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ARMY INFANTRY SCHOOL FORT BENNING GA
PERSONNEL HANDBOOK. (U)
1966

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PERSONNEL HANDBOOK

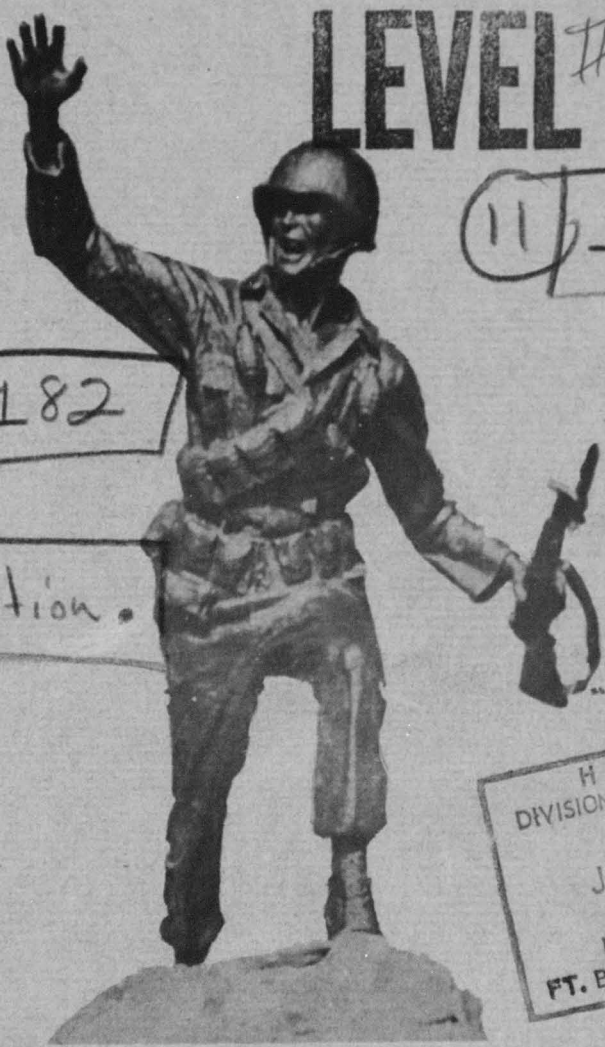


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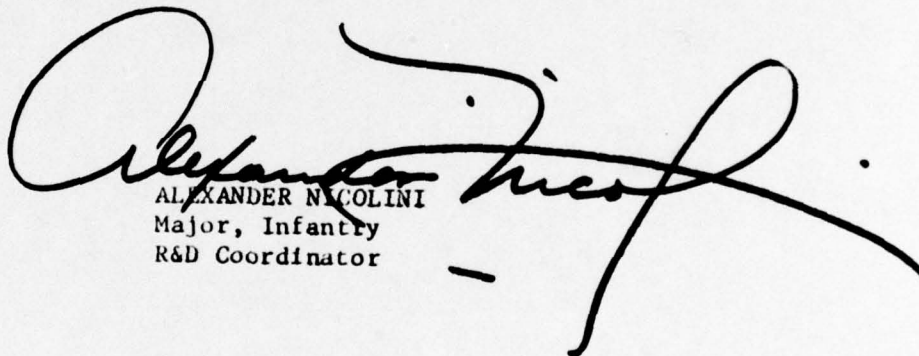
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A large, stylized handwritten signature in black ink, appearing to read "Alexander Nicolini".

ALEXANDER NICOLINI
Major, Infantry
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PERSONAL CHECKLIST FOR PUTTING THE PERSONAL INTO PERSONNEL

- ✓ HAVE YOU TREATED THE PERSON AS YOU WOULD LIKE TO HAVE BEEN TREATED?
- ✓ DID YOU TREAT EACH PIECE OF PAPER WITH A NAME ON IT AS A PERSON OR AS A PIECE OF PAPER?
- ✓ DID YOU WEIGH THE CASE ON ITS MERITS OR ON POLICY ALONE?
- ✓ DID YOU ANSWER ALL THE QUESTIONS RAISED OR DID YOU LEAVE THE PERSON IN DOUBT?
- ✓ WHEN YOU WERE IN DOUBT ON THE CASE DID YOU SEEK THE ADVICE OF WISER HEADS THAN YOURS?
- ✓ WHEN THE ANSWER WAS MADE WERE YOU PROUD OF THE UNDERSTANDING AND TOLERANCE SHOWN IN YOUR DECISION?
- ✓ HOW WOULD YOU HAVE REACTED TO THE LANGUAGE USED IN THE REPLY, HAD YOU BEEN THE RECIPIENT?
- ✓ DID YOU TELL THE PERSON WHY YOU DIDN'T GO ALONG WITH HIS REQUEST?

"I expect every person in the Army to bend his every effort to putting the PERSONAL into personnel."

--From The Chief of Staff's MESSAGE TO THE ARMY
15 October 1964

FOREWORD

"Any attempt to understand the Army must always start from - and finally return to - the individual soldier; he, in aggregate, is the Army."

General George H. Decker

As officers, you are entrusted with the care and direction of the Army's greatest asset - its soldiers. The men who rely on your leadership are your primary responsibility and the successful accomplishment of your mission and that of the Army is dependent upon your ability to elicit from each individual his optimum performance. The sum total of these individual efforts, directed toward the mission, will determine the caliber of performance of a unit. The personnel management and administrative program has been designed to assist you in your total leadership endeavor. The objective and fundamental principles of the program are listed below:

1. OBJECTIVE: Maximum efficient utilization of military manpower.
2. PRINCIPLES:
 - a. Place the right man on the right job through efficient classification and careful assignment.
 - b. Capitalize on the individual's intelligence, aptitudes and interests through training.
 - c. Stimulate the individual's desire to produce through adequate incentives.
 - d. Ensure individual opportunity for professional development through intelligently planned and progressive rotation of assignments.
 - e. Utilize the individual fully on essential tasks.
3. APPLICATION: The principles listed above are geared to meet basic needs of the individual. They must be applied conscientiously and continuously by all commanders and by those in subordinate staff and leadership positions if the stated objective is to be attained. Particularly at battalion, company and platoon levels is the application of the principles most challenging for an officer and also most rewarding. It is at these levels that the soldier emerges as an individual - not merely a name or number on a record or roster. It is also at these levels that the bulk of the personnel actions that shape the career of a soldier are initiated. Administrative discipline, which requires management of personnel and personal affairs in conformance with the stated principles, must assume co-equal status with combat discipline.

"Administrative discipline is the index of combat discipline. Any commander who is unwilling or unable to enforce administrative discipline will be incapable of enforcing combat discipline. An experienced officer can tell, by a very cursory administrative inspection of any unit, the caliber of its commanding officer."

General George S. Patton, Jr.

This text is approved for Resident and Nonresident instructional use only. It reflects the current thought of this School and conforms to printed Department of the Army doctrine as closely as possible.

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1	GENERAL
2	THE ADJUTANT (S1)
3	MAINTENANCE OF UNIT STRENGTH
4	PERSONNEL MANAGEMENT
5	DEVELOPMENT AND MAINTENANCE OF MORALE
6	MAINTENANCE OF DISCIPLINE, LAW AND ORDER
7	HEADQUARTERS MANAGEMENT
8	MISCELLANEOUS

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1	GENERAL
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GENERAL

Chapter 1

GENERAL

1. PURPOSE.

This handbook provides information for students of the United States Army Infantry School concerning the S1 (Adjutant) staff functions and procedures applicable in Infantry, Airborne Infantry, Mechanized Infantry battalions and brigades.

2. SCOPE.

a. This handbook describes the major areas of responsibility of the unit adjutant (S1) and operational procedures utilized to discharge these responsibilities.

b. Because S1 staff responsibilities, functions and procedures are similar at battalion and brigade level, this handbook is directed primarily toward the battalion S1. Significant variations in procedures and techniques that are peculiar to brigade S1 activities are outlined as each major area of responsibility is developed.

3. CONCEPT OF DIVISION PERSONNEL ADMINISTRATIVE SERVICES. (FM 12-11 AND AR 600-17.)

a. Division Headquarters Responsibilities.

(1) To relieve commanders of the responsibility for keeping personnel records and to permit the use of modern business machines for manipulation of personnel data mechanically, a personnel service division has been established in the division adjutant general section under the supervision of the adjutant general. The chief of the personnel service division has a two-part mission:

(a) He is responsible for providing personnel services to subordinate units of the division. This includes services which are for the primary benefit of individuals, and those which commanders require, such as the provision of timely information when and in the form that it is needed by them to make personnel management decisions. The keynote is responsiveness to the needs of subordinate commanders.

(b) He also is responsible for personnel support of the entire division. This includes furnishing the commander and staff personnel with information needed for the management of the division as a whole, operating the replacement system, exercising staff supervision over personnel activities in subordinate units, making or securing decisions on personnel actions which are the prerogative of the division commander, making recommendations to the staff and command concerning personnel management and administration, and executing approved personnel policies.

(2) The personnel service division has the capability of providing teams of personnel specialists to augment battalion-size units when these battalions are detached from and operate independently of the division. The team constitutes a battalion personnel section under supervision of the battalion personnel staff noncommissioned officer. Under these circumstances, the battalion commander becomes responsible for maintaining personnel records and accomplishing personnel actions as required.

b. Responsibilities of Commanders Below Division.

The principal levels of personnel management are division, battalion, and company. These levels emerge as the principal ones because of the authority and responsibility vested in

the commanders. The company commander exercises authority to impose nonjudicial punishment, to appoint to and reduce from certain grades, and to take certain other personnel actions. The battalion commander exercises special and summary courts-martial jurisdiction; appoints to and reduces from higher grades; is appointing authority for certain boards for discharge, reclassification, etc.; and has approval authority for other personnel actions. The division commander has general courts-martial jurisdiction, discharge authority, and authority to take certain other personnel actions. The centralization of personnel recordkeeping and other administrative functions at division level is not meant to interfere in any way with the authority and prerogatives these commanders exercise. It is meant only to provide them with administrative services necessary to support their management functions.

(1) The brigade headquarters are tactical and do not normally enter into the administrative channel between division and their attached battalions. However, each S1 section contains a personnel staff noncommissioned officer to assist the S1 and commander in those areas where personnel considerations affect tactical operations. Division artillery and support command headquarters also have an S1 and a personnel staff noncommissioned officer.

(2) Each battalion headquarters S1 section includes a personnel staff noncommissioned officer who assists and advises the S1 and the commander in carrying out personnel management functions. He provides an essential liaison link between the companies and the division, assisting company administrative personnel and informing the adjutant general personnel service division of the battalion's requirements. Specifically, he handles those personnel actions which flow from companies to battalion or through battalion to division. Routine information, requests or action which the battalion commander has no need to influence, flow directly from companies to division. Examples of these are requests for new ID cards, changes in allotments, record of emergency data, etc. (See Chapter 8, AR 600-17 for document routing channels.)

(3) The company commander is the primary manager of personnel. He is responsible for taking or initiating personnel actions necessary for efficient management of his company. This includes appointments, reductions, disciplinary action, leaves, separations, reclassification, awards and decorations, reporting of data to higher echelons, such as that included on morning reports, etc. He also is responsible for seeing that his personnel receive the services to which they are entitled, most of which are actually provided by higher echelons. These include pay and allowances, accurate maintenance of personnel records, allotments, and other entitlements. The company commander's principal administrative assistants are the executive officer, first sergeant, and company clerk. Soldiers who require routine service usually obtain it by contacting the company clerk, who initiates action to secure it by preparing the proper documents or arranging for it informally. Less routine actions may be handled by the first sergeant, executive officer, or company commander. Soldiers may be referred to the battalion personnel staff noncommissioned officer, if appropriate, for counseling concerning technical personnel matters, such as the kinds of documents necessary to support an application for hardship discharge.

2	THE UNIT ADJUTANT (S1)
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THE UNIT ADJUTANT (S1)

Chapter 2

THE UNIT ADJUTANT (S1)

4. GENERAL.

a. A unit commander is responsible for all that his unit does or fails to do. He is responsible for the efficient employment of all human and materiel resources to accomplish effectively any assigned mission. The S1 is the commander's principal staff assistant for personnel management. Through appropriate staff supervision, the S1 ensures that the administrative workload of subordinate units is kept to a minimum. In matters pertaining to personnel, the S1 assists the commander in exercising his responsibilities by:

- (1) Securing and studying information pertaining to the personnel activities of the command.
- (2) Furnishing estimates, advice, and information to the commander on personnel matters.
- (3) Preparing personnel plans.
- (4) Translating decisions concerning personnel into orders for transmission to elements of the command.
- (5) Coordinating the personnel activities of the command.
- (6) Supervising the execution of plans and orders pertaining to personnel as individuals.
- (7) Recommending changes to plans, policies, and orders to ensure continuous efficient employment of the human resources of the command.

b. The S1 performs all administrative matters not specifically assigned other staff officers. He may, when the need arises, perform the personnel functions of special staff officers found at higher staff levels including the inspector general, the staff judge advocate, the provost marshal, special service officer, and finance officer.

5. MAJOR AREAS OF RESPONSIBILITY. The staff responsibilities of the S1 are divided into six major areas (FM 101-5). These areas, as listed below, are applicable to the battalion and brigade S1.

a. Maintenance of Unit Strength. The S1 has staff responsibility for requisitioning unit replacements, assigning individual replacements, casualty reporting and maintaining records and reports which keep the commander informed of the strength status of the command. The S1 coordinates with the S3 and appropriate special staff officers in determining the priorities of allocation of individual and crew replacements and the requirement for unit replacements.

b. Personnel Management. The S1 assists the commander in the discharge of his responsibilities for personnel management by supervising such procedures as classification, assignment, appointment, reduction, reassignment, reclassification, transfer, elimination, separation, retirement, and rotation. The S1 also has staff responsibility for civilian personnel management and the collection, safeguarding, processing, and evacuation of prisoners of war.

c. Development and Maintenance of Morale. The S1 keeps the commander informed on the status of morale and esprit within the unit. He assists the commander in such matters by establishing a personnel services program which includes leave, rest and recreation activities, character guidance, postal services, religious activities, and finance, welfare, legal assistance, and special services. The S1 also has staff responsibility for formulating plans and carrying out policies relating to awards and decorations, and for planning, coordinating, and supervising all graves registration activities within the battalion.

d. Maintenance of Discipline, Law and Order. The S1 keeps the commander informed on all matters affecting the state of discipline and recommends measures to maintain or improve discipline within the command. He assists the commander in the maintenance of discipline by supervising law and order activities such as control and disposition of stragglers and by the administration of military justice within the unit. Special problems with which he may be confronted are smuggling and blackmarket activities, pilferage of supplies, and currency manipulation.

e. Headquarters Management. The S1 has staff responsibility for the movement, internal arrangement, organization, and operation of the headquarters, and the allocation of shelter within the headquarters.

f. Miscellaneous. This area of responsibility involves all those administrative matters not included above and which are not specifically assigned to another staff officer. Examples of these activities are the education program, charity drives, and soldiers' deposits.

6. THE PERSONNEL ESTIMATE.

a. The personnel estimate is a logical consideration of all personnel factors having a possible impact on the accomplishment of the unit's mission and on contemplated courses of action being considered. The personnel estimate will also identify and isolate those major personnel problems (overriding considerations) which may have significant impact on the pending operation or at least on one of the courses of action being considered. It provides a basis for a sound personnel plan as well as providing accurate personnel information needed by other staff officers to complete their planning.

b. The personnel estimate is applicable at all echelons and for all types of commands. It may be presented orally or in writing. At division level and below it is normally a mental process using notes (work sheet) as a basis and the conclusions are presented orally. However prepared (mental process or written) the same logical examination of personnel problems is accomplished to insure adequate personnel support for the organization to accomplish the mission or for courses of action under consideration.

c. As an advisor to the commander on personnel matters, the S1 continually analyzes the personnel situation. He is prepared at all times to contribute to the commander's estimate of the situation. He maintains an up-to-date analysis of personnel information which he uses to advise the commander and members of the staff on any personnel functions which may favor a given course of action or which may render a course of action impractical from a personnel point of view.

d. During the personnel estimate process, the S1 must coordinate and exchange information with the other unit and special staff officers, the brigade S1 and, at times, with the division G1 and AG. Significant personnel problems that arise during the personnel estimate must be considered in light of their impact on the mission and courses of action. The S1 attempts to resolve these problems with the resources available to him using the problem solving process (Estimate of the Situation, Figure 1, Part III, O&T Handbook). Based on his personnel estimate, the S1 selects the course(s) of action that can best be supported from the personnel standpoint. He apprises the S3, and other staff officers as required, of the personnel capability to support the operation, to include any deficiencies having significant impact on the operation. The S1 presents his conclusions to the commander, as appropriate, to include overriding considerations and recommendations pertaining to the personnel area.

e. For format and sample of personnel estimate, see Appendix VI and FM 101-5.

7. PLANS AND ORDERS.

a. The personnel plan is based upon the decision of the commander. The S1 usually begins the preparation of his plan for utilization of personnel resources before the commander arrives at his decision, subsequently making such adjustment as necessary to best support the decision.

b. The personnel plan should be re-examined on completion to see that it adequately supports the current mission of the commander and that it does not conflict with current policies.

c. When the plan has been approved by the commander, it may be disseminated to the command by means of:

- (1) Administrative order (Par 4).
- (2) Operation order (Par 4).
- (3) Annex to an operation or administrative order.
- (4) Letter or memorandum.
- (5) Message or conference. (Fragmentary Orders)

d. At brigade and battalion level, instructions regarding personnel matters are normally included in paragraph 4 of the operation order.

8. SUPERVISION. The staff responsibility of the S1 extends beyond the planning and coordinating phases. He ensures for the commander that the personnel plans, policies, orders, and instructions are being properly implemented in accordance with the unit's mission. He determines the adequacy of such plans, policies, and orders in order to suggest changes for improvement. The S1 performs his supervisory functions by personal visits, inspections, and study of reports. Only by maintaining constant surveillance over the operation of personnel matters can the S1 properly supervise these activities and be aware of the collective effectiveness of the individual members of the command.

9. ORGANIZATION OF THE S1 SECTION.

*a. The battalion S1 section is authorized the following personnel:

1 Captain--S1--Adjutant

1 Sergeant First Class (E7)--Personnel Staff NCO

**1 Specialist 4--Clerk Typist

1 Pfc (E3)--Mail Delivery Clerk

*The battalion will be augmented with a Chaplain section and Personnel section when it is operating as a separate unit.

**As determined by the commander. Two clerk typists authorized for the headquarters.

b. The brigade S1 section is authorized the following personnel:

1 Major--S1--Adjutant

1 Sergeant First Class(E7)-- Personnel Staff NCO

*1 Specialist 4--Clerk Typist

*As determined by the commander. Two clerk typists authorized for the headquarters.

10. RELATIONSHIP OF THE S1 WITH THE SPECIAL STAFF.

a. The S1 at battalion and brigade level supervises the headquarters commandant in administrative matters pertaining to the headquarters. The duties of the headquarters commandant are similar to those listed in FM 101-5; they include:

(1) Supervising the custody and evacuation of PW and the selection of the battalion PW Collecting Point (coordinating with the unit staff).

(2) Supervising the custody and return of stragglers to units.

(3) Supervising the quartering party and establishment of CP facilities (in coordination with the S1).

(4) Preparing plans for and supervising CP security (coordinating with the unit staff).

b. The brigade S1 exercises staff supervision over the brigade chaplain (Senior chaplain assigned). As there are no chaplains organic to the battalions, the chaplains (four per brigade) provide religious service and pastoral care for all units or elements assigned or attached to the brigade. The brigade chaplain coordinates the activities of his section to ensure adequate religious coverage of all attached or organic units. The chaplain also:

(1) Advises the commander of all matters pertaining to religion, morality and effective utilization of chaplains in the section.

(2) Keeps close contact and maintains liaison with the chaplain of higher headquarters to ensure continuing chaplain support for the brigade.

(3) Performs additional duties as described in FM 101-5.

c. The brigade S1 exercises staff supervision over the S1's of attached units. Normally, he does not enter personnel and administrative (P&A) channels between the division administration company and attached units, except for policy matters. Units attached to the brigade normally communicate directly with the Adjutant General's section.

11. RELATIONSHIP OF THE S1 WITH THE DIVISION G1 AND SPECIAL STAFF OFFICERS.

a. The battalion S1 coordinates closely with the brigade S1 on matters that have an impact on tactical operations such as strength, replacements, PW, morale, and discipline, law and order.

b. The battalion and brigade S1's establish and maintain a close working relationship with the division G1. On routine matters, the S1 may be authorized to coordinate with division special staff officers in the personnel field. The division special staff officers concerned with personnel functions are:

(1) The Adjutant General (AG).

(a) Processes all official correspondence to include receiving, filing, duplicating, and distributing.

(b) Signs all official correspondence upon which action is taken at division level.

(c) Authenticates and publishes all routine orders (special, letter, and general) as distinguished from combat orders.

(d) Is office of record for all division level official correspondence and routine orders. Maintains central files of record or action copies of correspondence passing through command channels.

(e) Processes actions and publishes orders pertaining to:

1. Classification, assignment, reclassification, reduction, appointment, transfer, reassignment, retirement, and separation.

2. Leaves of absence and delays.

3. Awards and decorations.

4. Replacement requisitioning, processing, and assignment.

(f) Maintains individual records of all personnel assigned or attached to the division.

(g) Prepares and processes personnel reports including those on casualties, nonbattle losses, and prisoners of war.

(h) Requisitions, stores, and distributes all publications and blank forms.

(i) Supervises operation of the Army Postal Service within the division.

(j) Supervises operation of the division replacement detachment.

(2) The Inspector General (IG).

- (a) Conducts inspections, both annual and special.
- (b) Conducts investigations when directed by the commander.
- (c) Receives and acts upon complaints of individuals.

(3) The Provost Marshal (PM).

- (a) Exercises operational control of military police.
- (b) Enforces law and order.
- (c) Supervises division straggler control system.
- (d) Supervises guarding and evacuating of prisoners of war.
- (e) Enforces regulations pertaining to the control of traffic within the command post.
- (f) Conducts criminal investigations.
- (g) Supervises confinement facilities.

(4) The Staff Judge Advocate (SJA).

- (a) Advises the commander, his staff, and other members of the command on questions of law.
- (b) Furnishes limited legal assistance to personnel of the division.
- (c) Supervises the administration of military justice within the division.
- (d) Reviews and recommends action to be taken regarding claims for or against the government.

(5) The Finance Officer (FO). Plans and supervises all finance activities to include pay, soldiers' deposits, allotments, and currency exchange.

12. RECORDS.

a. Work Book (Appendix I).

(1) The work book is a temporary record and consists of an indexed pad or a loose leaf notebook in which the staff officer enters information classified according to the subject. The use of a loose leaf notebook permits the indexing of separate pages which can easily be inserted and withdrawn when the pages become filled with material of no further use. When properly indexed, the work book serves the officer as a checklist or reminder of the types of information to be recorded as well as providing a place to record it. Subject headings for the work book will vary in keeping with the responsibilities of various staff officers. Work books are maintained by each staff section in the battalion. Sources of information for the work book may be directives, orders, messages, telephone conversations, staff conferences, results of

inspections, and the staff officer's own conclusions, opinions, and ideas. Notes made from these sources should be entered in the work book under appropriate headings. The time and the sources of information are underscored, followed by a colon to set this heading off from the rest of the entry. Entries made on a work book might appear as follows and be recorded on the appropriate page of the work book.

1412 G1 21st Inf Div: Replacements will be delivered to Bde trains 071400 Nov.

1500 G1 21st Inf Div: 1 EM to G1 at 081000 Nov 63 for interview as driver for CG; Pfc or Sp4, combat badge, good record, good appearance, 6 ft tall.

1930 Discussion with Chaplain: Attendance at religious services last week totaled 321. Represents 35% drop from previous week.

* * * * *

(2) The work book has many uses. It provides the S1 with information for reports; it may reveal problems which require further evaluation and coordination; it is the primary source of information used in the preparation of estimates and it also is a source of policy file information. Where applicable, information from the journal may be extracted and placed in the work book for further action. A properly maintained work book ensures that necessary action is initiated and completed. When action is completed on an item in the work book, the entry is lined out. During the staff officer's absence, the work book is left in the section where it can be used for reference and kept up-to-date by the staff officer's assistants. In this manner, persons absent from the section can quickly catch up on events which occurred during their absence; thus continuity of action is assured. When a work book is filled, it may be destroyed and a new work book initiated.

b. Policy and Policy File.

(1) Policy is known in the service as a definite method or course of action prescribed by a commander for solving problems of a recurring nature. Policy always involves a command decision. If problems are analyzed, it will readily be apparent that some which have occurred in the past are occurring at present and will occur in the future. In view of this, a particular problem of recurring nature can usually be covered by a policy for the command and then this policy may be used as a basis for future action. For example, orders issued by our own or higher headquarters constitute policy only when they apply over an extended period of time. Directives or orders which are specific in nature but apply to only one situation do not constitute policy.

(2) After obtaining a statement of policy from the commander, the S1 will record it in a policy file or book, indicating the date and the facts surrounding the case. There is no prescribed form for the policy file. It may consist of brief notes, plans, directives, orders, or resumes of telephone conversations kept in a notebook, a loose leaf folder, a series of envelopes, or in manila file envelopes. By the proper use of a policy file, the S1 can give decisions accurately and promptly without having to check with the commander each time a decision is necessary. When policies are logical, sound, and equitable, favorable reactions result within the command.

c. The Journal. (AR 220-346)

(1) A journal consists of a journal sheet and a journal file.

(a) Journal sheet (Appendix II) - a brief chronological record of events affecting a unit or staff section during a given period of time.

(b) Journal file - documents that support entries in the daily journal, such as copies of orders, periodic reports of the unit and its subordinate and attached units, periodic reports of higher and adjacent units when applicable, personnel reports, ammunition expenditure charts, overlays, messages, memoranda, and other statistics are placed in the journal file. Items placed in the journal file are labeled with the item number of the journal sheet entry which they support. The journal file may consist simply of an envelope in which the journal file items are kept.

(2) The basic purposes of a unit journal are:

(a) To provide an orderly procedure for maintaining a record of events occurring within the unit/staff section.

(b) To provide a ready reference of these events for the commander and staff and for higher and lower headquarters.

(c) To serve as a permanent record for training purposes, operational reviews, and historical research.

(3) Journals will be maintained by battalion, separate companies, and by headquarters of larger units. Journals will be maintained:

(a) During wartime in combat.

(b) While extending aid to civil authorities in the event of riots, disasters, declaration of martial law, and while performing occupational or military government duties.

(c) While involved in training maneuvers of battalion or greater size.

(d) At any time when directed by the commander or higher authority.

(4) Journals are permanent records. They are cut off at the end of the calendar year, held for one year in unit files, then transferred to the records holding area or appropriate records center where they will be held for two additional years, then transferred to a US Army Records Center for permanent filing.

(5) The S1 has staff responsibility for maintaining and filing the unit journal. One journal may be maintained for the entire headquarters or, at the discretion of the commander or higher authority, separate journals may be kept for each staff section or combination of staff sections. Methods of journal maintenance are as follows:

(a) The journal for the entire headquarters may be kept by the S1 who will establish a system for the collection of items for inclusion in the journal sheet and journal file from other staff members.

(b) S1-S4 and S2-S3 may keep joint journals.

(c) Each staff section may maintain its own journal. In the latter two methods, (b) and (c), completed journal sheets and files are turned over to the S1 for consolidation and disposition.

(6) Accurate data with sufficient detail to fix the time and place will characterize all journal entries. Events will be recorded as they are received or initiated in a headquarters or staff section. The purposes, subjects, and conclusion of command conferences will be described briefly; command decisions will be set down and plans summarized. Liaison activities, training, weather and other conditions affecting operations, and visits of commanders and staff officers of the unit maintaining the journal, higher, and adjacent units will be noted. At the close of each period, a summary of important events during the period and plans for the following period should be entered. The summary should include the reasons "why" behind decisions and happenings. The following notes explain entries in the journal sheet shown in Appendix II:

(a) Organization or Installation: Designate the organization and staff section keeping the journal.

(b) Location: CP location.

(c) Period covered: Journal period prescribed by commander or higher headquarters; usually 24 hour periods from 2400 hours one day to 2400 hours the next day.

(d) Item Number: Journal sheet entries are numbered consecutively beginning with number 1 for the first entry of the period.

(e) Time In: Indicates time message received. If the time of the incident differs from time of receipt, time of incident is noted in the Incidents, Messages, Orders block.

(f) Time Out: Indicates time of dispatch by the unit or staff section.

(g) Incidents, messages, orders, etc.: Brief synopsis of incident, message, or order. If the entry refers to document or message, indicate the disposition of the message or document as follows:

M - Information plotted on situation map.

S - Appropriate staff officers notified.

T - Information disseminated to interested troops.

F - Supporting document referenced with item number on journal sheet and placed in journal file.

Other notations necessary to clarify action taken or disposition made should be entered.

(h) Initials: Place in this column the initials of the individual who received, dispatched, or took action on each specific journal entry. Initials may be typed or written in accordance with the unit SOP.

(i) Summary should be added at the close of each period.

(j) Journal sheet is signed by officer responsible for unit or staff section maintenance.

MAINTENANCE OF UNIT STRENGTH

3	MAINTENANCE OF UNIT STRENGTH
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Chapter 3

MAINTENANCE OF UNIT STRENGTH

Section I

Strengths, Personnel Records and Reports*

13. GENERAL.

- a. Since personnel strengths provide a major indication of fighting capabilities, strength data, both current and projected, are essential to the commander and staff in determining the effectiveness of the command. Present strengths and estimated projected strengths are important considerations in the preparation of the commander's estimate of the situation. Current and accurate strength figures assist the commander in making sound and timely decisions.
- b. The S3 considers the strength of subordinate units in the formulation of operation plans.
- c. The S4 utilizes strength figures in determining logistical requirements.
- d. The S1 is responsible for the establishment of an effective system to provide the commander and staff with required strength information. He interprets records and makes timely recommendations to the commander on personnel actions. Normally, the S1 summarizes strength information in chart, graph, or report form for maximum convenience and clarity.

14. STRENGTH REPORTS. The principal reports available to the S1 for strength data are:

- a. Morning Report.
- b. Daily Status Report.
- c. On-Line Strength Report.
- d. Summary of Authorized/Assigned Strength.
- e. The Personnel Daily Summary.
- f. Casualty Report.

15. MORNING REPORT.

a. The Morning Report, DA Form 1, is the only official Department of the Army standard form for daily strength reporting prepared by companies of the battalion and the headquarters and headquarters company of the brigade. This document is prepared daily by companies to account for all personnel of the organization by basic status (assigned or attached) and by duty status (present or absent). In garrison, this report is prepared and submitted through administrative channels not later than 0900 hours following the close of each morning report day (0000 to 2400).

b. In combat, company Morning Reports are prepared by the Personnel Service Division of the Division AG Section. The information contained on the Morning Report is obtained from the companies by means of "FEEDER" Reports which are prepared and forwarded through battalion/task force to the AG section at the close of the morning report day. Upon receipt of

*Commanders at all echelons should exercise care to insure that all forms used within their units have been authorized by competent authority.

the Feeder Report, the official Morning Report is then prepared, signed by a designated officer or warrant officer at the Personnel Service Division. Copy 1 of the report will be forwarded to the servicing data processing unit. The organizational copy (number 2 copy) of the Morning Report is returned to the company for file. Copy 3 is retained by PSD. (See Figure 1 for recommended format of Feeder Report.)

FEEDER REPORT

1. <u>Ending 2400</u>	2. <u>Reporting Unit</u>	3. <u>Parent Unit</u>	4. <u>Personnel Status</u>
5. <u>Command</u>		6. <u>Subcommand</u>	7. <u>Location or Coord</u>
REMARKS SECTION			
AUTHENTICATION SECTION			
Name & Title	Grade & Branch		Signature

NOTE: A strength section is not needed on a Feeder Report since all changes in strength figures are based on entries made in the remarks section.

Figure 1.

16. DAILY STATUS REPORT. It is essential that all commanders know the number of personnel available for training or operations within their units. The Morning Report will not reflect this information since the personnel carried as present for duty on the Morning Report may actually be on guard, detail, pass, SD, sick in quarters, or otherwise unavailable for training. Therefore, the battalion S1 establishes a system of reporting which will reflect the true status of these individuals. One report that may be used is the Daily Status Report. This report is primarily used in garrison. Companies are normally required to submit their status reports to the battalion headquarters immediately after drill call. Battalion may consolidate company status reports to provide an overall picture of the battalion status. An information copy of the battalion status report may be submitted to brigade, as directed. (See figures 2 and 3 for recommended format of company and battalion Daily Status Reports).

17. ON-LINE STRENGTH REPORT. This report may be used in combat to keep the battalion commander and staff informed of the number of personnel who are "on line" (in battle positions or assisting in controlling the fighting elements) and who are not on line. In combat, the On-Line Strength Report takes the place of the Daily Status Report and a variation of the format shown in Figures 2 and 3 is recommended for use. This report, when used, is submitted by companies normally as of 0600 hours or as specified by the unit SOP.

18. SUMMARY OF AUTHORIZED/ASSIGNED STRENGTH. The Personnel Service Division will furnish detailed personnel strength information pertaining to the companies of the battalion once each month or by special request on a one-time requirement basis. The reports (Personnel Information Roster, Personnel Inventory Report and Personnel Qualification Roster) are prepared by machine and contain full information as to strengths to include losses and anticipated gains, authorized and assigned personnel in the unit and, by name, qualifications of each individual. These reports and rosters are maintained by the Personnel Staff NCO. There is a need, however, to maintain a current, daily record of basic information concerning the authorized/assigned strength of each unit by pay grade (including NCO-specialist status) for the information of and use by the commander and his staff. This information must be readily available, in graphic form, and free of minute detail which is only of interest to the personnel specialists. The "Summary" format outlined in figure 4 may be utilized for this purpose. Normally this "Summary" will be on an acetate covered chart with entries being made using a grease pencil. It may, however, be prepared daily in typewritten copy and distributed as required. The form is posted daily to reflect changes in assigned personnel status. This information is obtained from Morning Reports or Feeder Morning Reports submitted by the companies. This "Summary" is of particular value in garrison and especially when the battalion is in its early activation stages. In combat, the Personnel Daily Summary (see par 19 below) will usually suffice to provide the authorized/assigned strength data required by the commander and staff.

19. THE PERSONNEL DAILY SUMMARY.

a. General. The Personnel Daily Summary (PDS) is the form used while in combat or participating in tactical exercises to record strength data reported by subordinate organic and/or attached units. Personnel strength figures that are entered on the form include authorized and assigned strengths, daily and cumulative losses, replacements and returned-to-duty personnel, and prisoners of war (see Figure 5). The completed PDS is used to brief the commander and staff at each level and serves as a basis for operational, personnel and logistical planning. The PDS is the source of strength data that must be transmitted to the next higher headquarters (up to and including field army). The PDS form itself is not normally forwarded to the next higher headquarters except upon initial attachment. Requisite strength information from the PDS is transmitted to higher headquarters by a Daily Strength Message (DSM) which is discussed in detail in paragraph 20 below. All strength information recorded in the Personnel Daily Summary and transmitted by the Daily Strength Message is as of 1800 hours daily unless otherwise specified. The same form is used by all units of the division.

b. Line Numbers.

(1) Line numbers are indicated on the PDS form and serve to identify reporting units. Division may assign a basic line number to each battalion size unit, separate companies and headquarters and headquarters companies of tactical or control headquarters such as brigade. In Figure 5, line number 10 has been assigned the 2/76 Mech Inf and line number 16 to 2/4 Armor. By SOP, battalions may further identify company and platoon elements by suffix letters and numbers to the assigned basic line number. A type method of identifying all elements down to and including platoon level is indicated below:

2/76 Mech Inf - Line 10

Co A	10 A
1st Plat	10 A 1
2d Plat	10 A 2
3d Plat	10 A 3
Wpns Plat	10 A 4
Co B	10 B
Co C	10 C
Hq Co	10 D
Com Plat	10 D 1
Recon Plat	10 D 2
Mort & DC Plat	10 D 3
AT Plat	10 D 4
Spt Plat	10 D 5
Main Plat	10 D 6
Med Plat	10 D 7

The arbitrary assignment of line designators by battalion is required because company or battalion size units will seldom report strength figures as "pure" units. Cross attachments to form company teams will require the company team to report strength data of the company and attached platoons or elements by line numbers to battalion. To sort out and consolidate these strength reports into "pure" units, battalion must know the line number/reported unit designations. Assignment of line designators to the platoons of Hq Co will permit identification of a platoon when, by SOP, directive, or circumstance, these platoons must report directly to battalion headquarters.

(2) The use of line designators in lieu of unit titles permits transmission of the DSM in clear text. Line designators may be changed by division and battalion headquarters as the situation requires.

c. Company. The company/company team PDS will reflect the requisite strength data for the company headquarters and those organic and attached platoons that are actually with the headquarters as of 1800 hours daily. The company (or company minus) and the attached platoon will be entered on separate lines of the PDS using the SOP line numbers.

d. Battalion. The battalion/battalion task force PDS reflects, on separate lines, strength data pertaining to Hq & Hq Co and those organic companies and attached companies or platoons that are with battalion as of 1800 hours daily (see Figure 5). Battalion will be required to sort out and consolidate figures reported by company teams into organic (pure) units.

Example: Strength data pertaining to platoons of an attached tank company which are further attached to rifle companies of the battalion must be consolidated by battalion task force headquarters.

e. Brigade. The brigade PDS reflects on separate lines, the strength status of its organic headquarters and headquarters company and attached battalions and companies. Brigade must also sort out and consolidate the strength figures reported by battalion task forces into "pure" battalions and/or company size units for transmission (DSM) to division.

20. THE DAILY STRENGTH MESSAGE.

a. The purpose of the Daily Strength Message (DSM) is to expeditiously transmit unit personnel strength information obtained from the Personnel Daily Summary to the next higher headquarters. The DSM includes all categories of personnel losses and gains and the number of prisoners of war captured and evacuated during the twenty-four hour reporting period ending as of 1800 hours daily. Therefore, only figures contained in columns D, E, F, G, I, J, S, T, U, and V of the Personnel Daily Summary are reported. If there is no entry in any column listed above, a zero is reported for that column, such as noted in the entry for column GOLF in the strength message below. The message begins with the line number designated for each unit.

Example: The strength message submitted by 2/76 Mech Inf (Minus) (Figure 5) would be transmitted to brigade as follows:

(NOTE: There are two paragraphs in this message, the first containing information of only the 2/76 Mech Inf minus Company C, which is detached. The second paragraph relates to the attached unit, A2/4 Armor. In transmitting this message over an approved communications means the correct radio/telephone procedure would be used - i. e., LINE ONE ZERO (PAUSE) DELTA NINER (PAUSE) ECHO ONE TWO (PAUSE).

LINE 10 - D 9 - E 12 - F 2 - G 0 - I 4 - J 3 - S 8 - T 4 - U 14 - V 14.

LINE 16A - D 2 - E 2 - F 1 - G 0 - I 0 - J 1 - S 3 - T 2 - U 2 - V 2.

b. The following columns are NOT included in the DSM.

<u>COLUMN</u>	<u>REASON</u>
A	Line number is used in lieu of unit designation.
B	Security. This figure is obtained by subtracting today's losses (columns H, I & J) from column B of the previous day's PDS and then adding today's gains (columns S & T) to the resultant figure.
C	This figure is obtained from TOE or current operating strength authorization.
H	This is compiled by the recipient and is the sum of columns D, E, F & G.
K thru Q	Computed by recipient by adding today's losses to the cumulative totals contained in the previous day's PDS. (NOTE: Computation of cumulative losses at brigade and lower levels may be omitted at the discretion of the commander).
R	This figure is cumulative while in combat and is entered by the recipient.
W	Compiled by the recipient by subtracting columns V from U.

COLUMN

REASON

X

This is a cumulative total computed by adding figures in column U to the total in X on the previous day's PDS.

Y

Remarks column for unit use only.

The major reasons for omitting the above columns are for brevity and to provide an element of security (total unit strengths not submitted) for the message. The DSM has meaning and validity to the recipient (or anyone else) only in its relationship to the previous day's PDS figures. For this reason, it is mandatory that each reporting headquarters retain, as a minimum, the previous day's PDS.

c. The DSM is transmitted in code or clear text in accordance with radio telephone procedure. The most expeditious means available will be used to transmit the DSM to include radio, radio-telephone, telephone or messenger. The emphasis is on speed and accuracy to insure that strength data reported by major units of the field army is available to the field army commander and staff no later than 0600 hours the morning following the reporting period. See Figure 6 for DSM reporting channels.

d. Company. The company/company team DSM to battalion will include losses, gains and PW captured and evacuated for the company (or company minus) and any attached element(s). Attached elements will be reported separately and by their line designation.

e. Battalion. Battalion/task force sorts and consolidates reports received from companies/teams and enters strength figures on the Battalion PDS. The DSM of battalion/task force will be transmitted to brigade reporting consolidated battalion (or battalion minus) totals and attached unit(s) totals by separate line number.

f. Brigade. Brigade sorts and consolidates reports received from battalion/task force headquarters to obtain "pure" battalion and company strength figures for entry on the brigade PDS. Brigade transmits to division by separate line numbers, the DSM for brigade headquarters and headquarters company, attached battalions and companies.

20.1. PERIODIC PERSONNEL REPORT.

a. General. The periodic personnel report is assembled by the S1 when directed. It is submitted to the commander or higher headquarters periodically or on call. The personnel situation is shown through the presentation of pertinent data within the six major personnel areas of responsibility for a given period of time. The form and an example of a periodic personnel report are contained in FM 101-5.

b. Use. This report gives a commander and interested staff officers a periodic recapitulation of facts pertaining to all personnel activities within the command. By comparing these facts with those in previous reports, the commander and staff can readily determine those activities requiring attention.

c. Source of Data. Most of the data listed in the periodic personnel report is prepared from records in the S1 Section. (PDS, staff journal, work book, recurring and routine reports from higher and lower headquarters).

21. CASUALTY REPORTING. (AR 600-66)

a. Casualty reporting is a command function. These reports form the basis for notifying the emergency addressee and other authorized persons, the payment of benefits, the maintenance of certain necessary statistics, and the determination of duty status. Casualty reporting is the staff responsibility of the S1. Types of casualties are defined below.

(1) Battle casualties. Any person who is killed, wounded, missing, captured, or interned, provided the incident occurs in action, or death later results from wounds received in action. "In action" characterizes a casualty as sustained in combat or in going to or returning from a combat mission, and as resulting from actions of our own or allied forces while engaging hostile forces, or actions of a neutral power in protecting its neutral status. (Injuries or illnesses due to the elements, exhaustion, or self-inflicted wounds and injuries are not battle casualties.) Categories of battle casualties are:

(a) Killed in action. Killed outright or those who die of wounds before reaching any medical treatment facility; i. e., battalion aid station.

(b) Died of wounds received in action. Died of wounds after reaching a medical treatment facility.

(c) Wounded in action. All kinds of wounds or injuries, whether there is a piercing of the body, as in a penetrating wound, or none, as in a contused wound; all fractures, burns, concussions, and effects of toxic chemical agents or radioactive substances.

CLASSIFICATION
COMPANY DAILY STATUS REPORT

	(UNIT)	OFF	EM
	1 AUTHORIZED	/	/
	2 ASSIGNED	/	/
	3 ATTACHED	/	/
	4 TOTAL ASSIGNED & ATCHD	/	/
NOT PRESENT FOR DUTY	5 TDY	/	/
	6 SICK	/	/
	7	/	/
	8 CONF & ARREST	/	/
	9 AWOL	/	/
	OTHERS ①	/	/
	11 TOTAL	/	/
	12 PRESENT FOR DUTY	/	/
PRESENT NOT * ON LINE * FOR TRAINING	13 ORDERLY ROOM	/	/
	14 MESS	/	/
	15 MOTOR POOL	/	/
	16 SUPPLY	/	/
	17 SD DIVISION	/	/
	18 SD BATTALION	/	/
	19 SK IN QUARTERS	/	/
	20 CONF & ARREST IN QUARTERS	/	/
	21 REST AREAS	/	/
	22 PASS	/	/
	23 OTHERS ②	/	/
	24 TOTAL	/	/
	25 PRESENT FOR * ON LINE * TNG	/	/

CLASSIFICATION

*Strike out words not applicable.

Lines 11 and 12 equal Line 4 (Total Assigned and Attached).

Lines 24 and 25 equal Line 12 (Present for Duty).

① Explanation of status when used (men may be missing, captured, etc.).

② Explanation of status when used (men may be on Guard, Company Details, etc.).

Figures above diagonal line will denote officer personnel.

Figures below diagonal line will denote enlisted personnel.

NOTE: In combat, this form is utilized as the company's On-Line Strength Report.

Figure 2.

CLASSIFICATION

BATTALION DAILY STATUS REPORT

HEADQUARTERS _____

BN DAILY STATUS REPORT as of _____ (date) _____ (time)

UNIT	TDY		SICK		CONF & ARREST		ABSENT FROM TRAINING							TOTAL ASGD & ATTACHED FOR DUTY		TOTAL PRESENT FOR TRAINING		
	O	EM	O	EM	O	EM	LEAVE	PASS	AWOL	SD BN	SD DIV	OTHER*	UNIT OVERHEAD	O	EM	O	EM	
HQ & HQ CO																		
A CO																		
B CO																		
C CO																		
TOTAL BN																		
% OF ASGD STR																		
*EXPLANATION																		
REMARKS:																		

CLASSIFICATION

NOTE: In combat, this form is utilized as the battalion's On-Line Strength Report
Figure 3

CLASSIFICATION

HEADQUARTERS _____
SUMMARY OF AUTHORIZED/ASSIGNED STRENGTH

as of _____
(date/time)

	OFFICERS							ENLISTED												
	LT COL AUTH ASG	MAJ AUTH ASG	CAPT AUTH ASG	1st LT AUTH ASG	2d LT AUTH ASG	TOTAL AUTH ASG	WO AUTH ASG	E9 AUTH ASG	E8 AUTH ASG	E7 AUTH ASG	E6 AUTH ASG	E5 AUTH ASG	E4 AUTH ASG	E3 AUTH ASG	E2 AUTH ASG	E1 AUTH ASG	TOTAL AUTH ASG	OFF AUTH ASG	WO	EM AUTH ASG
HQ & HQ CO																				
A CO																				
B CO																				
C CO																				
TOTAL BN																				
PREVIOUS TOTAL																				
GAINS																				
LOSSES*																				
REMARKS:																				

CLASSIFICATION

NOTE: Diagonal lines separate Noncommissioned Officer and Specialist personnel.
Figures denoting Noncommissioned Officer personnel are placed above the line.

Figure 4

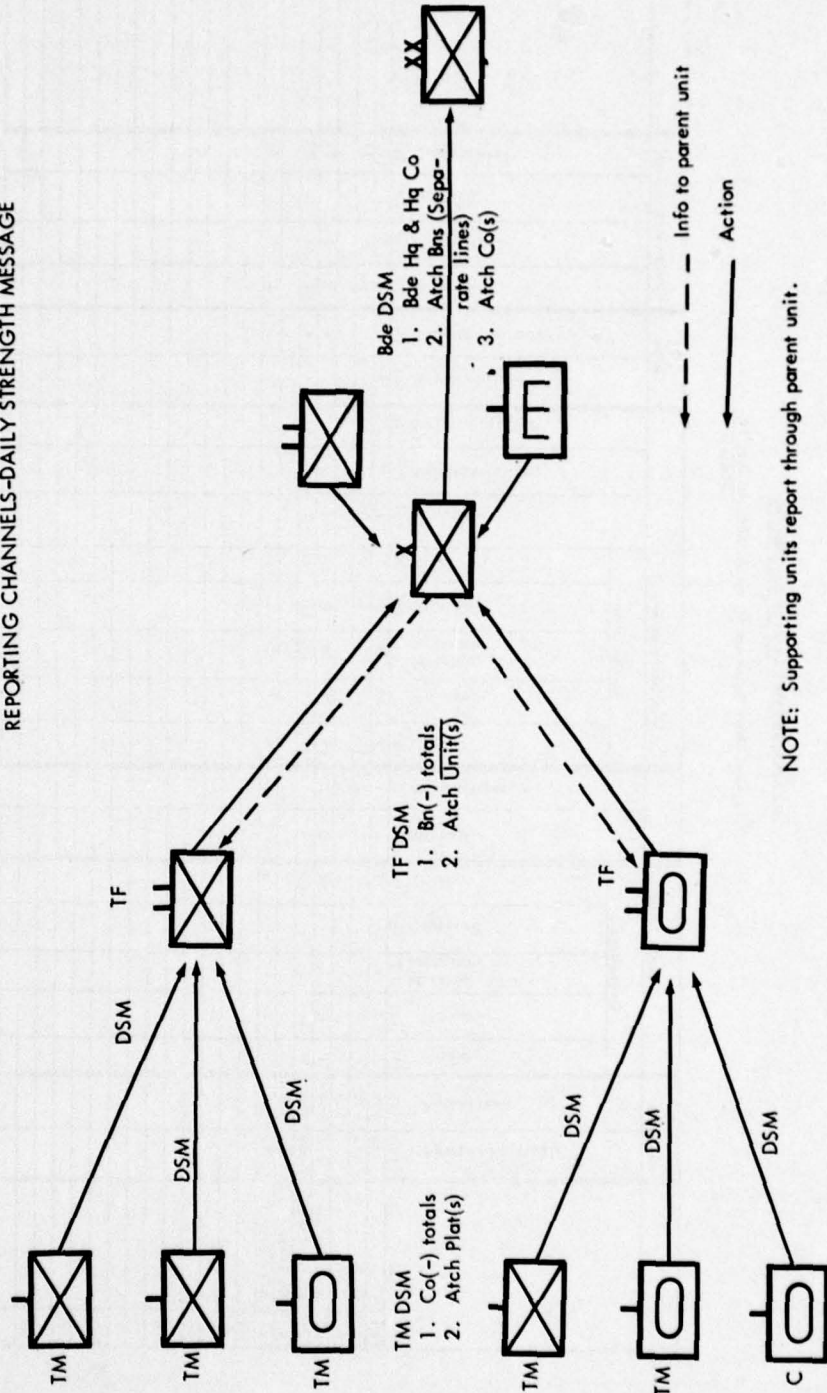
HEADQUARTERS 2d Mech Bn, 76th Inf

Personnel Daily Summary #0 as of 1800, 18 July 19
(Date)

Unit	Strength			Daily Losses						Cumulative losses							Gains			Prisoners of war			Remarks	
	(a)	Assigned (actual)		Casualties			(h)	(i)	(j)	(k)	Casualties			(r)	(s)	(t)	(u)	(v)	(w)	(x)	(y)			
		(b)	(c)	(d)	(e)	(f)					(g)	(m)	(n)									(o)		(p)
10A Co A	185	199	4	2	1	7	1	9	20	2	2	33	1	2	4	5	5	6	5	33	29			
10B Co B	173	199	1	5	6	6	2	1	10	21	5	39	3	2	4	6	6	6	6	29				
10C Co C		199																						
10D Hq & Hq Co	251	304	4	5	1	10	2	1	17	28	4	55	3	3	4	3	3	3	3	23				
10 Bn (-) Total	609	702	9	12	2	23	4	3	36	69	11	127	7	7	57	8	4	14	14	83				
10 Bn Total		901																						
16A A2/4 Armor	82	92	2	2	1	5	1	4	12	2	1	19			3	2	2	2	2	23				

Figure 5.

REPORTING CHANNELS-DAILY STRENGTH MESSAGE



NOTE: Supporting units report through parent unit.

Figure 6.

(d) Missing in action. Whereabouts and status unknown and absence appears to be involuntary.

(e) Captured. Definitely known to have been taken into custody by a hostile force as a result of and for reasons arising out of any armed conflict in which the Armed Forces of the United States are engaged.

(f) Interned. Definitely known to have been taken into custody by a nonbelligerent foreign power as a result of and for reasons arising out of any armed conflict in which the Armed Forces of the United States are engaged.

(2) Nonbattle casualties. Any person other than a battle casualty who dies, is involuntarily missing and whose whereabouts is unknown or is evacuated from his unit as a result of disease or injury. They include the following:

(a) Nonbattle dead. All deaths other than "killed in action" and "died of wounds received in action." Exceptions to this are personnel who die of nonbattle causes while in a captured status who will be classified as battle dead.

(b) Nonbattle missing. Whereabouts and status unknown and absence appears to be involuntary and not in action within the purview of AR 630-10.

(c) Nonbattle sick or injured. Personnel whose illnesses or injuries were not sustained in action and who are admitted to a hospital or who are evacuated from their units for admission to a medical treatment facility outside the division.

b. Reportable Cases. The following are classified as reportable through casualty reporting channels and are reported to The Adjutant General.

(1) Battle casualties, excluding those with minor wounds of a nature that do not require admission to a hospital or evacuation to a medical treatment facility outside the division.

(2) Nonbattle deaths.

(3) Nonbattle missing.

(4) Nonbattle sick or injured personnel outside the Continental United States when their sickness or injury is considered serious. (Likelihood of death; permanent severe disability may result; diagnosed as psychotic.)

(5) Return to military control (RMC) from status of missing, missing in action, captured, or interned.

c. Reporting as "Dead."

(1) A person will be reported as dead when there is reasonably conclusive evidence of death or when there are circumstances which lead to no other logical conclusion. Submission of reports of death on personnel who are left behind in territory occupied by opposing forces or who were overrun by an enemy force are of questionable accuracy, even though such personnel were known to have been seriously wounded or were, when last seen, operating under extremely hazardous circumstances. Conversely, reliable reports of death may be submitted, regardless of the absence of identifiable remains, where individuals disappear in territory in the hands of United States, allied, or friendly forces and an immediate and exhaustive search of investigation is conducted. This is particularly true of personnel who fail to escape from a burning vehicle or who disappear after a direct hit on their position by a shell or bomb. In

such instances, the recovery of remains is problematical, and failure to recover the remains should not delay the submission of the report of death. When all available evidence does not establish the actual date of death, the latest date on which death can reasonably be presumed to have occurred will be selected as the date of death.

(2) An individual will not be changed from a status of dead to another status unless incontrovertible evidence exists that the individual was alive after the date previously reported as the date of death. All facts of the case will be included in the report to The Adjutant General.

d. Prescribed Forms.

(1) Casualty Feeder Report (DA Form 1156), Figure 7. Any individual having information concerning a casualty will record such information on DA Form 1156 (Casualty Feeder Report) as soon after the incident as possible. A booklet of these forms will be made available to squad, platoon, and similar group leaders and other persons who will be responsible for collecting and reporting such data to the unit commander. In completing reports on wounded cases, the degree of wounds (e.g., seriously or lightly) will be indicated only by medical personnel. After receipt of this form by the unit commander, it will be checked for accuracy, the line-of-duty status entered for nonbattle casualties, and authenticated by the commander or his designated representative. The form will be dispatched to the battalion for transmittal to the Personnel Service Division where casualty record keeping and processing of reports to field Army is centralized.

(2) Witness Statement (DA Form 1155), Figure 8. In cases of death where remains are not recovered, or an individual is reported as "missing" or "missing in action", or "captured", DA Form 1155 will be completed and attached to the feeder report, or submitted as soon as possible thereafter. Witness statements, along with information obtained from other sources, are valuable to the Department of the Army in determining the final status of the soldier initially classified in one of the above categories.

e. Collection of Information. All persons are concerned with casualty reporting and will be constantly on the alert to secure casualty information from every possible source. It is especially important that reports concerning individuals returning to military control from missing in action, captured, or interned status, and information received from such individuals regarding other casualties, be forwarded without delay to The Adjutant General through casualty reporting channels. Liaison will be established at appropriate levels with aid stations and with adjacent and supporting units, including units of allied forces, to ensure that no source of information is overlooked. Any individual having knowledge of any incident involving a casualty, battle or nonbattle, will report the facts as soon as possible.

(1) The need for prompt evacuation usually prevents the interrogation of wounded personnel. It is essential to the settlement of other casualty cases that wounded personnel be interrogated at the earliest possible date. After clearance is given by the medical authorities, each casualty evacuated to a hospital will be interrogated and the results recorded on DA Form 1155, Figure 8, and forwarded to the theater headquarters through casualty reporting channels.

(2) During combat, individuals frequently become separated from their units and attach themselves to other units. Unit commanders will promptly report the whereabouts and status of such individuals to the commander of the unit to which the individuals are assigned. Commanders who receive information that a member of the Navy, the Air Force, or an allied command is a casualty are responsible for the prompt transmission of such information to the appropriate commander through channels. Casualty information received from agencies other than the organization commander will be reported to the subordinate commander concerned so personnel records and personal mail may be disposed of promptly.

f. **Time of Submission of Reports.** At least once during each 24-hour period (or as set forth in the unit SOP), commanders will obtain data concerning casualties from all available sources, such as company personnel, medical installations, graves registration personnel, and military police straggler reports. Reports, will be submitted with the least possible delay after receipt and verification of the information. When SOP so prescribes, separate battalion and similar unit commanders will suspend forwarding Casualty Feeder Reports on individual missing and missing in action cases for a period not in excess of six days, during which period all possible sources of information will be checked to verify the individual's status. This provision does not apply, however, to MIA cases reportable in the PDS and DSM for strength accounting purposes.

g. **Correspondence.** Inquiries received by commanders from relatives, friends, and other interested persons for detailed information will be answered by individual letters. Such letters will be as informative, complete, and comforting as possible. The replies, undated, will be forwarded through casualty reporting channels to theater headquarters where a check will be made to ensure that the subject persons have been reported to The Adjutant General before the letters are mailed. To avoid undue distress to the emergency addressee and embarrassment to the Department of the Army, major commanders will place appropriate restrictions on other correspondence to the families of casualties to ensure that personnel refrain from writing in the absence of information that official notification has been made to the emergency addressee.

h. **Sympathy Letters.** In case of death, an undated letter of sympathy will be written by the company commander or the chaplain serving the battalion. It will be addressed to the emergency addressee and will be forwarded through casualty reporting channels. It will contain condolences, cause and place of death, any religious services ministered to the individual before death, an appropriate expression of appreciation of the services rendered to the nation by the deceased, and other information of a personal or sentimental nature which may be comforting. However, no reference will be made to the recovery or identification of remains, date or place of burial, and religious services performed at burial unless it has been determined that a Report of Interment has been prepared and forwarded through channels. All information furnished will be based on facts. Photographs of the remains or the grave will not be included. An example of one method of preparing a sympathy letter is shown in Figure 9.

(1) If the death occurs under circumstances requiring a line-of-duty investigation, the letters will be sympathetic but not laudatory. The terms "line-of-duty" and "misconduct" will not be included in sympathy letters. The letters should clearly describe the known circumstances of a death in as much detail as possible without conveying the impression that there was no question as to line-of-duty status.

(2) In cases of homicide or self-destruction, it is necessary to include information as to the actual cause of death (e. g. , perforating wound of chest from rifle bullet, strangulation by hanging, poisoning due to barbiturates, etc.) as is done in other death cases. No attempt will be made to supply information which is not definitely known. Information derogatory to the individual will not be included unless necessary to explain the cause of death.

i. **Personal Mail.** Commanders are responsible for the prompt delivery, processing, and forwarding of mail for casualties. Unit mail clerks will endorse such mail as "Search" or "Hospital", as appropriate, as outlined in AR 65-75, and return such mail through postal channels. Under no circumstances will mail so endorsed be returned to the sender unless a report of the individual's status has been forwarded to The Adjutant General.

j. **Release of Information.** Information concerning casualties will not be released for publication, regardless of the public interest in any person involved, until it is positively known that the official notification has been made to the emergency addressee.

CASUALTY FEEDER REPORT

CASUALTY FEEDER REPORT (AR 600-66)		CONTROL NO. 6	CHECK APPLICABLE BOX <input checked="" type="checkbox"/> BATTLE <input type="checkbox"/> NONBATTLE
1. LAST NAME - FIRST NAME - MIDDLE INITIAL RAWLINS, ALLEN D.			
2. SERVICE NO. 064318	3. GRADE 1st LT.	4. HOUR AND DATE OF INCIDENT 160600 MAR 63	
5. UNIT Co A 1st BN 66th INF			
6. GEOGRAPHICAL LOCATION (nearby town) AND GRID COORDINATES CHORWON N. KOREA CT 407347			
7. TYPE OF CASUALTY (Check applicable box(es))			
<input checked="" type="checkbox"/> KILLED IN ACTION	<input type="checkbox"/> MISSING IN ACTION	<input type="checkbox"/> WOUNDED IN ACTION	
<input type="checkbox"/> DIED OF WOUNDS	<input type="checkbox"/> CAPTURED	<input type="checkbox"/> LIGHTLY WOUNDED IN ACTION*	
<input type="checkbox"/> DIED (Nonbattle)	<input type="checkbox"/> INTERNED	<input type="checkbox"/> SERIOUSLY WOUNDED IN ACTION*	
8. BODY RECOVERED <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	<input type="checkbox"/> MISSING (Nonbattle)	<input type="checkbox"/> SERIOUSLY INJURED (Nonbattle)	
9. BODY IDENTIFIED <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	EVACUATED TO BDE GRAVES REGISTRATION COLL. PT.		

DA FORM 1 OCT 58 **1156** EDITION OF 1 JUL 54 IS OBSOLETE. REPLACES DA FORM 1157, 1 JUL 54, WHICH IS OBSOLETE.

Front Side

8. WITNESSES WHO SAW INCIDENT OR IDENTIFIED REMAINS (Name, grade, service number and unit) JACK R. ANDERS M/SGT RA6958210 Co A CLYDE N. MORRIS 2/LT. 0958426 Co A	
9. REMARKS (Additional circumstances, any religious ministrations performed, etc.) KILLED BY MORTAR FIRE CATHOLIC CHAPLAIN GAVE LAST RITES	
10. FOR USE BY CO OR MED OFF (For nonbattle casualties only) LINE OF DUTY: <input type="checkbox"/> YES <input type="checkbox"/> NO <input type="checkbox"/> UNDETM	AUTHENTICATED BY Thomas J. May Capt Inf.
UNIT Co A 1st BN 66th INF	GRADE M/SGT
DATE 16 MAR 63	SERVICE NUMBER RA6842090
SIGNATURE OF PERSON PREPARING REPORT George A. Cummings	

GPO 1958 O-488080

Reverse Side

Figure 7.

WITNESS STATEMENT

WITNESS STATEMENT ON INDIVIDUAL <small>(AR 600-66)</small>		CHECK APPLICABLE BOX <input type="checkbox"/> MIS <input type="checkbox"/> MIA <input checked="" type="checkbox"/> CAP <input type="checkbox"/> DEAD (Remains not recovered)			
1. LAST NAME, FIRST NAME, MIDDLE NAME SMITH, CHARLES JOHN			2. SERVICE NO. UNKNOWN		
3. GRADE SGT		4. DATE OF DEATH OR WHEN LAST SEEN 16 AUG 63			
5. ORGANIZATION UNKNOWN			6. GEOGRAPHICAL LOCATION DONG WONG KOREA		
7. IF ITEMS 1 AND 2 ARE UNKNOWN OR NOT POSITIVE, COMPLETE ITEMS LISTED BELOW:					
AGE 25	WEIGHT 165	HEIGHT 5'9"	HAIR Brown	EYES Brown	RACE Cau
HOME TOWN CHICAGO, ILL		CIVILIAN OCCUPATION AUTO MECH		NICKNAME Johnny	
WAS HE MARRIED? (If so, give wife's name if known) YES - NAME UNKNOWN			DID HE HAVE ANY CHILDREN? (If so, give names if known) ONE - A GIRL		
OTHER IDENTIFYING MARKS (Such as tattoos or birthmarks) SCAR ON Back of Right Hand		OTHER PERSONS WHO MAY HAVE WITNESSED THIS INCIDENT OR HAVE FURTHER INFORMATION SFC JAMES KITCHEN 1st BN, 66TH INF.			

DA FORM 1155 1 OCT 58 EDITION OF 1 JUL 54 IS OBSOLETE.

8. CIRCUMSTANCES SURROUNDING INCIDENT (If known, include cause of death or condition when last seen, and how identified) I MET SMITH AT CAMP #3. HE WAS IN bad PHYSICAL CONDITION AND WAS SUPPOSEDLY TAKEN TO THE PRISON HOSPITAL ABOUT 16 AUG 63. THAT IS THE LAST I SAW OR HEARD ANYTHING ABOUT HIM.			
9. NAME OF PERSON MAKING STATEMENT ROBERT BRUCE JR		10. SERVICE NO. RA 52896781	11. UNIT CO A, 1st BN 66TH INF.
12. DATE 10 NOV 63		13. SIGNATURE Robert Bruce Jr	

GPO 1958 O-486028

Figure 8.

SAMPLE, SYMPATHY LETTER

Company B
1ST BATTALION, 66TH INFANTRY
APO 21
San Francisco, California

Mrs. John B. Doe
1604 X-ray Street
Washington, D. C.

My dear Mrs. Doe:

I extend my most profound sympathy to you on the recent *loss of your son*, Sergeant James A. Doe, who died in the service of his country on 9 October 1963. On the evening of 9 October, James was leading a patrol in the vicinity of Chutoso, North Korea, when he was mortally wounded by fragments from an enemy artillery shell which exploded near his position. It may afford you some consolation to know that death came quickly and he was not subject to any unnecessary suffering.

News of your son's death comes as a real shock to all who knew him, and his loss will be felt keenly in the organization. I sincerely hope the knowledge that James was an exemplary soldier and died while serving his country will comfort you in this hour of great sorrow.

Once again, personally and for the officers and men of this unit, please accept this letter as a symbol of our sympathy.

Sincerely yours,

J. P. GILBERT
Captain, Infantry
Commanding

SAMPLE, SYMPATHY LETTER

Figure 9

22. RADIATION DOSAGE REPORTS AND RECORDS (FM 3-12).

a. General - Military operations in nuclear war will be complicated by the necessity to control the exposure of personnel to nuclear radiation. Control of radiation exposure may affect operations by influencing the commander's decision in the selection of a course of action and units to be employed in a given operation. The commander normally establishes an operation exposure guide (OEG - the maximum amount of nuclear radiation which he considers his unit may be permitted to receive performing a particular mission (see chapter 7, FM 3-12) to minimize the number of casualties from nuclear radiation. For this guide to be effective radiation exposure records are required for all units.

b. S1 responsibilities - The S1.

(1) Informs the commander and staff of the units potential to operate in a radiologically contaminated area by compiling radiation exposure data on all organized and attached units.

(2) Makes recommendations to the commander for the assignment of individual replacements based on their degree of radiation exposure.

c. Source of Radiation exposure data - The S1 collects and records radiation exposure data from the subordinate battalion/TF units. As a rule, the company cannot accurately evaluate radiation exposure of its platoons by a collective measurement but must rely on individual platoon measurements. This procedure is necessary because a tactical situation may exist where one platoon is operating in a radiologically contaminated area while the remaining platoons are free of this contamination due to their respective locations. Tactical unit TO&E's provide two radiation measuring instruments (IM-93 Tactical Dosimeter) per platoon size unit. From these instruments average daily platoon radiation readings in 10 rad increments are reported every 24 hours to the company. Companies report the readings by platoon to the battalion S1 by any means available.

d. Radiation Exposure Categories - To effectively and rapidly determine a units potential to operate in a radiologically contaminated area, platoon radiation reports must be interpreted by the S1 against established radiation dose criteria categories (contained in figure 10, Criteria for Remaining Radiation Service Categories) defined below:

(1) Full Remaining Radiation Service (FRRS) - refers to units which have either received no radiation or a militarily negligible amount. FRRS units can be fully employed in radiologically contaminated areas.

(2) Limited Remaining Radiation Service (LRRS) - refers to units having received a significant, but not a dangerous radiation dose. LRRS units should be employed less frequently in radiologically contaminated areas.

(3) No Remaining Radiation Service (NRRS) - refers to units having received sufficient radiation to make further exposure dangerous to the point of sickness and some deaths. The values contained in figure 10 are based on the assumption that human injury due to radiation exposure consists of a repairable fraction which the body is capable of repairing at the rate of 2.5 per cent per day. (NOTE: If a unit received 75 rad over the period of one week it would be categorized as LRRS; however, 75 rad received over the period of one month would place this unit in an FRRS category).

Dose Criteria for Remaining Radiation
Service Categories

Period of time over which dose was received	Dose received		
	FRRS	LRRS	NRRS
1 week	Less than 50 rads	50-200 rads	Greater than 200 rads
2 weeks	Less than 60 rads	60-250 rads	Greater than 250 rads
1 month	Less than 75 rads	75-300 rads	Greater than 300 rads

Figure 10

e. Radiation Dose Status Chart:

(1) The S1 records radiation exposure data by platoon size units on the Radiation Dose Status Chart (figure 11). He maintains this information for all platoons including those of attached units. The chart is posted daily by month using tally marks (each mark represents 10 rad) to denote the amount of radiation received on any given date.

(2) To post the "present radiation status" column each platoon radiation history must be interpreted by the dose criteria contained in fig 10. The S1 considers both the number of rads received by a platoon and the period of time over which the dose was received to place the platoon in the correct remaining radiation service category.

(3) The S1 uses the "remarks" column to post a recapitulation of a platoon's radiation history by remaining radiation service category as of the date attached or as of the first of the month if the information is carried forward from a previous month.

(4) The S1 assigns the company the radiation category (FRRS, LRRS, NRRS), of the bulk of its platoons. The remaining radiation service category assigned the company is not used in computations, but is kept current only for the general information of the battalion commander and staff.

RADIATION DOSE STATUS CHART
2/76 Mech - June

Platoon	Company	Date								Present radiation status	Remarks	
		1	2	3	4	5	6	7	30			
1	A	11	11							111	LRRS	FRRS on 1 June LRRS on 7 June
2	A	11	11							1111	LRRS	FRRS on 1 June LRRS on 7 June
3	A	111	1							11	LRRS	FRRS on 1 June LRRS on 7 June
Wpns	A	1	1		1					1	FRRS	FRRS on 1 June
1	A2/4Ar				1	1	11				FRRS	FRRS when attached on 2 June

NOTE: The marks in the date column are upright tally marks, each representing 10 rads.

Figure 11.

f. Percentage of the command in each Remaining Radiation Service Category.

(1) The brigade commanders selection of a course of action and battalion/TF to be employed in an operation is guided by the radiation exposure history of his subordinate units. For this reason, brigade requires each battalion to provide information indicating the percent of bn and each attached unit in each category of FRRS, LRRS and NRRS. This data is provided to the battalion S3 by the S1 for inclusion in the situation report submitted to brigade and is computed as follows:

(a) Determine the number of platoon size elements to be considered on the computation. Platoons are used for reasons indicated in paragraph c. However, the number and type of platoons considered are not dictated by a strict TOE configuration. Nuclear weapons are not necessarily employed against these units as they are listed in a TOE but as they would appear in a tactical configuration. (Example: In the Infantry battalion are 19 TOE platoons; however, the S1 uses only 17 in % computation as follows):

1. Rifle Company - 4 platoons each	= 12 per Bn
2. Headquarters & Headquarters Company	
Reconnaissance Platoon	= 1
Hv Mortar Platoon	= 1
Command Post Complex	= 1
(CO, XO, Staff Sec, Comm Plat(-)	
Hq Sec, Hq & Hq Co)	
Combat Trains Complex	= 1
(Med Plat(-), Support and Maint	
Plat elements)	
Bn Field Trains Complex	= 1
(Support Plat (-)	
Maint Plat (-)	
Mess Elements)	

It is obvious from the above tactical breakout that some smaller elements such as AT sec and portions of comm plat and Med plat are not accounted for. These elements must be considered in computations of the units to which they are attached or supporting.

(2) From the Radiation Dose Status Chart the S1 determines how many platoons are in categories FRRS, LRRS, NRRS. The percent of the command in a specific category is determined by dividing the total number of platoons in each category by the total platoon size units in the battalion (17) and expressing the resulting fraction as a percentage. (Example):

FRRS - 6 Plat = 6/17 or 35%
LRRS - 9 Plat = 9/17 or 53%
NRRS - 2 Plat = 2/17 or 12%
17 Plat

g. The same considerations and computations in paragraph a above will apply when the S1 computes the % of each attached unit in FRRS, LRRS and NRRS categories.

h. Replacement Considerations - The S1 in coordination with the S3 recommends to the commander the assignment of replacements to units of the command. The radiation history of the unit as well as the radiation history of the individual replacement (if known) must be considered in recommending the assignment of replacements. This includes placing personnel

returned to duty. For example: Assume that an individual from a unit in NRRS category is assigned to a platoon in FRRS category, his life is placed in grave danger since, while the platoon to which he is assigned might be exposed to additional radiation with no dangerous effects, but that same amount of radiation could very well cause him to become sick or die. On the other hand, while the assignment of replacements with little or no accumulated radiation dose to a unit that has a higher radiation dose avoids the situation outlined in the first example, it creates another problem. These personnel will probably not be used to their maximum capability as compared to other members of the unit. The commander, of course, will make the final decision on how replacements and personnel returned to duty will be assigned. This decision will be based on the needs of the units as well as the safety of the individuals. He will normally attempt to place personnel into a unit that has a remaining dose similar to that of the individual being assigned.

Section II

Replacements

23. GENERAL. The introduction of nuclear warfare capabilities on the future battlefields, development of improved weapons, and evolving organizational changes, while greatly influencing tactics and techniques of battle, have not decreased the requirements for replacements. In fact, it is now evident that continuous replenishment of manpower in greater quantities than previously experienced, is essential to military success. These changing conditions of the battlefield require that replacements be trained more efficiently, transported more rapidly, and integrated more effectively into combat units. Therefore, we of the Infantry, as principal users of the replacements, are required to fully understand the Army replacement system and how it is designed to operate if the limited available manpower is to be utilized effectively.

24. REPLACEMENTS FROM THE ZONE OF INTERIOR.

a. Unit Replacements. The replacement system will provide a portion of the replacements as TOE units up to and including battalion in size. Upon arrival in the theater, these units will normally remain under theater army control until used to replace an ineffective unit. The criterion for determining when a unit is no longer effective is its combat potential, not just numbers of personnel and equipment. The ineffective unit will normally remain in the theater if it can be restored to combat effectiveness; otherwise, it will be returned, less personnel and equipment, to the CONUS.

b. Individual Replacements. To the maximum extent consistent with proper utilization, individual replacements from CONUS will be trained and initially employed as teams--squads or crews--and shipped in carrier companies.

c. Four-Man Replacement Teams. Personnel undergoing basic training may be formed into four-man teams by the training installation commander. The choice of teammates by the individual is considered whenever possible. All team personnel will have the same MOS. Individuals of the teams will be informed that the teams will move intact, by carrier company, to the unit of assignment. Carrier companies for teams are organized at training installations upon instructions received from The Adjutant General. Commanders overseas will attempt to assign all four members of the team to the same platoon.

25. CARRIER COMPANIES.

a. The carrier company cadre is selected from officers and enlisted men scheduled for overseas assignments. The number of four-man teams forming a carrier company will vary with the number of individuals available for shipment overseas. Normally, a carrier company is composed of 30 to 40 four-man teams. The minimum is 16 four-man teams and the maximum is 60 four-man teams.

b. The carrier company commander ensures that the integrity of each four-man team is maintained in the replacement stream. He is further responsible for the discipline, administration, and record keeping of the company. The records maintained include service records, qualification records, and Morning Reports. Personnel sections of all processing agencies throughout the replacement stream will assist and guide the company commander in maintaining these records.

c. The carrier company and the four-man teams of the carrier company remain intact as far forward as possible in the replacement system to assist in the administration and in

maintaining the discipline of the group. Keeping these units together will also permit the establishment of friendships and will aid materially in the adjustment of the individuals to rapidly changing situations confronting them in the replacement stream.

26. REPLACEMENTS FROM SOURCES WITHIN THE THEATER.

a. Replacements from within the theater consist of individuals who become available for assignment or reassignment, such as hospital returnees and retrained personnel. Personnel from decimated units which are not reconstituted within the theater may be used as a source of replacements within the theater.

b. Hospital returnees who are physically and emotionally qualified for return to their former duties are returned to their former unit through replacement channels. Those no longer qualified for their former duties are reassigned to suitable positions within service elements of combat units, service units, and overhead installations in the communication zone.

c. Retrained personnel include personnel released from service units and activities as a result of the assignment of limited service hospital returnees, personnel of inactivated units, and personnel made available as a result of levies placed against noncombat units.

27. PERSONNEL REQUISITIONS.

a. Replacements are obtained, even during combat, through formal requisitioning procedures. Within the division, replacement personnel are requisitioned to replace actual losses in TOE positions only. Replacements cannot be requisitioned for a unit in advance of its needs. However, requisitions to replace estimated shortages may be submitted under exceptional circumstances, if authorized. This may be the case in airborne or amphibious operations.

b. The Personnel Service Division, division AG section, prepares and submits requisitions for individual replacements for units of the division. Morning Reports and Feeder Morning Reports submitted by subordinate units and the current applicable TOE authorization provide necessary data required for requisitioning purposes.

c. The action copy of the consolidated division personnel requisition (Daily Replacement Status Report) is forwarded directly to the field army headquarters with an information copy being sent to the corps headquarters.

d. The field army G1, in coordination with the G3, establishes a priority for filling requisitions for replacements based on needs of the units and tactical plans for the future. The field army replacement group commander is informed by the field army G1, through the AG, of the priority and other assignment instructions. The field army replacement group then takes the necessary action to cause replacements to be assigned and transported to divisions.

28. THE DIVISION REPLACEMENT DETACHMENT.

a. The need for a replacement unit during combat has always existed within the division. During World War II, practically every division met this need by organizing a provisional replacement company in the division rear area to receive and process replacements and casualties. This need was recognized, and, after World War II, Tables of Organization were developed for a division replacement company. The division replacement company has been replaced by a replacement detachment which is organic to the Division Adjutant General Section.

(1) Mission. Receive, administer, provide limited training, and indoctrinate replacements pending assignment to units of the division.

(2) Organization. The division replacement detachment consists of a detachment headquarters and three replacement teams. The capacity of the detachment is 300 replacements. (100 replacements per replacement team.)

(3) Location. During combat, the division replacement detachment is normally located in the division rear echelon as directed by the division adjutant general.

(4) Operations. Movement of replacements from the replacement battalion in the corps area to the division is normally accomplished by the higher unit. Wherever possible, replacements will be moved as carrier company units to simplify the administration and assist in maintaining the morale of the individual replacement. Upon joining the division, any carrier companies still in existence will be discontinued, company files disposed of, and the personnel assigned to units of the division.

(a) Upon arrival at the division replacement detachment, replacements are retained for a sufficient period of time to receive necessary orientation, processing, and limited training. Under normal conditions, this should not exceed a period of 48 hours. Whenever possible, replacements are released to the battalions of the division when they are in a reserve status.

(b) Administrative processing of replacements within the division replacement detachment includes:

1. Orientation and indoctrination.
2. The inspection of clothing and equipment and the correction of shortages and deficiencies.
3. The inspection of personnel records and the correction of deficiencies.
4. The assignment of replacements to units of the division based on personnel records, and, when possible, by personal interview.

(c) Limited training is conducted within the replacement detachment consistent with the situation and as prescribed by the division G3. Emphasis is placed on informing the replacements of the local combat situation, the characteristics of the enemy, and combat tips based on the experience of the division.

(d) The division replacement detachment may also be utilized to process rotation and leave personnel of the division and attached units.

b. Throughout the entire time that personnel are in any echelon of the division as replacements, every effort is made to instill in them the feeling that they are members of the command and to inspire self-confidence in their combat effectiveness. These are the most important factors in the integration of replacements into the division and battalion and they have a material effect on casualty rates among new replacements. The manner in which a replacement is received and assigned within a division determines, to a large measure, his attitude toward his unit, and consequently, his value to the unit. A "hurry up and wait" type of processing and impersonal treatment of replacements certainly will add nothing to the replacement's effectiveness when he enters combat.

29. ASSIGNMENTS.

a. The division G1 coordinates with G3 to establish general priorities of assignment of replacement based on the needs of divisional units and their future tactical employment.

The G1 informs the AG of the priorities established. After coordination with brigade as to priorities for units within the brigade, the AG allocates replacements to the battalions.

b. The battalion S1 coordinates with the S3 and appropriate special staff officers to determine battalion priorities and then informs the AG of the priority of assignment to the companies. The AG issues division special orders assigning each replacement to his company directly from the division replacement detachment.

30. RECEPTION.

a. The battalion S4 will arrange for transportation of the replacements from the division replacement detachment to a point in the brigade area, probably the battalion field trains, where the replacements can be welcomed to the battalion.

b. The battalion commander or his designated representative(s), should be on hand to greet the replacements. The commander should make the new men feel welcome and orient them as to the situation and the history of the battalion.

c. The company commander orients the new replacements and makes every effort to assign team members to the same platoon. Personnel entering combat for the first time, when acquainted with other personnel of the unit to which they are assigned, suffer fewer casualties, both mental and physical, than when entering combat in the company of strangers.

31. LEVELS OF RESPONSIBILITY.

a. Platoon. Platoon leaders do not requisition replacements; however, they keep the company commander informed of personnel losses within the platoon. They receive, orient and assign replacements.

b. Company. Company commanders do not requisition replacements. They submit Morning Reports or Feeder Morning Reports, showing company personnel losses, through battalion to division. They receive, orient, and assign replacements upon arrival at the company.

c. Battalion.

(1) The S1 acts as staff representative of the battalion commander in matters pertaining to individual and team replacements. The S1 coordinates with the S4 for transportation of replacements from the division replacement detachment, with the S3 for priorities of assignment of replacements to companies of the battalion, and with other staff members as necessary. It is preferable to integrate replacements in companies when the unit is not in contact with the enemy.

(2) The S3 acts as staff representative of the battalion commander in matters pertaining to unit replacements. The combat effectiveness of a unit is determined by several factors, such as strength, equipment status, training, morale and discipline. Therefore, the S3 coordinates with the S1 and other unit and special staff officers, as appropriate, to determine the need for unit replacements and appraises the commander of the staff recommendation. The S1 requests unit replacements through S1 channels.

NOTE: Responsibilities and procedures for requisitioning and assigning individual replacements at battalion and higher level are set forth in paragraphs 27 and 29.

PERSONNEL MANAGEMENT

4	PERSONNEL MANAGEMENT
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Chapter 4

PERSONNEL MANAGEMENT

Section I

Personnel Procedures

32. GENERAL.

a. Personnel procedures are processes by which the Army puts many of its personnel management principles in operation. They include classification, assignment, appointment, reduction, transfer, reassignment, reclassification, separation, and retirement. With the exception of separation and retirement, these procedures are used continuously throughout the career of each soldier.

b. All of these procedures have been designed to assist commanders in carrying out their responsibility for personnel management, a responsibility of commanders at all echelons, including platoon leaders.

33. INDIVIDUAL PERSONNEL RECORDS.

a. Personnel records of all personnel assigned or attached to the division are maintained by the Personnel Service Division of the Adjutant General's Section. These records include qualification records, service records, and other documents maintained in a personnel records jacket. Incoming records are carefully screened for correctness and currency. Information required by other offices and subordinate commanders is extracted and furnished in its most usable form.

b. The Enlisted Qualification Record, DA Form 20 (Appendix IV).

(1) The Enlisted Qualification Record (DA Form 20) with Insert Sheets to DA Form 20 (DA Forms 20A and 20B) is the basic document for maintaining current data necessary to manage enlisted personnel and document their military career. One copy of the DA Form 20 is maintained for each soldier. A duplicate of the DA Form 20 is maintained in Department of the Army for all enlisted men E7, E8 and E9 and other specially designated personnel.

(2) The DA Form 20 is a record of the training, experience, and abilities of the soldier and is used in making individual soldier assignments. The DA Form 20 is made available to the company commander by either providing the record or an extract of certain items in the record, to enable the company commander to correctly assign the soldier within the unit. In order to determine the soldier's background, particular attention by the company commander will be paid to those items containing the prior military experience, physical status, assignment limitations, avocations, civilian education, civilian occupational experience, military education, and classification in military occupational specialties. This information, plus a personal interview to verify the entries on the DA Form 20, will lead to an assignment in which the soldier can efficiently perform.

c. Conduct and Efficiency Ratings. Conduct and efficiency ratings are used in conjunction with other available data as a guide or criterion in determining eligibility for certain personnel actions such as award of the Good Conduct medal, assignment, promotion, and types of discharges. The ratings are recorded in item 38 of DA Form 20. Conduct and efficiency ratings will consist of one of the following:

Excellent (Exc)

Good (G)

Fair (F)

Unsatisfactory (Unsat)

(1) Conduct rating is given by the commander of the organization to which the enlisted personnel is assigned or attached.

(2) Efficiency rating is given by the commissioned or warrant officer who is first in line of supervision over the enlisted man, normally the platoon leader.

d. The Officer Qualification Record, DA Form 66. The Officer Qualification Record, DA Form 66, is prepared for all officers and warrant officers on active duty. It contains information regarding the individual officer's civilian background, military experiences and training, and a history of his military service. All of this information is used in proper classification and assignment of the officer which is the principal use of the record. The record is initiated by the commanding officer of the organization to which the officer is first assigned. This is accomplished by personal interview with the officer. It is prepared in two copies: one remains with the organization and the other is forwarded to the Office of Personnel Operations, Washington, D.C. Remarks concerning an officer's confinement, derogatory statements, reprimands, admonitions, or record of courts-martial convictions are never entered on this record. When an officer is transferred, the record is mailed to his new station or hand-carried by the officer. Each time a new entry or correction is made on the DA Form 66, it is reported on DA Form Report of Change to DA Forms 20 or 66, and sent to the Office of Personnel Operations, thus assuring that both copies of the DA Form 66 contain the same information. It is the individual officer's responsibility to audit his DA Form 66 annually and bring any discrepancies noted to the attention of the personnel officer for correction. The importance of the officer qualification record, DA Form 66, can readily be appreciated when we realize that it directly affects an officer's assignment, promotion, pay, eligibility for overseas service, additional training or schooling and entry or retention on active duty.

34. CLASSIFICATION.

a. Initial Classification. Initial classification is the process used by the Army to determine the skills, aptitudes, and abilities of individuals entering the Army. This process is based on the physical and mental capabilities of the individual and is determined by physical examinations, aptitude tests (the Army Classification Battery or Army Qualification Battery), and personal interviews by classification specialists. The results of these procedures determine the type of advanced individual training the soldier will receive and the military occupational specialty to be awarded. Tools of the classification system are described in paragraphs below.

b. Physical Status.

(1) Results of the physical examination tell the Army what the soldier's physical capabilities are. This is determined by classifying the soldier in six separate factors (commonly called "PULHES") of his physical makeup. These factors are indicated below:

(a) P - Physical Stamina

(b) U - Upper Extremities

(c) L - Lower Extremities

- (d) H - Hearing
- (e) E - Eyesight
- (f) S - Psychiatric

(2) The soldier is classified in each of the six factors, using numbers 1 through 4. Number 1 indicates no physical defects, numbers 2 and 3 indicate varying degrees of physical limitations, and number 4 indicates physical defects below the minimum standards. All six factors combined make up the physical status serial. Example: A soldier with no physical defects would have a serial 1 1 1 1 1 1.

(3) Coded designations will be utilized to represent certain combinations of numerical designations of the physical profile serial and assignment limitations reflected in item 17 of DA Form 20. Codes will be determined and entered in accordance with the following:

- (a) Profile serial 1 1 1 1 1 1

<u>Code</u>	<u>Description/assignment limitations</u>
A-----	No assignment limitations.

- (b) Profile serial with a numeral 2 as the lowest grade in any factor.

<u>Code</u>	<u>Description/assignment limitations</u>
B-----	No significant assignment limitations.

(c) Profile serial with a numeral 3 as the lowest grade in any factor. When more than one of the below listed assignment limitations appears in item 17, DA Form 20, the code designation which most limits performance of duty in PMOS will be selected.

<u>Code</u>	<u>Description/assignment limitations</u>
C-----	No crawling, stooping, jumping, prolonged standing or marching.
D-----	No strenuous physical activity.
E-----	No assignment to units requiring continued consumption of combat rations.
F-----	No assignment to isolated areas where definitive medical care is not available (MAAG, Military Missions, etc.).
G-----	No assignment requiring prolonged handling of heavy materials including weapons. No overhead work, no pullups or pushups.
H-----	No assignment to unit where sudden loss of consciousness would be dangerous to self or others, such as work on scaffolding, handling of ammunition, vehicle driving, work near moving machinery.
J-----	No assignment involving habitual or frequent exposure to loud noises or firing of weapons. (Not to include firing for POR qualification.)
L-----	No assignment which requires prolonged or repeated exposure to extreme cold.

<u>Code</u>	<u>Description/assignment limitations</u>
M-----	No assignment requiring prolonged or repeated exposure to high environmental temperature.
N-----	No continuous wearing of combat type boots.
P-----	No continuous wearing of woolen clothes.
U-----	Limitations not otherwise described; to be considered individually.

(d) Profile serial with a numeral 4 as the lowest grade in any factor will be designated as "U" and described.

(e) The letters R and T are called modifiers and indicate a remedial or temporary condition. An individual on active duty having a modifier "R" or "T" will have his profile reviewed at least every 3 months in order to reflect his current functional capability. Tuberculosis patients are given special Profile P-3-T for one year when returned to duty.

c. The Army Classification Battery of Tests. To determine the soldier's inherent skills, abilities, aptitudes, and knowledge, the Army uses the Army Classification Battery (ACB) or Army Qualification Battery (AQB) of tests. It has long been recognized that man can do better work in some types of jobs than in others. The aptitudes, indicated by the results of the ACB or AQB test scores, tell the Army the fields of work in which satisfactory performance by the soldier can most likely be predicted. This is done by comparing the test scores against the average score of 100. The aptitude area designated by the test scores may be found in item 24 of the Enlisted Qualification Record, DA Form 20, with its abbreviation circled.

d. The Military Occupational Specialty (MOS).

(1) The military occupational structure is simply an arrangement of military occupations into a pattern indicating occupational interrelationships. There are four general types of MOSs: a primary MOS (PMOS), a secondary MOS (SMOS), an additional MOS (AMOS), and a duty MOS (DMOS).

(2) A primary MOS (PMOS) is that awarded MOS commensurate with NCO/Specialist status which is of first significance to the Army in terms of training, experience, demonstrated qualifications and Army needs. An enlisted man can have only one PMOS at a time.

(3) A secondary MOS (SMOS) is that awarded MOS in a specialty different from PMOS which is second in significance to the Army in terms of training, experience, demonstrated qualifications and the Army's needs. An enlisted man can have only one SMOS at a time.

(4) An additional MOS (AMOS) is an awarded MOS other than primary or secondary. It is a proven skill. An enlisted man may have any number of additional MOSs.

(5) A duty MOS (DMOS) is the MOS which identifies the authorized manning table position to which an individual is assigned and in which he is performing duty.

(6) All awarded MOSs are indicated in block 22 of DA Form 20. The duty MOS is indicated in block 8 of DA Form 20.

(7) Any awarded MOS in which the individual has demonstrated his proficiency during the most recent test session for that MOS will be designated as a Verified MOS. Proficiency in an MOS is tested under the Enlisted Evaluation System, and a score equal to or higher than the minimum qualification score is required for verification. The minimum qualification score is 70.

(a) Verified Primary MOS (VPMOS) - A Primary MOS in which this requirement has been met.

(b) Verified Secondary MOS (VSMOS) - A Secondary MOS in which this requirement has been met.

(c) Verified Additional MOS (VAMOS) An Additional MOS in which this requirement has been met.

(8) The MOS structure is based on the occupational and organizational relationship of the job. The occupational relationship is known as an Occupational Area or a major field of work; the organizational relationship to the job is known as a Career Group or subdivision of work within the Occupational Area. Within the Career Group or subdivision of work are various jobs which are directly related to each other by their similarity of necessary skills, aptitudes, and abilities.

(9) The MOS code is a five character code number. Each succeeding character provides more precise identification of the occupational characteristics of the job or the individual it codes. Within each MOS code there are five classification elements: the 1st character designates the Occupational Area; 2d character, the Career Group; 3d character, the occupational specialty or job; 4th character, the skill level; and the 5th character, the Special Qualification of the soldier. In recording an MOS code, the entry will always contain at least five characters.

(a) The Occupational Area - 1st character (digit). The 1st character indicates one of 10 Occupational Areas or major fields of work. All the jobs necessary for the Army to perform its mission fall under one of these areas. The first character of the MOS code will always identify the Occupational area by the numbers 1 through 9. A tenth occupational area is provided for special fields of work which require special selection criteria and will be identified by the first character being a zero. These Occupational Areas are numerically designated as follows:

- 1 - Tactical Operations
- 2 - Missile and Fire Control Electronic Maintenance
- 3 - General Electronic Maintenance
- 4 - Precision Maintenance
- 5 - Auxiliary Services
- 6 - Motors
- 7 - Clerical
- 8 - Graphics
- 9 - General Technical
- 0 - Special Assignment

Example: All jobs in "tactical operations" will be designated by the first digit 1; all "clerical" by the first digit 7, etc.

(b) The Career Group - 2d character (digit). The 2d character in combination with the 1st, identifies the career group which is a major subdivision of an occupational area. Career groups are the subdivisions of work within the occupational area and are designed to facilitate the substitution of personnel. There may be as many as ten career groups within each occupational area. As an example, the career groups currently authorized under Occupational Area of Tactical Operations are designated as follows:

1 - TACTICAL OPERATIONS AREA

- | | |
|---|--|
| 11 - Infantry - Armor | 15 - Field Artillery Missiles |
| 12 - Combat Engineering | 16 - Air Defense Missiles |
| 13 - Field Cannon and Rocket
Artillery | 17 - Combat Surveillance and Target
Acquisition |

(c) The MOS or Specialty identification - 3d character (letter). The third character in combination with the first two, identifies the specific military occupational specialty or job the soldier is performing without regard to skill level. The letters A through Z are used (omitting I and O) allowing the possibility of 24 specialties or jobs to be identified within any entry group.

(d) The Skill Level - 4th character (digit). The 4th character indicates a level of skill within a three character specialty. It indicates the level of proficiency required in an MOS and the corresponding qualification of an individual. The criteria for award of skill level digits may be found in AR 611-201 and AR 600-200. Authorized skill levels are shown below:

1. Apprentice - jobs involving simple tasks performed under general supervision.
2. Journeyman - jobs involving difficult tasks requiring general supervision.
3. Advanced Journeyman - jobs involving more difficult tasks requiring minimum supervision.
4. Leader - jobs involving detailed knowledge of subordinate level tasks in order to coordinate and direct work.
5. Supervisor - jobs involving broad general knowledge of subordinate level tasks.

The digits 1 through 3 designate specialist skill levels; digits 4 and 5 are noncommissioned officer skill levels. Prohibitions are as follows:

1. An individual will not hold a skill level below that authorized for his pay grade.
2. A noncommissioned officer will not hold a skill level authorized for specialists.
3. A specialist will not hold a skill level authorized for an NCO position in his PMOS.

(e) The Special Qualifications - 5th character (letter). The 5th character identifies special qualifications a soldier may have. The qualifications are common to a number of specialties. Authorized special qualifications are shown below:

A - Technical Intelligence
 C - CBR
 D - Dog Handler
 E - Enlisted Aide
 F - Flying Status
 G - Ranger
 H - Instructor
 K - Logistics NCO

L - Linguist
 N - Nuclear Operations
 O - No special qualification
 P - Parachutist
 R - Research and Development
 S - Special Forces
 T - Transition
 W - Psychological, Warfare
 X - Experimental

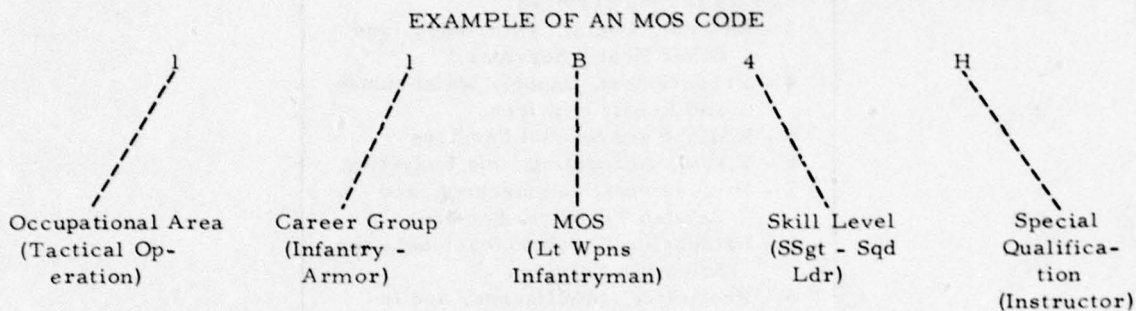


Figure 12.

(f) Two additional characters may be added to the MOS code to identify the specific language of a linguistic position, or the language in which the soldier is qualified. These language identification codes are prescribed by AR 611-6 and AR 611-201. For example, an MOS code of 11B4L27 would be awarded to a Light Weapons Infantryman, pay grade E6, who is a French linguist.

(9) Employment of the MOS Code.

(a) MOSs are used by the small unit commander, the major unit commander, and staff officers, but not always in precisely the same way.

(b) The company commander uses the MOS and classification structure to properly assign personnel within the company.

(c) The major unit commander uses the MOS to assist in planning the accomplishment of a major mission, evaluating the effectiveness of units and personnel under his command, and organizing and staffing his units with skilled technical specialists and trained combat personnel.

(4) The staff officer uses the MOS and its structure in developing training programs, in establishing and computing manpower requirements for various war plans, and in classifying and distributing personnel within the Army or its units.

(5) All echelons of command use the MOS to identify Army jobs and the skills of the individual soldier so that the right man can be placed on the right job.

35. COMMISSIONED OFFICER MOS CODE (AR 611-101).

a. The MOS code for commissioned officers differs considerably from the enlisted MOS code system. The officer MOS code is a 4-digit numerical designation; for example, 1542 - Infantry Unit Commander. The first digit identifies the major occupational area in which the job title has been classified. The occupational areas for commissioned officers are shown in Figure 13.

COMMISSIONED OFFICER
0 - Communications and Transportation
1 - Command and Combat
2 - Administrative, Executive, and Training Services
3 - Medical, Dental, Veterinary, and Other Health Services
4 - Procurement, Supply, Maintenance and Repair Services
5 - Welfare and Special Services
6 - Fiscal, Accounting, and Budgeting
7 - Professional, Engineering, and Related Technical Services
8 - Professional, Subprofessional, and Scientific Services
9 - Protective, Intelligence, and Investigative Services

Figure 13.

b. Only the first digit of the officer MOS has special significance, that of identifying the occupational area to which the MOS has been assigned. The last three digits are arbitrarily assigned for identification purposes. They have no individual significance such as does each character of the enlisted MOS code. To illustrate, an officer holding MOS 1542 might be a newly commissioned lieutenant platoon leader, a rifle company commander, a battalion commander, or a brigade commander. Regardless of the echelon of command, all such officers would be classified as Infantry Unit Commander, MOS 1542.

c. Special Qualifications. The identification of special qualifications required or possessed by an individual is indicated in the officer MOS by adding a prefix digit to the MOS. For example, an Infantry Unit Commander who is special forces qualified would be identified by the MOS 31542. Figure 14 shows the special qualification prefix digits authorized for Commissioned Officers.

COMMISSIONED OFFICER (Prefix Digit)
1 - Psychological Warfare
2 - Technical Intelligence
3 - Special Forces
4 - Research and Development
5 - Nuclear Weapons
6 - Aviator
7 - Parachutist
8 - Instructor

Figure 14.

36. CLASSIFICATION AND ASSIGNMENT FOR BATTALION PERSONNEL.

a. Responsibilities.

(1) The individual soldier will:

- (a) Maintain proficiency in all aspects of his PMOS.
- (b) Make known desired duty position assignments and further training to enhance his proficiency.

(2) The company commander will:

- (a) Assign individuals to authorized duty positions which will make best use of their MOS qualifications.
- (b) Recommend classification, reclassification, or reassignment action to the classification and assignment authority.
- (c) Obtain approval to assign soldiers to an MOS outside their PMOS and SMOS.
- (d) Insure that all assigned personnel are classified in the correct skill level.

(3) The Personnel Staff NCO (PSNCO), under the supervision of the S1, will:

- (a) Advise and assist company commanders on classification and assignment procedures as prescribed in AR 600-200.
- (b) Maintain liaison with the Personnel Service Division of the AG Section to insure that battalion requirements are made known and accomplished.

(4) Division AG Section. As all personnel records are maintained in the division AG Section, the Division commander, by definition, is the classification authority. The division AG Section (Personnel Service Division) discharges this responsibility by:

- (a) Classifying, assigning, and reassigning personnel as requested by subordinate unit commander providing such actions are in consonance with policies and procedures set forth in pertinent regulations.
- (b) Causing classification boards to be appointed.
- (c) Instructing subordinate commanders and supervisors in policies and procedures for utilization, classification, and reclassification of enlisted personnel.
- (d) Periodically reviewing personnel records to insure that they reflect the correct classification and utilization. As a minimum, this will be accomplished annually.

b. This section covers the award of MOSs and the initial designation of Primary and Secondary MOS. Occupational qualification for award of an MOS may be attained through satisfactory completion of Advanced Individual Training, service school training, on-the-job training, or on the basis of civilian education or work experience.

(1) Authority to award an MOS. The following may award an MOS:

- (a) Training activity commanders.

(b) Commandants of Army service schools conducting training for qualification in an Army MOS.

(c) Classification authorities (paragraphs 1-2, AR 600-200).

(d) Others for specific MOS designated by pertinent regulations.

(2) Initial Designation of Primary MOS (PMOS). PMOS will be designated as follows:

(a) When an individual has only one MOS, it will be designated primary.

(b) Upon completion of advanced individual training, the MOS for which trained will be designated primary.

(c) That awarded MOS for which an enlistment commitment has been made will be designated as primary unless waived by the individual concerned.

(d) Upon completion of basic training, personnel classified in an MOS as the result of civilian acquired skills and selected for assignment in the MOS by Headquarters Department of the Army will have such MOS designated primary.

(3) Initial Designation of Secondary MOS (SMOS).

(a) When a soldier acquires two awarded MOS, one will be designated as secondary.

(b) Upon completion of training for qualification in a new MOS, the old PMOS will be considered for designation as a SMOS.

(c) An MOS may be awarded and designated as SMOS based on:

1. Civilian acquired skills.

2. Prior military service.

3. Temporary performance of duty in other than PMOS.

(4) Award of a new MOS. A new MOS will be awarded upon:

(a) Attainment of a higher skill in an awarded MOS.

(b) Qualification in any MOS at the same or higher pay grade.

(c) Successful completion of MOS training at an authorized service school.

(d) Successful completion of on-the-job training.

(e) Lateral appointment as an NCO or specialist.

(f) Appointment to a higher pay grade.

(g) Reduction to a lower pay grade.

(h) Change of MOS structure as directed by DA.

(i) Identification of civilian skills having an MOS counterpart.

c. **Reclassification in MOS.** The classification authority is the custodian of the personnel records; this is normally the division commander. Recommendations for reclassification are made to the classification authority by the unit commander.

(1) Classification authorities may reclassify personnel without referral to reclassification board under the following circumstances.

(a) Erroneous award of an MOS.

(b) Medical inability to perform required duties.

(c) Disciplinary action affecting soldier's eligibility to perform duty.

(d) Loss of qualification (disuse).

(e) Lack of security clearance.

(f) Appointment to pay grade not authorized for perviously held MOS.

(g) Inefficient performance of duty.

(h) Failure to verify MOS by scoring at least 70 or higher when evaluated.

(2) Reclassification board action is required to effect reclassification of individuals:

(a) Who have attained an eveluation score of 90 or higher in current VPMOS.

(b) Who will be subjected to loss of proficiency pay as a result of reclassification.

(3) Reclassification restriction in surplus MOSs are periodically announced by DA circulars.

d. **Personnel Utilization.**

(1) Enlisted personnel are assigned and reassigned by Department of the Army and subordinate commanders to fill the personnel needs of the various commands. Assignment and reassignment policies are outlined in AR 600-200. Because requirements of commands and status of personnel fluctuate, replacements do not always possess the exact MOS and grade qualification to match existing vacancies. These replacements must, nevertheless, be utilized. Assignment priorities are established to enable commanders at all echelons to place the right man on the right job. Assignment priorities are indicated in Figure 15.

Personnel Utilization Priorities

<u>Assignment Alternatives</u>	<u>NCO</u>		<u>Specialist</u>	<u>Privates</u>
	<u>E9</u>	E4 THRU <u>E8</u>	E4 THRU <u>E7</u>	E1 THRU <u>E3</u>
I. PMOS or Related MOS of the Same Career Group				
a. <u>Primary MOS</u>				
(1) Position in same grade of rank	1	1	1	1
(2) Position at a higher grade of rank		2*	2*	2
(3) Substitutes for PMOS authorized by DA Pam 611-8 in position at the same or higher grade of rank	2**	2**	2**	3
b. <u>Related to PMOS</u>				
(1) Entry MOS or apprentice level in an advance MOS of the same career group				4*
(2) In a position at the apprentice level within the same occupational area				5*
II. SMOS or Related MOS of the Same Career Group				
a. <u>Secondary MOS</u>				
(1) Position in same grade of rank	2**	2**	2**	6
(2) Position at a higher grade of rank		3**	3**	7
(3) Substitute for SMOS authorized by DA Pam 611-8 in position at the same or higher grade of rank	3**	3**	3**	8
III. AMOS and Unawarded MOS				
a. <u>Additional MOS</u>				
In positions in same or higher grade of rank	3**	4**	4**	9
b. <u>Unawarded MOS</u>				
In an MOS in which being trained at his grade or higher	3**	4**	4**	10

*Does not pertain to soldiers in pay grade E2 and E3 classified in an advanced MOS at a specialist skill level.

**Either assignment alternative within the same utilization priority number may be selected.

- NOTE:
1. Specialists may be assigned to NCO positions, but NCOs may not be assigned to specialist positions except for emergency periods not to exceed 90 days.
 2. Specialists will first be considered for specialist positions at the next higher grade, second for NCO positions at the same grade, and third for NCO positions at a higher grade. Specialists will not be assigned to NCO positions below their pay grade.
 3. Arabic number in columns (b), (c), (d), and (e) indicate order of obligation priorities.

Figure 15.

(2) Improperly Utilized Personnel. Generally speaking, individuals who are not assigned in accordance with the assignment priorities in Figure 15 will be considered improperly utilized and will be reported to the next higher echelon. Pending reassignment or reclassification, the individual will be utilized in positions which are most commensurate with his grade and qualifications.

(3) Utilization and Reclassification of E7s, E8s, and E9s. Assignments, utilization, and reclassification of E7s, E8s, and E9 personnel are handled for the most part by Department of the Army. Detailed information regarding assignment and utilization of E7, E8, and E9s may be found in Section IV, Chapter 3, AR 600-200.

(4) Proficiency Pay Recipients. Individuals receiving proficiency pay, either specialty pay or superior performance pay, will be assigned and utilized in the primary MOS for which they receive proficiency pay.

(a) When pro pay personnel and personnel not receiving pro pay are assigned in excess to manning table authorization, those not receiving pro pay will be reported surplus prior to reporting pro pay recipients.

(b) Pro pay personnel who can be properly utilized within 90 days after becoming surplus, will not be reported as surplus.

37. ENLISTED EVALUATION SYSTEM (EES) (AR 600-200).

a. Purpose. The Enlisted Evaluation System (EES) provides an objective and comparative measurement of MOS competence for eligible personnel in pay grade E3 or higher in the same MOS and skill level. For example, all enlisted men in MOS 11B20 are evaluated by the same standards to determine their relative standing with all others in the Army with similar classification. The EES is comprised of the MOS test and the commander's Evaluation Report (CER). The evaluation score compiled as a result of the MOS test and CER is entered in block 23 of the DA Form 20.

b. MOS Test. This component of the EES is primarily a paper and pencil test with four-response multiple choice type items. For selected MOS, such as bandsmen, the test may be supplemented with performance tests. Each test is a stratified standard sample of significant job proficiency components. The primary criterion in selecting subject matter is that the items tested be those which the most proficient men can answer correctly and the least proficient men cannot answer correctly. The results of the test are made known to the individual on the MOS Evaluation Data Report. Copies of this report are sent to the individual through his unit commander and filed in the individual's 201 file. Testing is conducted as follows:

(1) PMOS testing - annually.

(2) SMOS testing - every two years at a different time from the PMOS test.

c. The Commander's Evaluation Report (CER) (DA Form 2166, see Appendix V). The CER is used only in conjunction with primary MOS evaluation to determine the individual's evaluation score. The report is designed to measure an individual's efficiency on his job. The CER is rendered prior to the individual's taking the MOS test. It is similar to the officer's efficiency report in that rated individuals may be shown the completed report.

(1) Rater. The rater must be of pay grade E6 or higher, the rated individual's supervisor, and at least one pay grade higher than the individual being rated. Noncommissioned officers will not be rated by specialists.

(2) Indorser. The indorser will be the rater's supervisor. The indorser must be of equal or higher grade than the rater, senior in date of rank and in an appropriate supervisory position over the rater.

(3) Reviewing Officer. The reviewing officer will be a warrant officer or commissioned officer who supervises the indorser. The reviewer will insure that the proper rater and indorser have completed the form and that an accurate and objective rating has been rendered. If, in the opinion of the reviewer, the ratings are not accurate and objective, the report will be returned to the rater and indorser for reevaluation.

d. Uses. The Evaluation Score (ES) which is a composite of the CER and MOS test score is used as a basis for the following personnel actions.

(1) Award of Proficiency Pay. Two categories of proficiency pay are available.

(a) Proficiency Pay (Specialty). This pay is designated to provide a differential pay incentive for retention in the Army of enlisted personnel with military specialties requiring long and costly training. All qualified personnel within the MOS so designated by DA to receive the pay are eligible to receive additional monthly pay as follows:

1. P1 - \$50 per month.
2. P2 - \$75 per month.
3. P3 - \$100 per month.

(b) Proficiency Pay (Superior Performance). This pay is designed to provide an incentive for personnel not otherwise receiving specialty pay. This category of pay is competitive and is awarded based on a DA established cut off evaluation score each year. Superior performance pay is limited to approximately 20% of combat related personnel and approximately 5% of the non-combat personnel. The authorized superior performance award is

P1 (SP) - \$30 per month.

(2) Verification of MOS. The Evaluation Score (ES) is used to determine if an individual is qualified to perform the duties in his MOS. In order to verify an MOS, a soldier must score a minimum evaluation score of 70. The following procedures are applicable to individuals who fail to attain an evaluation score of 70 in their MOS during annual testing.

(a) PMOS.

1. First failure.
 - a. Individuals performing duties in PMOS to the satisfaction of their unit commanders will be interviewed to determine cause of failure. If cause is correctible, PMOS may be retained until next evaluation period.
 - b. If the individual is not performing satisfactorily, the following action may be taken:
 - (1) Reclassification to a lower skill level of PMOS in which tested provided the lower skill level is authorized for the individual's current pay grade and NCO/specialist status.

(2) Lateral appointment from NCO to specialists with the consent of the individual, and providing specialist skill level is authorized.

(3) Reclassification to another PMOS.

2. Second consecutive failure.

a. In the same MOS -

(1) Reclassification to a lower skill level if authorized in same PMOS.

(2) Reclassification to a different PMOS.

(3) Reduction for inefficiency may be effected in conjunction with either type of reclassification action above.

b. In a different PMOS. Commander may recommend retention of PMOS, reclassification to lower skill level, reclassification to different PMOS, or lateral appointment from NCO to specialist with the individual's consent.

3. Third consecutive failure. Regardless of PMOS involved in prior tests, individuals will be referred to elimination board under provisions of AR 635-209.

(b) SMOS.

1. First failure - Individual is interviewed by his commander to determine cause of failure. Commander may recommend retention of SMOS until next evaluation or, in event he considers the man is not qualified, he may recommend withdrawal of SMOS, retaining it as an additional MOS.

2. Second consecutive failure -

a. In the same MOS - The SMOS will be withdrawn.

b. In a different MOS - Provisions of 1 above are applicable.

(3) Promotion Qualification Score (PQS). The evaluation score may be used to determine eligibility for appointment to next higher grade. The current DA recommended cut off score is 110. This DA recommendation provides that commanders establish a policy of requiring an evaluation score of 110 or higher as a promotion qualification score.

(4) Determination of Enlisted Grade. For commissioned and warrant officers reverting to enlisted status, the EES is used for grade determination of these individuals.

38. APPOINTMENT AND REDUCTION OF ENLISTED PERSONNEL (AR 600-200).

a. Definitions.

(1) Noncommissioned officer. An enlisted person who has been appointed to a non-commissioned officer grade by competent authority and for the purpose of exercising leadership over other personnel.

(2) Specialist. An enlisted person who has been appointed to a specialist grade by competent authority and for the purpose of discharging administrative or technical duties.

(3) Appointment. The administrative action which effects a change from one grade to another, either within the same pay grade or to a higher one, except restoration action.

(4) Appointment quota. A quota issued by Headquarters DA to establish the maximum number of appointments, by pay grade, that may be made within the command during a specified period.

(5) Reduction. A change to a lower pay grade.

b. Enlisted Grade Structure and Titles. The grade structure for enlisted personnel consists of nine pay grades with title as indicated in Figure 16.

ENLISTED GRADE STRUCTURE AND GRADES OF RANK
(Effective 1 September 1965)

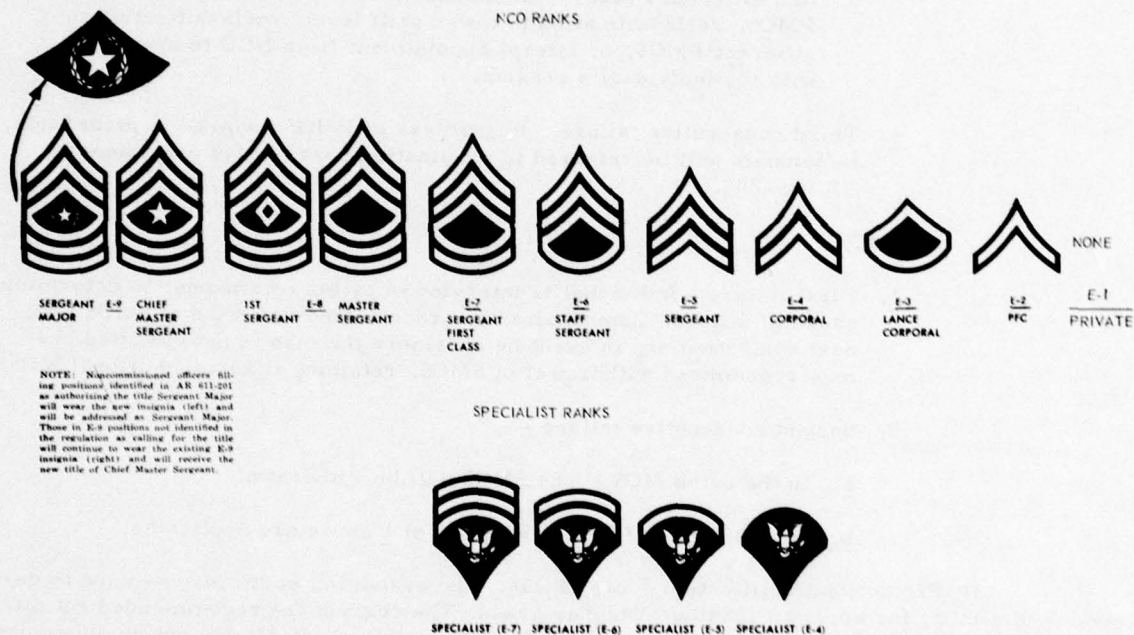


Figure 16.

c. Appointments.

(1) Eligibility. In order to be eligible for temporary appointment, an individual must:

- (a) Complete minimum time in grade (except for waivers). See Figure 17.
- (b) Be in an appointable status.
- (c) Be recommended by the unit commander.

- (d) Hold and be serving in an MOS in which appointments are authorized.
 - (e) Be qualified for the skill level required for the grade to which appointment is made.
 - (f) Be serving in the pay grade next below that in which appointment is to be made.
 - (g) Occupy a position vacancy of a higher rank or pay grade.
 - (h) Be physically qualified to perform the duties of the MOS and grade to which appointment is to be made.
- (2) When the above conditions are met, a commander may appoint provided:
- (a) He has appointment authority.
 - (b) He has a vacancy within the unit.*
 - (c) He has an appointment quota.

*A position vacancy for pay grade E7, E8, or E9 may not be filled by appointment unless a replacement in grade has been requisitioned pursuant to AR 614-202 and notification has been received that a replacement in the appropriate grade will not be furnished by DA.

(3) Selection Boards. Boards of officers and noncommissioned officers will be appointed to select personnel for appointment to grades E8 and E9. An individual will not be appointed to either of these grades unless recommended for appointment by a board.

GUIDE TO ELIGIBILITY FOR TEMPORARY APPOINTMENT

	PFC	Lance Cpl	Cpl E4	Sgt E5	SSgt E6	PSgt or SFC E7	1Sgt or MSgt E8	Chief MSgt or SMaj E9
FOR APPOINTMENT TO:	E2	E3	Sp4	Sp5	Sp6	Sp7	E8	E9
TIME IN SERVICE:	4 mo	8 mo					15 yrs	18 yrs
TIME IN NEXT LOWER GRADE:			6 mo	8 mo	10 mo	12 mo	14 mo	16 mo
APPOINTMENT AUTHORITY:		Co CO	Co CO	Bn CO	Bn CO	Bn CO	Bn CO	Bn CO

NOTE: Time in grade requirement does not apply to appointments from one grade to another within the same pay grade (Lateral Appointment).

Figure 17.

(4) In order to determine whether a unit has TO vacancies in which to appoint, company commanders must first remember that overages in higher grades will reduce the number of vacancies in the lower grades. Conversely, shortages in higher grades will increase the number of vacancies in the lower grades. In order to determine the number of appointments that can be made in each pay grade, it is necessary to determine the number of cumulative

vacancies in each pay grade. To compute vacancies, subtract the number assigned in each grade from the number authorized in each grade. The difference reflects the actual number of vacancies in each grade. The total number of cumulative vacancies in a particular pay grade is the number of actual vacancies in the pay grade in question, plus those in all higher pay grades. (Figure 18 for example.)

DETERMINATION OF NUMBER OF VACANCIES BY PAY GRADE				
<u>Grade</u>	<u>Auth</u>	<u>Asgd</u>	<u>Vacancies</u>	<u>Cumulative Vacancies</u>
E9	0	0	0	0
E8	1	1	0	0
E7	4	3	+1	+1
E6	15	12	+3	+4
E5	29	22	+7	+11
E4	56	65	-9	+2
E3	<u>69</u>	<u>70</u>		
	174	173		

Figure 18.

(5) To determine the number of appointments within specialists and noncommissioned officer grades, the above procedures must be followed. Recapitulation of these computations will equal the total number of appointments that can be made.

(6) In time of peace or outside a combat zone, commanders having appointment authority will not make appointments without a Department of the Army authorization. Commanders of units engaged in combat operations in areas designated by Department of the Army as a combat zone are authorized to appoint against all vacancies in their units without regard to major command appointment ceilings under criteria to be announced by Department of the Army. These appointments may be made only within the commander's appointment authority.

(7) Authorization quotas are not required for appointments to fill vacancies created by the reduction of an enlisted man, E7 or below for inefficiency or misconduct, if such appointments are made within 60 days from the date that the reduction took place. For example: if a sergeant first class is reduced to a private first class, one staff sergeant can be appointed to sergeant first class, one sergeant can be appointed to staff sergeant, one Sp4 can be appointed to sergeant, and one private first class can be appointed to Sp4 provided a vacancy exists in each of the grades below master sergeant.

d. Appointment of NCOs to Specialists.

(1) When the company commander believes that a noncommissioned officer should be appointed to specialist in a higher pay grade than that held, he will recommend such appointment to the battalion commander. If the appointment is to be from corporal, pay grade E4, to specialist four, pay grade E4, and the NCO consents, the company commander may make the appointment under his own authority since he is the appointing authority to that pay grade.

(2) When a noncommissioned officer is appointed a specialist in the same pay grade or below because of lack of leadership qualification or through recommendation of a reclassification board, consent of the noncommissioned officer need not be obtained.

(3) Appointment of an NCO to specialist in the same pay grade does not require an appointment quota.

e. Appointment of a specialist to NCO status in the same or higher pay grade without utilization of an appointment quota is not authorized.

f. Reduction for Inefficiency. Enlisted personnel may be reduced one or more pay grades for inefficiency, by commanders authorized to appoint to the pay grade from which reduced. Personnel reduced for inefficiency will be advised by their immediate commander as to the reason for reduction. If an individual holds a permanent grade above E4 and does not hold a higher temporary grade, the matter must be referred to a board of officers. Reduction to a grade lower than the permanent grade may not be effected without board action.

39. ELIMINATION OF ENLISTED PERSONNEL.

a. Enlisted personnel may be discharged from the service prior to the expiration of their term of service for:

(1) Misconduct (AR 635-206).

(2) Unfitness (AR 635-208).

(3) Unsuitability (AR 635-209).

b. Additionally, personnel may be eliminated from the service by action of a general court-martial or by resigning under the provisions of AR 635-220. (In the latter case only these enlisted personnel who have served a minimum of three years of an unspecified enlistment may exercise the right to resign in lieu of a board action or a court-martial.)

c. Discharges.

(1) Types (Figure 19).

TYPES OF DISCHARGES

<u>FORM</u>	<u>TYPE</u>	<u>CHARACTER OF DISCHARGE</u>	<u>TYPE OF ACTION</u>
256A	Honorable	Honorable	Administrative
257A	General	Under honorable conditions	Administrative
258A	Undesirable	Under conditions other than honorable	Administrative
259A	Bad Conduct	Under conditions other than honorable	General Court-Martial
260A	Dishonorable	Dishonorable	General Court-Martial

Figure 19.

(2) Conditions of awarding.

(a) For an honorable discharge to be awarded, the enlisted man's record must reflect a conduct rating of at least "GOOD," an efficiency rating of at least "FAIR," no general courts-martial, and not more than one special court-martial. If these conditions do not exist, subsequent honorable service or a decoration received after the condition arose can outweigh it and an honorable discharge may be awarded.

(b) A general discharge may be awarded, when the enlisted man's records reflect no general courts-martial, but more than one special court-martial.

(c) Undesirable discharges are awarded for misconduct, unfitness, and security reasons.

(d) Bad conduct and dishonorable discharges are awarded as a result of court-martial actions (see paragraphs 14b, 15b, 127, MCM 1951).

d. Causes for Elimination.

(1) Misconduct (AR 635-206). Fraudulent entry, conviction by civil court, AWOL, and desertion are causes for elimination under this heading. Elimination is effected when it is deemed inadvisable to try the individual concerned by court-martial, or where the statute of limitations for the particular offense has expired. The type of discharge awarded will be determined by the general court-martial convening authority.

(2) Unfitness (AR 635-208). Individuals may be discharged by reason of unfitness with an undesirable discharge, unless the particular circumstances in a given case warrant a general or honorable discharge, when it has been determined that an individual's military record is characterized by one or more of the following:

(a) Frequent incidents of a discreditable nature with civil or military authorities.

(b) Sexual perversion.

(c) Drug addiction or the unauthorized use or possession of habit forming narcotic drugs or marijuana.

(d) An established pattern of shirking.

(e) An established pattern showing dishonorable failure to pay just debts.

(3) Unsuitability (AR 635-209). Individuals may be discharged by reason of unsuitability with an honorable or general discharge when the individual's military record is characterized by one or more of the following:

(a) Inaptitude. Persons who are inapt due to lack of general adaptability, want of readiness or skill, unhandiness, or inability to learn.

(b) Character and behavior disorders. Disorders of intelligence, character, and behavior.

(c) Apathy (lack of appropriate interest), defective attitudes, and inability to expend effort constructively.

(d) Enuresis. (When it exists with (b) above.)

(e) Chronic alcoholism.

(f) Homosexuality (Class III). Evidences homosexual tendencies, desires, or interest, but is without overt homosexual acts. (For other cases see AR 635-89.)

(g) Three consecutive failures to meet minimum requirements in test designed to verify PMOS. (See paragraph 32a, AR 611-203.)

(4) Offenses chargeable under the Uniform Code of Military Justice, 1951.

e. Commanders must be mindful that elimination proceedings should be taken only as a last resort. Reasonable attempts must be made to rehabilitate the individual or to reclassify or reassign him in an endeavor to make him adaptable to military life. A pure linear measurement of offenses should not be used as a criterion for elimination. Each individual case must be judged on its own merits because of the cost to the service (in losing the individual) and cost to the individual (in regard to losing Federal and State rights and social acceptance).

Section II

Prisoners of War

40. GENEVA CONVENTIONS. On 12 August 1949, at Geneva, Switzerland, an agreement was reached among 61 leading nations of the world covering, among other things, the treatment and control of prisoners of war. The United States is a signer of the Geneva Conventions of 1949 which are the source of the United States Army Regulations governing the care and security of prisoners of war. These Conventions were ratified by the United States Senate on 7 July 1955 and came into force for this country on 2 February 1956. These provisions of the Geneva Convention apply with equal force whether the prisoner is in the combat zone, the communication zone, or the Zone of Interior. For the purpose of this instruction, emphasis will be placed on the provisions which specifically apply to forward combat units. These provisions are as follows:

a. Except as otherwise indicated, every person captured by a belligerent power, because of the war, is a prisoner of war during the period of such captivity and is entitled to be recognized and treated as such under the laws of war.

b. Prisoners of war have the right to have their persons and their honor respected. Women shall be treated with all regard due their sex. The armed forces of belligerent parties may consist of combatants and noncombatants. In the case of capture, both have a right to be treated as prisoners of war.

c. Individuals who follow armed forces without directly belonging thereto, such as correspondents, newspaper reporters, contractors, and Red Cross personnel, who fall into the hands of the enemy, and whom the latter thinks expedient to detain, shall be entitled to be treated as prisoners of war, provided they are in possession of a certificate from the military authorities of the armed forces which they are accompanying.

d. The wounded and sick of an army who fall into the power of the other belligerent shall be prisoners of war, and the general rules of international law in respect to prisoners shall be applicable to them. Citizens who rise en masse to defend their territory or district from invasion by the enemy, if captured, are entitled to be treated as prisoners of war.

e. Prisoners of war are in the power of the capturing nation, but not of the individuals or bodies of troops who capture them. They will at all times be treated with humanity and will be protected, particularly against acts of violence, insults, and public curiosity. Measures of reprisal against them are prohibited.

f. The power detaining prisoners of war is bound to provide adequately for their maintenance. Discriminations in treatment between prisoners are lawful only when they are based on military rank, state of physical or mental health, professional qualifications, or sex.

g. Every prisoner of war is required to give, if he is questioned on the subject, his true name, grade, serial or service number, and date of birth or age. In case he violates this rule, he shall be liable to restriction of the privileges accorded to prisoners of his category. No coercion may be used on a prisoner to obtain information relative to the state of his army or his country. A prisoner who refuses to answer may not be threatened, insulted, or exposed to unpleasant or disadvantageous treatment of any kind whatsoever. If, because of his physical or mental condition, a prisoner is unable to identify himself, he shall be turned over to the medical authorities.

h. All effects and objects of personal use, except arms, horses, military equipment, and military documents, shall remain in the possession of prisoners of war. Money in the possession of prisoners may not be taken away from them except by order of an officer, and, after the amount is determined, a receipt shall be given. Money thus taken away shall be credited to the account of each prisoner. Metal helmets, protective masks, identification tags and cards, insignia of rank, and decorations may not be taken from prisoners.

i. Prisoners of war shall be evacuated within the shortest possible period after their capture to depots located in a region far enough from the zone of combat for them to be out of danger.

j. Only prisoners who, because of wounds or sickness, would run greater risks by being evacuated than remaining where they are, may be temporarily kept in a danger zone. Prisoners shall not be needlessly exposed to danger while awaiting their evacuation from a fighting zone.

k. No prisoner may, at any time, be sent back into a region where he might be exposed to the fire of a combat zone, nor used to give protection from bombardment of certain regions by his presence.

l. Work done by a prisoner of war shall have no direct relation with war operations. It is particularly forbidden to employ a prisoner of war for manufacturing and transporting material intended for combat units. Unless he is a volunteer, no prisoner of war may be employed in labor which is of an unhealthy or a dangerous nature.

m. Prisoners of war shall be subject to the laws, regulations, and orders of the detaining power. Punishments other than those provided for the same acts for soldiers of the detaining power may not be imposed upon prisoners of war by military authorities and courts of the detaining power.

41. OBJECTIVES. The primary objectives sought in handling prisoners of war are:

- a. Acquisition of maximum intelligence information.
- b. Prevention of escape and liberation.
- c. By example, promotion of proper treatment of own personnel captured by the enemy.
- d. Weakening the will of the enemy to resist.

42. S1 RESPONSIBILITY AND DUTIES.

a. The battalion S1 has staff responsibility for planning, coordinating, and supervising all matters pertaining to the administration and evacuation of prisoners of war. The S1 prepares a plan for the handling of prisoners of war from the time of capture until evacuation from the battalion to the forward division collecting point located in the brigade area. He will normally coordinate with the following unit and special staff officers in the preparation of his plan:

- (1) The S2 for availability of prisoners for interrogation.
- (2) The S3 for guards to evacuate prisoners.
- (3) The S4 concerning feeding and transportation for speedy evacuation of special prisoners.

(4) The surgeon for treatment and evacuation of wounded prisoners through medical channels.

(5) The headquarters commandant for guarding prisoners of war and for the location of the prisoner of war collecting point.

b. A forward division PW collecting point located in the brigade area is normally operated by the military police platoon supporting the brigade. The brigade S1 discharges his responsibility for prisoners of war through coordination with the unit staff, battalion S1 and the supporting military police platoon leader.

43. COLLECTION, SEARCH, AND SEGREGATION. Immediately upon capture, prisoners are disarmed and searched for concealed weapons by the capturing troops. Any documents discovered are marked so as to be identified with the prisoners from whom taken, and placed in the custody of the escort for delivery with the prisoner throughout his movement to the rear. As soon after capture as possible, enemy officers, noncommissioned officers, privates, deserters, political indoctrination personnel, and civilians are segregated. The purpose of this segregation is to separate those individuals who may have a controlling influence on the group. Officers, who might be more security conscious, may warn enlisted men against divulging military information. Segregation should be maintained throughout the evacuation process. Companies and battalions interrogate PW for information of immediate tactical value.

44. EVACUATION. It is important to have prisoners moved to the division prisoner of war collecting point as rapidly as possible. Evacuation may be by marching or by the use of empty ammunition or supply vehicles returning to the rear. During the evacuation, segregation is enforced, and talking among the prisoners is prohibited. Usually prisoners are not fed or given cigarettes or water prior to interrogation provided the time between capture and interrogation is such that the withholding of food and water is not a violation of humane treatment.

a. At battalion, interrogation is often made by an IPW (Interrogation Prisoner of War) team who can interrogate in the language the prisoner understands and who can possibly gain information of value.

b. Within the division, companies evacuate prisoners to the battalion prisoner of war collecting point located near, but not in, the battalion command post. The S1 coordinates with the S3 to obtain personnel to guard this installation, also for personnel to guard the prisoners during evacuation to a forward division PW collecting point located in the brigade trains area. Military police supporting the brigade normally operate this PW Collecting Point. Military police who operate the central division PW Collecting Point evacuate PW from this forward collecting point.

c. Army is responsible for evacuating prisoners from the division prisoner of war collecting point to the army prisoner of war cage. Corps sometimes desires to interrogate selected prisoners, in which case it is responsible for the evacuation of these prisoners from division. In this instance, army evacuates them from corps after the interrogation is completed.

45. ESCAPERS AND EVADERS. Personnel of our own or friendly forces, who have returned to our control after escaping from capture or who have evaded capture while in enemy-held territory, may be questioned by battalion and lower echelons only for tactical information of immediate concern to the command. Under no circumstances will such personnel be questioned concerning means and routes of escaping or evading. These men will be evacuated to army for debriefing.

Section III

Civilian Personnel

46. GENERAL. The Department of the Army accomplishes its mission through a team of military and civilian personnel. For maximum efficiency, it is important that each team member understands the duties of the others and how the team works together. Basically, civilians may be used for all Army jobs, except those that require military skill. This general policy may be modified whenever the need for security, discipline, or training requires military personnel.

47. ADVANTAGES OF CIVILIAN PERSONNEL. There are several advantages to employing civilians. They supply abilities that are not otherwise available to the Army. They free military personnel from nonmilitary duties. They assure continuity of administration and operation of Army installations since they do not have to be moved from their jobs to take part in military training or operations. They become a nucleus of trained personnel which can be used as the basis for expansion of these installations in an emergency.

48. EMPLOYMENT OF CIVILIANS WITHIN THE ZI. Civilians are used in the Zone of Interior to assist in the administration, operation, and maintenance of Army installations. They perform a variety of services, such as skilled and semiskilled labor, and clerical, technical, and professional work. The installation commander is responsible for the management of these civilian employees and for the enforcement of the policies and regulations of the Army. Battalions stationed in the Zone of Interior rarely employ civilians.

49. EMPLOYMENT OF CIVILIANS IN OVERSEAS THEATERS.

a. Department of the Army Employees. The Army contracts with civilians from the Zone of Interior for duty in overseas theaters, for periods of one or two years duty. Employee contracts, however, are written for one or two years. The employees may be required to wear a prescribed uniform, and they may be subject to military law if they are in a theater where the Army exercises such jurisdiction. In a combat theater, Department of the Army civilians are usually employed only as technicians in the communication zone.

b. Indigenous Civilian Employees. The term "indigenous labor" is used to denote foreign labor employed by military forces overseas. Indigenous labor includes not only local citizens, but also displaced persons of allied, neutral, and enemy countries within the theater. Indigenous civilian labor is utilized in overseas theaters of operations to supplement available military manpower.

c. Battalion Employment of Indigenous Civilians.

(1) Battalions stationed overseas often are authorized to utilize indigenous labor. Conditions of employment and local procedures authorized will be established by the theater commander concerned. Within the battalion, the S1 has staff responsibility for civilian personnel management. He may be assisted by a labor officer who generally performs the duties of a civilian personnel officer. If, however, other agencies perform certain functions, such as labor procurement centralized at division and payment of the worker by the local government, then the unit labor officer maintains liaison with the agency concerned.

(2) In combat, a battalion may utilize indigenous labor on a voluntary basis as supply bearers, litter bearers, and general laborers, to increase the combat effectiveness of the unit by releasing military personnel for actual combat. Even though most of the indigenous civilian employees utilized by the battalion in combat will actually work on jobs which come under S4 jurisdiction, the S1, as in garrison, retains primary staff responsibility for civilian employees. The S4 will utilize these employees but will not have responsibility for

their administration. The battalion may obtain the employees through higher headquarters or hire locally. When the need exists, the S1, or his representative, requests the needed labor through the division G1. The division G1 may provide the labor or he may allocate funds and delegate authority to the battalion to procure its own needed labor by direct hire. The battalion labor officer, as a representative of the S1, performs the duties of a civilian personnel officer. Such duties, of course, may be modified by local ground rules authorized to simplify the procedures for combat units.

50. LEVELS OF RESPONSIBILITY.

a. Platoon. Usually none. Occasionally some supply bearers are attached when a platoon is in an isolated tactical situation. The platoon may be designated as a supervisory unit for a higher headquarters in certain instances.

b. Company. Overseas, companies may have a requirement for a few civilian laborers. Larger numbers of supply carriers are obtained as needed from battalion headquarters.

c. Battalion. The battalion commander is responsible for civilian personnel management within his unit. As such, he ascertains that directives of higher headquarters are complied with, and such additional policies as he deems advisable are issued for guidance.

DEVELOPMENT AND MAINTENANCE OF MORALE

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Chapter 5

DEVELOPMENT AND MAINTENANCE OF MORALE

Section I

General

51. INTRODUCTION.

a. Morale is the state of mind of an individual as indicated by the willingness to do his duty and to participate as a member of a team for the accomplishment of the team objective. Good morale is indicated by a positive drive on the part of the individual, a push beyond that which is expected, and an eagerness and enthusiasm, almost an intuition, concerning the leader's desires. Poor morale is displayed by dissatisfaction, indifference, lack of discipline, and lethargy. Maximum military performance is attained only when the will or spirit of each individual to perform his assigned tasks is brought to its greatest application in the combined effort in a group or a unit. Morale is pride in self and esprit de corps may be said to be pride in unit.

b. Morale is a result of leadership. It is the subordinate's expression of obedience, confidence, respect, and loyal cooperation elicited by command influence and direction. It is affected by the method used in discharging every command responsibility. Morale also is influenced by the leadership of the commander's staff. Good morale is attained and maintained by training, discipline, and mutual confidence and comradeship among all members of the command. With proper leadership, good morale will exist despite physical fatigue, hardship, privation, and self-sacrifice.

c. The problems of maintaining morale, both in the highly complex living of garrison and under future conditions of nuclear warfare, present an ever increasing challenge to all commanders, officers, and noncommissioned officers. This responsibility of leadership must be met with an openminded, aggressive outlook by all concerned if we are to maintain a state of manpower effectiveness capable of overcoming our potential enemy's numerical superiority.

d. The S1 has the responsibility of assisting the commander by promptly recognizing problem areas adversely affecting morale and esprit and for initiating recommendations or positive action to correct contributory causes. Morale indicators generally come to the attention of the S1 or battalion and brigade officers through observations made during staff visits or through the analysis of statistics normally available in routine matters. Below are the items the S1 should observe during staff visits and the reports and statistics he should analyze:

(1) Items to be observed during staff visits to subordinate units:

- (a) Combat efficiency.
- (b) Appearance and courtesy.
- (c) Personal hygiene.
- (d) Care of equipment.
- (e) Messing facilities and living quarters.
- (f) Adequacy and suitability of rations.
- (g) Care of casualties.

- (h) Response to orders.
- (i) Use of recreational facilities.
- (j) Attitude of leaders toward subordinates.
- (k) Use of religious facilities.

(2) Reports which assist in measuring morale:

- (a) Absences without leave, and desertions.
- (b) Malingerers.
- (c) Arrests and apprehensions.
- (d) Punishments (courts-martial and Art 15, UCMJ).
- (e) Requests for transfer.
- (f) Sick-call rates.
- (g) Stragglers.
- (h) Self-inflicted wounds.
- (i) Pilfering.
- (j) Improper use of rations.
- (k) Chaplain reports.

e. To understand why morale is low requires a thorough understanding of all factors which affect morale. Morale indicators serve to direct and focus attention on those items which normally affect morale. To determine that a unit's morale is low is not nearly so important or difficult as to determine the reason why it is below desired standards.

Section II

Personnel Services

52. MORALE.

a. Morale is attained through the application of leadership principles and through constant attention by the commander to the individual's welfare. The means by which the S1 can assist the commander in attaining and maintaining a high status of morale within the battalion and brigade is through a sound personnel services program. The immediate objective of personnel services is to assist the commander in caring for the personal needs or welfare of his subordinates; its ultimate objectives are the stimulation of the individual's desire to contribute to the effectiveness of his unit and to conserve manpower.

b. The combat conditions pertaining to the nuclear battlefield may dictate a marked austerity in the provision of personnel services. However, every effort is made to provide as many of the personnel services as possible and, at the same time, to reduce the vulnerability of the target that may be created. Large gatherings of personnel are avoided when implementing any part of a personnel services program. No longer can organizations be massed for the purpose of viewing USO performances or motion pictures or for conducting church services. Instead, these services might be made available to reduced numbers of personnel, operating on a continuous schedule, utilizing available facilities such as basements and underground shelters. The S1 will use ingenuity, resourcefulness, and imagination when planning the personnel services program of the battalion and brigade. The psychological strengthening of the mental attitude of the individual toward himself and the conditions that will confront him on the nuclear battlefield cannot be overstressed by the provision of these services. Although not a complete list, the following are some of the more important personnel services normally available to members of the battalion.

53. LEAVES AND PASSES, AND TEMPORARY DUTY.

a. Leaves and Passes. All military personnel are authorized thirty (30) days leave each year, to be accumulated at the rate of two and one-half (2 1/2) days per month. Passes, on the other hand, are not a right to which a person is specifically entitled, but a privilege to be awarded to deserving individuals. Leaves and passes may be granted by commanders of all units down to and including the company, within the limits or restrictions imposed by the division commander.

b. Temporary Duty. In combat, TDY for rest and relaxation permits individuals to spend time at recreation centers, leave areas, or, when necessary, in the Zone of Interior without having such time deducted from accumulated leave. This may vary from a few days spent in a division rest camp to several weeks spent in a theater or army leave area. Seldom, if ever, in a theater of operations is it possible to grant leave or TDY to all individuals desiring it. Consequently, it is necessary to establish quotas governing the numbers of personnel who may take advantage of the facilities offered by recreation centers and leave areas. No strict policy can be established governing how quotas should be allocated within the battalion. It depends on many factors which the S1 will evaluate each time a quota is received from division. In general, the aim will be to give priority to those troops who have the greatest need for rest and relaxation. The guiding principle is to provide quotas for units in proportion to their needs. The technique of equitable distribution based on combat participation best provides allocation in proportion to need. The following types of rest and relaxation facilities will normally be made available to personnel within the combat theater.

(1) Rest camp. Provides opportunity for rest and relaxation of battle-tired individuals. Usually located in the vicinity of division administrative center or corps area.

(2) Rest area. Provides opportunity for rest and relaxation of units of battalion size or larger. Usually located in the division rear or corps areas.

(3) Recreation center. A hotel or other improved facility providing rest and relaxation opportunity for officers and enlisted personnel on leave, pass, or TDY. Usually located in cities or resort areas within a reasonable distance from zones of active combat.

(4) Leave area. An area established for the purpose of attracting and accommodating large numbers of personnel on leave, pass or TDY. Usually located in a large town, resort area, or group of towns in the communication zone.

54. ROTATION. The primary purpose of rotation is the conservation of manpower. The exchange of new replacements for combat veterans prior to the time that veterans become physically or mentally exhausted due to combat service will result in an overall saving of manpower. The rotation plan will consist primarily of rotation within the theater. In the absence of a theater rotation program, the field army is capable of implementing a program of its own. Within the battalion, the commander will prescribe the method of individual selection or rotation based on division policy.

55. POSTAL SERVICE.

a. The quality of postal service that the soldier receives greatly influences his morale. Correspondence with family and friends will assist in keeping the soldier free from worry. The mission of the Army postal service is to extend the services of the Federal Post Office Department to all units of the Army, regardless of location.

b. The S1 is responsible for the preparation of plans for postal service within the battalion. He is assisted by the appointment of an officer to the additional duty of battalion postal officer. It will be the duty of the postal officer to supervise the operation of the battalion postal system and the activities of appointed postal personnel. The battalion mail delivery clerk is normally located in the field trains.

56. ATHLETICS AND RECREATION. The objective of this program is to increase the effectiveness of the Army through a planned program of athletics, recreation, and welfare. Its primary concern is the mental and physical well-being of the soldier. This can be accomplished by providing those recreational and entertainment facilities which will assist in providing relief from the arduous grind of daily duties. Such programs may consist of individual and team sports, motion pictures, USO shows, soldier shows, canteens, and hobby and craft shops. In combat, close coordination with the division G1, the special services officer, the brigade chaplain, and Red Cross personnel will be conducted by the S1 in planning for and establishing the athletic and recreation program.

57. THE ARMY-AIR FORCE EXCHANGE SERVICE.

a. The mission of the Army Exchange Service is to supply military personnel with articles of necessity and convenience not provided by government issue. In combat, the S1 will supervise the operation of the Army exchange service within the battalion. Supplies will be obtained from the division exchange officer and sold from a central location or allocated to each company which may operate its own unit exchanges.

b. When field or combat conditions prohibit the operation of the exchange service, a gratuitous quartermaster issue of items will be made as part of the field ration. Such items as toilet articles, tobacco, matches, and candy make up the gratuitous QM issue which is issued regularly and equitably by the battalion S4. A daily issue is preferred, particularly to the frontline soldier since he does not have the means of carrying more than his daily needs. Close coordination between the S1 and the S4 is necessary because of the decided effect upon morale that the gratuitous QM issue will have upon soldiers in combat.

58. CHAPLAIN. The chaplain is charged with all matters pertaining to the religious and moral life of the soldier and officer. The chaplain is primarily a clergyman, but his functions and interests relate to all military activities so that the values of religion may become an integral part of the life of the command. Properly used, his services and activities are of great assistance in the maintenance and support of morale. He does this by fulfilling the religious needs of the members of the command. There are four chaplains assigned to the brigade headquarters company. The brigade chaplain ensures that chaplain service is provided for all units, assigned and attached to the brigade.

59. AMERICAN RED CROSS. When the battalion is in combat, there are two services that the Red Cross renders: welfare and limited recreation. Both services contribute materially to the maintenance and support of high morale. The Red Cross welfare service includes the provision of financial assistance to soldiers and their families. The organization also has facilities for investigating conditions at home at the request of commanding officers for confidential information needed in considering discharge, leave of absence, etc. The Red Cross is equipped to give information concerning federal and state legislation and other benefits affecting the welfare of servicemen and their dependents. The American Red Cross field director, when attached to the battalion or brigade, will work under the supervision of the S1. The S1 ensures that all personnel of the battalion are aware of the services offered by the ARC and of the procedure to use in order to avail themselves of these services.

60. ARMY EMERGENCY RELIEF.

a. The Army Emergency Relief was incorporated in 1942 to extend its emergency financial aid to the personnel of the Army of the United States and their dependents. Army Emergency Relief operates at posts and camps through Army Emergency Relief sections and in local communities through the local Red Cross Chapter. Each section is under the post commander as a function of command and is directly administered by a commissioned officer detailed as Army Emergency Relief Officer, who is the custodian of the fund. Except in cases of confidential nature, installation commanders are authorized to use Army Emergency Relief funds to assist Army personnel and their dependents only after determining that the required assistance cannot be rendered adequately by the Red Cross.

b. In an overseas theater, the Army Emergency Relief sections will be established at headquarters and installations as directed by the theater commander. In the combat zone, Army Emergency Relief sections will rarely be established within a combat division, but application for aid may be processed through administrative channels to those headquarters where sections are established and aid may be granted. The S1 is responsible for seeing that all personnel of the command are aware of the service rendered by Army Emergency Relief and of the procedure to utilize in order to receive assistance from this activity.

Section III

Decorations and Awards

61. DECORATIONS SYSTEM. (AR 672-5-1)

a. The primary purpose of the decorations system is to provide tangible evidence of public recognition of acts of heroism performed and valuable services rendered. Awards of decorations, when properly utilized, are potent incentives to greater effort and are instrumental in building and maintaining morale.

b. Decorations Principles.

- (1) No deserving act should go unrewarded.
- (2) No decoration should be awarded which has not been earned.
- (3) Where more than one person participates in an act which is rewarded, each participant should be rewarded in proportion to the extent of that person's participation.

c. Authorized Military Decorations.

- (1) The following decorations are authorized as rewards for heroism in combat.

(a) Medal of Honor. "The Medal of Honor is awarded, in the name of Congress, to each person who, while an officer or enlisted person of the Army, shall have distinguished himself or herself conspicuously by gallantry and intrepidity at the risk of his or her life above and beyond the call of duty in action involving actual conflict with an enemy." Established in 1862.

(b) Distinguished-Service Cross. "The Distinguished-Service Cross is awarded to any person who, while serving in any capacity with the Army of the United States, shall have distinguished himself or herself by extraordinary heroism in connection with military operations against an armed enemy." Established in 1918.

(c) Silver Star. "The Silver Star is awarded to any person who, while serving in any capacity with the Army, has distinguished himself or herself by gallantry in action not warranting the award of the Medal of Honor or the Distinguished-Service Cross." Established in 1918.

(d) Distinguished-Flying Cross. "The Distinguished-Flying Cross is awarded to any member of the Armed Forces of the United States and of friendly foreign nations who, while serving in any capacity with the Army of the United States, shall have distinguished himself or herself by heroism or extraordinary achievement while participating in aerial flight." Established in 1926.

(e) Bronze Star Medal (with "V"). "The Bronze Star Medal is awarded to any person who, while serving in any capacity in or with the Army of the United States, on or after 7 December 1941, shall have distinguished himself or herself by heroic or meritorious achievement or service, not involving participation in aerial flight, in connection with military operations against an armed enemy." The letter "V" device is worn on the suspension and service ribbons to denote an award has been made for heroism. Established in 1944.

(2) The following decorations are authorized as rewards for heroism not in combat:

(a) Soldier's Medal. "The Soldier's Medal is awarded to any person who, while serving in any capacity with the Army of the United States, shall have distinguished himself or herself by heroism not involving actual conflict with an armed enemy." Established in 1926.

(b) Distinguished-Flying Cross.

(3) The following decorations are authorized for meritorious acts or service:

(a) Distinguished-Service Medal. "The Distinguished-Service Medal is awarded to any person who, while serving in any capacity with the Army of the United States, shall have distinguished himself or herself by exceptionally meritorious service to the Government in a duty of great responsibility." Established in 1918.

(b) Legion of Merit. "The Legion of Merit is awarded to any member of the Armed Forces of the United States or of a friendly foreign nation who shall have distinguished himself or herself by exceptionally meritorious conduct in the performance of outstanding services." Established in 1942.

(c) Distinguished-Flying Cross.

(d) Bronze Star Medal.

(e) Air Medal. "The Air Medal is awarded to any person who, while serving in any capacity in or with the Army of the United States, shall have distinguished himself or herself by meritorious achievement while participating in aerial flight." Established in 1942. The letter "V" device is worn on the suspension and service ribbons to denote an award has been made for heroism if awarded for this purpose on or after 29 February 1964.

(f) Army Commendation Medal. "The Army Commendation Medal is awarded to any member of the Armed Forces of the United States who, while serving in any capacity with the Army on or after 7 December 1941, shall have distinguished himself or herself by meritorious achievement or meritorious service." Established in 1945. The letter "V" device is worn on the suspension and service ribbons to denote an award has been made for heroism, if awarded for this purpose, on or after 29 February 1964.

(4) The Purple Heart is awarded to "any member of the Armed Forces of the United States, and to any civilian of the United States serving with the Army, who was wounded either in action against an armed enemy of the United States or as a direct result of an act of such enemy, provided the wound necessitated treatment by a medical officer, and treatment is made a matter of official record." Established in 1782. Reestablished in 1932.

d. Combat Infantryman Badge. The CIB is awarded to any person holding an Infantry MOS, who, subsequent to 6 December 1941, shall have satisfactorily performed duty while assigned or attached as a member of an infantry unit of Regimental (Brigade) or smaller size during any period the unit was engaged in active ground combat. Any officer whose basic branch is other than Infantry who, under appropriate orders, has commanded an Infantry unit of regimental (brigade) size or smaller for a period of 30 consecutive days is deemed to have been detailed in the Infantry and is eligible for the award of the CIB provided all other requirements are met. One CIB may be awarded to authorized individuals for each separate war participated in, provided all requirements as set forth in Army Regulations are met. The CIB will not be awarded to general officers.

e. Expert Infantryman Badge. The EIB is awarded to any person holding an infantry MOS and who has satisfactorily completed the proficiency tests prescribed by Army regulations while assigned to an infantry unit of regimental (brigade) or smaller size. See AR 600-73.

f. Good Conduct Medal. The Good Conduct Medal is awarded to enlisted personnel for exemplary behavior, efficiency and fidelity in active Federal military service. A recommendation by an individual's unit commander is required for the award. To qualify for the award each enlisted person must have continuous active Federal military service as specified in par 44, AR 672-5-1 (normally three years). In addition, throughout the qualifying period the following criteria must be met:

- (1) All conduct (character) and efficiency ratings must be "Excellent" except that -
 - (a) Ratings of "Unknown" for portions of the period are not disqualifying.
 - (b) Service school efficiency ratings based upon academic proficiency of at least "Good" rendered subsequent to 22 November 1955 are not disqualifying.
- (2) There must be no conviction by court-martial.
- (3) The individual must not be serving in, nor have been serving at the time of separation in, an assignment of the type designated as "specially controlled duties" in AR 604-10.

g. Awards. Awards are recognition given to individuals or units for certain acts or services. Examples of awards given to individuals are certificates of achievement, suggestion award certificates, letters of commendation, and letters of appreciation. Examples of unit awards are the Distinguished Unit Citation and the Meritorious Unit Commendation.

62. RESPONSIBILITIES. The battalion commander is responsible for ensuring that personnel performing acts of heroism or meritorious service are properly rewarded. Further, he recognizes the great morale value that is derived by the proper use of decorations and the adverse effect upon morale that improper and promiscuous awarding of decorations will have. The commander has the responsibility of ensuring that all personnel understand the decorations policy and the part they will play in its administration. In carrying out this responsibility, he is assisted by the S1. The S1 is specifically responsible to the commander for the following:

a. Plans. Prior to entry into combat, the battalion decorations policy will be written, approved, and published. This is done far enough in advance to permit adequate training throughout the battalion.

b. Training. This includes instructions to all officers and NCO's to ensure that they are thoroughly familiar with the decorations policy. It will also include decoration training as part of field exercises to ensure that all personnel know what constitutes a heroic or a meritorious act and how to initiate a recommendation for decoration.

c. Recommendations. A separate recommendation will be submitted for each proposed award of decoration. Recommendations will be made promptly, correctly, and in accordance with established policies and regulations. To facilitate recommendations, a standard form (DA Form 638, Recommendation for Award) is used (Appendix III). If forms are not available within a unit, the recommendation may be made in letter form. Any individual having personal knowledge of a deserving act will complete as much of the form as he is able and will forward the partially completed form, through channels, to the battalion headquarters.

d. Processing. Recommendations for award of decorations will be processed and acted upon properly, efficiently, and rapidly. At battalion headquarters, the S1, who must be thoroughly familiar with decorations policies and regulations will complete the original recommendation and prepare a proposed citation based upon the action described. After completing the form, the S1 will return the form to the originator who will then sign it. The originator will forward the completed form through channels to the commander who is authorized to award the decoration. Commanders at each headquarters through which recommendations pass will indicate their approval or disapproval, indicating reasons if disapproved. The disapproval of a

recommendation by an officer subordinate to the commander having authority to award the decoration is not sufficient cause to return the recommendation to the initiator. At battalion headquarters, the S1 or a board of officers will give all recommendations a final study and then present them to the battalion commander, together with a recommendation concerning each one, in order to assist the commander in making his indorsement. In this final study and recommendation to the commander, the S1 or the board should give special attention to:

(1) Ensuring that consistency is observed in fitting the decoration to the act, and thereby granting similar decorations for similar acts.

(2) Ensuring that decorations are awarded on an absolutely fair and impartial basis.

(3) Processing all recommendations as expeditiously as possible.

e. Presentations. Decorations are awarded as soon after the act as possible, at an appropriate ceremony. The ceremony may be performed in the frontlines for lesser decorations and by battalion formation for the higher decorations. The highest ranking commander available should make the presentation.

f. Publicity. Proper publicity must be given the award of decorations. Emphasis is placed on decorations for heroism which will include press releases and photographs of the presentation ceremony for the unit newspaper, the recipient's hometown newspapers, and the recipient of the decoration.

g. Corrections. Prompt corrective action should be taken to amend the decorations policy or practices if they fail to establish comparable standards.

Section IV

Graves Registration

63. GENERAL. The need for, and importance of, an efficient graves registration service is threefold. It assists in the maintenance of morale of combat troops, the maintenance of adequate sanitation on the battlefield, and compliance with the rules of land warfare. The morale of our soldiers, as well as that of the civilians back home, is enhanced through knowledge that every man lost in battle is promptly, properly, and reverently cared for. Enemy dead are treated exactly the same as our own, with the exception that they are segregated from our dead.

64. S1 RESPONSIBILITY. The S1 is charged with staff responsibility for planning, coordinating, and supervising all graves registration activities. The S1 coordinates with other battalion unit and special staff officers, higher and lower units, and supporting elements in the preparation of his plan. They are:

- a. The battalion S2 concerning disposition of items of intelligence value found on deceased personnel, particularly enemy dead.
- b. The battalion S4 concerning transportation of deceased to the brigade collecting point and disposition of personal effects held in storage.
- c. The battalion surgeon concerning prompt removal of the dead from the aid station to the brigade collecting point. Also changes in casualty reporting data (i. e., WIA to DOW).
- d. The brigade S1 concerning location of the division graves registration collecting point in the brigade trains area, requests for assistance and staff advice on graves registration problems.
- e. The chaplain concerning appropriate religious services.
- f. The Collection and Evacuation Section (operating the division collecting point in the brigade trains) concerning casualty reporting data with emphasis on missing in action cases.

65. FUNCTIONS OF GRAVES REGISTRATION. The battalion and brigade are primarily responsible for the first four of the following functions, and division or higher headquarters graves registration personnel are responsible for the last three.

- a. Collection. This is the actual removal of bodies from the battlefield to collecting points within the unit area, normally the trains area.
- b. Identification. Positive identification of the dead is accomplished by determining name, grade, service number, organization, and time and place of death. This information is entered on an identification form attached to the body and is completed by the collection and evacuation section at the brigade collecting point. The best means to identify bodies are identification tags, identification by members of the unit, finger prints (all fingers, if possible), dental charts, and physical characteristics (eyes, build, weight, birthmarks, or scars).
- c. Evacuation. This is the removal of the body from place of death to place of burial. This process should be handled rapidly with the least confusion and in the most considerate manner. The body is always kept covered. Responsibility for evacuation is normally that of the lower unit.

d. **Personal Effects.** Personal effects are never removed from a body at battalion or brigade level. They remain with the body until it reaches the field army graves registration collecting point. Remains awaiting evacuation will be guarded to prevent pilferage. When identification is incomplete or unknown, all government issue equipment to include individual weapon and other serially numbered items of equipment may be forwarded with the body.

e. **Cemetery Sites.** The cemetery sites are normally situated on well drained ground, and out of enemy artillery range. Less than twelve bodies are considered to be isolated burials and should be avoided.

f. **Burial.** This is the interment of the deceased.

g. **Registration.** The deceased are registered in the cemetery by completing necessary interment and registration forms showing name and location of cemetery with detail of grave number within the cemetery.

66. ORGANIZATION WITHIN THE DIVISION.

a. Normally, battlefield search is conducted by the companies. Each battalion, when the situation requires, details personnel to search the battlefield within the battalion area and to evacuate the dead to the brigade graves registration collecting point.

b. In combat, each brigade will be supported by one six-man collection and evacuation section which will supervise the functions of graves registration within the brigade area. These sections are organic to the graves registration platoon of the division Supply and Service Company of the Supply and Transport Battalion and will come equipped with organic transportation consisting of four 3/4-ton trucks and trailers. Each section is responsible for the establishment and maintenance of the division collecting point, normally located in the brigade trains.

c. The division G1 coordinates and supervises all matters pertaining to graves registration within the division. The division exchange officer normally serves as the graves registration officer for the division. He is responsible for the overall program for collection, identification, and evacuation of the dead and the forwarding of personal effects.

MAINTENANCE OF DISCIPLINE, LAW AND ORDER

6	MAINTENANCE OF DISCIPLINE, LAW AND ORDER
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Chapter 6

MAINTENANCE OF DISCIPLINE, LAW AND ORDER

67. OBJECTIVES. The major objectives of the S1 in assisting the commander to maintain discipline, law and order are:

a. To contribute to the combat effectiveness of the command by ensuring that respect for authority is preserved, that regulations are enforced, and that conditions adverse to good discipline are kept to a minimum.

b. To keep to a minimum losses in manpower due to trials, punishment and confinement.

68. DISCIPLINE. Discipline is the individual or group attitude which ensures prompt obedience to orders and the initiation of appropriate action in the absence of orders.

a. Discipline results from training and is achieved by setting high standards and requiring that they be met. The lack of discipline in a unit often indicates poor leadership and poor morale. Conversely, a well-disciplined unit is likely to be well led and have high morale and esprit de corps. The commander who blunders, who issues ambiguous, contradictory orders (or allows his staff to do so), or who lacks decisiveness and the ability to solve problems will almost inevitably lower morale and standards of discipline within his command.

b. Survival and success in nuclear warfare will demand the highest standards of individual and unit discipline. Nuclear warfare will require *establishment of standing operating procedures* to achieve maximum protection of individuals, units, and installations. Such considerations as dispersal of units, maximum size of troop formation and assemblies, wearing of protective clothing, and danger from fallout must be covered. The discipline must be such as to ensure automatic compliance with minimum supervision. The restrictions imposed on movement and other troop activities will increase disciplinary problems. The confusion, psychological shock, and possible panic resulting from a nuclear attack will increase straggling and require stringent control measures.

c. The S1 is charged with staff responsibility for keeping the commander informed on all matters affecting the state of discipline. The S1 must recommend measures to maintain or improve discipline. The ability to devise correct measures will place a premium on the maturity, experience, objectivity, and resourcefulness of the S1. To collect information necessary to evaluate the state of discipline within a command, the S1 does not rely solely upon disciplinary reports and statistics, but confers with members of the unit and special staff and conducts staff visits with commanders and officers of subordinate units.

d. Commanders at all levels are responsible for all matters pertaining to the discipline of the units under their command. Some of the most common indicators of poor discipline are:

- (1) Excessive number of cases of absence without leave and desertion.
- (2) Large number of requests for transfer to other units due to improper senior-subordinate relationships.
- (3) Increase in number and seriousness of court-martial offenses.
- (4) Increase in the number of arrests by civilian law-enforcement agencies.

- (5) Lack of care and maintenance of equipment and supplies.
- (6) Lack of attention to individual cleanliness and cleanliness of quarters.
- (7) Carelessness in dress and saluting.
- (8) Improper response to commands, directives, and other orders.

69. LAW AND ORDER.

a. Each commander is responsible for the enforcement of law and order in his area of responsibility. Division military police are employed to enforce law and order in areas not assigned to subordinate commanders of the division and to support subordinate commanders as required. In this connection, military police and military police criminal investigators will, upon request or direction, assist subordinate commanders by:

(1) Performing physical security surveys of installations, activities, or sites to determine the adequacy of security measures, and making recommendations to the commander thereon.

(2) Performing area crime prevention surveys to determine potential and present conditions and situations that are conducive to crime.

(3) Providing technical aid and advice to unit commanders.

(4) Conducting or coordinating investigations of offenses that occur within a unit or which involve members of more than one unit.

b. In discharging his staff responsibilities for law and order, the S1 coordinates with the G1 and such special staff officers as the PM, IG, and SJA. Through this coordination he is able to inform the commander and subordinate commanders of trends and special problems that are current and deserving of special consideration in the continuing effort to prevent crime.

c. Preventive measures must receive emphasis in the law and order effort. Preventive measures encourage obedience and respect for authority by eliminating existing or potential causes of law violations. They include:

(1) Using sound leadership principles at all echelons.

(2) Orienting the soldier thoroughly as to his obligations, responsibilities, and privileges; e.g., the meaning of his oath of enlistment, the necessity for law and order, and the provisions of the Uniform Code of Military Justice.

(3) Ensuring that personnel receive an opportunity to voice any complaints, and following up any action that is warranted.

(4) Reasonable and fair leave policies.

(5) Adjusting disciplinary measures to local conditions.

(6) Giving private rebuke and counsel in case of initial minor offenses.

(7) Holding ceremonies and programs to develop military smartness, pride in organization, personal appearance, and a sense of personal accomplishment in the Army.

(8) Using suggestion, advice, and tactful criticism to aid in keeping men out of trouble.

d. Corrective measures deal with actual offenses when preventive measures have failed. They include: straggler posts, military police patrols and posts, apprehension of offenders, court-martial trials, punishment, confinement and rehabilitation. Note that all measures, excepting straggler posts, are equally applicable to garrison and combat conditions.

70. STRAGGLERS.

a. Military personnel apprehended in the combat zone who are away from their units without proper authority are classified, generally, as stragglers. There are three types of stragglers:

- (1) Personnel who are lost.
- (2) Personnel who quit their post in the face of the enemy.
- (3) Neuropsychiatric cases.

b. Straggler control is a responsibility of all commissioned and noncommissioned officers within the division area. Control of straggling and prompt return of stragglers to their organization are primary functions of the military police.

c. Traffic control posts and patrols are normally utilized for the dual function of traffic and straggler control. "Straggler Collecting Points" are established from which stragglers are returned to their units or evacuated to the rear.

d. At battalion level, straggler posts are not normally established, although the interior guard will serve a similar purpose when the unit is in bivouac. Straggling will be minimized if personnel are informed of the unit's mission, if leaders are trained to recognize battle-fatigue symptoms, and if frequent checks are made of the command post and combat and field trains for loiterers. The headquarters commandant supervises the custody, control and return of stragglers to companies.

e. At brigade level, the division military police platoon supporting the brigade, performs straggler control duties in conjunction with its assigned traffic control mission.

71. SPECIAL PROBLEMS. Among the special law and order problems which will confront commanders and staff officers in military operations are the following:

a. Smuggling and Black Market Operations. The scarcity of supplies in a theater of operations encourages troops and civilians to engage in smuggling and black market operations.

b. Pilferage of Supplies. Supplies stolen by our own soldiers or by civilians constitute the major source of material for the black market. Adequate guard protection must be provided for supplies, in storage or in transit, which are useful to or in demand among civilians.

c. Currency Manipulation. Commanders and staff officers are required to be prepared, with control and preventive measures, to minimize currency manipulation. Effective means of limiting the amount of money an individual can send home and means of limiting the amount of foreign currency which can be exchanged for United States currency are measures which can be used.

d. **Fraternization.** Appropriate steps must be taken to control unauthorized association of military personnel with civilians. This is done in accordance with established regulations.

72. **ADMINISTRATION OF MILITARY JUSTICE.** The duties of the S1, in carrying out his responsibilities to the commander relating to the administration of military justice, include the following:

a. Maintaining an up-to-date military justice policy file containing copies of all directives from higher headquarters relating to the administration of military justice.

b. Planning and administration in conjunction with the S3 of the military justice training program.

c. Advising and assisting subordinate unit commanders in the preparation of charges and allied papers, including the procurement (or preparation) and distribution of appropriate forms.

d. Examining all charges received by the unit headquarters to ensure that they are complete and correct in all respects, and making recommendations to the battalion (or brigade) commander as to the action that should be taken.

e. Executing the orders of the commander with respect to court-martial matters, including, in appropriate cases, such matters as preparing indorsements referring charges for trial or investigation, arranging for the taking of pretrial depositions, the restraining of the accused, and the examining of the accused by a medical board to determine his physical and mental fitness.

f. Preparing orders appointing courts-martial members.

g. Keeping a record of the processing of all charges and court-martial cases pending in the unit to ensure that unnecessary delays do not occur in any case.

h. Checking the guard or confinement report, military police reports, and the Morning Reports of component units to ascertain and report to the commander whether charges are promptly preferred whenever personnel are placed in arrest or confinement and whether appropriate action is taken in other cases.

i. Assisting the trial counsel in obtaining and preparing the courtroom, obtaining witnesses, interpreters, and orderlies, and notifying the members of the court of the time of trial.

j. Assisting the trial counsel in the proper preparation of records of trial, certificates of correction, and records of revision proceedings, including the furnishing of necessary clerical help for such purposes.

k. Examining the record of trial in each case for clerical and/or substantive errors and making recommendations to the commander as to the action which should be taken. This will involve checking the appropriate items in the Court-Martial Data Sheet (DD Form 494).

l. Preparing and distributing appropriate court-martial orders, announcing results of trial.

m. Arranging and forwarding records of trial by summary and special courts-martial to the general court-martial authority.

- n. Disposition of records of trial by summary and special courts-martial.
- o. Maintaining close liaison with the Staff Judge Advocate.

HEADQUARTERS MANAGEMENT

7	HEADQUARTERS MANAGEMENT
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Chapter 7

HEADQUARTERS MANAGEMENT

73. GENERAL. Headquarters management is the control of the organization and administration of a headquarters to ensure that operations are performed with optimum efficiency. In combat, command post organization and displacement are the most important aspects of this major area of responsibility over which the S1 has primary staff supervision. Therefore, the bulk of this chapter is devoted to these subjects.

74. THE COMMAND POST (CP).

a. A command post is a station of a unit's headquarters where the commander and his staff perform their activities. It is the principal command installation of the company, battalion or brigade. The CP consists of the commander, unit staff, necessary special staff officers, liaison personnel from attached and supporting units, and vehicles and equipment required for its operation.

b. The unit SOP prescribes in detail the composition, operation, location, internal arrangement, security, and movement of the CP. (See Annex F to SOP No 1, O&T Handbook for sample Hq Mgt SOP.)

75. LOCATION.

a. The S3 recommends the general location of the CP after coordination with the communications officer, S1, and S4. The S1, in conjunction with the headquarters commandant and communications officer, selects the actual CP site and plans the internal arrangement of the elements therein.

b. The CP is located to facilitate control of subordinate and supporting units. Factors that influence its location are:

(1) Type of tactical operation. Too frequent displacements of a command post will result in reduction in the efficiency of command post operations. In the attack, the command post is located well forward to minimize displacement. In the defense, a command post will normally be located to the rear to prevent displacement in the event of an enemy penetration.

(2) Routes of communication. A system of trails and roads for supply, evacuation, and communication is desirable; however, the area selected will be such that the ground will support vehicles. Poorly drained roads, trails, and areas are avoided.

(3) Signal communications. When signal communications are over extended or poorly located, control is reduced. A commander cannot properly command and control if he cannot communicate. A command post is located in an area that will afford maximum communication support by wire and radio.

(4) Space. The area selected should contain sufficient space to accommodate all staff sections and supporting elements. While certain dispersion within command posts will be necessary, it is not anticipated that great dispersion between staff sections will be feasible, since efficiency is adversely affected.

(5) Concealment and cover. The area selected should afford as much natural cover and concealment as possible. If natural cover is not available, then the command post is dug in or shelter is taken underground to diminish the effects of enemy weapons of all types. In the case of nuclear weapons, this action will not only reduce blast and thermal effects, but also will reduce nuclear radiation on personnel and equipment in proportion to density and thickness of any interposed material. If natural concealment is not available, then, in all cases, the area must be well camouflaged.

(6) Security. The CP will be located on terrain which facilitates ground defense of the installation. Entrance to towns and villages, crossroads, and other prominent terrain features which may attract enemy fire are avoided. The CP may be located near the reserve for added local security.

(7) Aircraft. Increased use of rotary-type aircraft for reconnaissance, observation, command, liaison visits, communication, evacuation, and resupply requires that the command post be accessible to a helicopter pad. The helicopter pad will be located so as not to reveal the command post site.

76. DISPLACEMENT.

a. The CP is displaced whenever necessary to ensure security and/or continuous control of the command. Displacement may be dictated by change in the planned or current tactical disposition of friendly forces, or by enemy action, to include:

(1) Interference with signal communications.

(2) Ground maneuver threatening the security of the CP.

(3) Enemy intelligence (air surveillance and other means) capability of locating the CP if it remains too long in a given location.

b. When a displacement is planned, the S3 coordinates with the communication officer and the S1 and recommends to the commander (or, frequently, the executive officer) a new general location and a time for displacement. The S1 coordinates with the following staff officers:

(1) S2: weather forecast, road conditions, and enemy situation.

(2) S3: troop dispositions, tactical plans, road priority and the time that the new area will open.

(3) S4: transportation and logistical considerations.

(4) Communication officer: communication matters.

(5) Headquarters commandant: movement of the CP, arrangements for security and guides, and the departure time of the quartering party.

c. The quartering party, consisting of the quartering officer (the S1 or headquarters commandant), security element, guides, communication officer, and selected enlisted assistants, moves to the general location and the quartering officer selects the exact site. After selecting the exact site and designating the location of each installation, the quartering officer post guides to direct incoming elements into designated areas. The old CP is notified when arrangements have been completed.

d. The command post normally displaces in two echelons to ensure continuous control of operations. Usually, the first echelon includes the commander, S2, S3, FSCOORD, liaison personnel, and designated enlisted personnel. The first echelon moves to the new area and prepares for operations. The second echelon continues to operate under the control of the executive officer. Throughout the displacement, the commander retains control. Higher headquarters and organic, attached, and supporting units are notified of the exact location and time of opening of the new CP. When it is ready to operate, the executive officer is notified. The new CP opens and the old CP closes simultaneously. The second echelon then joins the first echelon. A guide is left temporarily at the old CP location to give directions to the new command post.

e. The command post may displace as a unit in one move. In this case, command and control may be exercised by use of a mobile command group while on the move.

77. INTERIOR ARRANGEMENT. After the quartering officer and the communication officer, or his representative, have selected the CP location, they determine the location of the staff and communications installations. The command post is arranged to afford the staff working facilities consistent with the requirements for control, security, mobility, and continuous 24-hour operation.

a. To facilitate coordination and conserve space, the S1-S4 operate in one installation with the S2-S3 operating in another. The fire support coordinator and such liaison personnel to coordinate supporting fires operate from or near the S2-S3 section. The S1-S4 section is located near the message center.

b. The message center is located near the natural entrance to the command post so that incoming messengers may find it easily and outgoing motor messengers can be dispatched quickly. Messenger vehicles are parked under cover near the message center.

c. A dismount point is located near the natural entrance to the command post where visitors are required to dismount prior to entering the CP area.

d. A visitors' parking area is located outside the command post and away from the natural entrance. This area provides concealment, firm ground, drainage, and ample space for dispersion. The drivers are required to camouflage their vehicles. Location of the parking area should not reveal the location of the command post.

e. The area selected by the S1 will be large enough to adequately disperse the installations in the command post, the supporting elements from Hq and Hq Co, the motor pool, the helicopter site, the officers' and the EM's mess areas. These installations are located outside, but within supporting distance of, the command post.

f. The headquarters commandant is charged with the preparation and implementation of plans for defense of the command post under staff supervision of the S1. He supervises and controls security personnel and coordinates with the S3 to obtain additional personnel, if needed, for the security mission. All command post personnel will be properly trained and prepared to assist in defense of the command post.

78. ALTERNATE COMMAND POSTS.

a. Plans are prepared and units trained to ensure continued command and control in the event that the command post is rendered inoperative through loss of personnel and equipment. These plans are made by both brigade and battalion. They provide for immediate

assumption of command by the senior officer present and the formation of a new headquarters, including personnel and communication. Portions of these plans are included in the unit SOP.

b. The battalion plan for reestablishment of the CP will normally include a seniority list of officers, a list of possible staff officers in units, and provision for using the facilities of one of the companies or the combat trains as an alternate CP.

c. The brigade plan may provide for the formation of a replacement headquarters with-in resources available to the brigade. Additionally, consideration may be given to a temporary attachment of companies to another battalion or to direct control of companies by the brigade.

79. THE COMMAND GROUP.

a. During tactical operations the commander may form a command group (a subdivision of the command post) to operate forward of the CP. This group has no fixed organization but consists of personnel and equipment selected by the commander for a given situation; it may include the S2, S3, FSCOORD or Arty LNO, forward air controller (FAC), necessary liaison and communication personnel, vehicles, and command radio facilities. The command group maintains continuous communication with the CP to ensure timely exchange of essential information. By operating forward of the CP with a command group, the commander can more effectively influence combat operations.

b. During mechanized and/or motorized operations on one axis, the command and control facilities are divided. A command group will operate near the head of the main body on the axis of movement, while the remainder of the CP will locate to the rear of the battalion formation. The primary control of the unit will stem directly from the command group. In situations where the movement is on two axes, the commander may place control facilities on each axis.

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MISCELLANEOUS

8	MISCELLANEOUS
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Chapter 8

MISCELLANEOUS

Section I

Educational Development

80. OBJECTIVE. The objective of the Army educational program is to strengthen the Army by raising the educational levels of its military personnel in active service.

81. PRINCIPLES.

a. Each successive level of Army training and duty requires a higher degree of understanding. Education of the type provided in accredited civilian schools increases understanding and raises military performance potentials.

b. The general educational development of Army military personnel on a continuing basis supports procurement, training, and utilization.

c. Commanders who emphasize the general educational development program within their commands assist the Department of the Army in attaining its personnel quality and prestige objectives.

d. Study in subject areas of functional importance to the military profession or completion of courses and test sequences, as defined or prescribed by the Department of the Army, will be accorded appropriate official recognition.

82. GOALS.

a. *Commissioned Personnel.* Completion of at least a baccalaureate degree at a college accredited by a regional association, in subject areas of functional importance to the military profession. Commissioned officers who have already attained this goal are encouraged to continue their professional growth through graduate studies leading to advanced degrees. Courses of functional importance to the military profession are those related to the academic curriculum of the United States Military Academy, pertinent regulations of the 350-series governing the training of military personnel in civilian educational institutions and courses required as a part of a degree program unless manifestly disassociated from the Army.

b. *Warrant Officers.* The achievement of at least the equivalency of two years of college.

c. *Enlisted Personnel.* Completion of high school (or equivalent as measured by the USAFI GED Tests) and higher level studies as required.

83. FACILITIES.

a. The installation Army Education Center will provide counseling, registration, and instructional and testing services to the commanders and personnel of all units stationed at or satellited on the installation. The Army Education Center will be directed by a professional educator who will be a Department of the Army employee.

b. Army personnel stationed at or satellited on installations will be directed to utilize the Army Education Center in applying for USAFI courses and tests.

84. ACCREDITATION.

a. Academic accreditation is not an Army function. United States Armed Forces Institute certificates of completion will be awarded to students who successfully complete a correspondence course or classroom instruction validated by an end-of-course test by the United States Armed Forces Institute (USAFI). USAFI, Madison 53703, Wisconsin, is the only military agency authorized to furnish official reports on completed USAFI tests or courses to schools, colleges, employers, and other agencies.

b. The Commission on Accreditation of Service Experiences of the American Council on Education is the only agency authorized to make credit recommendations for USAFI courses and tests. Credit recommendations for the various types of in-service educational experiences are included in "A Guide to the Evaluation of Educational Experiences in the Armed Services." Each high school, college, and State Department of Education has the prerogative of deciding what academic credit it will grant for courses taken elsewhere and for military educational experience. Army personnel who matriculate at the university or college of their choice will present their records to the admission officer of that institution for evaluation.

85. RESPONSIBILITIES.

a. The S1, assisted by the sergeant major, is charged with staff responsibility for planning, coordinating, and supervising the command program for the educational development of personnel within the battalion. These responsibilities include staff supervision of the personnel staff NCO to assure:

(1) Appropriate entry is made on the Enlisted Qualification Record (DA Form 20). This entry will reflect that there has been initiated for the individual concerned a Troop Education Individual Record (DA Form 669). Also, it will reflect the soldier's first participation in an educational activity. Though the individual may not have formally participated in an educational activity, his record will reflect instances when he has sought advice on educational development. Upon discharge, separation, or retirement, DA Form 669 will be given to the individual concerned. Upon death during active service of the concerned individual, DA Form 669 will be destroyed.

(2) Changes in educational level of individuals are reflected on the individual qualification record (DA Form 66 for officer personnel and DA Form 20 for enlisted personnel).

(3) Notification to unit commanders of changes in the educational level of assigned personnel and preparation of an educational program to accommodate the desires and needs of the individuals assigned to the battalion.

b. The sergeant major assists in implementation of educational activities as directed by the S1. In this capacity he will serve as the battalion educational noncommissioned officer.

86. EDUCATIONAL OPPORTUNITIES IN THE ARMY.

a. The mission of the Army requires trained personnel for its successful achievements. In order to maintain an adequate supply of qualified personnel, many service schools are operated. These schools provide training in the 10 occupational areas which include many types of

specialized fields. In addition to the educational opportunities provided for Army personnel in military training schools, the Army offers the services of USAFI and opportunities to attend civilian educational institutions. There are five general divisions of study included in the Army education program.

- (1) Training at Army service schools in specialized fields.
- (2) On-the-job training, while on duty assignment.
- (3) Group study, in organized classes at Army installations.
- (4) Study through USAFI, through correspondence courses, leading to award of a high school diploma.
- (5) Study at accessible civilian institutions during duty and off-duty hours. In such institutions, study courses leading to award of a high school diploma or a college degree may be pursued.

b. A sound program of general educational development requires preparation of an education services plan and comprehension of the desires and needs of individuals and units stationed at or satellited on the installation.

(1) Changes in individual educational level. The adviser-in-charge of the Army Education Center will advise the appropriate personnel section whenever there is a change in the educational level of the personnel for which the personnel section maintains personnel records. Such changes in educational level will be those authorized in AR 611-103 and AR 640-203 for inclusion in the individual's qualification record (DA Form 66 for officer personnel or DA Form 20 for enlisted personnel).

(2) Changes in educational level of unit personnel. All personnel sections will advise unit commanders of changes in the educational levels of personnel.

87. CLASSROOM INSTRUCTION.

a. Courses. Major commands may approve for each of their education centers not more than 15 USAFI courses that may be offered regularly in unit or Army Education Center classes. Instructional materials will be furnished without charge to students.

b. Preparatory Instruction.

(1) This schooling is for personnel who have aptitude area scores below those required for service school attendance, who have not completed grammar school, or who otherwise require review instruction on the adult level in English, arithmetic, history, geography, or science to meet certain minimal obligations of career service as noncommissioned officers and specialists. Commanders may prescribe this instruction. Consistent with training and/or operational missions, the use of duty time is authorized.

(2) While preparatory instruction is intended primarily for concerned career non-commissioned officers and specialists, commanders may designate other individuals to undergo the prescribed classroom instruction under proper conditions and within budgetary limitations.

c. MOS-Related Instruction. This schooling is for personnel requiring or desiring instruction in MOS-related subjects, to include technical vocational courses. Major commanders

may define and prescribe activity within this area. This schooling comprises courses of 20 or more hours duration designed specifically to serve unit needs or to be responsive to immediate MOS-related objectives of a number of individuals, as recognized or defined by the unit or higher commander.

d. Courses for Academic Credit. Guidance for the conduct of courses will be obtained from the USAFI Instructor Course Outlines. Instruction will be validated by USAFI examinations. Methodology of instruction will ensure that, in the event the class is discontinued, students may continue their studies on an individual basis without appreciable difficulty or loss of time.

e. Tests of General Educational Development.

(1) The achievement tests battery is used to determine the level of an individual's basic education in the fields of English, arithmetic, science, geography, and American history. Military personnel who achieve an eighth grade equivalency are furnished a certificate indicating an eighth grade achievement.

(2) Military personnel who pass all five high school GED tests with a standard score of not less than 35 on any one test, or an average standard score of not less than 45, will be considered high school graduates for all Army purposes.

(3) Military personnel who pass tests 1, 2, 3, and 4 of the college level GED battery with minimum standard scores of 55, 60, 61, and 57, respectively, will be allowed constructive credit equivalent to the first year of a standard college course under all Department of the Army regulations or directives requiring college credits for qualifications, or up to 24 semester hours of credit toward the 2-year college level on an Army evaluation as provided in paragraph 92.

88. CIVILIAN SCHOOLS.

a. Military personnel may be permitted to attend classes in civilian high schools, junior colleges, and 4-year degree granting colleges or universities, providing such activity does not interfere in any way with the performance of their military duties. Normally, such permission will be granted only for attendance after normal duty hours.

b. To enable selected officers and warrant officers and enlisted personnel to satisfy the traditional residence requirements for the baccalaureate degree of accredited civilian colleges and universities, a degree completion program has been established as follows:

(1) Eligibility. In order to be selected for this training, officer and warrant officer applicants will satisfy the following prerequisites.

(a) Have completed at least one oversea duty. If serving overseas individuals may apply for schooling during that tour of duty, but will not be eligible for return to schooling until completion of the overseas tour.

(b) Be able to obtain a baccalaureate degree within twelve months.

(c) If a graduate degree candidate, must be able to obtain the degree within one semester or two quarters, plus if authorized, a summer session.

(d) Have a minimum of three years' continuous active federal service as a commissioned officer or warrant officer and sufficient service time remaining upon completion of degree requirements to fulfill the service obligation incurred.

(e) Be a commissioned or warrant officer on active duty. Officers of the reserve components on active duty must be serving in an indefinite category.

(f) Agree to remain on active duty for two years subsequent to this training.

(g) Agree to bear all expenses incurred in connection with the training, including tuition, fees, books, and travel.

NOTE: Eligibility criteria for enlisted personnel is the same as outlined in (a)(b)(c)(f) and (g). Additionally applicant must be serving on active duty with a minimum of 3 years' and no more than 15 years active Federal service for retirement purposes. Waivers on service in excess of 15 years may be requested for E-7, E-8 and E-9.

(2) Funds involved. Personnel are authorized pay and allowances only; per diem will not be authorized. Travel, including that of dependents, will be performed without expense to the Government. Matriculation and tuition fees and the cost of textbooks and materials will be borne by the officer concerned.

(3) Selection. Priority will be given to personnel who require the least amount of time to complete degree requirements, and to those who have not previously earned a degree under the Degree Completion Program. Final selection will be made on the best qualified basis by the career branch or, in the case of doctorate level, by the Deputy Chief of Staff for Personnel; for enlisted personnel, by the Director of Enlisted Personnel Operations, on the recommendation of the applicant's commanding officer and The Adjutant General.

(4) Quotas. Allocation of quotas to the various branches of the service will be controlled by the Deputy Chief of Staff for Personnel, Department of the Army, in accordance with existing policy relating to training of military personnel in civilian institutions.

(5) Application procedure is explained in AR 621-5.

c. College schooling at Government expense is now available to qualified enlisted personnel in technical, scientific, and managerial fields. The training will be made available in one- and two-year increments. Those accepted for one year will be required to reenlist for a three-year period; those receiving two years of instruction will be required to reenlist for six years. A third and a fourth year of training toward a degree may be applied for within six months prior to completion of a current enlistment. To be eligible, enlisted personnel will be on active duty, will have completed one year of a two-year training obligation at time of application and will be able to complete academic training before attaining age 35. Applicants will be selected on a best qualified basis. (See AR 350-260.)

d. A civil schooling program for career Army officers of Armor, Artillery, and Infantry in the physical and social sciences has been established to meet the requirements of Department of the Army. The level of education to be attained normally is fulfillment of the requirements for a Master's Degree, or in very exceptional cases, the PhD Degree. Army officers may submit an application which will remain on file. Applicants will be considered for selection each year until selected or upon being eliminated because of age. Applicant will preferably not be over 36 years of age. (See AR 350-200 and 350-205.)

89. TWO-YEAR COLLEGE EQUIVALENCY EVALUATION.

a. Officers whose Qualification Records (DA Form 66) do not indicate a completion of two years of college and who may have achieved equivalency thereof may request, through channels, a Department of the Army evaluation.

b. No request for a two-year college evaluation will be considered by Headquarters, Department of the Army, unless the evidence submitted includes 12 semester hours earned with an accredited American college or university.

c. Prior to initiating request for evaluation, officers and warrant officers will consult with the installation education adviser to preclude submission of premature requests.

Section II

Unit Funds

90. APPROPRIATED AND NONAPPROPRIATED FUNDS.

a. The cost of maintaining the Army is paid by funds which are appropriated annually by Congress. It dictates that these appropriated funds be used for certain specific purposes, such as the building and maintenance of military installations, equipment, and vehicles; manufacture of weapons and munitions, food and pay for Army personnel, and a few of the necessary free-time recreational facilities.

b. However, there are many activities and programs connected with these free-time recreational facilities which are not provided for in the funds appropriated by Congress. Furthermore, these activities and programs are considered by the Army to be necessary to promote and provide well-rounded morale, welfare, and recreational programs to ensure the mental and physical well-being of its personnel.

c. Since Congress does not provide the funds to support these free-time activities and programs, the Army has had to turn to nonappropriated funds, (i. e., those not appropriated by Congress) for their support. In so doing, it has established certain nonappropriated welfare funds, which are maintained by income derived primarily from dividends of revenue-producing activities and other authorized sources. These welfare funds are for the primary benefit of military personnel and the incidental benefit of their dependents.

d. A unit fund is a nonappropriated welfare fund established in a company or comparable size unit. Its purpose is to enable the unit commander to provide welfare facilities and services not available from appropriated funds, which contribute to the comfort, pleasure, contentment, and mental and physical improvement of the personnel of his unit. The unit fund is administered and supervised by a custodian with the aid of a unit fund council.

e. The official designation of a unit fund will include the name of the fund and the organization and installation to which the fund pertains (e. g., Unit Fund, Company A, 1st Battalion, 66th Infantry, Fort Benning, Georgia).

f. Unit funds of two or more units of a battalion may be combined into a single consolidated unit fund account. The custodian will be an officer designated by the battalion commander. A separate fund council will not be formed to control consolidated unit fund operations. The consolidated unit fund custodian shall be responsible only for the receipt, disbursement, and accountability of funds and property pertaining to the unit funds as directed by the respective unit fund councils. In all cases where unit funds are consolidated, the monies, the property, and the identity of the individual unit funds involved will be segregated within the consolidated unit fund account. (See Section III, AR 230-21.)

91. THE CUSTODIAN AND HIS DUTIES.

a. The commanding officer of the unit will be the custodian of the unit's fund, except when he is a field grade officer. When the unit commander is a field grade officer, he may appoint another officer of the unit to act as custodian of the fund. An assistant custodian may be designated to serve in the temporary absence of the custodian.

b. The custodian's duties, in general, are to receive, safeguard, disburse, and account for the unit's nonappropriated fund. He also has financial responsibility for this fund, in that he may be required to reimburse it for any improper expenditure or for any loss resulting

from his negligence or failure to comply with orders and regulations governing it. More specifically, the unit fund custodian has the following duties: maintains the unit fund records; receives all assets and property of the fund; makes all disbursements from the fund which must be made by check, except when they are made from the petty cash fund; and safeguards the property and the assets of the fund.

(1) Cash received and on hand will be secured by the custodian at all times, so as to preclude access thereto by unauthorized persons.

(2) All receipts, including cash, checks, and other negotiable instruments, will be deposited promptly and intact in a bank protected by the Federal Deposit Insurance Corporation.

(3) When such a bank is available within the installation, these funds will be deposited in it.

(4) Funds will be deposited in an account under the official designation of the unit fund and not to the credit of the custodian in his individual capacity. Money which does not pertain to the unit fund will not be deposited in this account.

(5) In addition to the official designation of the unit fund, the name of the account will include the words, "AN INSTRUMENTALITY OF THE UNITED STATES." This indicates that the fund is entitled to all the immunities and privileges available to departments and agencies of the Federal Government.

(6) In overseas, other than territories of the United States and Virgin Islands, cash assets will be maintained in dollar accounts in branches of United States banks which have been designated as depositories. However, deposits in currency indigenous to the country may be made in branches of United States commercial banks or foreign banks with collateral, in amounts required for operational purposes (e. g., current local economy transactions) only.

(7) The custodian will ensure that all fund-owned property (except expendable property) is accounted for properly in the property section of the council book and that it is secured, marked with coded identification symbols, and not misused or abused. In addition, if it is considered necessary, property insurance may be procured to protect the fund from loss or damage to fund-owned property.

92. THE UNIT FUND COUNCIL AND ITS DUTIES.

a. To assist him in the proper administration and supervision of the fund, the unit commander will appoint a unit fund council, consisting of himself and at least two other members of the unit, normally either commissioned or noncommissioned officers. Specialists in grade E-4 or above may be appointed to the unit fund council when approved by the installation commander. The senior member of the council (normally the custodian) will serve as president of the council, and the junior member normally will serve as recorder.

b. The unit fund council will meet at least once each quarter, or more frequently when necessary (it should meet at least once monthly), at the call of the president. Proceedings of these meetings will be recorded in minutes which will be filed in the monthly record folder.

c. The specific duties of the unit fund council are to:

(1) Ensure that the fund is being administered and safeguarded properly (which should include a monthly examination of the unit fund records).

(2) Determine that all income has been received in full and recorded properly.

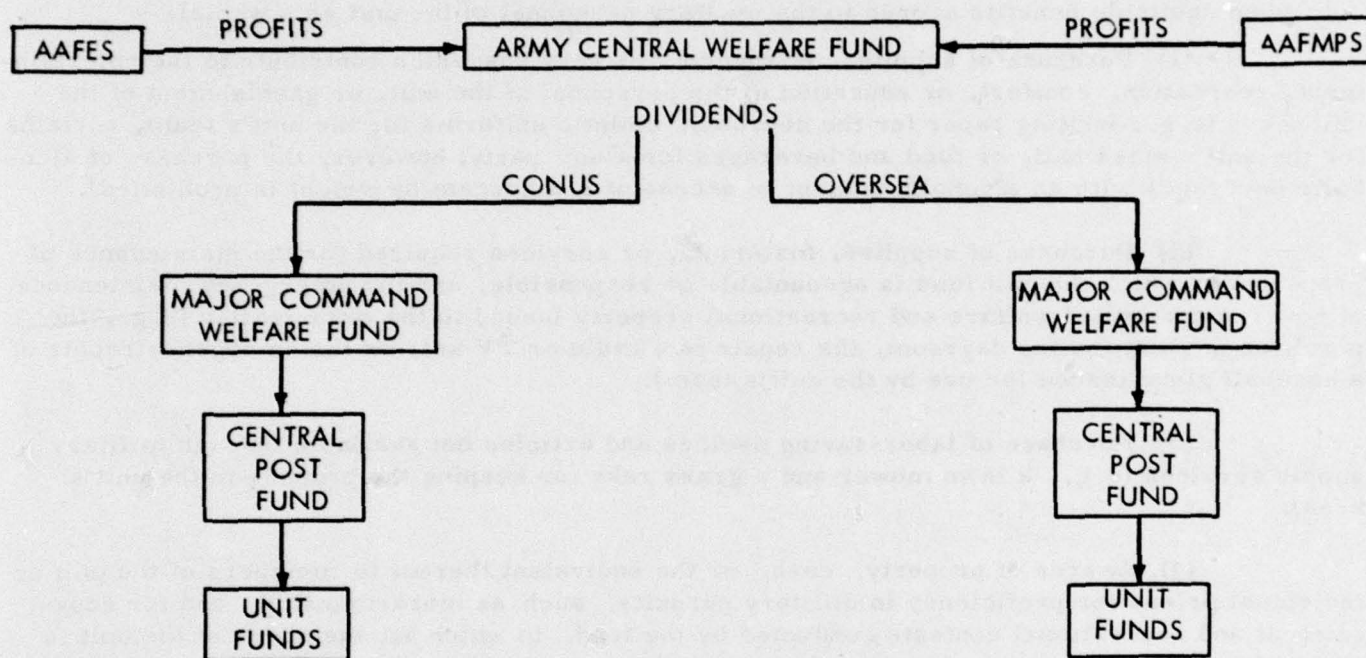
(3) Budget for all future requirements on an annual basis.

(4) Review all expenditures and ensure that all disbursements are within the purposes for which the fund was established. In cases where the council is unable to determine whether an expenditure is authorized or unauthorized, it should refer the question in writing to the next higher commander for an interpretation and ruling.

93. SOURCES OF UNIT FUND INCOME.

a. The primary source of unit fund income is the profits derived from revenue-producing activities such as Army/Air Force Exchange Service (AAFES) and Army/Air Force Motion Picture Service (AAFMPs). These profits are distributed to the unit fund through the Central Post Fund in the manner shown in Figure 20.

NONAPPROPRIATED WELFARE FUNDS



NOTE: Authorized transfers of assets between nonappropriated welfare funds are not considered to be contributions or donations.

Figure 20.

b. Other authorized sources of unit fund income are as follows:

- (1) Proceeds from the sale of unserviceable fund-owned property.
- (2) Proceeds from the sale of serviceable fund owned property sold to other non-appropriated funds at the same installation.
- (3) Income from savings accounts and investments in the United States Government securities.
- (4) Grants for specific purposes from other welfare funds authorized to provide financial assistance (see paragraph 30, AR 230-10 for procedure to use in applying for a grant).
- (5) Contributions and donations in accordance with AR 230-5, subject to prior approval, as follows: by the installation commander, when the value does not exceed \$1,000; by

the major commander, when the value exceeds \$1,000, but does not exceed \$10,000; and by the Department of the Army or major commanders outside of CONUS, when the value is in excess of \$10,000.

94. UNIT FUND DISBURSEMENTS.

a. All financial obligations of the unit fund will be paid promptly and advantage will be taken of all discounts offered for prompt payment. Furthermore, all expenditures in the open market will be made without favoritism to the best advantage of the fund. No obligations will be incurred when the aggregate amount thereof exceeds the net worth of the fund, without written approval of the next higher commander. Expenditures of \$500.00 or over must have prior approval of the installation commander.

b. Disbursements from the unit fund are authorized for the following purposes (but only when equitable benefits accrue to the military personnel of the unit as a whole):

(1) Purchase of supplies, equipment, or services which contribute to the entertainment, recreation, comfort, or education of the personnel of the unit, or garnishment of the unit mess (e.g., writing paper for the dayroom, athletic uniforms for the unit's team, curtains for the unit's mess hall, or food and beverages for a unit party; however, the purchase of alcoholic beverages with an alcoholic content in excess of 3.2 percent by weight is prohibited).

(2) Purchase of supplies, materials, or services required for the maintenance of property for which the unit fund is accountable or responsible, and for emergency maintenance of government-owned welfare and recreational property issued to the organization (e.g., the purchase of paint for the dayroom, the repair of a radio or TV set, or the emergency repair of a baseball glove issued for use by the unit's team).

(3) Purchase of labor-saving devices and articles not available through military supply services (e.g., a lawn mower and a grass rake for keeping the grounds in the unit's area).

(4) Awards of property, cash, or the equivalent thereof to members of the unit as individual prizes for proficiency in military pursuits, such as marksmanship, and for educational and recreational contests conducted by the fund, in which all members of the unit to which the fund pertains are given equal opportunity to participate. These contests must be officially announced in advance and conducted within a stated period of time. The maximum authorized value for individual awards is \$25. However, awards in the form of cash or securities will not be given to winners of sports contests. Receipts should be obtained from all individuals receiving awards and filed with the supporting vouchers in the monthly record folder.

(5) Purchase of authorized distinctive insignia or uniform trimmings for use, without cost, by all enlisted personnel of the unit (e.g., unit crests for wear on the shoulder loops of the individual uniform). Such items will be returned to the unit upon discharge or transfer of the individuals to whom they are issued, unless they are in the form of "decals" which are considered expendable.

(6) Payment of expenses necessary to safeguard assets of the fund (e.g., insurance on valuable fund-owned items or the purchase of locks for safe-guarding fund-owned property).

(7) Purchase of articles normally available through military supply agencies, if such articles further the purposes of the unit fund, are required for use immediately, and cannot be issued within a reasonable time (usually the next 30 days). However, fund expenditures for such items must be supported by a statement by the appropriate supply officer that the articles

are not available for issue. This statement of nonavailability (see Figure 21) will be filed with the voucher supporting the purchase.

SUGGESTED FORM FOR STATEMENT OF NONAVAILABILITY

SPECIAL SERVICES OFFICE
UNITED STATES ARMY INFANTRY CENTER
Fort Benning, Georgia

5 March 1963

The property items listed below are not available for issue from this facility, and they will not be available for issue within the next thirty (30) days.

- a. Five sticks - Q, for pool table.
- b. One brush, pool table.
- c. Two boxes, tips, pool table.

Robert J. Havanot
ROBERT J. HAVANOT
Captain, Infantry
Supply Officer

Figure 21.

NOTE: If there is the slightest doubt in the custodian's mind as to whether an item to be purchased from the unit fund is an authorized purchase, he should contact the next higher commander and get his decision on the matter in writing. If the superior commander's decision is that the item is an authorized purchase, then the custodian should file the written evidence of this decision with the voucher supporting the purchase.

- c. Disbursements from the unit fund are not authorized for the following purposes:
- (1) Purchase of articles or services which do not further the purposes of the unit fund.
 - (2) Purchase of articles or services which are not for the primary benefit of all military personnel in the unit, such as items used primarily for the conduct of official business in the orderly room.
 - (3) Purchase of alcoholic beverages (other than "3.2 beer").
 - (4) Purchase of printed holiday and other greeting cards of a personal or an organizational nature.
 - (5) The distribution of cash, securities, or other property of the unit fund to individuals, except as provided for in pertinent regulations.
 - (6) Contributions and donations to agencies not under the control of the Department of the Army.
 - (7) Loans to individuals or organizations.

(8) Payment of taxes (e. g., sales taxes) of states, the District of Columbia, territories and possessions of the United States, the Commonwealth of Puerto Rico, and political subdivisions thereof, except for taxes on gasoline or other motor fuels.

95. CLASSES OF PROPERTY.

a. All unit fund property is classified as either expendable or nonexpendable property.

b. Expendable property. Expendable property consists of:

(1) Supplies and materials which after use are immediately consumed in use or which, while having continuing life, became incorporated in other property, thus losing their separate identities. (Example: oil, paint, fuel, food, surgical dressings, medicines, cleaning and preserving materials).

(2) Articles which when issued for immediate installation are used to repair or complete other articles and thereby lose their identity. (Example: spare and repair parts and components).

(3) Property otherwise defined as nonexpendable below which has a unit value of less than \$10.00. Expendable property is not recorded in the property section of the unit fund council book. However, memorandum records will be maintained on DA Form 1991 (Nonappropriated Fund Stock, Property and Fixed Asset Record) disclosing the quantities of expendable property acquired by the unit fund, which have not been issued or used for their intended purpose.

c. Nonexpendable property. Nonexpendable property (other than that pertaining to real estate, which consists of land, buildings, utility systems, and collateral equipment) is that which ordinarily retains its original identity during its period of use, is not consumed in normal use, or which has a unit acquisition value of \$10 or more. (Example: Pool tables, radio and television sets, musical instruments, portable athletic field equipment, dayroom furniture, office and electrical appliances, etc.). Any item with a unit acquisition value of less than \$10 may be classified as nonexpendable when determined necessary by the installation commander for control purposes. Trophies awarded to an organization or activity (not awards to individuals) will be classified as nonexpendable property regardless of monetary value.

(1) All nonexpendable property acquired by the unit fund by purchase, gift, or loan will be recorded in the property section of the unit fund council book (see Figure 22). All entries will include the date the property was obtained, a description of the property, and its price or appraised value.

(2) All nonexpendable property on loan to the unit fund from another welfare fund (such as the Central Post Fund) should be recorded in the property section of the unit fund council book on pages separate from the fund-owned nonexpendable property. This property on loan will be supported by property receipts identifying the property, prepared by the loaning fund. Duplicates of these receipts will be filed with the property records of the borrowing fund.

96. DISPOSITION OF UNIT FUND PROPERTY.

a. Expendable Property. When expendable property belonging to the unit fund is consumed, expended, or becomes unserviceable, the custodian should note its disposition in the fund's record of expendable property (DA Form 1991). It is not necessary for the unit fund council to approve the custodian's notation of this disposition.

PAGES FROM PROPERTY SECTION OF UNIT FUND COUNCIL BOOK
(DD FORM 251)

FUND FROM WHICH PROPERTY WAS PURCHASED			
UNIT FUND			
COMPANY A, 1ST BN, 66TH INFANTRY			
DATE PURCHASED	ARTICLES	PRICE	DISPOSITION
5 JAN 50	TABLE POOL RADIO TABLE MODEL	300 00	PROPERTY SOLD 12 FEB 63 A.O.S.
3 MAR 51	PHOTOGRAPH, PHILIP MO. No. 46C-46	99 50	
2 JUN 52	PHOTOGRAPH, PHILIP MO. No. 234E-48	65 00	PROPERTY SOLD 7 MAR 63 A.O.S.
3 JAN 53	4 TABLES, WRITING	80 00	
7 OCT 56	TV SET, MONITOR MO. No. 210-65-36EX BUFFEN, I.P.T.	257 00	PROPERTY SOLD 3 JAN 63 A.O.S.
19 SEP 57	SN 135-462-51	156 25	
3 JAN 63	TV SET, RCA MO. No. 50K-60-SN17	285 00	

← Property sold after being declared unserviceable.

← Unserviceable property without salvage value.

← Property excess to the needs of the unit fund. Transferred to another unit.

THIS PAGE IS BEST QUALITY PRACTICABLE
FROM COPY FURNISHED TO DDC

FUND FROM WHICH PROPERTY WAS PURCHASED			
PROPERTY ON LOAN FROM CENTRAL POST FUND			
DATE PURCHASED	ARTICLES	PRICE	DISPOSITION
7 AUG 57	4 CHAIRS, OVERSTUFFED SD, W/ARMS	180 00	
7 AUG 57	2 DIVANS, OVERSTUFFED	120 00	
7 AUG 57	3 LAMPS, FLOOR	450 00	

FUND FROM WHICH PROPERTY WAS PURCHASED			
FUND-OWNED SECURITIES			
DATE PURCHASED	ARTICLES	PRICE	DISPOSITION
14 APR 60	SAVINGS BOND, SERIES E "E", C145052206	75 00	
<p>When a security is redeemed, the following entry is made in the DISPOSITION column:</p> <p>REDEEMED AS PAID TO</p>			

Figure 22.

SUGGESTED FORM FOR STATEMENT OF DROPPAGE FOR EXCESS PROPERTY

COMPANY A
1st Battalion, 66th Infantry
Fort Benning, Georgia

3 January 1963

STATEMENT OF DROPPAGE

The item of property listed below is excess to the needs of this company's unit fund. Request authority to delete this item from the property section of the unit fund council book, and to transfer its ownership to Unit Fund, Company C, 1st Bn, 66th Infantry, Fort Benning, Georgia:

<u>DATE OF PURCHASE</u>	<u>QUAN</u>	<u>ARTICLE</u>	<u>COST</u>	<u>DISPOSITION</u>
7 Oct 56	1 ea	TV Set, Motorola, Mod 27D-56, SN 36LX	\$257.00	Gift to Co C

Richard D. May
RICHARD D. MAY
Captain, Infantry
Custodian

We, the members of the unit fund council, have met, examined the item of property listed above, and find the same to be excess to the needs of this company's unit fund. We therefore approve the deletion of this item from the property section of the unit fund council book and authorize its transfer to the unit fund indicated above.

Richard D. May
PRESIDENT

Thomas B. Fectot
RECORDER

John B. Johnson
MEMBER

William M. Moore
MEMBER

Figure 23.

SUGGESTED FORM FOR STATEMENT OF DROPPAGE FOR UNSERVICEABLE PROPERTY

COMPANY A
1st Battalion, 66th Infantry
Fort Benning, Georgia

12 April 1963

STATEMENT OF DROPPAGE

The items of property listed below were worn out through fair wear and tear (FWT), not due to the willful misconduct or negligence of any individual. Request authority to delete these items from the property section of the unit fund council book and to dispose of them in accordance with current regulations.

<u>DATE OF PURCHASE</u>	<u>QUAN</u>	<u>ARTICLE</u>	<u>COST</u>	<u>DISPOSITION</u>
5 Jan 45	1 ea	Table, Pool	\$300.00	Sale

Richard D. May
RICHARD D. MAY
Captain, Infantry
Custodian

We, the members of the unit fund council, have met, examined the items of property listed above, and find the same to be worn out. We therefore approve the deletion of these items from the property section of the unit fund council book and authorize their disposal in accordance with current regulations.

Richard D. May

PRESIDENT

Thomas D. Forrest

RECORDER

John B. Johnson

MEMBER

William L. Moore

MEMBER

b. **Nonexpendable Property.** The procedures which will govern the disposition of non-expendable property belonging to the unit fund will differ according to whether the property is serviceable or unserviceable.

(1) **Serviceable property.** When nonexpendable property which is serviceable becomes excess to the needs of the unit fund, the following procedures will apply. Property excess to the needs of a unit fund will be distributed or sold to other nonappropriated military welfare funds at the same installation. A statement signed by the custodian and approved by the unit fund council should be prepared identifying the property as excess to the needs of the unit fund and showing its disposition (Figure 23). This statement should be filed in the front of the unit fund council book. Property excess to the needs of an installation may be transferred, with the approval of the appropriate major commander, to military welfare funds within the same command. Property excess to the requirements of a major command will be disposed of to best advantage by sale or salvage, and the proceeds will be credited to the owning fund. A statement, signed by the custodian and approved by the council, will be prepared identifying the property as excess to the needs of the installation and the command.

(2) **Unserviceable property.** Property is unserviceable when the cost of its repair would exceed its current value. Unserviceable property will be disposed of to the best advantage by sale or salvage, and the proceeds will be credited to the owning fund. If no purchaser can be found, such salvage items will be turned over to the post salvage officer, from whom a receipt should be obtained and filed with the unit fund property records. A statement (Figure 24), signed by the custodian and approved by the unit fund council, will be prepared to identify property worn out, destroyed, or otherwise disposed of without salvage value. This statement should be filed in the front of the unit fund council book.

c. **Property held on loan.** Property held on loan and becoming unserviceable due to fair wear and tear will be reported to the custodian of the owning fund by an appropriate statement (Figure 25). The owning fund custodian's reply will be affixed to the borrowing fund's copy of the statement of droppage, and together they will be filed in the front of the unit fund council book to justify the droppage.

d. **Disposition in Overseas Commands.** Procedures for the disposition of military welfare fund property in overseas commands will be established by the appropriate major commander.

97. UNIT FUND RECORDS, GENERAL.

a. The unit fund custodian will maintain all the accounting and supplementary records of the unit fund. The DA and DD Forms needed for these records may be requisitioned through normal AG publication channels.

b. A policy file, consisting of all Army Regulations and local directives, circulars, and statements of policy by higher headquarters concerning unit funds should be maintained as a reference to aid in the proper administration of the fund. This file should always be kept current by posting the latest changes to the documents contained therein as they are received.

98. ACCOUNTING RECORDS.

a. **General Procedures for Maintenance.** In maintaining the unit fund's accounting records, the custodian will follow these general procedures:

(1) All transactions will be recorded immediately, and pertinent records will be filed promptly.

SUGGESTED FORM FOR STATEMENT OF DROPPAGE FOR PROPERTY ON LOAN

COMPANY A
1st Battalion, 66th Infantry
Fort Benning, Georgia

5 February 1963

SUBJECT: Droppage of Property on Loan to Unit Fund

TO: Custodian
Central Post Fund
Fort Benning, Georgia

1. The item of property listed below was worn out through fair wear and tear (FWT) not due to the willful misconduct or negligence of any individual.

<u>DATE OF PURCHASE</u>	<u>QUAN</u>	<u>ARTICLE</u>	<u>COST</u>	<u>DISPOSITION</u>
7 Aug '49	1 ea	Chair, Overstuffed, w/Arms	\$45.00	FWT

2. Request authority to drop this item of property from our unit fund council book, and to dispose of it in accordance with current regulations.

Richard D. May
RICHARD D. MAY
Captain, Infantry
Custodian

Figure 25.

(2) Where practicable, all records for each month's transactions will be maintained in one file folder.

(3) Copies of receipt and disbursement vouchers, vendor's invoices, statements, bills, or other related documents will be filed in numerical or chronological sequence in the monthly record folder.

(4) Unit fund records will be secured by the custodian at all times to preclude access thereto by unauthorized personnel.

b. Council Book (DD Form 251). The unit fund council book is the basic accounting record of the fund. It is designed to record the disposition of fund-owned nonexpendable property; unit fund cash receipts, disbursements, and balances; fund-owned government securities; and certificates of fund transfer and periodic inspection. It consists of two sections, the property section and the cash and investment section.

(1) General instructions for entries. Entries in the council book will be made in accordance with the instructions contained therein, except where otherwise changed by current regulations.

(2) Property section. All nonexpendable property acquired by the unit fund through purchase, loan, or gift will be entered in the property section of the council book, which will be kept current (Figure 22). A separate page in the property section will be used to record property on loan from another welfare fund. Another separate page will be used for recording government securities owned by the fund. The date of acquisition of nonexpendable property will be indicated in the DATE PURCHASED column. The ARTICLES column will be used to detail the items acquired by the unit fund. Their model or serial numbers, if any, should also be recorded here for identification purposes in case of loss or theft (Figure 22). The PRICE column will show the actual cost of items purchased or the appraised valuation of property acquired by loan or donation. Notations will be made in the DISPOSITION column when fund-owned or borrowed property is sold, destroyed, or otherwise disposed of without salvage value. Each notation will refer to a statement identifying the property dropped from the record and setting forth the reasons therefor (Figures 23, 24, and 25). These statements will be prepared by the unit fund custodian and approved by the unit fund council before the property concerned is dropped from the record. Each notation in the DISPOSITION column will show the date of the covering statement and be initialed by the fund custodian. When a new council book is opened, the original date of acquisition, the description of the article, and the original price or appraised value will be transferred to the new council book. The entry "TRFD TO NEW BOOK" will be made in the DISPOSITION column and initialed by the custodian.

NOTE: Nonexpendable property being purchased by installment is recorded in the property section when it is received and not when the last payment is made thereon, except where a purchase-rental agreement has been entered into and the property is considered to be rented until the entire purchase price has been paid.

(3) Cash and investment section. The cash and investment section consists of journal pages and certificate pages. A separate journal page (Figure 26) is maintained for each month, and two can be used (by pasting together the two halves of the intervening certificate page) when one journal page is not sufficient to record all of the month's transactions. All transactions involving disbursements or cash received will be recorded on the journal page, which will be closed at the end of the month or whenever there is a change of permanent custodians. Each certificate page in the cash and investment section of the council book is composed of three parts (Figure 27): the custodian's portion, which is filled out by unit custodian at the end of each calendar month, when the fund is transferred on any day other than the first or last day of the month, and when the fund is closed; the unit fund council's portion, which is filled out at each regular council meeting; and the inspecting officer's portion, which is filled out by the inspecting officer whenever the fund is inspected or audited.

c. Memorandum Records for Purchases for Which Payment Has Not Been Made. When possible, all goods and services will be paid for at the time of purchase. In those instances where merchandise or services are procured by mail or may not be immediately paid for other reasons, memorandum records will be maintained to ensure that orders are not placed in excess of the unit fund balance of cash on hand and in the bank. The duplicate copy of DA Form 1756 (Nonappropriated Fund Purchase Order-Receiving Record) will suffice for this record.

d. DA Form 2107 (Nonappropriated Fund Receipt and Disbursement Voucher). DA Form 2107 will be used by the custodian of the unit fund for all transactions (with the exception of petty cash expenditures) involving the receipt of disbursement of funds (monies) (Figure 28).

CERTIFICATE PAGE FROM CASH AND INVESTMENT SECTION
OF UNIT FUND COUNCIL BOOK
(DD FORM 251)

THE FOREGOING ACCOUNT FOR THE MONTH OF <u>APRIL</u> 19 <u>63</u> IS A TRUE AND COMPLETE STATEMENT OF ALL RECEIPTS AND EXPENDITURES, AND THAT THE BALANCE FOR WHICH I AM RESPONSIBLE IS ACCOUNTED FOR AS FOLLOWS:		
1. CHECKING ACCOUNT DEPOSITED WITH (Name of bank)	NATIONAL BANK OF FORT BENNING	
TO THE CREDIT OF (Fund)	UNIT FUND, Co A, 1ST BLDG 66 TH INE, FT. BENNING, GEORGIA	\$ 220.40
2. SAVINGS ACCOUNT DEPOSITED WITH (Name of bank)	NONE	
TO THE CREDIT OF (Fund)	N/A	\$
3. CASH IN MY PERSONAL POSSESSION	(PETTY CASH FUND)	\$ 50.00
4. REGISTERED GOVERNMENT BONDS KEPT (Specify where)	TREASURER OF THE U.S., WASH 25, D.C.	\$ 75.00
TOTAL		\$ 345.40
DATE	SIGNATURE OF COMMANDING OFFICER	SIGNATURE OF SUCCESSOR CUSTODIAN
3 MAY 1963	Richard D May	
IN CASE OF TRANSFER THE RETURNING AND SUCCESSOR CUSTODIANS WILL SIGN ABOVE		
LOCATION	DATE	
FORT BENNING, GEORGIA	5 MAY 1963	
THE COUNCIL OF THE ADMINISTRATION MET THIS DATE AND EXAMINED THE FOREGOING ACCOUNT FOR THE MONTH OF <u>APRIL</u> 19 <u>63</u> . THE COUNCIL FINDS THE ACCOUNT CORRECT, APPROVES THE EXPENDITURES MADE, AND AUTHORIZES THE USUAL EXPENDITURES FOR THE NEXT MONTH.		
THE STATEMENT OF THE RESPONSIBLE OFFICER WAS EXAMINED, AND THE CASH BALANCE IN HIS PERSONAL POSSESSION, THE CHECK BOOK, CHECK STUBS, AND DEPOSIT BOOK (If used) WERE EXHIBITED TO THE COUNCIL AND VERIFIED.		
PRINTED NAME AND GRADE OF RECORDER	SIGNATURE	DATE
THOMAS B. FOXTROT, SFC	Thomas B Fox Trot	5 May 63
PRINTED NAME AND GRADE OF PRESIDENT	SIGNATURE	DATE
RICHARD D. MAY, CAPT	Richard D May	5 May 63
IN ACCORDANCE WITH THE REQUIREMENTS OF CURRENT REGULATIONS I HAVE THIS DATE _____ (INSPECTED) (AUDITED) THE FOREGOING ACCOUNT FOR THE PERIOD FROM _____ TO _____, INCLUSIVE, AND FIND IT CORRECT WITH THE FOLLOWING EXCEPTIONS: _____		
THE CHECK BOOK AND DEPOSIT BOOK OF THE ORGANIZATION COMMANDER WERE EXAMINED AND THE CASH IN HIS PERSONAL POSSESSION VERIFIED. THESE OUTSTANDING BILLS WERE REPORTED: _____		
PRINTED NAME AND TITLE	SIGNATURE	DATE

Figure 27.

e. Petty Cash Fund. Accountability procedures for expenditures from the petty cash fund are established as follows:

(1) Expenditures from the petty cash fund will be supported with paid receipts, such as cash register tapes received or any other type of paid receipts issued, either printed or hand written by the person receiving the payment. These receipts represent "Cash" accountability and therefore will be protected in the same manner as cash on hand until cash replenishment is needed.

(3) The petty cash voucher is then filed with the other vouchers in the monthly record folder.

f. Banking Records.

(1) Deposit slips. Bank deposit slips will be prepared in duplicate for each deposit made. The duplicate slips, after being stamped by the bank, will be retained in the monthly record folder. They will be filed with the monthly (DA Form 2107) in the order of their entry in the council book.

(2) Bank statements and canceled checks. At least once quarterly, or whenever there is a change of permanent custodians, the bank statement (Figure 29) and canceled checks will be obtained and reconciled. The canceled checks, which represent additional proof of expenditure and receipt, will be retained by attaching each check to its corresponding stub in the unit fund checkbook or by attaching all the canceled checks to the bank statement which covers them. The latter method is recommended.

(3) Reconciliation record. The balance shown on the bank statement will be reconciled (Figure 30) as soon as possible with the balance shown in the checkbook. This reconciliation record will be made on the reverse side of the bank statement. It will be dated as of the month or the date of fund transfer, whichever is applicable.

g. Nonappropriated Unit Fund Statement of Operations and Net Worth (DA Form 1758). The statement of operations and net worth (Figure 31) is a summary of the fund's monetary transactions for the month indicated thereon. Also recorded on this statement is the average daily strength of the unit for the month covered by the statement, the net worth, and the amount of the monthly dividend due and paid from the Central Post Fund.

(1) Action by the unit fund custodian. On or before the third working day of each calendar month, the unit fund custodian will prepare DA Form 1758 in triplicate, to reflect the operations of the preceding month. The original and one copy of the statement will be sent to the custodian of the Central Post Fund designated to distribute dividends to the unit fund. One copy of the statement will be retained in the monthly record folder by the unit fund custodian. The amounts appearing in the council book as a result of setting up or closing out the petty cash fund or the purchasing or redeeming of government securities will be excluded from the cash in bank and on hand entry, line 7, for the purpose of preparing lines 8 and 9 of the statement of operations and net worth (see Figure 31). The average daily strength (line 12 of DA Form 1758) of the unit is computed by averaging the officer, warrant officer, and enlisted strengths of the unit, as reflected in the Morning Reports, for each day in the month. This is done by totaling all daily strengths for the month and dividing this grand monthly total by the number of days in the month. The resulting figure is the average daily strength of the unit for the month covered. Personnel included in the average daily strength figure are shown by the total in column 10e of the Morning Report (the Strength Section--Present); the number of United States military personnel attached for quarters, rations, and/or administration only (as reflected in the Record of Events Section of the Morning Report); and the number of foreign military personnel (as reflected in the Record of Events Section of the Morning Report). The dividend due for the month (line 13 of the statement) is computed by multiplying the average daily strength (line 12) by the monthly dividend rate established in CONUS and major overseas commands.

(2) Action by the central post fund custodian. The original of DA Form 1758 will be returned to the custodian of the unit fund by the custodian of the serving Central Post Fund, after the latter has recorded, in the space provided therefor at the bottom of the form, the date,

SAMPLE BANK STATEMENT

FOURTEENTH NATIONAL BANK
FORT BENNING, GEORGIA
IN ACCOUNT WITH

Unit Fund
Company A, 1st Bn, 66th Infantry
Ft. Benning, Georgia
AN INSTRUMENTALITY OF THE UNITED STATES

CHECKS	DEPOSITS	DATE	NO. OF CHECKS PAID	BALANCE
AMOUNT BROUGHT FORWARD		APR 1 '63		300.00●
45.00 -		APR 3 '63	1	260.00●
9.25 -		APR 6 '63	2	215.00●
50.00 -		APR 9 '63	3	205.75●
		APR 10 '63	4	155.75●
	70.00 +	APR 10 '63	4	225.75●
	85.00 +	APR 12 '63	4	310.75●
75.00 -		APR 20 '63	5	235.75●
		APR 30 '63		235.75●

PLEASE EXAMINE AT ONCE. IF NO ERROR IS REPORTED WITHIN TEN DAYS, THE ACCOUNT WILL BE CONSIDERED CORRECT.
ALL ITEMS ARE CREDITED SUBJECT TO FINAL PAYMENT.

ABBREVIATION CODE

EC—ERROR CORRECTION	DM—DEBIT MEMO	OD—OVERDRAFT	LAST AMOUNT IN THIS COLUMN IS YOUR BALANCE ON DATE SHOWN.
RT—RETURNED ITEM	SC—SERVICE CHARGE	MS—MISCELLANEOUS	
DC—DEPOSIT CORRECTION	LS—LIST OF CHECKS	INF—INSUFFICIENT FUNDS CHARGE	

Figure 29.

SAMPLE RECONCILIATION RECORD

**You can easily
Balance Your
Check Book
by doing these things**

Fill in Below Amounts from Your CHECK BOOK and BANK STATEMENT

Balance shown on BANK STATEMENT . . . \$ <u>235.75</u>	Balance Shown in Your CHECK Book . . . \$ <u>220.40</u>
Add Deposits Not on Statement . . . \$ <u>NONE</u>	Add any Deposits Not Already Entered in Check Book \$ <u>NONE</u>
Total \$ <u>235.75</u>	Total \$ <u>220.40</u>
Subtract Checks Issued but Not on Statement: \$ <u>15.35 (ck.96)</u>	Subtract Service Charges and other Bank Charges Not in Check Book: \$ _____
Total \$ <u>15.35</u>	Total \$ <u>NONE</u>
BALANCE \$ <u>220.40</u>	BALANCE \$ <u>220.40</u>

These totals represent the correct amount of money you have in the bank and should agree. Differences, if any, should be reported to the bank within ten days after the receipt of your statement.

This statement was reconciled as of 30 April 1963.

Richard D. May
RICHARD D. MAY
Captain, Infantry
Custodian

Figure 30.

NONAPPROPRIATED UNIT FUND STATEMENT OF OPERATIONS AND NET WORTH
(DA FORM 1758)

NONAPPROPRIATED UNIT FUND STATEMENT OF OPERATIONS AND NET WORTH (AR 230-21)		Period Ending (Month & Year)	
		April 1963	
TO: (Name of Central Post Fund and Location) Custodian Central Post Fund Fort Benning, Georgia		FROM: (Name of Unit Fund and Location) Unit Fund, Co A, 1st Bn, 66th Inf Fort Benning, Georgia	
Line No.	Description	Total	
1	Net Worth Beginning of Month	\$	300 00
2	Add: Cash Receipts		155 00
3			455 00
4	Less: Cash Expenditures		109 60
5	Net Worth End of Month	\$	345 40
6	RECAPITULATION OF NET WORTH		
7	Cash In Bank And On Hand	\$	220 40
8	Petty Cash		50 00
9	Government Securities		75 00
10	Other		
11	Net Worth End Of Month	\$	345 40
12	Average Daily Strength During Month	180	
13	Dividend Due For Month (Line 12 X \$.50)	\$	90 00
	Total Amount of Orders Placed And Not Paid	\$	100 00
Remarks			
Typed Name of Unit Fund Custodian RICHARD D. MAY, Captain, Infantry		Signature <i>Richard D. May</i>	
Amount Dividend Transferred By Central Post Fund	Date Transferred	Check Number	Date of Check Amount
		1200	9 April 63 \$ 90.00
Typed Name of Central Post Fund Custodian VICTOR M. BRAVO, Major, Infantry DA Form 1758 1 May 58		Signature <i>Victor M. Bravo</i>	

Figure 31.

amount, and number of the Central Post Fund check representing the monthly dividend payment to the unit fund. When this original of DA Form 1758 is returned indorsed to the unit fund custodian, it will be used to support the recording of the monthly dividend (Figure 26), and will be filed in the monthly record folder in the same manner as a deposit slip.

h. Recording the Purchase and Redemption of Securities. Cash in excess of the current requirements of the unit fund will be invested in United States Government securities or Federal Government Agency securities. These securities will be registered, transferred, or redeemed in accordance with AR 230-8.

(1) Purchase of securities. The purchase of securities will simultaneously be recorded on the journal page of the council book as both an EXPENDITURE and a RECEIPT (Figure 26).

(2) Redemption of securities. The redemption of securities will be recorded on the journal page of the unit fund council book by a reversal of the entry recording their purchase.

(3) Interest on securities. Interest on securities will be recorded as income only when the cash is received.

(4) Price of securities. Securities owned by the fund will always be recorded at their cost price.

(5) List of securities. A list of securities owned and a description of each (including serial number and series, date of acquisition, and the purchase price) will be kept permanently on a separate page in the property section of the unit council book (Figure 22).

(6) Total value of securities. The total value of the securities owned by the fund must always be in agreement with the value thereof reflected on line 4 of the monthly certificate page in the cash and investment section of the unit fund council book (Figure 27).

i. Nonappropriated Fund Property Inventory (DA Form 1759). Upon change of permanent custodians, an inventory of nonexpendable property on loan from other welfare funds will be made on DA Form 1759 (Figure 32), and accountability for the property can then be transferred to the new custodian. When completed, these inventory forms should be filed with the unit fund's property records.

99. MINUTES OF COUNCIL MEETINGS. The minutes of each meeting of the unit fund council become a part of the records of the unit fund. These minutes should include the following (Figure 33):

- a. The date, time, and place of the council meeting.
- b. A list of members present and members absent.
- c. A brief, but complete, statement of each action taken by the council.
- d. A brief statement of the financial condition of the unit fund at the time of the council meeting.
- e. The time the meeting adjourned.
- f. The signature of the council president and the recorder. If the council president is

SUGGESTED FORM FOR THE MINUTES OF A UNIT FUND COUNCIL MEETING

COMPANY A
1st Battalion, 66th Infantry
Fort Benning, Georgia

5 May 1963

MINUTES OF UNIT FUND COUNCIL MEETING

1. The council of the Unit Fund, Company A, 1st Battalion, 66th Infantry, met at 1300 hours on 5 May 1963 at Fort Benning, Georgia.
2. The following members were present:
 Captain RICHARD D. MAY, Custodian
 MSgt WILLIAM L. MOORE
 SFC JOHN B. JOHNSON
 SFC THOMAS B. FOXTROT, Recorder
3. No members were absent.
4. MSgt MOORE, a member of the council and chairman of the committee planning the coming company party, reported on the estimated cost and final plans for the party, which will be held on 8 May 1963. These plans and cost estimates not to exceed \$200.00 were approved by the council.
5. A motion was made by SFC JOHNSON, and seconded by MSgt MOORE, that the unit fund purchase a "hi-fi" phonograph for the dayroom on a time payment basis. The motion was carried, and the custodian was given authority to take the necessary steps to secure the written approval of the battalion commander, and then to make the purchase provided the total does not exceed \$300.00.
6. The council verified the fact that the items of property listed on the Statement of Droppage dated 5 May 1963 were worn out due to fair wear and tear. It authorized the deletion of these items from the unit fund council book and signed the Statement of Droppage.
7. The general financial condition of the fund was found to be as follows:

Assets	\$345.40
Liabilities	<u>\$100.00</u>
Net Worth	<u>\$245.40</u>
8. The meeting was adjourned at 1445 hours on 5 May 1963.

RICHARD D. MAY
Captain, Infantry
President

THOMAS B. FOXTROT
SFC, Infantry
Recorder

Figure 33.

not also the custodian of the fund, as when the field grade commander of a unit has appointed another officer to act as unit fund custodian, the minutes of the council meeting should also be signed by the custodian.

100. FILING OF UNIT FUND RECORDS.

a. The Monthly Record Folder. All records for each month's transactions (except those listed in paragraphs b, c, d and e below) should be filed in one Manila folder, known as the monthly record folder.

(1) Expenditures and receipts. All documents evidencing expenditures from the unit fund (such as invoices, vouchers, receiving records, etc.) and receipts by the unit fund (such as deposit slips, the returned originals of the statement of operations and net worth, etc.) should be filed in chronological order on the right side of the monthly record folder.

(2) Miscellaneous fund records. Reconciled bank statements (with canceled checks attached), duplicates of the statement of operations and net worth, minutes of the council meetings, and miscellaneous documents relating to the administration of the unit fund should be filed in chronological order on the left side of the monthly record folder.

b. Property Record Folder. A separate folder should be used to maintain the unit fund property records for the entire calendar year. Records pertaining to expendable property should be filed in chronological order on the right side of the property record folder. Those pertaining to nonexpendable property (such as duplicate receipts for property on loan, records of inventory, turn-in slips, etc.) should be filed on the left side of the folder.

c. Statements of Droppage. Since it is necessary to keep a complete file of statements justifying property droppage for as long as the council book in which that property is recorded is still in use and since all other unit fund records are cut off at the end of the calendar year, all statements of droppage should be filed in chronological order in the front of the unit fund council book and disposed of in the same manner as the council book when it is filled.

d. Inspector General Inspection Reports. Reports of inspection and audit by the inspector general should be filed in the appropriate certificate pages of the cash and investment section in the council book. If possible, these reports should be affixed to the certificate pages with which they are filed.

e. Statements of Transfer. Statements noting the transfer (permanent or temporary) of custodians should be filed in the certificate pages of the council book that were current at the time of transfer. They should also be affixed to the certificate pages with which they are filed.

101. DISPOSITION OF UNIT FUND RECORDS.

a. Inactive File. All unit records, except the council book and checkbook, will be cut off at the end of the calendar year and placed in the inactive file. The inactive file will be held for one year in the current files area. At the end of that year, it will be transferred to the records holding area or appropriate overseas records center, where it will be held for two additional years and then destroyed.

b. Disposition of the Council Book and Checkbook. The unit fund council book and checkbook will be used until they are filled. They will then be placed in the inactive file for the calendar year in which they are completely filled, and will be disposed of with that inactive file.

102. PETTY CASH FUND.

a. General. When the unit fund requires currency or coin for disbursement, a petty cash fund may be established, not to exceed \$50.00 (except where a large amount is authorized by the appropriate major commander).

b. Establishing the Petty Cash Fund. When it is authorized by the unit fund council, a revolving petty cash fund is established by drawing a check (not to exceed the authorized amount) payable to "Custodian, Unit Fund, _____." This transaction will be recorded on the journal page of the unit fund council book, as follows (see Figure 26):

- (1) The date of the check will be entered in the DAY OF MONTH column.
- (2) The amount of the check will be entered in both the EXPENDITURES and RECEIPTS columns, under OTHER FUNDS, on the current journal page.
- (3) The check will then be cashed, and the proceeds held for use in the Petty Cash Fund.

c. Replenishing the Petty Cash Fund. At the close of the month or prior thereto if the petty cash fund needs to be replenished, then the procedure indicated in paragraph 101 will be followed. The total amount of the expenditure will then be entered in the EXPENDITURE column, under OTHER FUNDS, on the current journal page of the council book. A check may then be drawn in the amount of the total expenditure (as shown on the voucher) to replenish the petty cash fund. The check will be drawn in the same manner as the check establishing the fund.

d. Closing the Petty Cash Fund: See par 5b(4), AR 230-21.

103. INSPECTION AND AUDIT OF THE UNIT FUND.

a. Inspection of the Fund.

(1) Frequency of inspection. An inspector general will inspect the unit fund at least once annually. It is also subject to inspection whenever the installation, organization, unit, or superior commander deems an inspection appropriate or necessary.

(2) Scope of inspection. Examination of the unit fund by an inspector general normally will consist of selective checks to determine whether or not the custodian and council have properly been discharging their responsibilities. However, a detailed examination of the fund will be made whenever the inspecting officer considers it necessary.

b. Audit of the Fund.

(1) Frequency of audit. Audits of the unit fund will be conducted at least once annually. Audits will also be conducted under the following circumstances: when there is a large loss of cash or other assets (other than a normal operational loss); when the custodian is removed for negligence or cause; when the unit fund is dissolved; or when directed by responsible commanders.

(2) Responsibility for audits. The commanders responsible for the auditing of the unit funds are the commanding generals of ZI armies and the Military District of Washington, and major overseas commanders having jurisdiction over the installations where the unit funds are located. However, this responsibility for performing the audit of unit funds may further be delegated to installation, division, or comparable commanders.

104. CHANGE OF UNIT FUND CUSTODIANS.

a. **General.** The unit fund and its records will be transferred from one custodian to a **successor custodian** as indicated below.

b. **New Custodian.** A new custodian will be designated when the custodian is absent from duty longer than 30 days.

c. **Acting Custodian.** An acting custodian will be designated when the custodian is to be absent from duty for a period of 5 to 30 days unless an assistant custodian has been appointed. Responsibility for safeguarding the assets of the fund will be transferred by triplicate statement of transfer and receipt (Figure 34), and the original of this receipt will also be attached to the current certificate page of the council book.

d. **Interim Custodian.** When a unit goes into combat or simulated combat and a consolidated fund custodian has not been appointed, an interim custodian (usually the battalion S1) will be designated to preclude the loss of fund-owned assets. The interim custodian is not authorized to make disbursements from the unit fund, and, upon relief from combat, the fund will be returned to the custodian. The appointment and relief of an interim custodian is accomplished in a manner similar to the appointment and relief of an acting custodian and the statement of transfer and receipt is filed in the same manner.

e. **Relief of the Custodian.** When the custodian of the unit fund is relieved and a **successor custodian** is designated, transfer of accountability for the unit fund will be accomplished as follows:

(1) **Financial statements.** The outgoing custodian will prepare and sign the following financial statements: statement of assets and liabilities, to include a statement of operations, or of receipts and disbursements since the end of the period covered by the last statement of operations and net worth (Figure 35); statement of the bank balance as of the date of transfer (Figures 29 and 35); a reconciliation of the bank balance on the date of transfer with the balance shown in the unit fund checkbook, showing any unrecorded deposits or outstanding checks (see Figures 30 and 35), and the custodian's portion of the certificate page in the cash and investment section of the unit fund council book (Figure 27).

(2) **Inventory of nonexpendable property on loan.** An inventory of nonexpendable property on loan from other welfare funds will be made using DA Form 1759 (see Figure 32).

(3) **Letter to the bank cashier.** The retiring custodian will write a letter to the cashier of the bank in which the unit funds are deposited, stating that the fund is transferred and showing the signature of the successor custodian (Figure 36).

(4) **Receipting for the fund.** The successor custodian will receipt for the fund and its property (Figure 30) after satisfying himself of the accuracy of the financial statements and property records. The statement of transfer and receipt should be prepared in triplicate, with the original being attached to the current certificate page in the unit fund council book and the duplicates going to the retiring and successor custodians. However, when an extensive audit is required, acceptance of the fund by the successor custodian may be contingent upon audit verification.

f. **Action Upon Death or Mental Incompetence of the Custodian.** In the event that the unit fund custodian is dead, mentally incompetent, or absent from duty at the time of property transfer, the installation commander will appoint a board of officers to inventory and transfer the unit fund property to a new custodian, in accordance with paragraph 37 of AR 735-5. The new custodian will sign for only that property that the board's inventory reveals is there.

SUGGESTED FORM FOR STATEMENT OF TRANSFER TO ACTING CUSTODIAN
AND RETRANSFER TO REGULAR CUSTODIAN

COMPANY A
1st Battalion, 66th Infantry
Fort Benning, Georgia

6 May 1963

STATEMENT OF TRANSFER AND RECEIPT
(Temporary Change)

1. The cash assets of the Unit Fund, Company A, 1st Bn, 66th Infantry, as of 6 May 1963, which are so stated in the unit fund records, are as follows:

Cash on Hand	\$ 50.00
Cash in the Bank	<u>\$220.40</u>
Total Cash Assets	<u>\$270.40</u>

2. I hereby transfer the responsibility for safeguarding the above listed cash assets and the property recorded in the unit fund council book to 1st Lt JOHN R. BLACK, who will be acting custodian during my temporary absence.

Richard D. May
RICHARD D. MAY
Captain, Infantry
Custodian

I hereby acknowledge receipt of the above described cash assets and unit fund property, for safeguarding during the temporary absence of Capt RICHARD D. MAY, the unit fund custodian.

John R. Black
JOHN R. BLACK
1st Lt, Infantry
Acting Custodian

I hereby acknowledge that the cash assets listed above and the property described in the unit fund council book were returned to me on 12 May 1963 by 1st Lt JOHN R. BLACK, the acting custodian during my temporary absence.

Richard D. May
RICHARD D. MAY
Captain, Infantry
Custodian

NOTE: By substituting the words interim custodian for acting custodian, this form can also be used for transfer to an interim custodian and retransfer to the regular custodian.

SUGGESTED FORM FOR STATEMENT OF TRANSFER AND RECEIPT BY SUCCESSOR
CUSTODIAN

COMPANY A
1st Battalion, 66th Infantry
Fort Benning, Georgia

20 May 1963

STATEMENT OF TRANSFER AND RECEIPT
(Permanent Change)

1. Assets and Liabilities.

a. Assets:

(1) Cash on Hand	\$ 50.00
(2) Cash in the Bank	220.40
(3) Government Securities	\$ 75.00
(4) Amount Due the Unit Fund	<u>NONE</u>
TOTAL ASSETS	\$345.40

b. Liabilities:

(1) Outstanding Bills	\$ NONE
(2) TV Sales & Service (balance due on time purchase of TV set)	\$100.00
(3) Outstanding Checks:	

<u>Nr</u>	<u>Date</u>	<u>Payee</u>	<u>Amount</u>
96	30/4/63	Custodian, Unit Fund, Co A, 1st Bn, 66th Inf	\$15.35

TOTAL CHECKS	\$15.35
TOTAL LIABILITIES	\$115.35
NET WORTH OF UNIT FUND	<u>\$230.05</u>

2. Cash Balance Shown in Final Bank Statement \$235.75

3. Less Total of Outstanding Checks \$15.35

4. Cash Balance Reflected in Council Book and Checkbook \$220.40

5. To the best of my knowledge and belief, the above record is a complete and accurate statement of the financial condition of the Unit Fund, Company A, 1st Bn, 66th Infantry, revealing all outstanding liabilities and amounts due. Furthermore, all property recorded in the unit fund council book is on hand.

Richard D. May
RICHARD D. MAY
Captain, Infantry
Retiring Custodian

I hereby receive and accept responsibility for the above described assets of the Unit Fund, Company A, 1st Bn, 66th Infantry, knowing the above statement of financial condition to be complete and accurate, to the best of my knowledge and belief, and having made inventory of all property recorded in the unit fund council book and found it to be present.

John R. Black
JOHN R. BLACK
1st Lt, Infantry
Successor Custodian

Figure 35.

FORM FOR LETTER INFORMING BANK CASHIER OF CHANGE OF CUSTODIANS

COMPANY A
1st Battalion, 66th Infantry
Fort Benning, Georgia

20 May 1963

CASHIER
National Bank of Fort Benning
Fort Benning, Georgia

Dear Sir:

I have this date transferred the Unit Fund, Company A, 1st Bn, 66th Infantry to JOHN R. BLACK, 1st Lt, Infantry, who will from now on have authority to draw on its funds deposited in your bank. His signature appears below.

Richard D. May
RICHARD D. MAY
Captain, Infantry
Retiring Custodian

John R. Black
JOHN R. BLACK
1st Lt, Infantry
Successor Custodian

Figure 36.

105. ACTION UPON LOSS OF CASH OR OTHER ASSETS.

a. Responsibility for Action. The unit fund custodian or council will report immediately to the installation commander any known, suspected, or alleged loss of cash or other assets and damage or destruction of fund-owned property, other than normal operating losses. The installation commander will then require an investigation of the alleged loss to be made expeditiously.

b. Relief from Accountability and Responsibility Without Investigation. The installation commander may waive formal investigation and relieve individuals of accountability and responsibility for the loss of fund-owned property, upon recommendation by the unit fund council, if the following conditions prevail:

(1) There is no possibility of a conflict of self-interest or integrity on the part of any member of the unit fund council.

(2) No probable basis exists for a tort claim and estimated maximum loss does not exceed \$500.00.

(3) There is no indication of negligence, fraud, dishonesty, or willful misconduct.

(4) There is no requirement in applicable insurance contracts for formal investigation to support the proof of loss to be submitted with any claim.

c. Investigative Procedures. The investigation of the loss of fund-owned property will be conducted, in accordance with AR 15-6 and AR 230-8, by an investigating officer or a board of officers, and a written report of the investigation will be made. This report will include findings as to the responsibility (if any) for the loss, and recommendations for appropriate action.

d. Review and Corrective Action. All reports of investigation will be reviewed by the installation commander for adequacy, completeness, and concordance of the recommendations with the facts in the findings. Where the loss does not exceed \$500, the installation commander will effect final review and determine the corrective action to be taken, including the determination of pecuniary liability and the initiation of action to secure restitution for loss. But when the loss exceeds \$500, the installation commander will forward the report to the next major commander, who will review it, determine the pecuniary liability (if any), and return it to the installation commander for appropriate action.

e. Restitution for Loss. When pecuniary liability has been determined, the installation commander will notify the unit fund council, which will render immediately a statement of indebtedness to each person held pecuniarily liable. If the loss is covered by insurance, the council will file proof of loss with the appropriate underwriters. If liquidation of this indebtedness cannot be made by cash payment, collection from military personnel may be made under the provision of AR 230-8, or by a claim in favor of the United States under AR 25-105.

f. Appeals. Appeals and requests for reconsideration of approved investigation proceedings, by the individual(s) held pecuniarily liable for the loss, may be made as prescribed in AR 230-8.

106. DISSOLUTION OF THE UNIT FUND.

a. When Dissolved. The unit fund will be dissolved when the unit is inactivated or when its strength is reduced to zero.

b. Disposition of Residual Assets in CONUS.

(1) Where transferred. After all outstanding obligations incurred prior to the fund's dissolution have been liquidated, the remaining cash, securities, and proceeds from the sale of fund-owned property will be forwarded through command channels for deposit in the Army Central Welfare Fund to:

The Adjutant General
Department of the Army
Washington, D. C.
ATTN: AGMF

(2) Accompanying documents. Accompanying the residual assets will be a terminal audit report, including a statement of the financial condition of the fund at dissolution, and a statement verifying that all obligations incurred by the fund have been liquidated.

c. Disposition of Residual Assets in Overseas Areas. Within overseas areas, the responsible major commanders will determine the disposition of the residual assets of dissolved subordinate welfare funds.

d. Transfer of Assets to Another Unit Fund. When the unit is redesignated, when it is reconstituted into one or more new units, or when the entire unit is transferred to another unit, transfer to assets of the fund to another unit fund(s) is authorized in accordance with paragraph 13c of AR 230-10.

Section III

OFFICER EFFICIENCY REPORTS

107. PURPOSE AND USE OF EFFICIENCY REPORTS

a. Officer efficiency reports provide the Department of the Army with information of an officer's effectiveness in various assignments. They serve two primary purposes. First, they provide a measure of an officer's overall value to the service, to be used with other information as a basis for personnel actions. Second, they furnish information necessary for efficient utilization and assignment of individual officers. The report form (DA Form 67-5, U. S. Army Officer Efficiency Report) is used to report an officer's manner of performance of specific duties for a specific period. No single report will be used as the sole basis of any personnel action. The information produced by a series of efficiency reports rendered by different rating officials in a variety of duty situations becomes an indication of each officer's progressive development and a basis for measure of his value as compared to his contemporaries. Ultimately this information, when incorporated into and considered with the whole record, becomes a sound basis for competitive personnel actions.

b. A. R. 623-105 governs the preparation of efficiency reports. Commanders are responsible for insuring that each rating, indorsing, reviewing, and personnel officer has been instructed on all particulars of these regulations to insure accurate, impartial, and timely accomplishment of DA Form 67-5. (See Figure 37) Commanders must also insure that each officer knows who his rating and indorsing officers are and on whom he must render or indorse an efficiency report.

c. A distinction is made between officer efficiency reporting for purposes stated in a. above and counseling. These two performance appraisal functions are performed by rating officers separately but are coordinated. While the efficiency report is an evaluation process to meet personnel management needs at Department of the Army level, counseling is performed by the rater for the purpose of assisting the officer in improving his performance in his present position and advising him on his future career. Counseling starts the day an officer reports for duty and is continued as the need is observed.

d. Efficiency reports (DA Form 67-5) are submitted to cover all periods of an officer's active service, except that academic reports (DA Form 1059) are rendered on officers serving in a student status as prescribed in AR 623-106. Each officer on active duty receives an efficiency evaluation at least annually. Letter reports are submitted in lieu of the DA Form 67-5 when a rater and/or indorser are other than US Armed Forces officers or US citizens employed by the Federal Government.

108. HISTORY OF EFFICIENCY REPORTS.

a. The history of the development of officer efficiency reports clearly reflects the Army's efforts to achieve objectivity in its rating system. Among the earliest efficiency reports on record is one rendered by Brig. Gen. Lewis Cass of the officers of the 27th Infantry Regiment in August 1813. Some of his observations are as follows: "An excellent officer;" "A man of whom all unite in speaking ill, a knave despised by all;" "A good officer but drinks hard and disgraces himself and the service;" "The very dregs of the earth, unfit for anything under heaven;" (of two lieutenants) "Come from the ranks but behave well and promise to make

excellent officers;" (of three lieutenants) "Promoted from the ranks, low, vulgar men, without any one qualification to recommend them."

b. History does not reveal whether General Cass's low-rated officers were as worthless as he depicted them. Undoubtedly they were not of the highest type, but it is unlikely that they merited the low opinion Cass held of them. The report is, nonetheless, a valuable illustration of exactly what the Army has been striving to eliminate--a subjective report full of bias and prejudice. Through the years, other commanders have done the Army just as much harm in the opposite way--by rating all their officers too highly, simply because they were likable and cooperative.

c. The expansion of the Army during World War I brought marked improvement in the field of personnel management and administrative procedures. In the specific field of efficiency reporting, an especially noteworthy change was the introduction of rating scales. Not long after the close of the war these were incorporated into an official efficiency report form--the well-known Form 67, which was not replaced until after World War II.

d. In terms of what was known about rating problems 30 years ago, Form 67 was remarkably sound. It consisted largely of a series of qualification and achievement scales, against which the individual's specific traits and characteristics could be evaluated. The total evaluation of these scales was always expressed in 1 of 5 possible levels of efficiency in the form of adjectival ratings ranging from "unsatisfactory" to "superior". Rating and indorsing officers were also encouraged to enter brief additional comments in their own words regarding the performance of the rated officer.

e. During its first several years, Form 67 proved generally valid and useful, mainly because rating officers resisted the tendency toward leniency. During the 1930's, however, an "inflationary trend" developed in the ratings. More and more excellent and superior ratings were given until, at the outbreak of World War II, very few efficiency ratings were falling below these two highest categories. No one could ever discern where a particular "excellent" or "superior" officer stood in relation to others having the same rating, because no comparative scoring system was ever developed for Form 67.

f. World War II strikingly illustrated the weaknesses of Form 67 and, at the close of the war, an extensive study was undertaken to develop a better efficiency reporting system. Several thousand officers of all branches, grades, and components took part in various experimental stages of the study and, in July 1947, a new report form (67-1) was adopted for official use. From July 1947 to September 1961, the report form underwent four more changes. Each new version was aimed at reducing the reflection of a rater's unconscious bias and providing a surer way of arriving at just and objective ratings.

109. IMPORTANCE OF EFFICIENCY REPORTS.

a. The importance of officer efficiency reports cannot be overemphasized. They directly influence the career of every officer and are utilized, along with other records, in personnel actions such as assignments, school selections, R. A. appointment, promotions, retention and elimination.

b. Efficiency reports are of such far reaching importance to the Department of the Army and to the individual officer that the greatest care must be exercised in their preparation. The success of the efficiency reporting system depends upon the complete and accurate use of the efficiency report and the regulations governing its preparation. Basically the rater and the indorser should evaluate an officer on:

- (1) What the officer has been observed or known to do or fail to do.

(2) Typical performance of duty, not a few isolated, striking incidents.

c. Additional basic concepts for raters and indorsers are:

(1) Each rating and indorsing officer must take the same painstaking care in the completion of the efficiency report on his subordinates as he would expect in the preparation of his own efficiency report.

(2) The rated officer must be evaluated in comparison with others of similar grade, branch, experience, military schooling and time in grade.

(3) Overrating or underrating is to be avoided. Giving a rating higher than that merited by job performance is unfair not only to other officers, but also to the one who is over-rated. Overrating may lead to an assignment for which the officer is not qualified.

(4) No reference will be made to courts-martial charges in which final action has not been taken by the reviewing authorities.

(5) The current status of the efficiency of an organization will not be the sole basis for judgment by a military superior as to the efficiency of its commander. The degree to which the efficiency of a commander is reflected in the efficiency of his organization will be measured in direct proportion to his opportunities for influencing the organization with consideration being given to the element and due allowance for factors beyond control of the rated officer.

d. Efficiency reports are completed at the lowest possible level to obtain two accurate and considered opinions based upon intimate knowledge and close observation of the officer.

110. DA FORM 67-5. (Figure 37) The current version of the officer efficiency report is known as DA Form 67-5. This form differs in several important respects from its predecessor. The significant features are:

a. A scoring method. The rated officers actual or raw score is the score of record. It is not converted to an index number on a standard scale as in the past. The rater and indorser compute and enter this score on the efficiency report.

b. The rated officer may be shown his report. This provision was established when the numerical scores were deemphasized. In this manner, leaders at all echelons will be afforded an opportunity for a frank discussion with their subordinates using the efficiency report as a vehicle for discussing the rated officer's performance. An officer may also examine his files at Department of the Army, or may deputize another officer to do this for him.

c. Special requirements for award of highest or lowest rating. As a safeguard against unwarranted rater leniency or severity, the rater and indorser must furnish factual support for each award of the highest or lowest numerical rating on Part VI(1).

d. Greater emphasis upon performance of current duty. Two hundred of the possible 240 points that may be attained are contained in the sub-section of Part VI entitled "over-all demonstrated performance."

111. RESPONSIBILITIES OF RATING AND INDORSING OFFICERS.

a. The rater must take advantage of every opportunity to observe the performance of the rated officer in order to render a complete and considered report. Official reports are another source of information which may be utilized to gain knowledge of the officer. Only in this manner will the rater and indorser be able to obtain specifics upon which to counsel and rate a subordinate.

b. Rating and indorsing officers should carefully study and restudy AR 623-105 each time they prepare an efficiency report. This will insure that prescribed rating principles, procedures, and concepts are adhered to and that an accurate, complete, and objective report is rendered.

c. The indorsing officer is responsible for making an independent evaluation of the officer being rated. When the indorsing officer receives a report containing entries which in his judgment are not warranted, whether favorable or adverse to the rated officer, he will incorporate his own views and comments to clarify the difference in opinion. In addition, he will refer any reports to the rating officer for comment if, in his judgment, injustice may otherwise result, or if the best interest of the service will be served by doing so. Because the indorsing officers evaluations are of equal importance with those of the rating officer, the indorsing officer must give the same serious consideration to the report as does the rater.

112. REVIEWING OFFICER. After an efficiency report has been completed by the indorsing officer, he forwards it to a reviewing officer. The reviewing officer checks to ensure that proper rater-indorser channels have been followed. He must further carefully analyze the rater's and indorser's evaluation of the rated officer from the standpoint of fairness with respect to the interests of the rated officer and the United States Army. Upon receipt of unusual, adverse, or derogatory reports the reviewing officer may take the following steps:

a. Inquire as to any unusual circumstances surrounding the rendition of the report.

b. Return the report to the rating and/or indorsing officer for comment or clarification. These comments are attached to the report as inclosures.

c. Initiate action to reassign the rated officer.

d. Add any additional personal comments he desires to make.

113. PREPARING EFFICIENCY REPORTS.

a. Except for signatures, entries on DA Form 67-5, will be typewritten or neatly printed in ink or indelible pencil. Only typewriters with ribbons that make clear and distinct impressions will be used. Any changes or erasures made on the report must be initialed by the appropriate officer. Efficiency reports are prepared in original only, are not folded, and are placed in envelopes suitable for flat mailing.

b. In the DA Form 67-5 (see Figure 37), items 1 through 9; 11 through 14, and appropriate parts of items 17 through 19 are completed by the personnel officer before the rating officer receives the report form. The personnel officer will obtain this information from records in his custody or available to him. He also completes items 20 through 22 of the report after the rating, indorsing, and reviewing officers have completed their portions.

c. The rating officer verifies entries made in items 1 through 9, 11, 12, 13, and 14. He completes items 10 and 15 and, on the back of the form, parts IV, V, VI, VII and item 17. He and the indorser must interpret all definitions contained in AR 623-105 and on the form literally and according to their common dictionary meaning.

d. The indorsing officer is responsible for completing items 10 and 16 and, on the back, parts IV, V, VI and VII. He must also authenticate the report in item 18.

e. Part III (Items 15 and 16) of the form is to provide a word picture of the rated officer's performance of duty as seen by the rater and indorser. Comments should be specific and relevant and should reflect performance information not appearing elsewhere in the report. In the event the highest or lowest two ratings are given in part VI or the lowest three in part IV they must be justified here. Also when one or more L's (limited qualifications) is entered in part V, the reason for this estimate must be indicated in part III. It is imperative that all comments in part III be consistent with the remainder of the report.

f. Part IV of the report provides means for evaluating and indicating 20 personal qualities, each of which, when developed to a high degree, is generally accepted as a leadership attribute. Each quality should be evaluated independently rather than attempting to correlate evaluations among the listed qualities. When any of the three lowest scores (.0, .1, or .2) are entered, an explanation must be entered in Part III. A total of 20 points may be earned in this part.

g. The purpose of part V is to provide the Department of the Army with an appraisal of the estimated ability of the rated officer to perform various assignments. This information is used for career management agencies for all types of individual personnel activities. This part has no numerical value and is not utilized in computing a rated officer's composite score.

h. Part VI is divided into two sections headed (1) Overall Demonstrated Performance and (2) Estimated Potential. The emphasis here is upon the first section as a total of 200 points may be scored in this section alone. As discussed above, award of the highest or lowest two ratings requires specific justification in part III. The rater and indorser will express the numerical value in Section I, Part VI, in increments of one in appropriate blocks opposite the selected adjectival rating. Example: An exceptional rating (90-95) must be indicated by entering a single number (90, 91, 92, 93, 94, 95) in the appropriate space provided for the rater and indorser. The Estimated Potential Section of part VI is a rating of an officer's capacity for future development and ability to assume greater responsibilities as revealed by his actions during the period of the report. A total of 20 points may be earned on this section. Awarding of the highest and lowest two scores in this section does not require justification in part III.

i. Part VII consists of the numerical value of scores awarded by the rater and indorser. The indorser computes and enters the composite score.

j. The personnel officer will check and verify all entries on the form to insure that the rater, indorser, and reviewer have complied with instructions contained in AR 623-105.

READ CAREFULLY REFERENCED SECTION IN AR 623-105 BEFORE ATTEMPTING TO FILL OUT ANY ITEM

PART I - PERSONAL DATA (Read Section IV, AR 623-105)												
1. LAST NAME - FIRST NAME - MIDDLE INITIAL			2. SERVICE NUMBER		3. GRADE	4. DATE OF RANK		5. BRANCH BASIC DETAIL		6. INIT RA APMT YES NO		
7. UNIT, ORGANIZATION, STATION AND MAJOR COMMAND												
PART II - REPORTING PERIOD AND DUTY DATA (Read Sections IV and V, AR 623-105)												
8. PERIOD COVERED						9. REASON FOR RENDERING REPORT (Check)			10. REPORT BASED ON (Check)		RATER	INDORSER
FROM			TO			ANNUAL			DAILY CONTACT			
DAY	MONTH	YEAR	DAY	MONTH	YEAR	CHANGE OF RATER			FREQUENT OBSERVATION			
						PCS RATED OFFICER			INFREQUENT OBSERVATION			
DUTY DAYS			OTHER DAYS			CHANGE OF DUTY FOR RATED OFFICER			RECORDS AND REPORTS			
						OTHER (Specify)			OTHER (Specify)			
DUTY ASSIGNMENT FOR RATED PERIOD												
11. PRINCIPAL DUTY				12. DUTY NOS				13. AUTH GRADE				
14. MAJOR ADDITIONAL DUTIES												
PART III - MANNER OF PERFORMANCE (Read paragraph 2c, AR 623-105)												
15. RATER												
<div style="font-size: 4em; opacity: 0.5; transform: rotate(-15deg); pointer-events: none;">SAMPLE</div>												
16. INDORSER <input type="checkbox"/> I AM UNABLE TO EVALUATE THIS OFFICER FOR THE FOLLOWING REASON:												

DA FORM 67-5
AUG 65

REPLACES DA FORM 67-5, 1 FEB 62, WHICH IS
OBSOLETE EFFECTIVE 30 SEP 65.

US ARMY OFFICER EFFICIENCY REPORT
(AR 623-105)

Figure 37.

RATED OFFICERS NAME AND SERVICE NUMBER												
PART IV - PERSONAL QUALITIES (Read paragraph 21d, AR 623-105)						PART V - APPRAISAL OF QUALIFICATIONS (Read paragraph 21e, AR 623-105)						
LEGEND	DEGREE NUMBER	INADEQUATE	MARGINAL	BELOW AVERAGE	AVERAGE	ABOVE AVERAGE	EXEMPLARY	DUTIES		RATER	INDORSER	
		0	1	2	3	4	5					
RATER	INDORSER	a. ADAPTABILITY (Adjusts to new or changing situations & stresses; bears up under pressure)						a. COMMAND A TACTICAL UNIT				
		b. AMBITION (Seeks and welcomes additional and more important responsibilities)						b. COMD NON-TACTICAL UNIT				
		c. APPEARANCE (Possesses military bearing and is neat, smart, and well-groomed)						c. STAFF				
		d. COOPERATION (Works in harmony with others as a team member)						PERSONNEL () ()				
		e. DEPENDABILITY (Consistently accomplishes desired actions with minimum supervision)						UNIT (U) INTEL. () ()				
		f. ENTHUSIASM (Motivates others by his zeal)						GENERAL (G) OPERATIONS () ()				
		g. EXPRESSION (Expresses himself clearly and concisely both orally and in writing)						OR LOGISTICS () ()				
		h. FORCE (Executes actions vigorously)						JOINT (J) R & D () ()				
		i. INGENUITY (Finds solutions to problems regardless of obstacles)						COMPT () ()				
		j. INITIATIVE (Takes necessary and appropriate action on his own)						d. SPECIAL STAFF RATER (Specify)				
		k. INTELLIGENCE (Acquires knowledge and grasps concepts readily)						INDORSER (Specify)				
		l. JUDGEMENT (Thinks logically and makes practical decisions)						p. SPECIALIST RATER (Specify)				
		m. LOYALTY (Renders faithful and willing support to superiors and subordinates)						INDORSER (Specify)				
		n. MORAL COURAGE (Intellectual honesty, willingness to stand up and be counted)						f. WITH OTHER US FORCES OR AGENCIES				
		o. SELF-DISCIPLINE (Conducts himself in accordance with accepted standards)						g. WITH FOREIGN FORCES OR GOVERNMENTS				
		p. SELF-IMPROVEMENT (Takes action to improve himself)						h. INSTRUCTOR				
		q. SOCIABILITY (Participates freely and easily in social and community activities)						i. WITH RESERVE COMPONENTS				
		r. STAMINA (Performs successfully under protected physical and mental stress)										
		s. TACT (Says or does what is appropriate without giving unnecessary offense)										
		t. UNDERSTANDING (Appreciation of another person's viewpoint)										
		← SCORE										
PART VI - OVERALL DEMONSTRATED PERFORMANCE AND ESTIMATED POTENTIAL (Read paragraphs 21f and 21g, AR 623-105)												
RATING	EXPECTED DISTRIBUTION OF 100 OFFICERS RATED	OVERALL DEMONSTRATED PERFORMANCE (1)			ESTIMATED POTENTIAL (2)							
		RATER	VALUE	INDORSER	RATER	VALUE	INDORSER					
a. OUTSTANDING		*	96 - 100	*			10					
b. EXCEPTIONAL		*	90 - 95	*			9					
c. SUPERIOR			80 - 89				8					
d. EXCELLENT			70 - 79				7					
e. EFFECTIVE			60 - 69				6					
f. MARGINAL			50 - 59				5					
g. INADEQUATE		*	40 - 49	*			4					
			30 - 39				3					
			20 - 29				2					
			10 - 19				1					
SCORE												
PART VII - NUMERICAL VALUE (Read paragraph 21h, AR 623-105) (Scores to be entered by rater and indorser, and verified by a personnel officer)				PART VIII - AUTHENTICATION (Read paragraph 21i, AR 623-105)								
SCORES				17. SIGNATURE OF RATER								DATE
RATER				TYPED NAME, GRADE, BRANCH, SERVICE NUMBER, ORGANIZATION, AND DUTY ASSIGNMENT								
INDORSER				18. SIGNATURE OF INDORSER								DATE
PART IV				TYPED NAME, GRADE, BRANCH, SERVICE NUMBER, ORGANIZATION, AND DUTY ASSIGNMENT								
PART VI (1)												
PART VI (2)												
TOTAL												
COMPOSITE SCORE												
19. REVIEWER (Read Section VI, AR 623-105) MY REVIEW <input type="checkbox"/> INDICATES NO FURTHER ACTION <input type="checkbox"/> RESULTS IN ACTION STATED ON CONTINUATION SHEET												
SIGNATURE OF REVIEWER				TYPED NAME, GRADE, BRANCH, SERVICE NUMBER, ORGANIZATION, AND DUTY ASSIGNMENT								DATE
20. THIS REPORT HAS _____ INCLOSURES. (Insert "0" if appropriate)				21. DATE ENTERED ON DA FORM 88				22. PERSONNEL OFFICER'S INITIALS				

Figure 37 (Cont)

Section IV

THE ARMY INFORMATION PROGRAM

114. GENERAL OBJECTIVE. The objective of the Army Information Program is to increase the effectiveness of the Army by providing information concerning the Army's mission, activities, accomplishments, and requirements. This information is given to all the people, soldiers and civilians alike. Information is a command responsibility.

115. COMPONENTS OF THE ARMY INFORMATION PROGRAM. The commander of today has many people with whom he must communicate - internal and external. There are three basic elements to the Army Information Program - command information, public information, and community relations. All of these are interrelated and interdependent.

a. Command Information.

(1) This is the internal element of the information program because it is directed toward the soldier. It is the foundation of the Army Information Program. It includes providing information to the soldier which affects him as an individual, a member of a group, and as an American. The command information program is dependent on the commander's continuing personal supervision, interest, enthusiasm, and participation. No matter what form, this commander's tool is a tool of leadership expressing facts and information to the soldier which contribute towards orienting and motivating him. The principles upon which the command information program is founded are:

(a) The program is based on positive values ingrained in soldiers since childhood.

(b) The individual is the most important element of the Army.

(c) The program is organized to support the command mission at all levels - to meet the needs of the soldiers within a particular command.

(2) It is important then that the officer at company and battalion level be able to generate his own subjects and areas of emphasis based on his continuous daily evaluation of the information needs of his unit. This varies according to the status of training, type of unit, and, particularly, where the unit is stationed.

(3) The Commander's Call period is the scheduled presentation of subjects once weekly as prescribed in the quarterly information program. The subject for any period may be prescribed by higher headquarters or it may be a subject chosen by the unit commander. The commander's call period is the most effective and persuasive medium of communication. The key to its success is presenting the subject in an enthusiastic and interesting manner, leaving the soldier with something that is meaningful to him.

b. Public Information.

(1) This is the external element of the information program. It is directed towards all of the people and is defined as anything the American people want to know or should know about their Army.

(2) The following principles form the basis of public information.

(a) The American public has a right and a need to be informed about the Army - its mission, activities and accomplishments. This information helps to create public understanding and support of the Army.

(b) Public information is an important function of leadership and command.

(c) Each member of the Army is the most effective link in the information chain between the public and the Army. If the program is to be effective, each soldier must do his part to make it so.

c. Community Relations.

(1) Also an external element of the information program, community relations is directed towards improving relations and increasing understanding between the military and civilian elements of a community.

(2) The following principles are the basis of community relations:

(a) The integration and identification of the military installation with the local community is the primary objective of community relations programs.

(b) A successful program requires active and vigorous command supervision at all levels.

(c) The attitude of the community toward a military installation will be determined by the actions of members of the command. Here again, soldiers and their families are the major means of communication to the community.

116. ORGANIZATION.

a. The information activities of a command are based upon policy spelled out in Army regulations. The Army is organized to conduct an effective information program at each echelon of command. Common to each echelon are:

(1) The commander is responsible for the effectiveness of the Army Information Program.

(2) Each commander has an information assistant either as a principle duty or as an additional duty.

b. Division level - A trained staff is found at division level. Here is where most of the public information and community relations activities are accomplished. Refer to your ROAD Reference Data for the organization of the division information section.

c. Brigade and battalion level - The executive officer at these levels is usually the information officer as an additional duty. He receives professional assistance from division in planning, preparing, and advising the commander on the Information Program. The information NCO at brigade and battalion level is also an additional duty. The soldier performing this responsible job must be one who is capable, has time, and, above all, is interested in the information work. The assistant operations sergeant, personnel staff NCO, or other specially qualified personnel as chosen by the commander are examples of possible information NCOs.

d. Company level - The unit commander at company/battery level should be the information officer.

(1) He is the best informed man in the unit.

(2) The soldiers look to the commander for guidance and leadership.

(3) The commander is in the best position to know and evaluate the informational needs of the men and the unit. The unit commander is assisted by the Information NCO, also assigned as an additional duty. The soldier assuming these duties must also possess the qualities described for brigade and battalion level assistants. The senior platoon sergeant is in an ideal position to effectively function as the information NCO at company level.

APPENDICES

Appendix I
SI Work Book

PRECEDING PAGE BLANK

CLASSIFICATION

S1 WORK BOOK

From: _____
(hour and date)

To: _____
(hour and date)

Headquarters: _____

Place: _____

Strengths. 1.

Replacements. 2.

Military
Personnel
Procedures. 3.

Civilian
Personnel. 4.

Prisoners
of War. 5.

Morale and
Personnel
Services. 6.

Graves
Registration. 7.

Discipline,
Law and Order. 8.

Headquarters
Management. 9.

Miscellaneous. 10.

CLASSIFICATION

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Strengths. 1.

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Replacements. 2.

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Military
Personnel 3.
Procedures.

Civilian 4.
Personnel.

Prisoners of War. 5.

Morale and
Personnel Services. 6.

Graves 7.
Registration.

Discipline, 8.
Law and Order.

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Headquarters 9.
Management.

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Miscellaneous. 10.

Appendix II
Daily Staff Journal or Duty Officer's Log

DAILY STAFF JOURNAL OR DUTY OFFICER'S LOG					PAGE NO.	NO. OF PAGES
(AR 220-346 & FM 101-3)					2	
ORGANIZATION OR INSTALLATION		LOCATION		PERIOD COVERED		
1st Battalion, 66th Infantry S1-S4		Haggerty Falls 569435		FROM		TO
				HOUR	DATE	HOUR DATE
				2400	15 Jul 64	2400 16 Jul 64
ITEM NO.	TIME		INCIDENTS, MESSAGES, ORDERS, ETC.	ACTION TAKEN	INL	
	IN	OUT				
11	1315		AG, 21st Inf Div: 2 off, 1542, & 35 EM, 111.10, 16 EM, 112.10; request assignment instructions.	S,F	WRS	
12	1323		S4, 1st Bde: Change in ASR for 4.2 - 38 to 60 rounds.	S,T	BJG	
13		1340	Quartering Party departed for new CP location vic 6342 (SOP),		WRS	
14	1400		Asst S4: Vehicle carrying repair parts for M151s & M113s broke axle at 1315 hrs 496413. Replacement vehicle and wrecker dispatched from Cbt Tns at 1410 hrs.	S	BJG	
15	1415		Div CG arrived CP; departed for Command Group location at 1435 hrs.	Bde CO, Bn CO notified at 1430 hrs	ERC	
16		1440	Specially requested POL status rept dispatched to Bde S4 by messenger.		JDC	
17	1455		S1: New CP location 636428.	CO, XO notified, M,S,T	JDC	
18	1510		LNO from 1/67 Inf arrived CP. Departed for Command Group 1520 hrs.	S	ERC	
19		1530	CP closed, departed for new CP location.	M,S,T, Bde and Command Group	ERC	
TYPED NAME AND GRADE OF OFFICER OR OFFICIAL ON DUTY				SIGNATURE		

DA FORM 1594
1 NOV 62

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Appendix III

Recommendation for Award

RECOMMENDATION FOR AWARD		PREPARE TO REACH APPROVING AUTHORITY IN DUPLICATE.	DATE
<input checked="" type="checkbox"/> HEROISM <input type="checkbox"/> MERITORIOUS ACHIEVEMENT OR SERVICE (AR 672-5-1)			6 Jan 1963
THRU: Commanding Officer 1st Bn, 66th Inf APO 21	TO: Commanding General 21st Infantry Division APO 21	FROM: (Unit) Co A, 1st Bn 66th Inf APO 21	
PART I - STATUS AT TIME OF RECOMMENDATION			
1. LAST NAME - FIRST NAME - MIDDLE NAME Waldon, Sam Robert		2. SERVICE NO. RA 87 654 321	3. GRADE Pfc
5. ORGANIZATION Co A, 1st Bn, 66th Inf		4. BRANCH (OF MOS II WO) Infantry	
7. RECOMMENDED AWARD Silver Star		6. RESIDENCE (Number, Street, City, and State) 1013 Oak Avenue, Eastlake, Virginia	
8. POSTHUMOUS AWARD <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO		9. NAME, RELATIONSHIP, AND ADDRESS OF NEXT OF KIN Mr. Robert W. Waldon, Father 1013 Oak Avenue, Eastlake, Virginia	
PART II - STATUS AT TIME OF ACT OR SERVICE			
10. SERVICE NUMBER RA 87 654 321	11. GRADE Pfc	12. BRANCH (OF MOS II WO) Infantry	13. ORGANIZATION Company A, 1st Bn, 66th Inf
14. HAS ALL SERVICE BEEN HONORABLE SUBSEQUENT TO THIS ACT OR SERVICE (If not, summarize on reverse side.) <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO			
15. IF PREVIOUS RECOMMENDATIONS WERE SUBMITTED FOR THIS ACT OR SERVICE. INDICATE TYPE OF AWARD RECOMMENDED, BY WHOM, WHEN, ACTION TAKEN, AND HEADQUARTERS None			
16. OTHER U. S. DECORATIONS RECEIVED (Include date and authority) (Do not list service medals; list foreign decorations only when same period as this recommendation.) Bronze Star Medal (for valor) - 12 May 1962, GO #20, Hq 21st Inf Div dtd 15 May 1962			
17. DID YOU HAVE PERSONAL KNOWLEDGE OF THE ACT OR SERVICE <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO			
PART III - RECOMMENDATION FOR AWARD FOR HEROISM			
18. WERE YOU AN EYE WITNESS TO THE ACT <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO		19. IF CERTIFICATES OR AFFIDAVITS OR EYE WITNESSES OR PERSONS HAVING PERSONAL KNOWLEDGE OF FACTS ARE NOT INCLUDED, GIVE REASONS NA	
20. PERSONS IN IMMEDIATE PROXIMITY OR WHO ASSISTED IN ACT OR SHARED IN SAME HAZARD			
a. FULL NAME	b. SERVICE NO.	c. GRADE	d. UNIT
None			
21. IF ANY OF ABOVE PERSONS HAVE BEEN AWARDED OR RECOMMENDED FOR AN AWARD FOR HEROISM FOR PARTICIPATION IN THIS ACT, GIVE NAME AND TYPE OF AWARD None			
CONDITIONS UNDER WHICH ACT WAS PERFORMED			
a. LOCATION Korea 1:25,000 Sheet Yodong HILL 13 N838838 (3038)		b. INCLUSIVE DATES 5 January 1963	c. TIME OF DAY 0530 hours
d. CHARACTER AND CONDITIONS OF TERRAIN AND WEATHER Hilly, open, weather clear			
23. DESCRIBE ENEMY CONDITIONS (Morale, Proximity, Fire, Observation, Casualties, and Action; what the enemy was doing and what it did as the result of the act.) Enemy offered strong resistance--probably indicating good morale. Enemy located approximately 500 yards west of company frontline positions. Stiff resistance offered to 1st Bn, 66th Inf, during its attack on 4 Jan. Light mortar and artillery fire was received throughout company area during night of 4-5 Jan. Shortly before dawn on 5 Jan an enemy force of an estimated 60 soldiers attacked defensive positions occupied by First Platoon, Co A, with the apparent mission of regaining high ground in the vicinity of HILL 13, N838838.			

DA FORM 1 MAY 60 638

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24. UNIT MORALE, CASUALTIES AND MISSION: INDICATE WHAT THE UNIT WAS DOING AT TIME OF ACT	
Morale--excellent. Casualties--moderate. Co A was occupying defensive positions on newly gained high ground in vicinity of HILL 13 and awaiting orders to continue attack to the west.	
25. WHAT WERE COMRADES WHO WERE IN IMMEDIATE PROXIMITY DOING - HOW DID THEY PARTICIPATE IN THE ACT	
Did not participate in the act.	
PART IV - RECOMMENDATION FOR AWARD FOR ACHIEVEMENT OR SERVICE	
26. UNIT, HEADQUARTERS, OR SECTION IN WHICH DUTY WAS PERFORMED	
Co A, 1st Bn, 66th Inf	
27. INCLUSIVE DATES FOR WHICH RECOMMENDED	29. NOW IN SAME OR RELATED ASSIGNMENT
5 January 1963	<input type="checkbox"/> NO <input type="checkbox"/> TO BE REASSIGNED ON OR ABOUT
28. SERVICE COMPLETED <input type="checkbox"/> YES	<input type="checkbox"/> TO BE RETIRED ON OR ABOUT
<input checked="" type="checkbox"/> TO BE COMPLETED ON OR ABOUT	<input type="checkbox"/> TO BE RELIEVED FROM AD ON OR ABOUT
PART V - TO BE USED FOR ALL RECOMMENDATIONS	
30. NARRATIVE DESCRIPTION OF <input checked="" type="checkbox"/> DEED OR ACT <input type="checkbox"/> ACHIEVEMENT PERFORMED OR SERVICE RENDERED	
<p>FOR AWARD FOR HEROISM: WAS ACT VOLUNTARY? DESCRIBE WHY ACT WAS OUTSTANDING AND IF IT WAS MORE THAN WAS NORMALLY EXPECTED. EXPLAIN HOW. IF IN AERIAL FLIGHT, DESCRIBE TYPE AND POSITION OF AIRPLANE, CREW POSITION OF INDIVIDUAL, AND ALL UNUSUAL CIRCUMSTANCES.</p> <p>FOR AWARD FOR ACHIEVEMENT OR SERVICE: TITLE AND DUTIES OF ASSIGNMENT, INCLUDING CHARACTER OF SERVICE DURING PERIOD FOR WHICH RECOMMENDED (Give complete description of technical or specialized positions, including dates of assignment and relief); WHAT DID THE INDIVIDUAL DO THAT MERITS THE AWARD? WHY WAS THIS OUTSTANDING WHEN COMPARED TO OTHERS OF LIKE RANK AND EXPERIENCE IN SIMILAR POSITIONS? At 0530 hours 5 Jan, an estimated 60 enemy armed with automatic weapons and light mortars, attacked the right flank defensive positions of Co A in an effort to seize the high ground in the vicinity of HILL 13. The enemy succeeded in infiltrating the positions, isolating Pfc Waldon's squad from the rest of his platoon and overrunning a machinegun position, killing its crew. Realizing the position to be vulnerable and ineffective, Pfc Waldon, armed only with an M14 rifle, voluntarily proceeded across an open area approximately 50 yards wide under intense enemy fire. Crawling toward the decimated position, he discovered it was occupied by two enemy soldiers armed with automatic weapons and grenades. While under fire, he rushed the position, killed its two occupants, and regained control of the machinegun which he immediately put into action against the massed attacking troops. Pfc Waldon killed four and wounded an estimated seven of the enemy which completely demoralized them, enabling his squad to rejoin the platoon and secure the high ground.</p>	
31. DESCRIBE EFFECTS OR RESULTS Turned back enemy counterattack enabling Co A to maintain and secure its defensive positions. Demoralized the enemy. Probably discouraged large scale counterattack by the enemy.	
32. RELATED POSITION OF PERSON INITIATING RECOMMENDATION TO PERSON BEING RECOMMENDED	33. IF APPROVED, FORWARD AWARD FOR PRESENTATION TO
Company Commander	Commanding Officer, 1st Bn, 66th Inf
34. INCLOSURES (Include proposed citation, sketches, and eye witness statements when required.)	35. TYPED NAME, GRADE, BRANCH, AND TITLE OF PERSON INITIATING RECOMMENDATION
Proposed Citation (Reverse Side)	EDGAR R. DUNN Capt, Inf CO, Co A, 1st Bn, 66th Inf
	36. SIGNATURE
	<i>Edgar R. Dunn</i>
REVERSE SIDE MAY BE USED FOR DRAFT OF PROPOSED CITATION, AND CONTINUANCE OF ABOVE ITEMS, IF NECESSARY.	

Appendix IV
Enlisted Qualification Record
(DA Form 20)

DOB: JOHN J.
RA12345678

2. GRADE Sgt E5	3. DATE OF RANK 2 Feb 63	4. PPD SP	5. ADD PAY ELIG PRC	6. DATE OF BIRTH 27 Feb 38	7. RACE Cau	8. DUTY MOS 11B4H
23. MOS EVALUATION SCORES						
24. APTITUDE TESTS						
25. OTHER TESTS						
26. TRAINING RECOMMENDED						
27. MILITARY EDUCATION						
28. SPECIALIZED TRAINING						
29. QUALIFICATION IN ARMS						
30. LANGUAGES(S) SPECIFY						
31. RESERVE COMPONENT INFORMATION						
32. PHYSICAL STATUS						
33. ASSIGNMENT LIMITATIONS						
34. INVESTIGATIONS AND CLEARANCES						
35. BIRTHPLACE AND CITIZENSHIP						
36. RESERVE COMPONENT INFORMATION						
37. BIRTHPLACE AND CITIZENSHIP						
38. BIRTHPLACE AND CITIZENSHIP						
39. BIRTHPLACE AND CITIZENSHIP						
40. BIRTHPLACE AND CITIZENSHIP						

DA FORM 20 ENLISTED QUALIFICATION RECORD (AR 600-200)

REPLACES DA FORMS 20, 1 NOV 54 AND 24, 1 JUN 61, WHICH ARE OBSOLETE EFFECTIVE 1 APR 65.

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**INSERT SHEET TO DA FORM 20
RECORD OF COURT-MARTIAL CONVICTION
(AR 600-200)**

NAME (Last, first, middle initial) AND SERVICE NUMBER		C. ARTICLE	53. ALTERATION, SUSPENSION, REMISSION, SETTING ASIDE OF TRIAL RESULTS PER J
49. TYPE COURT MARTIAL # NUMBER	5. HEADQUARTERS		
50. SYNOPSIS OF SPECIFICATIONS, INCLUDING DATE OF OFFENSE		/Delete words not applicable. 54. SIGNATURE & TYPED OR PRINTED NAME, GRADE, ORG	
91. SENTENCE AS APPROVED, INCLUDING DATE ADJUDGED AND DATE APPROVED		55. ORDERS SUSPENDING SENTENCE VACATED PER	
32. I CERTIFY THAT THE FOREGOING IS CORRECT (Signature and typed or printed name, grade, organization)			
49. TYPE COURT MARTIAL # NUMBER		C. ARTICLE	53. ALTERATION, SUSPENSION, REMISSION, SETTING ASIDE OF TRIAL RESULTS PER J
5. HEADQUARTERS			
50. SYNOPSIS OF SPECIFICATIONS, INCLUDING DATE OF OFFENSE		/Delete words not applicable. 54. SIGNATURE & TYPED OR PRINTED NAME, GRADE, ORG	
91. SENTENCE AS APPROVED, INCLUDING DATE ADJUDGED AND DATE APPROVED		55. ORDERS SUSPENDING SENTENCE VACATED PER	
32. I CERTIFY THAT THE FOREGOING IS CORRECT (Signature and typed or printed name, grade, organization)			
49. TYPE COURT MARTIAL # NUMBER		C. ARTICLE	53. ALTERATION, SUSPENSION, REMISSION, SETTING ASIDE OF TRIAL RESULTS PER J
5. HEADQUARTERS			
50. SYNOPSIS OF SPECIFICATIONS, INCLUDING DATE OF OFFENSE		/Delete words not applicable. 54. SIGNATURE AND TYPED OR PRINTED NAME, GRADE, ORG	
91. SENTENCE AS APPROVED, INCLUDING DATE ADJUDGED AND DATE APPROVED		55. ORDERS SUSPENDING SENTENCE VACATED PER	
32. I CERTIFY THAT THE FOREGOING IS CORRECT (Signature and typed or printed name, grade, organization)			

DA FORM 208
1 JAN 85

REPLACES DA FORM 25, 1 NOV 54, WHICH IS OBSOLETE EFFECTIVE 1 APR 85.

48. 77	COURT MARTIAL # NUMBER	B. HEADQUARTERS	C. ARTICLE	53. ALTERATION, SUSPENSION, REMISSION, SETTING ASIDE OF TRIAL RESULTS PER <i>Delete words not applicable</i> 54. SIGNATURE & TYPED OR PRINTED NAME, GRADE, ORG	E OF
50.	SYNOPSIS OF SPECIFICATIONS, INCLUDING DATE OF OFFENSE				
51.	SENTENCE AS APPROVED, INCLUDING DATE ADJUDGED AND DATE APPROVED			55. ORDERS SUSPENDING SENTENCE VACATED PER	
52. 1	CERTIFY THAT THE FOREGOING IS CORRECT (Signature and typed or printed name, grade, organization)			56. SIGNATURE & TYPED OR PRINTED NAME, GRADE, ORG	
48.	COURT MARTIAL # NUMBER	B. HEADQUARTERS	C. ARTICLE	53. ALTERATION, SUSPENSION, REMISSION, SETTING ASIDE OF TRIAL RESULTS PER <i>Delete words not applicable</i> 54. SIGNATURE & TYPED OR PRINTED NAME, GRADE, ORG	
50.	SYNOPSIS OF SPECIFICATIONS, INCLUDING DATE OF OFFENSE				
51.	SENTENCE AS APPROVED, INCLUDING DATE ADJUDGED AND DATE APPROVED			55. ORDERS SUSPENDING SENTENCE VACATED PER	
52. 1	CERTIFY THAT THE FOREGOING IS CORRECT (Signature and typed or printed name, grade, organization)			56. SIGNATURE & TYPED OR PRINTED NAME, GRADE, ORG	
49.	COURT MARTIAL # NUMBER	B. HEADQUARTERS	C. ARTICLE	53. ALTERATION, SUSPENSION, REMISSION, SETTING ASIDE OF TRIAL RESULTS PER <i>Delete words not applicable</i> 54. SIGNATURE & TYPED OR PRINTED NAME, GRADE, ORG	
50.	SYNOPSIS OF SPECIFICATIONS, INCLUDING DATE OF OFFENSE				
51.	SENTENCE AS APPROVED, INCLUDING DATE ADJUDGED AND DATE APPROVED			55. ORDERS SUSPENDING SENTENCE VACATED PER	
52. 1	CERTIFY THAT THE FOREGOING IS CORRECT (Signature and typed or printed name, grade, organization)			56. SIGNATURE & TYPED OR PRINTED NAME, GRADE, ORG	

PROPOSED - 1 OCT 64

APPENDIX V
COMMANDER'S EVALUATION REPORT
(DA Form 2166)

COMMANDER'S EVALUATION REPORT (AR 611-205)				See instructions on reverse.		TCO SYMBOL		ROSTER NUMBER							
PERFORMANCE TEST SCORES OR LANGUAGE RATING SCALES (If applicable)								UNIT CODE							
TEST	SCORE	TEST	SCORE	TEST	SCORE	TEST	SCORE								
FOR USE OF TCO AND EEC															
SECTION I (To Be Accomplished By Personnel Officer)															
1. GRADE, LAST NAME, FIRST NAME, MIDDLE INITIAL, SERVICE NUMBER, ORGANIZATION, AND ORGANIZATION ADDRESS				2. PAY GRADE		3. DATE OF RANK		4. PRD							
SP4 Smith, John J., RA 12345678 Co B, ISB Fort Benning, Georgia				E4		19 March 63		P-1							
				5. INDIVIDUAL'S MOS				DATE DESIGNATED							
				PRIMARY		112.1		14 April 62							
				SECONDARY		None									
ADDITIONAL		None													
DUTY		112.1													
6. MAJOR COMMAND				7. MOS ANNOUNCED FOR TESTING		8. LANGUAGE CODE (If applicable)									
USAR THREE				112.1											
9. STATUS <input checked="" type="checkbox"/> RA <input type="checkbox"/> ARNG (on active duty) <input type="checkbox"/> ARNG (not on active duty) <input type="checkbox"/> AUS <input type="checkbox"/> USAR (on active duty) <input type="checkbox"/> USAR (not on active duty)															
SECTION II (To be accomplished by the Rater and Indorser)				10. RECORD YOUR RESPONSES TO THE RATING FACTORS SET FORTH HEREON FOR THE INDIVIDUAL NAMED ABOVE. DATE AND SIGN IN THE SPACE PROVIDED.											
RATER					INDORSER										
RATING FACTOR					RATING FACTOR <input type="checkbox"/> MARK THIS BLOCK IF YOU DO NOT KNOW THE INDIVIDUAL BEING RATED AND CANNOT COMPLETE THE INDORSEMENT.										
1	A	B	C	D	E	1	A	B	C	D	E				
2	A	B	C	D	E	F	G	2	A	B	C	D	E	F	G
3	A	B	C	D	E	F	3	A	B	C	D	E	F		
4	A	B	C	D	E	4	A	B	C	D	E				
5	A	B	C	D	E	F	G	5	A	B	C	D	E	F	G
6	A	B	C	D	E	6	A	B	C	D	E				
7	A	B	C	D	E	7	A	B	C	D	E				
8	A	B	C	D	E	F	8	A	B	C	D	E	F		
9	A	B	C	D	E	F	9	A	B	C	D	E	F		
10	A	B	C	D	E	F	G	10	A	B	C	D	E	F	G
11	A	B	C	D	E	11	A	B	C	D	E				
12	A	B	C	D	E	F	12	A	B	C	D	E	F		
11. HOW MANY MONTHS HAS THIS ENLISTED PERSON BEEN UNDER YOUR COMMAND AND/OR SUPERVISION?					RATER		INDORSER								
					5 Months		4 Months								
DATE		TYPED NAME, GRADE, BRANCH OF SVC OR MOS OF RATER				SIGNATURE									
17 April 63		Roger C. Brown, S/Sgt E-6, 112.60				<i>Roger C. Brown</i>									
DATE		TYPED NAME, GRADE, BRANCH OF SVC OR MOS OF INDORSER				SIGNATURE									
18 April 63		Wayne B. Peters, SFC E-7, 112.70				<i>Wayne B. Peters</i>									
SECTION III (To Be Accomplished by Reviewing Officer)															
THE RATER AND INDORSER WHO COMPLETED THIS REPORT WERE SELECTED IN ACCORDANCE WITH AR 611-205															
DATE		TYPED NAME, GRADE AND BRANCH OF SERVICE				SIGNATURE									
19 April 63		John P. Green, 2d Lt, Inf													

DA FORM 2166
1 APR 63

PREVIOUS EDITION OF THIS FORM IS OBSOLETE.

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13. REMARKS (This space is provided for any additional remarks deemed necessary by any individual accomplishing this report.)

INSTRUCTIONS

GENERAL - DA Form 2166 will be used in accomplishing the Commander's Evaluation Report. The unnumbered items in the heading are reserved for the use of the Installation Test Control Officer and the U.S. Army Enlisted Evaluation Center, Fort Benjamin Harrison, Indiana. Detailed instructions for the completion of Section I are contained in Appendix II, AR 611-205. Section I will be completed by the unit personnel officer before the form is transmitted to the commanding officer of the individual. The commanding officer of the individual will select the rater in accordance with Appendix II, AR 611-205. The indorser will be the supervisor of the rater and the reviewing officer will be the supervisor of the indorser. Normally, the commanding officer will be the reviewing officer, but there will be instances when he will not be such. Responsibility for the timely submission of the Commander's Evaluation Report in accordance with AR 611-205, however, rests with the commanding officer of the individual. The instructions for accomplishing Sections II and III of the Report are contained below. **THE COMPLETED COMMANDER'S EVALUATION REPORT WILL NOT BE SHOWN TO THE RATED SOLDIER.**

RATER AND INDORSER - Ratings should reflect an individual's performance as actually observed in comparison with the performance of all other individuals you have known in the same MOS. In instances where the individual is performing duty in other than his primary MOS, rate the individual on his performance in his duty MOS. Ratings for individuals who are attending courses of instruction will be based upon the individual's performance and progress in his studies or instruction. You may consider information received from other units of assignment, former commanders or supervisors, training records, or other sources in completing your evaluation.

On the attached tear-off sheet there are twelve questions, with from five to seven possible answers to each question. Consider each question independently. On the basis of the typical performance of the individual, decide which of the five to seven possible answers best describes the individual you are rating. Record your answer in item 10, DA Form 2166, by marking an "X" in the block bearing the same letter as your answer for that characteristic being rated. You may then proceed to the next factor. For example, if you select answer "C" ("*Gets along well with his fellow soldiers and is usually cooperative in the work situation*") as being most typical of the individual being rated for Rating Characteristic 1, "COOPERATIVENESS," you would place an "X" in block "C", Rating Factor 1, item 10, DA Form 2166. Your entry on the form using this example would look like this:

1 A B C D E

Your answers will be recorded on the form with black or blue-black ink. If you find it necessary to change your answer, you must initial the first answer and then place an "X" in the new block you have chosen. Make sure that you answer every question. The rater, indorser and reviewing officer will complete their portion of the form in that order. For convenience, the rater may separate the form from the tear-off sheet but both the form and the tear-off sheet must be passed on to the indorser and the reviewing officer.

Take your time in making your rating. The rating that you give to the soldier you are rating is an important factor in his military career. You owe him the time to make your rating as honest an appraisal of him as you can. You owe it to the Army, and to all of the other soldiers you know, that this individual receives an accurate rating. The ratings given by both the rater and the indorser are given equal weight, so both have equal responsibility for giving the most accurate rating they can.

It is particularly hard to give an accurate rating to an individual who is a particular friend, or for whom you hold a particular dislike. In either case, when you consider how the individual performs on each of the twelve characteristics, consider the way the individual actually performs in that characteristic, rather than your general attitude toward the individual. The accuracy with which you perform the rating function will mean a great deal in improving Army personnel management.

After you have completed your rating, review it to insure that it is accurate, and that there is one and only one answer for every characteristic. After you have done this, indicate how many months the individual rated has been under your command or supervision, sign and date the form in the space provided. In completing the signature block, enter your duty MOS after your grade if you are in enlisted or warrant officer status. If you are a commissioned officer, enter your branch of service after your grade.

REVIEWING OFFICER - Reviewing officers are responsible for insuring that raters and indorsers have been selected in accordance with Appendix II, AR 611-205. They should further insure that raters and indorsers are objectively rating individuals, that they are avoiding personal bias, and that they are not using unduly harsh or lax standards in their ratings. Reviewing officers will date and sign the form in the space provided when the review has been completed. If the reviewing officer is not the commanding officer of the individual, he will return the completed form to the commanding officer of the individual.

RATING CHARACTERISTICS FOR THE COMMANDER'S EVALUATION REPORT

(Read the instructions prior to completing your rating)

1. COOPERATIVENESS (Ability to operate jointly with others).
 - A. Goes out of his way to interfere with the cooperative effort of the group.
 - B. Frequently fails to get along with others, both on and off the job.
 - C. Gets along well with his fellow soldiers and is usually cooperative in the work situation.
 - D. Fits in well with the group both during and off-duty hours.
 - E. One of the most cooperative soldiers I have known.

2. RELIABILITY (Dependability in performing without supervision).
 - A. Cannot carry out any action without close supervision.
 - B. Requires a lot of supervision in relation to what he gets done.
 - C. Usually reliable, but occasionally lets me down.
 - D. Willingly does his fair share.
 - E. Can rely on him to carry out actions over obstacles that would stop the average man of his grade and MOS.
 - F. One of the most reliable men I have known in his grade and MOS.
 - G. The most reliable man I have known in his grade and MOS.

3. JOB PERFORMANCE (Quality and quantity of individual productive effort).
 - A. Performance is below acceptable standards.
 - B. Does an acceptable job on routine actions.
 - C. Does a good job.
 - D. Accomplishes more than the average soldier in his MOS and grade.
 - E. One of the most effective men I have known in his grade and MOS.
 - F. The most effective man I have known in his grade and MOS.

4. PHYSICAL CONTITION (Physical capacity to carry out required military duties. Ignore factors which are a result of temporary medical limitations due to recent illness or accidents. Base your evaluation on the individual's performance as you have observed it).
 - A. Physically unfit to perform duties of his MOS.
 - B. Makes some effort to correct shortcomings and attain physical fitness required by his MOS.
 - C. Physically fit to perform duties required of his MOS.
 - D. Exceeds physical fitness required for performance of duty in his MOS.
 - E. Maintains an exceptionally high degree of physical fitness.

5. POTENTIAL (Future value to the service).
 - A. This soldier can't or won't learn and has little potential.
 - B. Not actively working for improvement; lets his skills and knowledges get rusty.
 - C. Makes some effort toward improving himself, but is progressing slowly.
 - D. Attempts to improve himself and is progressing at a normal rate for his grade and MOS.
 - E. More than normal success in improving himself compared to others in his grade and MOS and deserves early consideration for promotion.
 - F. A soldier of decided potential value to the service who merits promotion in advance of his contemporaries.
 - G. Shows more promise for future worth to the Army than most other soldiers I have known in his grade and MOS.

6. ADAPTABILITY (Ability to perform effectively in the face of changing job demands).
 - A. Unable or unwilling to adapt to changes in job demands or procedures.
 - B. Slow in adjusting to changes in job demands or procedures.
 - C. Adjusts well to changes in job demands or procedures.
 - D. Quick to see reasons behind changes in methods and procedures, and adjusts quickly.
 - E. His demonstrated ability to adjust to changing requirements far exceeds that of most individuals.

7. CONDUCT (Behavior and management of personal and financial affairs).
 - A. Often the subject of official action regarding conduct or failure to meet personal or financial obligations.
 - B. Occasionally admonished for defects or infractions in behavior, inadequate management of personal affairs, or failure to meet financial obligations.
 - C. Conduct and management of personal affairs is generally favorable.
 - D. Conducts himself well and manages his personal affairs with full capability.
 - E. His conduct meets the highest standards under all circumstances and his personal integrity is unquestioned.

8. INITIATIVE (Energy or aptitude displayed in the initiation of action).
 - A. Displays little ability to initiate action without direction.
 - B. Limited in ability to initiate action required to accomplish his assigned duties.
 - C. Starts action required to accomplish his job without waiting for orders.
 - D. A self-starter who anticipates requirements and takes appropriate action to meet them on his own initiative.
 - E. Aggressively pursues on his own initiative methods for increasing his job performance, effectiveness, or productivity.
 - F. Possesses greater drive and aggressive energy to initiate action than any other individual I have known in his pay grade and MOS.

9. BEARING (Posture, neatness of dress and appearance).
 - A. Sloppy in dress and bearing; a discredit to the service.
 - B. Frequently needs to be corrected for shortcomings in dress and bearing.
 - C. Usually neat in appearance and military in bearing; shortcomings are primarily matters of minor carelessness.
 - D. Dress and bearing are correct and adequate; conforms but does not stand out.
 - E. Takes obvious pride in exceeding standards in dress and bearing.
 - F. Conforms in appearance to the highest traditions of the military service, and is one of the finest soldiers in dress and bearing of any I have known.

10. APPLICATION (Interest and devotion to duty).
 - A. A dead weight; hinders the work of the group.
 - B. Shirks all but the easiest jobs.
 - C. Generally applies himself to the job at hand.
 - D. Performs assigned duties with interest and promptness.
 - E. Devotes full time and attention to his job and improvement of the work of his group.
 - F. One of the work-horses of the group; an example to other men.
 - G. The most diligent individual I've known in his grade and MOS.

11. LEADERSHIP (Ability to influence and guide the actions of others).
 - A. Has little leadership or supervisory ability.
 - B. Shortcomings in his leadership or supervisory ability occasionally hinder accomplishment of objectives.
 - C. Exercises leadership or supervision required to accomplish objectives.
 - D. Demonstrates leadership or supervisory abilities beyond those required for his grade and NCO or specialist status.
 - E. One of the most capable soldiers of his grade that I have known in his ability to lead others in accomplishing desired objectives.

12. JOB KNOWLEDGE (The extent to which the individual possesses the knowledge required to perform his job).
 - A. This soldier does not know enough about his job to perform at an acceptable level.
 - B. Knows enough about his job to get by.
 - C. Knows more about his job than most other soldiers in his grade and MOS.

- D. Knows both the routine and the non-routine parts of his job better than most soldiers of his grade in this MOS.
- E. One of the best informed soldiers about his job that I have known in this MOS at this grade.
- F. The best informed soldier about his job that I have known in this MOS at this grade level.

APPENDIX VI
FORMAT OF A PERSONNEL ESTIMATE

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PERSONNEL ESTIMATE. This personnel estimate format is applicable at all levels of command. At division level and below, however, the need for an immediate, continuing, accurate personnel estimate will dictate that the estimate be a mental process using notes and records as a basis. The format is designed to insure that the S1 considers all pertinent information in a logical manner to arrive at sound conclusions.

FORMAT OF A PERSONNEL ESTIMATE.

(CLASSIFICATION)

Issuing Section and Headquarters

Place

Date and Time

1. MISSION

(Statement of the mission assigned or contemplated for the battalion. Intermediate tasks necessary for accomplishing mission should be listed in appropriate subparagraphs.)

2. THE SITUATION AND CONSIDERATIONS

a. Intelligence Situation.

(Should include characteristic of the area of operation.

Enemy strength.

Enemy capabilities affecting personnel activities.)

b. Tactical Situation.

(Present disposition of major tactical units.

Courses of action to accomplish mission.

Projected operations and other planning factors if known.)

c. Logistical Situation.

(Information obtained from the S4 on those logistical matters which may affect the personnel estimate, e. g., lack of transportation for movement of replacements, shortage of QM sundry packets.)

d. Civil Affairs Situation.

(At battalion level may be eliminated.

Staff responsibility of S3.)

e. Assumptions.

(Any assumption required as a basis for initiating planning or the preparation of the estimate, e. g., continual receipt of a sufficient number of replacements from division which will offset projected losses during a particular tactical operation.)

f. Personnel Situation. (S1 Worksheet)

Factual data and status of the following:

(1) Maintenance of unit strength.

(a) Strengths.

(Each major element to include attached units.)

(b) Replacements.

(Number requested as of last request - division and higher level

Allocation of replacements

Quality of replacements being received.)

(2) Personnel Management.

(a) Personnel procedures.

(b) Prisoners of war. (Number on hand, rate of capture, rate and means of evacuation, attitudes, types.)

(c) Civilian personnel.

(3) Development and maintenance of morale.

(CLASSIFICATION)

(CLASSIFICATION)

- (a) Morale and personnel services.
(Status of morale and esprit de corps.
Factors which influence morale or effective strength.)
 - (b) Graves registration.
(Major problems pertaining to collection, identification, evacuation, and personal effects of the dead.)
 - (4) Maintenance of discipline, law and order.
(Troop conduct and appearance.
Rate of stragglers.
Disciplinary actions.
Self-inflicted wounds.
Relations with civilians.)
 - (5) Headquarters management.
(Present and future location of the CP.
Present and future location of alternate CP.)
 - g. Special factors.
(Items not covered above which require special treatment in the personnel estimate.)
3. ANALYSIS
- Under each subheading (as listed below) and for each tactical course of action as listed in 2b, analyze all personnel functions indicating problems and deficiencies.
- a. Maintenance unit strength.
 - (1) Strength.
 - (a) Requirements/Problem Areas.
 - (b) Availability/Capability.
 - (c) Deficiencies.
 - (2) Replacements.
 - (a) Requirements/Problem Areas.
 - (b) Availability/Capability.
 - (c) Deficiencies.
 - b. Personnel management.
 - (1) Personnel procedures.
 - (a) Requirements/Problem Areas.
 - (b) Availability/Capability.
 - (c) Deficiencies.
 - (2) Prisoner of war.
 - (a) Requirements/Problem Areas.
 - (b) Availability/Capability.
 - (c) Deficiencies.
 - (3) Civilian personnel.
 - (a) Requirements/Problem Areas.
 - (b) Availability/Capability.
 - (c) Deficiencies.
 - c. Development and maintenance of morale.
 - (1) Morale and personnel services.
 - (a) Requirements/Problem Areas.
 - (b) Availability/Capability.
 - (c) Deficiencies.
 - (2) Graves registration.
 - (a) Requirements/Problem Areas.

(CLASSIFICATION)

(CLASSIFICATION)

- (b) Availability/Captability.
 - (c) Deficiencies.
 - d. Maintenance of discipline, law and order.
 - (1) Requirements/Problem Areas.
 - (2) Availability/Capability.
 - (3) Deficiencies.
 - e. Headquarters management.
 - (1) Requirements/Problem Areas.
 - (2) Availability/Capability.
 - (3) Deficiencies.
 - f. Miscellaneous.
 - (1) Requirements/Problem Areas.
 - (2) Availability/Capability.
 - (3) Deficiencies.
4. COMPARISON
- a. Evaluate the overriding considerations derived from par 3, with respect to the accomplishment of the mission using those tactical courses of action under consideration.
 - b. Consider the advantages and disadvantages of each tactical course of action under consideration from the personnel standpoint. Consider methods of overcoming deficiencies or modifications required in each course of action.
5. CONCLUSIONS
- a. Indicate whether the mission set forth in paragraph 1 can be supported from the personnel standpoint.
 - b. Indicate which proposed course(s) of action that can be best supported from the personnel standpoint.
 - c. Indicate the personnel disadvantages of each proposed course of action not listed in subparagraph "b" above.
 - d. List the major personnel problems which must be brought to the commander's attention. Include specific recommendations as to the methods of solving these personnel problems.

/s/ _____

(S1)

Annexes:

(CLASSIFICATION)

Appendix:

APPENDIX VII
REFERENCES

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REFERENCES

AR 10 Series	Organization and Functions
AR 22 Series	Military Justice
AR 25 Series	Claims
AR 36-5	Auditing Within the Army
AR 40 Series	Medical Service
AR 60-10	Army-Air Force Exchange Service
AR 65-75	Unit Mail Service
AR 230 Series	Nonappropriated Funds and Related Activities
AR 345 Series	Records
AR 600-200	Enlisted Personnel Management System
AR 612 Series	Personnel Processing
AR 616 Series	Personnel Utilization
AR 620 Series	Civilian Personnel
AR 621 Series	Education and Training
AR 630 Series	Personnel Absences
AR 635 Series	Personnel Separations
AR 638 Series	Deceased Personnel
AR 672 Series	Decorations and Awards
AR 680 Series	Welfare, Recreation and Morale
FM 3-12	Operational Aspects of Radiological Defense
FM 7-11	Rifle Company, Infantry, Airborne Infantry and Mechanized Infantry
FM 7-20	Infantry, Airborne Infantry, and Mechanized Infantry Battalions
FM 7-30	Infantry, Airborne, and Mechanized Division Brigades
FM 10-63	Handling Deceased Personnel in Theaters of Operation
FM 12-11	Administration Company, Airborne, Armored, Infantry and Mechanized Division
FM 19-40	Handling Prisoners of War
FM 27-10	The Law of Land Warfare
FM 101-1	The GI Manual
FM 101-5	Staff Officers' Field Manual; Staff Organization and Procedure
Current TOE	Infantry, Airborne, Mechanized Company, Battalion, Brigade and Division
UCMJ	Manual for Courts-Martial, United States 1951