	F0706	X
F530CDR 1ST FIGHTER WING (1AF), ADC	F0706	X
F531CDR 551 AEW+C WING (1AF), ADC	F0706	X
F532CDR 325 FIGHTER WING (4AF), ADC	F0706	X
F533CDR, 507 FIGHTER WING (10AF) ADC	F0706	X
F534DEP CDR FOR SPACE, AFSC	F08	X
F535DCS/MATERIEL, AFSC	F08	X
F541VICE CDR, SPACE SYSTEMS DIV, AFSC	F0706	X
F542DIR/TRANSPORTATION, AFLC	F0806	X
F543DEP CDR, GEEIA, AF LOGISTICS COMD	F0706	X
F544DCS/PLANS, ATC	F0706	X

M001COMMANDANT, USMC	M1010
M002ASST COMDT USMC	M0909
M003C/S HQ USMC	M0909
M004ASST TO VICE CNO + USMC LIAISON	M0808
M005DCS ADMIN HQ USMC	M0707
M006DCS PLANS AND PRDG HQ USMC	M0909
M007ASST DCS PLANS HQ USMC	M0808
M008ASST DCS/PRDG HQ USMC	M0707
M009DEP C/S MARINE AVIATION HQ USMC	M0808
M010ASST DCS MARINE AVIATION HQ USMC	M0707
M011DCS RESEARCH DEV + STUDIES HQ USMC	M07
M012DIR PERSONNEL HQ USMC	M0808
M013DEP DIR PERSONNEL HQ USMC	M0708
M014ASST C/S G 1 MPR COORD HQ USMC	M0808
M015DEP ASST C/S G 1 MANPOWER HQ USMC	M0707
M016ASST C/S G 2 DIV HQ USMC	M0706
M017ASST C/S G 3 HQ USMC	M0808
M018DEP ASST C/S G 3 HQ USMC	M0706
M019ASST C/S G 4 LOG HQ USMC	M0808
M020DEP ASST C/S G 4 LOG HQ USMC	M0707
M021QM GEN USMC HQ USMC	M0808
M022ASST QM GEN/DIR INSTL + SVC HQ USMC	M0706
M023DEP FISCAL DIR HQ USMC	M0706

M024IG HQ USMC	M0808
M025STF LEGAL ADVISOR TO COMDT HQ USMC	M07
M026LEGIS ASST TO COMDT HQ USMC	M0707
M027DIR OF INFO HQ USMC	M0707
M028DIRECTOR USMC RESERVE	M0808
M029CG FLT MARINE FORCE ATLANTIC	M0909
M030DEP CMR FLT MARINE FORCE ATLANTIC	M0808
M031CG 2ND MARINE DIV	M0807
M032ASST DIV CMR 2D MAR DIV	M07
M033CG 2ND MARINE ACFT WG FMF ATLANTIC	M0808
M034ASST WING CMR 2D MAR AIR WING	M0707
M035CG FORCE TROOPS ATLANTIC USMC	M0707
M036CG FLT MARINE FORCE PACIFIC	M0909
M037DEP CMR FLT MARINE FORCE PACIFIC	M0808
M038C/S FMF PAC	M0707
M039CG 3D MARINE AMPHIBIOUS FORCE	M0909
M040DEP CDR 3D MARINE AMPHIBIOUS FORCE	M0808
M041C/S 3D MARINE AMPHIBIOUS FORCE	M0707
M042CG 1ST MARINE DIVISION	M0808
M043ASST DIV CMR 1ST MAR DIV	M0707
M044CG 3RD MARINE DIVISION	M0808
M045ASST DIV CMR 3RD MAR DIV	M0707
M046CG 1ST MARINE AIR WING	M0808

M047ASST WING CMDR 1ST MAR AIR WING	M0707
M048CG FORCE LOG COMD 3RD MAF	M0707
M049DEP CMDR FLT MARINE FORCE PAC FWD	M0808 7
M050CG 9TH USMC AMPHIB BRIGADE	M0707
M051CG 5TH MARINE DIVISION	M0808
M052ASST DIV CMDR 5TH MAR DIV	M0707
M053CG 3RD MARINE AIR WING	M0808
M054ASST WING CMDR 3RD MAR AIR WING	M0706
M055CG FORCE TROOPS PACIFIC USMC	M0707
M056CG USMC BASE LEJEUNE NORTH CAROLINA	M0808
M057CG USMC BASE PENDLETON CALIFORNIA	M0808
M058CMDR MAR CORPS AB EAST AREA/CG MCAS	M0808
M059CMDR MAR CORPS AB WEST AREA/CG MCAS	M0808
M060CG USMC RECRUIT DEPOT S CAROLINA	M0808
M061CG USMC RECRUIT DEPOT CALIFORNIA	M0808
M062CG LANDING FORCE TNG COMD ATLANTIC	M0707
M063CG LANDING FORCE TNG COMD PAC	M0707
M064CG DEVELOPMENT + ED CENTER QUANTICO	M0909
M065DIR EDUCATION CENTER QUANTICO	M0808
M066DIR COMD STF COLLEGE USMC EDUC CEN	M0707
M067DIR DEVELOPMENT CENTER QUANTICO	M0707
M068CHAIRMAN USMC LONG RANGE STUDY	M07
M069CG USMC SUPPLY ACTY PHILADELPHIA	M0808 7

M070CG USMC SUPPLY CEN ALBANY GA	M0807	
M071CG USMC SUPPLY CEN BARSTOW CALIF	M0807	
M072CG MARINE AIR RESERVE TRG/CG 4 MAW	M0708	
M073ASST DIV CMDR 1ST MAR DIV	M07	
M074ASST DIV CDR 3RD MAR DIV	M07	
M075ASST WING CMDR 1ST MAR AIR WING	M07	
M076CG USMC BASE QUANTICO VIRGINIA	M0707	X

J001CHAIRMAN JCS	A1010
J002ASST TO CHAIRMAN JCS	F0909
J003DIRECTOR JOINT STAFF JCS	A0909
J004VICE DIR JT STAFF JCS	F0808
J005DEP DIR JT STAFF JCS	N0808
J006SEC JCS	N0707
J007DIR FOR PERSONNEL J-1 JCS	A0807
J008DIRECTOR FOR OPS J-3 JCS	F0909
J009VICE DIR FOR OPS J-3 JCS	A0808
J010DEP DIR CMD AREAS J-3 PACIFIC JCS	N0707
J011DEP DIR CMD AREAS J-3 EUR/ME JCS	M0707
J012DEP DIR RECON J-3 JCS	F0707
J013DEP DIR NAT MIL CMD SYSTEMS JCS	F0808
J014DEP DIR OPS NMCC J-3 JCS	N0706
J015DEP DIR OPS NMCC J-3 JCS	F0707
J016DEP DIR OPS NMCC J-3 JCS	N0706
J017DEP DIR OPS NMCC J-3 JCS	A0707
J018DEP DIR OPS NMCC J-3 JCS	A0706
J019CHIEF JOINT COMD/CONT REQ GRP JCS	A0808
J020DIR FOR LOG J-4 JCS	N0909
J022DEP DIR LOGISTICS J-4 JCS	A0707
J023DIR J-5 PLANS+POL DIRECTORATE JCS	N0909
J024DEP DIR J-5 PLAN/POLICY REQ JCS	A0808

J025DEP DIR J-5 SRAT P+P REQ/DEV JCS	F0808
J026CH STRAT PLANS + POL DIV J-5 JCS	N0707
J027CH EUR DIV PL+POL DIR J-5 JCS	F0707
J028CH WEST HEM DIV PL+POL DIR J-5 JCS	F0707
J029CHIEF FAR EAST DIV PLANS+POLICY JCS	A0707
J030CH MEAFSA DIV J-5 JCS	N0707
J031CH DBJ PL+PROG DIV PL+POL DIR JCS	F0707
J032CH RQRMTS + DEVEL DIV J-5 JCS	A0707
J033DEP CHAIRMAN SPEC STUDIES GRP JCS	A0707
J034DIR COMM/ELECTRONICS JCS	A0808
J035DEP DIR C+E JCS	N0707
J036SPEC ASST COUNTERINSURGENCY JCS	A0808
J037SPEC AST JCS FOR STRAT MOB JCS	F0808
J038DEP SPEC ASST STRAT MOB JCS	A0707
J039CHIEF JOINT WAR GAMES AGENCY JCS	F0707
J040SPEC ASST TO JCS FOR ARMS CONTROL	A0808
J041SPEC AST JCS FOR MIL ASST JCS	A0808
J042SP ASST ENVIRONMENTAL SERVICES JCS	F0707
J044DEP DIR JSTPS JCS	N0909
J046CH TGT LIST JSTPS JCS	F0707
J047SR REP TO JSTPS SHAPE	F0707
J048DIRECTOR DIA	F1009 9
J049DEP DIRECTOR DIA	N0909 8

J050C/S DIA	A0808
J051ASST DIR INTEL COLLECTION DIA	A0807
J052ASST DIR INTEL PRODUCTION DIA	F0808
J053DEP ASST DIR FOR INTEL PROD DIA	A0707
J054AST C/S PLANS/PROGRAMS FOR DIA	N0707
J055ASST DIR FOR SC + TECH INTEL DIA	F0706
J056ASST DIR INTEL DATA HANDLING DIA	F0706
J057AST DIR DIA MAP CHART + GEO DIA	F0706
J059US DEF ATTACHE LONDON DIA	N0708
J060US DEF ATTACHE PARIS DIA	A0707
J061US DEF ATTACHE MEXICO DIA	A0707
J062US DEF ATTACHE PAKISTAN DIA	F0807
J063DIRECTOR DCA	F0909
J064VICE DIR DCA	A0808
J065DEP DIR PLANS DCA	N0707
J066DEP DIR OPERATIONS DCA	N0707
J067DEP DIR PROGRAMS DCA	F0808
J068DEP DIR NAT MIL COMD SYS TECH SPT	A0708
J069DIR DASA	F0909
J070DEP DIR DASA + CDR FLD CMD DASA	A0808
J071ASST DEP DIR WPHS+TNG DASA	F0707
J072DEP DIR OPS/ADMIN DASA	N0807
J074CDR JT TASK FORCE EIGHT DASA	A0808

J075CDR JT TASK FORCE TWO JCS	F0808
J076DEP CDR JTF-2 NAVY ELM JCS	N0707
J077DEP CDR JTF-2 ARMY ELM JCS	A0707
J078CINCPAC	N1010
J079C/S CINCPAC	A0909
J080DCS/PLANS + OPNS PACOM	F0808
J081DCS/MIL ASST LOG + ADMIN PACOM	N0807
J082ASST C/S FOR PERSONNEL J1 PACOM	A0706
J083ASST C/S INTEL STAFF PACOM	F0808
J085ASST C/S OPS PACOM	N0807
J086DEP ACS OPNS PACOM	F0707
J087ASST C/S LOG J-4 PACOM	A0807
J088ASST C/S PLANS PACOM	N0807
J090ASST C/S COMM/ELECT PACOM	F0807 7
J092CDR US TAIWAN DEF CMD PACOM	N0909
J093C/S TAIWAN DEF CMD PACOM	F0707
J094CDR MAC/JUSMAG THAI + REP PACOM	A0808
J095DEP CDR MAC/JUSMAG THAI +REP PACOM	F0807
J096 C/S US FORCES/JAPAN PACOM	N0807
J097CHIEF MAAG TAIWAN PACOM	A0808
J098CHIEF ARMY SEC MAAG CHINA PACOM	A0706
J099CHIEF MAAG JAPAN PACOM	F0707
J100CHIEF PROVMAAG KOREA PACOM	A0808

J101CHIEF JUSMAG PHIL PACOM	A0808
J102CHIEF MIL PLANNING, BANGKOK SEATO	A08
J103COMUSMACV	A1010
J104SPEC ASST TO CDR MACV	A0706
J105DEP CDR MACV	A1010
J106CHIEF OF STAFF MACV	A0808
J107DEP ASST FOR CORDS MACV	A0808 7
J108DEP C/S MACV	F0707
J109ASST C/S FOR PERSONNEL J1 MACV	A0707
J110ASST C/S FOR INTEL J2 MACV	A0707 8
J111ASST C/S OPS J-3 MACV	A0808
J112DEP ACS RF/PF AFFAIRS J-3 MACV	A0707
J113DIR OF SPEC OPS ACS J-3 MACV	A0707
J114DIR TNG DIRECTORATE MACV	A0707
J115 CHIEF CMBT OPNS CTR MACV	M0707
J116DEP ACS FOR CORDS MACV	A0707
J117ASST C/S LOG J-4 MACV	A0807
J118ASST C/S PLANS J-5 MACV	F0808
J119AST C/S COMM-ELEC J-6 MACV	F0707
J120DIR CONSTRN MACV	A0707
J121ASST C/S MIL ASSISTANCE MACV	A0707
J122CHIEF AF ADVIS GRP VNAF MACV	F0707
J123DEP SR ADV/CDR USAAG I CTZ MACV	A0707

J124DEP SR ADV/CDR USAAG II CTZ MACV	A0706
J125DEP SR ADV/CDR USAAG III CTZ MACV	A0706
J126 SR ADVISOR IV CORPS TAC ZONE MACV	A0808
J127CHIEF INFORMATION MACV	A0707
J128CINCLANT/SACLANT/CINCLANTFLT	N1010
J129C/S + AIDE SACLANT	N0909
J130DCS+ ACS PLANS POL + OPNS SACLANT	N0807
J131C/S LANTFLT + C/S LANTCOM	N0909
J132DEP C/S LANT/+CDR JTF 122 LANTCOM	M0808
J133DEP C/S LOG+MANAGEMENT LANTCOM	N08
J134ASST C/S FOR ADMIN LANTCOM	N0706
J135ASST C/S FOR INTEL LANTCOM	N0706
J137ACS OPNS LANTCOM	N0706
J138AST C/S LOG LANTCOM	N0707
J139ACS PLANS J50 LANTCOM	N0706
J140AST C/S COMMUNICATIONS LANTCOM	N0706
J142 CDR US FORCES AZORES LANTCOM	F0707
J143 CDR ICELAND DEFENSE FORCE LANTCOM	N0707
J144SUPREME ALLIED CDR EUR/CINCEUR	A1010
J145EXEC TO SACEUR SHAPE	F0707
J146C/S SHAPE	A1010
J147SEC OF THE STAFF SHAPE	F0707
J148ASST C/S OPS SHAPE	F0808

J149DEP ASST C/S PLANS POLICY SHAPE	N0807
J150CH STRAT PL BR PL+POLDIV SHAPE	A0707
J151CH NUCLEAR ACTIV BR OPS DIV SHAPE	A0707
J152VICE AIR DEP ALY FOR N EUR SHAPE	F0808
J153C/S CENTRAL ARMY GP EUR SHAPE	A0808
J154DEP C/S J2/3 ALLY AF C EUR SHAPE	F0808
J155ACS LAND OPNS ALLY C EUR SHAPE	A0707
J156ASST C/S LOG AF C EUR SHAPE	A0707
J157CINC ALLIED FOR SOUTH EUR SHAPE	N1010
J158C/S ALLY FOR SO EUROPE SHAPE	A0808
J159ACS PLANS+OPS SOUTH EUR SHAPE	A0707
J160ASST C/S LOG ALLIED FOR S EUR	N0707
J161CDR ALLY AIR FOR S EUR SHAPE	F0909
J162C/S ALLY AIR FOR SO EUROPE SHAPE	F0807
J163DEP C/S LOG+ADMIN ALL/LANFOR S EUR	A0707
J164CDR SIX FLT NAV S/S S EUR SHAPE	N0909
J165DEP CDR NAV S/S FOR SO EUR SHAPE	N0807
J166CDR ALLY LAND FOR SE EUR SHAPE	A0909
J167C/S ALLY LAND FOR SE EUR SHAPE	A0707
J168CDR SIXTH ALY TAC AF SHAPE	F0908
J169DEP C/S LOG + ADMIN 6 AF SHAPE	F0706
J170DEP CDR 5TH ALLIED TAC AF SHAPE	F0807
J171DCS PL/OPS 5TH ALLIED TAC AF SHAPE	F0706

J172DCS OPNS 4TH ALLIED TAC AF SHAPE	F0707
J173DEP CDR US EUCOM	F1010
J174C/S US EUCOM	A0909
J175DEP C/S EUCOM	N0808
J176DIR FOR PERSONNEL HQ EUCOM	A0707
J177DIR OF INTEL J-2 EUCOM	F0808
J179DIR OPNS DIRECTORATE J-3 EUCOM	A0808
J180DEP DIR OPNS DIRECTORATE J-3 EUCOM	M0707
J182DIR PLANS+POL J-5 EUCOM	F0708
J183DIR LUG DIV J-4 HQ EUCOM	F0808
J184DEP DIR LOGISTICS J-4 EUCOM	A0707
J185DIR J-6 C+E HQ EUCOM	N0707
J186DCS US LIVEDAK EUCOM	F0707
J187DIR MIL ASST DIV EUCOM	A0808
J189CHIEF MAAG GERMANY EUCOM	F0808
J190DEP CHIEF MAAG GERMANY EUCOM	A0706
J191CHIEF MAAG ITALY EUCOM	F0807
J192CHIEF MAAG NORWAY EUCOM	N0807
J193CHIEF JT MILGRU SPAIN EUCOM	N0807
J194CHIEF MAAG PORTUGAL EUCOM	N0808
J195CHIEF MAAG GREECE EUCOM	A0808
J196CHIEF JUSHMA TURKEY EUCOM	A0808
J197CH USA JUSHMA TURKEY EUCOM	A0707

J198CH USN JUSMMA TURKEY EUCOM	N0707
J199CH USAF JUSMMA TURKEY EUCOM	F0707
J200CINC STRICOM/CINCMEAFSA	A101C
J201DEPUTY STRICOM/MEAFSA	F0909
J202C/S HQ US STRICOM	N0808
J204DIR OF INTEL J2 STRICOM	F0707
J205DIR OF OPS J-3 CTF 11 STRICOM	A0808
J207DIR LOGISTICS J-4 STRICOM	A0707
J208DIR OF PLANS J-5 STRICOM	F0808
J209DEP DIR PLANS J-5 STRICOM	M0707
J210CH JT OPS ANAL+TEST GP STRICOM	F0706
J211DIR C+E J-6 STRICOM	F0706
J212DIR MIL ASST J-7 STRICOM	F0808
J213US DEF REP INDIA STRICOM	A0707
J214CHIEF MIL MIS/MAAG/IRAN STRICOM	A0808
J215 ARMY SECT US MISSION IRAN STRICOM	A0707
J216 AF SECT US MISSION IRAN STRICOM	F0707
J217CHIEF MAAG ETHIOPIA STRICOM	A0707
J218CHIEF MIL MIS SAUDI ARABIA STRICOM	A0707
J219CINC US SOUTHCOM	A1010
J220C/S US SOUTHCOM	F0908
J221DIR FOR INTEL J2 HQ SOUTHCOM	F0707
J222DIR OPNS J-3 SOUTHCOM	A0707

J223DIR PLANS J-5 SOUTHCOM	F0707
J224DIR MIL ASSISTANCE SOUTHCOM	A0706
J225CDR US MIL GRU BRAZIL SOUTHCOM	A0808
J226 ARMY CHIEF MILGRU BRAZIL SOUTHCOM	A0706
J227 NAVY CHIEF MILGRU BRAZIL SOUTHCOM	N0808 7
J228 AIR CHIEF MILGRU BRAZIL SOUTHCOM	F0707
J229CDR MILGRU ARGENTINA SOUTHCOM	A0707
J230CINC NORAD/CINCCONAD	F1010
J231DEP CMDR CONAD/ C/S NORAD	A0808
J232ASST C/S HQ NORAD/CONAD	F0707
J233VICE CDR NORTHERN REGION NORAD	F0707
J234CDR WESTERN REGION NORAD/CONAD	A0808
J235CDR CENTRAL REGION NORAD/CONAD	F0808
J236CDR EASTERN REGION NORAD/CONAD	F0808
J237CDR SOUTHERN REGION NORAD/CONAD	F0808
J238DEP C/S INTEL HQ NORAD/CONAD	F0707
J239DIR OPNS DCS/OPNS HQ NORAD/CONAD	F0707
J240DCS/OPNS NORAD ASST DCS/OPS CONAD	A0707
J241DIR COMOPCEN HQ NORAD/CONAD	F0808
J242DEP C/S PLANS PROGRAMS NORAD/CONAD	F0808
J243ACS PL + PROG HQ NORAD/CONAD	A0707
J244DEP C/S COMM/ELEC NORAD/CONAD	A0707
J245DIR PL + POL DCS/PL+PROG HQ NORAD	F0707

J246CINCAL/CINCAL NORAD REGION ALCOM	F0909	
J247C/S ALASKAN COMD	A0707	
J248ACS J-315 PL+OP ALCOM	F0706	
J249C/S UN CMD/C/S US FORCES KOREA	F0909	
J250SEN MEMB UN COMD MIL ARMISTICE COM	N0808	
J251US REP TO CENTO/CHIEF US ELM CENTO	F0909	
J252C/S COMB MIL PLAN STAFF CENTO	A0808	
J253CHAIRMAN INTER-AMERICAN DEFENSE BD	A0909	
J254DIR INT STAFF INTER-AMERDEF BD	N0706	
J255CMDT NATIONAL WAR COLLEGE	A0909	
J256DEP COMDT ACADEMIC AFF NAT WAR COL	F0808	
J257CMDT INDUSTRIAL COLLEGE ARMFOR	F0909	
J258DEP COMDT IND COLL ARMED FORCES	N0807	
J259DIR INTER AMERICAN DEF COLLEGE	F0808	
J260CMDT ARMED FORCES STAFF COLLEGE	A0808	
J261COMDT DEF INTEL SCHOOL DIA	N0706	
J278AIR DEP SACEUR SHAPE	F1010	
J141JUDGE ADVOCATE LANTCOM	N0706	P
J287CMD SURG LANTCOM/MED ADV SACLANT	N08	P
J264DEP C/S LANTCOM	N08	W
J266DEP C/S PLANS AFMED	N08	W
J267 CHIEF OF STAFF DCA	F08	W
J268ASST DEP DIR DEF COMM SYS DCA	N07	W

J269DEP DIR COMM SYSTEM DCA	A08	W
J270DEP DIR DCA FOR COMM SAT DCA	N08	W
J271DEP DIR FOR DCS, DCA	A08	W
J276CHIEF AF SEC MAAG CHINA PACOM	F07	W
J279DEP ASST C/S COM/ELEC SHAPE	A0706	W
J280ACS PL+OPNS & ALLY TAC AF SHAPE	F0706	W
J282ASSOC DIR FIELD SERV JUSPAO MACV	F0706	W
J283CHIEF NAV ADVISORY GROUP MACV	N0706	W
J284MIL AST DEP US AMB VIETNAM MACV	A07	W
J285CHIEF MAAG BELGIUM/LUX EUCOM	A0806	W
J286DEP DIR PLANS + POL OPS-J3 EUCCM	F07	W
J288CHIEF MAAG PAKISTAN STRICOM	A0806	W
J021DEP DIR LOGISTICS J-4 JCS	F0707	X
J043DIR CONTINENTAL A/S PLAN STAFF JCS	F0808	X
J045DEP CH SIOP DIV JSTPS JCS	N0706	X
J058CH ATTACHE AFFAIRS OFFICE DIA	N0706	X
J073DEP DIR SCIENTIFIC DASA	C0718	X
J084DEP ASST C/S INTELL PACOM	N0707	X
J089DEP ACS PLANS PACOM	A0706	X
J091PUBLIC AFFAIRS OFFICER PACOM	F0706	X
J136ASST C/S MAINTENANCE LANTCOM	N07	X
J178DEP DIR OF INTEL J2 EUCCM	N0707	X
J181DEP DIR CMD+CNTRL J-3 EUCCM	F0707	X

J188DEP DIR MIL ASST DIV HQ EUCOM	F0706	X
J203DIR OF PERSONNEL J1 HQ STRICOM	A0706	X
J206DEP DIR OPNS J-3 STRICOM	F0707	X
J262DIR OF ADMIN SVC JCS	A0706	X
J263DEP SPEC ASST COUNTERINSUR JCS	F0706	X
J265 JSTPS REP LANTCOM	N0706	X
J272CDR TEST CMD DASA	A08	X
J273DEP CDR JTF-8 ARMY DASA	07	X
J274DEP CDR JTF-8 NAVY DASA	07	X
J275DEP CDR JTF-8 AIR FORCE DASA	07	X
J277CHIEF SCIENTIFIC ADVIS GRP PACOM	C0716	X
J281SCIENCE ADVISOR MACV	08	X

D001MIL ASST TO SEC DEFENSE	F0806
D002DIR INSPECTION SERVICES OASD ADMIN	A0909
D003DEP DIR INSPECTION SERV OASD ADMIN	F0806
D004DEP DIR INSPECTION SERV OASD ADMIN	N0807
D005DEP ASST SEC OASD M	A0909
D006DEP AST SEC MIL PERS POLICY OASD M	F0807
D007DIR COMP + CAREER DEVELOP OASD M	N0707
D011DEP ASST TO SEC DEF LEG AFFAIRS	M0807
D012DEP ASST SEC MATERIEL OASD I+L	A0808
D013DIR PROCUREMENT POLICY OASD I+L	F0707
D014DIR TECH DATA STANDARD POL I+L	F0806 7
D015DIR MAJOR ITEMS OASD I+L	A0707
D016DIR AIR AMMUNITION OASD I+L	N0706
D017DIR GROUND AMMUNITION OASD I+L	A0707
D018DIR AIRCRAFT + MISSILES OASD I+L	F0707
D019 STAFF DIR SE ASIA CONSTRUCT I+L	A0707
D021DIR DEF INFORMATION OASD PA	A0706 8
D022DIR PLANS/PROGRAMS OASD PA	F0706
D026DEP DIR DEF R+E ADMIN/EVAL/MGMT	F0909
D029AST DIR DEF R+E RGE/SPACE GD SPT	F0707
D030AST DIR OP TEST EVALUATION DDR+E	N0707
D031DIR WPNS SYSTEMS EVAL GROUP	N0909
D032 ARM MBR MIL STUD LN DIV NSEG	A0808

D033 NAV MBR MIL STUD LN DIV WSEG	N0807
D034 AF MBR MIL STUD LN DIV WSEG	F0808
D035DIRECTOR MILITARY ASSISTANCE ISA	N1009 9
D036DIR NEAR EAST+S ASIAN REG OASD ISA	F0807
D037DIR EUROPEAN REGION OASD ISA	A0807
D038DIR WESTERN HEMISPHERE OASD ISA	A0707
D039DIR E ASIAN + PAC REGION OASD ISA	N0807
D040DIR PROGRAMS ODMA OASD ISA	A0707
D042DIR POLICY PLANNING STF OASD ISA	A0706
D044US REP TO NATO MIL COMMITTEE PERM	N1010
D045VICE DIR INT MIL STF NATO	N0909
D046ASST DEF ADVISOR US NATO	A0706
D047DEP TO US REP + C/S NATO MIL COM	F0708
D048DEP DEF ADV US NATO	A0808
D049DIR DSA	F1009 9
D050DEP DIR DSA	A0908 8
D051AST DIR PLANS PROG + SYSTEMS DSA	N0808
D052DEP ASST DIR PLANS/PROG/SYS DSA	M0706
D053EXEC DIR SUPPLY OPS DSA	N0807
D054DEP EXEC DIR SPLY OPS DSA	A0706
D055EXEC DIR TECH + LOG SERVICES DSA	F0807
D056EXEC DIR PROC + PROD DSA	F0807
D057CDR DEF GEN SPLY CTR DSA	A0807

D058CDR DEF CONSTRUCTION SPLY CTR DSA	F0808	
D059CDR DEF FUEL SPLY CTR DSA	N0807	
D060CDR DEF ELECTRONICS SPLY CTR DSA	F0807	
D061CDR DEF INDUSTRIAL SPLY CTR DSA	N0807	
D062CDR DEF PERSONNEL SPT CTR DSA	A0807	
D063DEP CDR DEF PERS SPT CENTER DSA	N0706	
D064DEP DIR CONTRACT ADMIN SERV DCAS	A0908	8
D065EXEC DIR QUAL ASSURANCE DCAS DSA	N0706	
D067DIR DEF CONTRACT ADMIN SERV REG NY	A0707	
D068DIR DEF CONTRACT ADMIN SERV REG LA	F0707	
D069DIR NSA	A1009	9
D071AST DIR NSA FOR PRODUCTION NSA	C0918	8
D072DEP AST DIR NSA FOR PRODUCTION	F0807	7
D073CHIEF INF+REP ELM PHODUC ORG NSA	C0717	
D074CHIEF A GROUP PRODUC ORG NSA	C0718	
D076CHIEF B GROUP PRODUC ORG NSA	C0718	
D078CHIEF K GROUP PRODUCTION NSA	C0717	
D079CHIEF NSA EUROPE	A0807	7
D080CHIEF NSA PACIFIC	F0807	7
D081DDD SPEC REP MACV	N0706	
D082AST DIR NSA NATIONAL CRYPTO STAFF	N0808	
D086AST DIR NSA FOR COMM SECURITY	C0818	
D087DEP AST DIR NSA COMM SECURITY	F0706	

D091	DEF DEPT CO-DIR SPEC STATE-DEF GRP	F0707	
D104	DIR DEF CONTRACT ADMIN SERV REG BOS	F0706	
D010	MIL EXEC RESERVE POLICY BD OASD M	A0808	N
D023	DIR STAFF OFF/DEP ASD HEALTH+MED	F0808	P
D024	DIR ARMED FORCES INST PATHOLOGY	N0706	P
D066	EXEC DIR CONTRACT ADMIN SVC DCAS	F0706	W
D092	DEP PROJ MGR PROJ CLOUD GAP	A07	W
D096	COORD OFF-BASE HOUSING DC AREA	A0707	W
D097	DIR AFRICA REGION OASD ISA	C0715	W
D09A	DEP AST SEC RESERVE AFFAIRS OASD M	A0808	W
D100	MIL COM REP TO NATO COUNCIL	A08	W
D101	DEP MIL COM REP TO NATO COUNCTL	N08	W
D102	ASST DIR PLANS/POL IMS NATO	F07	W
D103	DEP DIR NATO FORCE PLANNING	A07	W
D008	DIR COMPENSATION ADMINISTRA OASD M	A0706	X
D009	DIR PERS MGMT OASD M	M0706	X
D020	MIL ASST TO ASD PA	A0708	X
D025	PRINC DEP TO ASD FOR ATOMIC ENERGY	F0707	X
D027	MIL AST DEP DIR TAC WARFARE DDR+E	A0707	X
D028	MIL AST DEP DIR STRAT/SPACE SYS	F0706	X
D041	DIR ARMS CONTROL OASD ISA	A0706	X
D043	DIR FOREIGN DISCLOSURE/TRADE CONTRL	C0815	X
D070	DEP DIR NSA	C10X5	X

D075DEP CHIEF A GROUP PRODUC ORG NSA	F0706	X
D077UEP CHIEF B GROUP PRODUC ORG NSA	A0707	X
D083DEP AST DIR NSA CRYPTO STAFF	C0718	X
D084AST DIR NSA RESEARCH + DEVELOPMENT	C0818	X
D085AST DIR NSA RESEARCH + ENGINEERING	C0818	X
D088CMDT NATIONAL CRYPTO SCHOOL NSA	C0818	X
D089AST DIR PERS MGMT NSA	C0818	X
D090COMPTROLLER NSA	C0716	X
D093SPECIAL ASST TO ASD COMPTROLLER	A0808	X
D094DEP AST DIR NSA RESEARCH+ENGINEER	07	X
D095DEP CMDT NAT CRYPTO SCHL NSA	C0716	X
D099DEP ASST SEC ED PRG+MGMT TRG OASDM	F0706	X

ANNEX P

THE EFFECT OF THE CREATION OF DEFENSE AGENCIES ON SERVICE REQUIREMENTS FOR GENERAL/FLAG OFFICERS

1. Centralization, whether in business or government, is expected to provide greater effectiveness and efficiency. The defense agencies are no exception. They were established to perform certain defense functions more economically, or to provide expanded capabilities, or both. In general, these objectives have been accomplished. Savings in terms of men, money, and materiel are sizable and well documented. Capabilities in the field of communications, intelligence, nuclear weapons, and logistics have been extensively improved and increased during recent years. The defense agencies have, for the most part, successfully faced concurrent challenges --- to reduce overall operating costs and to meet increased demands.

2. The Study Group asked each of the major defense agencies to answer certain questions concerning the nature of its organization and its relationships to service organizations within the same function. From the replies to these questions the Study Group was able to determine that, for a number of reasons, the centralization of functional management at DOD level has not reduced the need for general/flag officer managers in the functions involved. Some of these reasons are summarized below, and the detailed replies are on file in the office of the Career Development Division of the Compensation and Career Development Directorate, OASD (Manpower and Reserve Affairs).

a. The primary objectives of improved efficiency and greater capabilities have placed extraordinary demands upon both the agency and its service counterparts for detailed planning, more precise determination of requirements, closer control of resources, and coordination of activities on a defense-wide basis. New management procedures have been instituted by the agencies to ensure that assigned objectives are achieved. These have logically resulted in new management needs within the services to accurately reflect requirements, allotted and projected assets, and future plans. In short, the very purposes for which functions were centralized were of sufficient importance to increase the need for top managers both at the defense level and within the services.

b. Of particular relevance is the fact that the centralization of functions at the defense level has involved considerably less than total transfer of responsibility for the function. An exception is the function of nuclear weapons development which is almost entirely the responsibility of the Defense Atomic Support Agency and has been performed by predecessor joint agencies since the requirement originated. But the centralization of communications, intelligence, and logistics functions has not eliminated service responsibilities in these fields.

In fact, the defense agencies primarily provide central control, coordination, and direction while the military departments retain the bulk of total resources allotted to the function and perform the majority of operations associated with the function. For example, the Defense Communications Agency has 3300 personnel as compared with more than 100,000 the services have committed to the communications function. Similarly, service obligational authority for this function is more than ten times the \$72 million required by DCA for 1968. Although the magnitude differs, similar examples may be applied to other functions. The Defense Supply Agency offers another example since only common supply items and logistics services have been centralized, leaving the military services entirely responsible for most of the logistic functions essential to the services. DSA operations involve the area of common supplies, which constitutes 44% of the 3.9 million DOD supply items. However, even within this area, the services still must plan and program all requirements to DSA, prescribe military specifications, perform research and development and assume complete responsibility for distribution and storage outside the continental United States. In addition, they must retain complete responsibility for the remaining 56% of DOD supply items. Generally speaking, all defense agencies have provided centralized management but have left the bulk of resources and operation responsibilities with the military services. The following table shows the division of responsibility between the defense agencies and the services as reflected by proportional expenditures:

COMPARISON OF 1968 EXPENDITURES BY FUNCTION -
DEFENSE AGENCIES VS SERVICES
(Expressed as percentage of total DOD)

	<u>Agencies</u>	<u>Services</u>	<u>DOD</u>
DASA	100	-	100
DCA	8	92	100
DIA	7	93	100
DSA*	31	69	100
NSA	32	68	100

*Stock fund expenditures.

c. Also to be considered is the fact that the US national security situation and military posture have continued to change. What was adequate only a few years ago is not adequate today. In all of the functional areas being considered here there has been continued demand for improved capabilities. The National Security Agency offers a good example. As the name indicates, this is a national rather than a defense agency. It is cited here because NSA does make use of general/flag officers, its Director reports to the Secretary of Defense in his capacity of Executive Agent for communications security and signal

intelligence, and there are counterpart forces in each military department. The NSA was established as a result of the Brownell Committee Report of 1952 to ensure more effective and secure conduct of communications intelligence activities of the government. The communications intelligence function was thus moved to the national level to improve national capabilities. The requirements of field commanders were left as service responsibilities, and NSA tasks the military services with specific missions which are programmed by NSA as part of the national effort. As the importance of the function has grown, there has been a related increase in the requirements of NSA and the services. To varying degrees, the same effect is visible for all agencies. Communications and intelligence capabilities have been greatly increased in recent years but not without some growth in requirements at all levels. In the field of logistics, the demand is for adequate inventories of modern supplies and equipment which can be readily committed on short notice. Efforts to reduce the number of items managed are continuously impeded by the addition of more complex equipment, especially in the communications-electronics area. The point to be made here is that one of the reasons defense agencies were formed was to improve capabilities. With the press of national security affairs, the need for better capabilities has been great and has received priority attention. Had the defense agencies not been formed, the improvement in capabilities would still have been necessary, and in all probability the cost would have been much greater. The extent to which defense agency operations have increased may be seen from the following table:

EXPANSION OF DEFENSE AGENCY OPERATIONS
AS REFLECTED BY EXPENDITURES
 (Expressed as a percentage of base year)

	<u>1961</u>	<u>1962</u>	<u>1963</u>	<u>1964</u>	<u>1965</u>	<u>1966</u>	<u>1967</u>	<u>1968</u>
DASA	100	93	44	112	147	142	131	138
DCA		100	214	300	300	267	300	343
DIA				100	142	181	219	257
DSA			100	106	116	188	310	249
NSA	100	122	158	159	185	178	190	217

d. The final consideration is the fact that the military services have inherent responsibilities, whether or not a function is centralized. The intelligence function provides a good example. Each service is charged with assigned roles and missions. Each service requires adequate intelligence on which to base plans and decisions. Thus, even if all intelligence operations and resources were removed from the services, which they are not, there would still be service requirements for senior intelligence officers at the departmental level and on major command staffs. So long as a service is held responsible for its assigned roles and missions, it must be provided the means for accepting all responsibilities inherent to those roles and missions. Stated in another way, the centralization of a

function does not automatically relieve a service of complete responsibility, irrespective of the degree of transfer. Our history is replete with incidents where the services foresaw and fought the decisions of subsequent great importance to the nation primarily because of the innumerable responsibilities inherent to service missions.

3. Why have service general/flag officer needs not decreased as a result of the establishment of the defense agencies? The purpose of defense agencies was to improve effectiveness and efficiency. This they have done with considerable success. They have not reduced the need for top managers in the services because of the importance of their principal objectives, because of the fact that only a part of each function has been removed from service responsibility, because there has been pressing need to improve overall capabilities for several years, and because the inherent responsibilities of the services stemming from their roles and missions dictate their high level interest in the functions considered here. Top management is an essential ingredient of success, whether in business, government, or the Department of Defense. It is this need for top management which translates into general/flag officer requirements of the military services and the defense agencies.

ANNEX

COMPARISON OF TOP MANAGEMENT RATIOS -
DOD AND OTHER GOVERNMENT AGENCIES

- AFFENDIXES - 1 - Percentage of Top Managers to
Total Employment
2 - Resulting Ratios
3 - Totals of DOD and Non-DOD
Personnel

ANNEX 9

COMPARISON OF TOP MANAGEMENT RATIOS -

DOD AND OTHER GOVERNMENT AGENCIES

1. PROBLEM.

To establish a meaningful comparison between top management numbers in the Department of Defense and other government agencies.

2. FACTS TO BE CONSIDERED.

A. Attached as Appendix 1 is a table which makes a comparison between the Department of Defense and other government agencies showing the percentage of the total strength that was devoted to top management in the years 1962 to 1966. This table also shows the resultant ratios.

B. The numbers used in the formulation of the table described above are attached as Appendix 2. These numbers represent approximately 94% of total full-time Federal employees, including General Schedule, Wage Board, Postal Field Service, and Executive Level personnel. All Wage Board personnel were counted as other than top management. Grades 13 through 20 of the Postal Field Service were counted as top management in conformity with advice received from the Civil Service Commission although such determination is based primarily upon salary levels rather than specific function performed.

C. The numbers used in the formulation of the table in Appendix 1 excludes 6% of Federal employees who are covered by grade and pay systems such as Foreign Service, Foreign Service Staff, Panama Canal, TVA, PL 313 and others. The Civil Service reports that no method for direct comparison of these systems is available.

D. Attached as Appendix 3 are the numbers, percentages and ratios which permit comparison of the relative portions of the Defense Department and other government agencies that are devoted to top management.

3. DISCUSSION.

See Section VI of this report.

4. CONCLUSION.

The percent of the non-DOD work force employed as top managers exceeded the percent of DOD top managers by a ratio of between 1:4 and 1:5 during the years 1962 through 1966.

PERCENTAGE OF TOP

Percentage

DOD to Non-DOD Ratios

1962 - 1: 4.302
1963 - 1: 4.719
1964 - 1: 4.432
1965 - 1: 4.941
1966 - 1: 5.459

G/F

Non-Arilitary

Non-DOD

Non-DOD

Non-DOD

Non-DOD

DOD

DOD

DOD

DOD

DOD

1962

1963

1964

1965

1966

YEAR

APPENDIX 2 TO ANNEX Q**RESULTING RATIOS*****A. TOTAL NUMBERS.**

YEAR	DEPARTMENT OF DEFENSE		G/F	NON-DEPARTMENT OF DEFENSE	
	G/F, SG, Exec	TOTAL DOD		SG, Comp PFS, Exec	TOTAL NON-DOD
1962	1702	3,865,805	1281	2181	1,152,117
1963	1782	3,737,787	1248	2664	1,183,363
1964	1976	3,705,161	1277	2794	1,182,399
1965	2115	3,670,505	1276	3451	1,212,229
1966	2169	4,212,036	1306	3595	1,282,822

B. PERCENTAGES.

YEAR	DEPARTMENT OF DEFENSE		G/F / TOTAL DOD	NON-DEPARTMENT OF DEFENSE	
	G/F, SG, Exec	TOTAL DOD		SG, Comp PFS, Exec	TOTAL NON-DOD
1962		.0440	.0331		.1893
1963		.0477	.0343		.2251
1964		.0533	.0344		.2362
1965		.0567	.0347		.2864
1966		.0514	.0310		.2806

C. RATIOS.

YEAR	DOD% : NON-DOD%	
1962	1 :	4.302
1963	1 :	4.719
1964	1 :	4.432
1965	1 :	4.941
1966	1 :	5.459

* G/F - General/Flag; SG - Super-Grade (GS 16-18); GS - General Schedule;
PFS - Postal Field Service, Grades 18-20; Exec - Executive Level, I-V.

APPENDIX 3 TO ANNEX Q**TOTALS OF DOD AND NON-DOD PERSONNEL***

<u>GS</u>	<u>1962</u>	<u>1963</u>	<u>1964</u>	<u>1965</u>	<u>1966</u>
SG DOD	383	464	661	801	825
SG NON-DOD	1809	2288	2418	3072	3208
TOTAL SG	2192	2752	3079	3873	4033
GS DOD	514407	516815	525242	530844	578997
GS NON-DOD	544078	566817	564676	581611	609580
TOTAL GS	1058485	1083632	1089918	1112455	1188577

WAGE BOARD

WB DOD	543541	521195	492472	484234	538943
WB NON-DOD	132694	137025	134197	136688	142394
TOTAL WB	676235	658220	266669	620922	681337

POSTAL FIELD SERVICE

PFS 18-20	37	41	41	44	52
TOTAL PFS	475010	479131	483191	493595	530513

MILITARY

G/F	1281	1284	1277	1276	1306
TOTAL MIL	2807819	2699659	2687409	2655389	3094058

EXECUTIVE LEVEL

DOD	38	38	38	38	38
NON-DOD	335	335	335	335	335
TOTAL	373	373	373	373	373

*G/F - General/Flag; SG - Super-Grade (GS 16-18); GS - General Schedule;
PFS - Postal Field Service, Grades 18-20; Exec - Executive Level, I-V;
WB - Wage Board.

ANNEX R

TOP MANAGEMENT COMPARISONS -

DOD AND THE PRIVATE SECTOR

1. PROBLEM.

To establish a meaningful relationship between top management numbers of the Department of Defense and the private sector.

2. FACTS TO BE CONSIDERED.

A. The precise meaning of "top management" cannot be determined --- either within the military or the private sector. The American Management Association found such widely varying definitions existing both between industries and between firms of the same industry that further efforts at definition were discontinued. Within the military, the term top management is generally applied to all general/flag rank positions, but it must be recognized that while such usage is largely correct, it does not present a precise definition of functional level.

B. The OSD Compensation Study reflects that on the basis of both cohort and Civil Service parity, salaries of general/flag officers would exceed \$25,000 per year, while those of grade O-6 officers would fall below this rate.

C. Civil Service comparability with the private sector, as determined by the Civil Service Commission, places salaries of grades GS-16 and above in excess of \$25,000 per annum, while those of grade GS-15 fall below this rate.

D. The Current Population Survey of 1967, conducted by the Bureau of Census, reports the percentage of paid, full-time employees, by type of industry, earning \$25,000 or more per year, in terms of 1966 earnings, as follows:

- Agriculture	0.3%
- Forestry/fishing	1.0
- Construction	0.9
- Manufacturing, total	0.8
- Transportation	0.7
- Wholesale/retail	1.5
- Service industry	1.8
- Public administration	<u>0.3</u>
Overall average	0.9%*

*(This computation omits the self-employed category at 6.1%.)

3. DISCUSSION.

A. The inability to precisely define "top management" in no way detracts from the need of such a category of personnel in the private sector, the government, and the military. All major endeavors require and have top managers. Supergrade civilian positions in the government and general/flag officer positions in the military approximate this category. Their numbers are limited by statute and administrative procedures. In the private sector, irrespective of exact definition, the number of top managers employed is largely a function of personnel costs. Whether a position in the private sector is deemed to be one of top management or not, the fact that the position is valued at \$25,000 or more per year shows a commitment of resources of the same magnitude as the parity and comparability salaries of general/flag officers and supergrade civilians.

B. Using a \$25,000 per year criterion solely to identify military parity and Civil Service comparability levels, it is possible to compare percentages of personnel within the private sector, the government, and the military equated to this rate of earnings. Those of interest are:

- Private sector (less self-employed)	0.9%
- Federal government, GS personnel	
- Total government	0.34
- DOD only	0.14
- Government less DOD	0.53
- Department of Defense	
- GS personnel only	0.14
- Military personnel only	0.04
- Total GS and military personnel	0.06

C. Using the above percentages, it is possible to compute comparisons to the private sector, as follows:

- Private sector : Fed Govt, total GS	$0.9 : 0.34 = 2.6 : 1$
- Private sector : Fed Govt, less DOD, GS	$0.9 : 0.53 = 1.7 : 1$
- Private sector : DOD, GS only	$0.9 : 0.14 = 6.4 : 1$
- Private sector : DOD, military only	$0.9 : 0.04 = 22.5 : 1$
- Private sector : DOD, GS and military	$0.9 : 0.06 = 15.0 : 1$

D. The above computations are based on 1966 data, including general/flag officer numbers. Using the same 1966 data, but assuming an increase in general/flag numbers to a total of 1683, would alter the DOD total and military figures as follows:

- Military personnel only 0.055
- Total GS and Military personnel 0.069
- Private sector: DOD, military only $0.9 : 0.055 = 16.4 : 1$
- Private sector: DOD, GS and military $0.9 : 0.069 = 13.0 : 1$

4. CONCLUSIONS DRAWN.

A. Position by position comparison of top management needs of the military with the private sector are not feasible.

B. Existing data pertaining to parity and comparability salaries permits comparisons of numbers at or above the \$25,000 per year earning level within the private sector, the federal government, and the military.

C. The resulting comparisons do not reflect need for general/flag officer authorizations. These are based entirely on existing position requirements. But resulting comparisons do reflect that:

- (1) Military numbers are small in comparison with the average, or any component segment, of the private sector.
 - (2) An increase in general/flag officer numbers of the magnitude sought would alter the existing ratio very slightly.
 - (3) Consideration of both GS and military numbers within the Department of Defense does not significantly change the observations made for military numbers only.
- D. While the data and analysis here shown cannot be used as justification for increased general/flag officer authorizations, they can be used to show the comparative austerity of an increase in these authorizations to the number recommended by the Study Group.

ANNEX S

RECOMMENDED GRADE FORMULA

Not more than 50 percent of the officers authorized to be on active duty in the Army, Air Force, or Marine Corps in general officer grade may be serving in grades above brigadier general. Of the officers authorized to be on active duty in the Army, Navy, Air Force, or Marine Corps in grades above colonel or captain (Navy), not more than--

--15 percent may be serving in grades of general, admiral, lieutenant general, and vice admiral; and

--3 3/4 percent may be serving in the grades of general and admiral.

NOTE: Navy limitations on numbers above grade O-7 will continue to be determined by current law, which approximates the effect of the above proposal, until legislation is passed establishing a four grade flag officer structure.