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FM 12-11

DEPARTMENT OF THE ARMY FIELD MANUAL

ADMINISTRATION COMPANY AIRBORNE, ARMORED, INFANTRY, AND MECHANIZED DIVISIONS

RESCINDED

HEADQUARTERS, DEPARTMENT OF THE ARMY
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HEADQUARTERS,
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ADMINISTRATION COMPANY, AIRBORNE, ARMORED, INFANTRY, AND MECHANIZED DIVISIONS

		Paragraphs	Page
CHAPTER 1.	INTRODUCTION		
Section I.	General	1, 2	2
II.	The administration company	3–6	2
III.	Concept of operations and relationships	7, 8	4
CHAPTER 2.	DIVISION PERSONNEL ADMINISTRATIVE SERVICES	9–11	7
3.	DIVISION ADJUTANT GENERAL SECTION	12–19	10
4.	DIVISION CHAPLAIN SECTION	20, 21	32
5.	DIVISION FINANCE SECTION	22, 23	34
6.	DIVISION INFORMATION SECTION	24–26	41
7.	DIVISION INSPECTOR GENERAL SECTION	27–29	45
8.	DIVISION STAFF JUDGE ADVOCATE SECTION	30, 31	47
9.	ADMINISTRATION COMPANY HEADQUARTERS		
Section I.	General	32, 33	48
II.	Command and support activities and responsibilities of administration company headquarters	34–37	49
CHAPTER 10.	THE DIVISION REAR ECHELON		
Section I.	Establishment of the division rear echelon	38–40	57
II.	Tactical operations of the rear echelon	41, 42	64
III.	Area damage control	43–46	68
APPENDIX.	REFERENCES AND BIBLOGRAPHY	-----	75

CHAPTER 1
INTRODUCTION

Section I. GENERAL

1. Purpose and Scope

a. This manual provides guidance and material on the organization, mission, capabilities, limitations, functions, and employment of the division administration company, its relationship with other divisional units and agencies, and details of operations of the company headquarters and certain special staff sections. This manual also provides general instruction for the employment of the administration company when in tactical situations it comprises the division rear echelon or when the company functions under conditions not requiring echelonment.

b. Users of this manual are encouraged to submit recommended changes or comments to improve the manual. Comments should be keyed to specific page, paragraph, and line of the text in which the change is recommended. Reasons should be provided for each comment to insure understanding and complete evaluation. Comments should be forwarded direct to Commandant, The Adjutant General's School, US Army, Fort Benjamin Harrison, Indianapolis 16, Ind.

2. Application

The provisions embodied in this manual are intended as a guide. Conditions under which the company is operated in combat will vary as added roles are given; e.g., establishment of the division rear echelon and concurrent assumption of responsibility for overall division rear echelon security and area damage control operations. The physical facilities and requirements of and for the administration company will vary with the availability and utilization of indigenous real estate and equipment. The material contained in this manual is applicable and pertains to operations in garrison and under field conditions, both in the continental United States and in oversea commands.

Section II. THE ADMINISTRATION COMPANY

3. Mission

a. To serve as a carrier unit which provides support for certain elements of the special staff.

b. To provide the necessary personnel and administrative support to sustain the division. This includes replacement support and

a centralized mechanized personnel service for all units that are assigned and attached to the division.

c. The company comprises the division headquarters rear echelon.

4. Organization

The division administration company has a company headquarters and the following division special staff sections: adjutant general section, chaplain section, finance section, information section, inspector general section, and staff judge advocate section. Basic organization of the administration company is shown in figure 1; organization and functions of each organizational element are found in chapters 3 through 9.

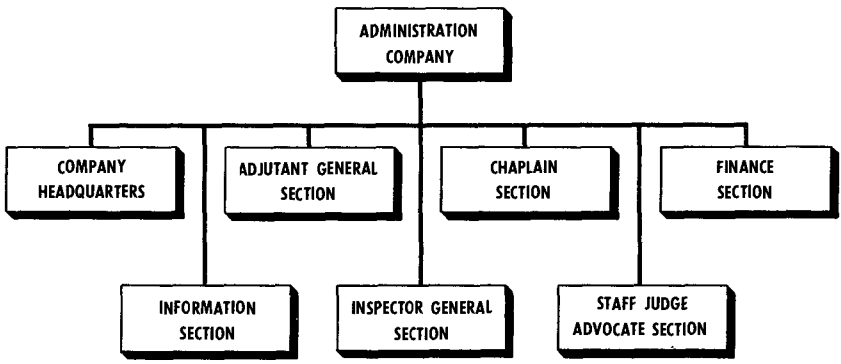


Figure 1. Administration company, army divisions.

5. Capabilities

a. The division special staff elements of the administration company provide the division-level personnel and administrative services that are normally associated with the adjutant general, chaplain, finance, information, inspector general, staff judge advocate sections of divisions, and second echelon personnel administrative services for subordinate units.

b. Company headquarters provides the personnel to carry out the command, supervisory, and operational responsibilities, normally associated with the unit headquarters of troop units, for personnel assigned and attached to the administration company. These areas of responsibility include but are not limited to quartering, messing, supplying, tactical training, personnel administration, and unit administration for and of individuals assigned or attached to the company.

c. Other capabilities of the company headquarters include the following items:

(1) Forming the nucleus of the division rear echelon when required in field operations. Details are given in chapters 9 and 10.
(2) Performing second echelon motor vehicle and small arms maintenance for organic company vehicles and weapons.
(3) Providing quarters, mess, and administrative support for members of the Red Cross, press, USO shows, and other similarly authorized civilian agencies.
(4) Providing passive and active defense against rear attack.
(5) Planning, organizing, and conducting local area damage control measures.

6. Limitations

a. Organic vehicles of the administration company can provide only 10 percent overall mobility for the company. The company depends upon the division support command for additional motor vehicles for troop movements and unit displacement.

b. The administration company has no organic medical personnel and no organic signal personnel or communication equipment (except one AN/VRC–10 Radio Set and one Electrical Accounting Machine Transceiver) and depends upon the units of the support command and the division signal battalion for these services. Other logistical and technical support (aviation, engineer, and supply maintenance) must also be provided the administration company by or through the division support command.

c. The strength of the administration company provides only those personnel required to perform the company's functional missions. Rear area security and area damage control requirements must be superimposed upon the normal functional organization of the company.

Section III. CONCEPT OF OPERATIONS AND RELATIONSHIPS

7. Operational Concepts

The administration company operates in a manner similar to a division headquarters and headquarters company. The administration company commander is the immediate unit commander of the assigned enlisted personnel and has normal command responsibilities. He does not have control of or responsibility for operations of the division special staff sections organic to the company or for the technical training of the personnel assigned to these sections. He has no command authority over the officer and warrant officer personnel of the special staff sections; however, he is responsible for their quartering, messing, supply support,

and training (other than staff section operational and technical training). In carrying out his responsibilities and functions, close coordination with the staff sections is necessary on maintenance of discipline, troop training or processing schedules and periods, promotions, individual personnel actions, and maintenance of equipment. Unit standing operating procedures (SOP's) must be developed to standardize requirements and actions and to define areas of responsibility.

8. Operational Relationships

a. Chiefs of the special staff sections are responsible for the performance of the staff functions according to doctrine contained in FM 101–5. These functions are explained in subsequent chapters of this manual. General staff officers retain coordinating and supervisory responsibilities over the functions of the administration company pertinent to their areas of interest.

b. The administration company commander's relationships with the organic special staff sections are similar to the relationships between the division headquarters commandant and other division staff offices. Like his counterpart at the division main command post, the administration company commander has duties and responsibilities dealing with local security of the area, unit and troop movements, supervision of morale activities, and mess, supply, and vehicular transportation (except for replacements). When the division rear echelon is established, the administration company commander functions as headquarters commandant of the division rear echelon and, as such, assumes the duties and responsibilities enumerated in FM 101–5 for a headquarters commandant.

c. The division support commander has tactical control but is not responsible for the technical operations of the administration company. His responsibility is limited to control over tactical operations, supervision of rear area security and damage control measures, unit level administration, and exercise of summary and special courts-martial jurisdiction over company headquarters and enlisted personnel of the company. He provides required logistical support services to the administration company. Responsibilities of the support command commander are in FM 61–100.

d. When the division rear echelon is established, the adjutant general is the officer in charge. As such he is responsible to the division support command commander for tactical operations performed by and at the division rear echelon. The division rear echelon is discussed further in chapter 10.

e. The adjutant general is the immediate supervisor of the administration company commander at all times. This is necessary to promote continuity of supervision and standardization of procedures. The adjutant general does not enter the channels of routine company administration between the administration company and the support command. Standing operating procedures are developed and coordinated between the adjutant general and the division support command commander concerning actions to be handled directly with the support command and those to be coordinated through the adjutant general.

CHAPTER 2

DIVISION PERSONNEL ADMINISTRATIVE SERVICES

9. General

Personnel administration requires maintenance of a variety of personnel records and the preparation, using these records as a source, of numerous documents which group personnel data in ways which permit ready analysis and form the basis for personnel management decisions. Authority and responsibility for making personnel management decisions is vested in commanders at every echelon.

10. Division Headquarters Responsibilities

a. In order to relieve commanders of the responsibility of 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 personnel service division has a two-fold mission:

(1) It provides second echelon 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.

(2) It also provides third echelon 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 prerogative of the division commander, making recommendations to the staff and command concerning personnel management and administration, and executing approved personnel policies.

b. The personnel service division has the capability of providing teams of personnel specialists to accompany battalion-size units which may be detached from and operate independently of the division. The attached team constitutes a battalion personnel section under supervision of the battalion S1 and the personnel

staff noncommissioned officer. Under these circumstances, the battalion commander becomes responsible for second echelon personnel support.

c. Army Regulations 600–16 provide procedural details for operation of the adjutant general personnel service division.

11. Responsibilities of Commanders Below Division

The principal levels of personnel management are division, battalion, and company. The company commander exercises authority to impose nonjudicial punishment, to promote and demote to and from certain grades, and to take certain other personnel actions. The battalion commander exercises special and summary courts-martial jurisdiction; promotes and demotes to and 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 court-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 to provide them with administrative services necessary to support their management functions.

a. The brigade headquarters are tactical and do not normally enter into the administrative channel between divisions 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 personnel staff noncommissioned officers.

b. 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 actions which the 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.

c. 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

promotions, demotions, 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 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.

d. Army Regulations 600–17 provides procedural guidance for personnel administration at levels below division.

CHAPTER 3

DIVISION ADJUTANT GENERAL SECTION

12. General

a. Role of the Adjutant General. The division adjutant general is a special staff officer and exercises operational and supervisory responsibilities in the functional areas of personnel administrative services, publications management, special services, records management, postal services, and other administrative and office services as delineated in FM 101–5 and as further detailed herein. He may also have civilian personnel functions and some comptroller responsibilities (reports control and related operations). In addition, he is the officer in charge of the division rear echelon whenever this echelon is established and has additional operational and administrative responsibilities related thereto as detailed in chapter 10. In the performance of these command-related and service-oriented functions the adjutant general must be responsive to—

(1) Command personnel and administrative operational requirements under changing conditions.

(2) Requirements of the subordinate commands.

(3) Command requirements for information, advice, and recommendations pertaining to the adjutant general's areas of interest.

(4) Requirements for liaison with higher and comparable units.

(5) Rear area security and area damage control requirements related to his role as officer in charge of the division rear echelon.

b. Operational Concepts and Principles. In order to meet the operational requirements effectively, the adjutant general must be aggressive and thorough in planning, coordinating, directing, and controlling the various operations relative to his functional responsibilities.

(1) He is contantly alert to ways and means of increasing the effectiveness and efficiency of personnel and administrative operational areas.

(2) He maintains effective liaison with the other staff members and with the commanders of the units served by his section so that he will be aware of their requirements and will be capable of providing the type and degree of support that will fulfill their particular needs.

(3) He and his assistants are constantly alert to probable changes in the command strength and unit composition, geographical dispersion of division elements, mission assignments, and other related factors that have direct effect upon the requirements for personnel and administrative support. These changes are anticipated so that required adjustments can be preplanned and promptly executed.

(4) He operates his section to provide continuous support to elements of the division wherever they are located. When the headquarters is echeloned, the administrative services division and the personnel service division both support this fragmentation. The personnel service division provides teams capable of furnishing second echelon personnel support to organic battalion-size or larger units when these units are detached from the division. The postal division provides postal units to brigades and other major division elements when dispersion of such elements makes it impracticable for the division Army post office to provide service.

(5) He plans personnel and administrative procedures so as to minimize any adverse effect on the training or tactical mission of the command.

(6) He designs operational procedures to relieve the commander, his staff, and subordinate commanders of detailed personnel and administrative requirements without infringing upon command prerogatives.

(7) He takes the initiative in solving administrative problems and renders specific assistance to subordinate commanders when the need arises. Training of division clerical personnel is an example of this assistance. Periodic visits by specialist teams in the areas of casualty reporting, awards and decorations, and replacement requisitioning is a further example of the type of support that can be rendered to the command.

(8) He continuously examines the level of authority within his section at which final action is taken in each functional area. Operational procedures should provide for decentralization of authority to the lowest practicable level. Delegation of authority for action should include authority to sign the communication or document announcing the action. However, he guards against, staff officers usurping command prerogatives.

(9) He constantly analyzes the activities of his section in the

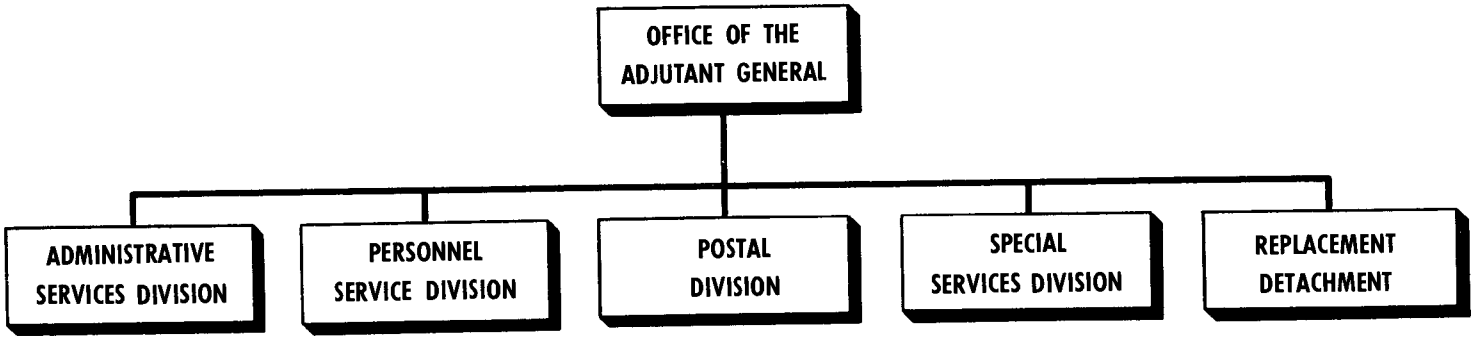


Figure 2. Division adjutant general section.

light of the commander's guidance to insure that they respond to established command priorities.

13. The Adjutant General Section

a. Organization. The division adjutant general section consists of the office of the adjutant general (executive element) and five operational elements. These are shown in figure 2.

b. Responsibilities. The adjutant general assigns specific duties to the executive officer and to the officer in charge, adjutant general forward element, when established.

(1) The executive officer may perform office management, plans, and training functions for the adjutant general.

(*a*) The executive officer supervises the leave and pass program for the section, monitors the assignments and reassignment of personnel to and from the section, may serve as an alternate top secret control officer, monitors the maintenance and police of the facilities occupied by the section including availability and serviceability of property and equipment authorized the section, and prepares office memorandums and instructions relating to these and such other internal office matters as may be prescribed by the adjutant general. In addition, the executive officer conducts organizational surveys of divisions or elements to insure that essential management principles are employed to provide maximum operational effectiveness and proper utilization of personnel, assumes operational supervision of certain function areas when such emphasis is desired, and conducts such studies, surveys, and investigations as may be desired by the adjutant general.

(*b*) The executive officer may assume direct supervision of the administrative services division at the division rear echelon when the adjutant general forward element is established at the division main command post ((2) below).

(*c*) The executive officer prepares the section's standing operating procedures (SOP's) for both garrison and field situations, and SOP's for operation of the division rear echelon. He monitors preparation and maintenance of SOP's concerned with division operations within the section and monitors the training program for individuals assigned to the section, with special attention to cross-training of personnel within adjutant general divisions. He may represent the adjutant

general in matters which require coordination with the administration company commander, the support command commander, the other elements of division rear, and the general staff; monitors the preparation of programs and conduct of training of clerical personnel throughout the division; coordinates adjutant general participation in command post and field exercises; coordinates adjutant general participation in the conduct of training and command inspections; and may serve as operations officer to the adjutant general at the division rear.

(2) When the headquarters is echeloned, the adjutant general constitutes an adjutant general forward element to perform administrative services for the commander and his staff at division main command post. The officer in charge of the forward element represents the adjutant general at this location. Specifically, the adjutant general forward provides distribution service including receipt, processing, storage, and dispatch of nontactical correspondence and messages, both classified and unclassified, within the main command post; limited reproduction capability to provide assistance to other staff sections located at the main command post; and authentication and dispatch of correspondence originating from the division main command post. In addition, the adjutant general forward must keep the adjutant general (at the division rear echelon) advised of current and planned tactical operations which will have a bearing on adjutant general operations and he must seek the advice of the adjutant general whenever guidance is needed. The personnel for the adjutant general forward (normally 1 officer and 6 EM) are usually withdrawn from the administrative services division because of the nature of the functions performed.

14. Administrative Services Division

The administrative services division performs administrative management functions and office services which relieve other staff officers of routine administration workloads. The command-wide records management, forms management, reports control and standardization, printing control, and administrative and clerical training programs are planned and operated by this division. The administrative services division is authorized reproduction equipment, facilities for storage of classified material, and equipment for volume handling of communications to provide service on a division-wide basis.

a. Organization. The administrative services division is organized into three branches: the distribution and records branch, the operations branch, and the publications and supply branch (fig. 3). Personnel authorizations for these branches are not fixed by TOE, but are a prerogative of the division adjutant general. Personnel allocations to the branches are determined by headquarters staff procedures, echelonment of the headquarters, quantities of correspondence, capabilities of communications facilities, quantities of classified materials processed, and the scope of administrative support provided to headquarters staff sections.

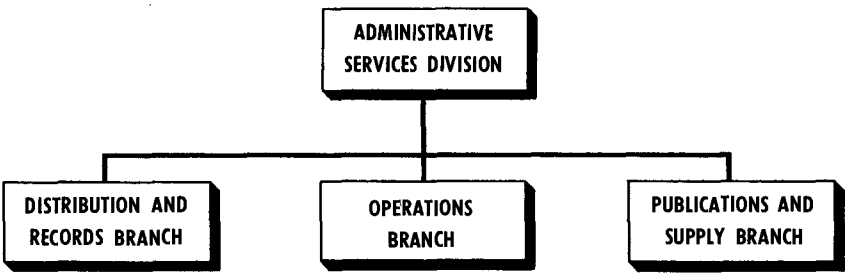


Figure 3. Administrative services division.

b. Operational Concepts and Procedures. The chief, administrative services division supervises the activities of each of his three branches, coordinates their activities with the operational requirements of other headquarters staff elements, and establishes standing operating procedures within his branches to insure accuracy and efficiency in the processing, distribution, and reproduction of communications, and other administrative services.

(1) When the division headquarters is echeloned, the chief, administrative services division may be designated as the officer in charge, adjutant general forward element.

(2) The division chief or his assistants authenticate all correspondence except that signed by the commanding general, chief of staff, adjutant general, or other assistant adjutants general.

(3) Ordinarily, either the division chief or his assistant is designated as the headquarters top secret control officer, and the other is designated as alternate.

(4) Unclassified communications addressed to a staff section may be routed directly to the addressee. To facilitate routing of communications which are of interest to only one staff section, directives requiring their submission should specify the desired manner of address, e.g., "ATTN: G4."

c. Distribution and Records Branch. This branch operates the division headquarters staff message control agency and provides

classified correspondence storage facilities, records of accountability, and coordination for necessary officer couriers. Specifically, this branch—

(1) Receives official communications of all classifications and accounts for them if necessary.

(2) Assigns action to a specific staff section for each communication received.

(3) Distributes communications within the headquarters.

(4) Operates the headquarters suspense system.

(5) Dispatches official communications.

(6) Operates the records management program.

(7) Performs headquarters top secret control duties.

(8) Maintains the classified records accounting system.

(9) Maintains records of safe combinations.

(10) Prepares plans for destruction of classified documents.

(11) Maintains rosters of the headquarters personnel authorized to receipt for classified material.

d. Operations Branch. This branch is the publications and directives control point for the headquarters. Tasks include editing command directives for format and quality of expression, exercising forms and reports control, and preparing routine orders for publication. Specifically, this branch—

(1) Prepares routine orders (except those prepared by the personnel service division).

(2) Edits and controls division publications.

(3) Operates the reports control system.

(4) Operates the forms management program.

(5) Prepares adjutant general administrative reports (except personnel reports).

(6) Conducts administrative review of certain reports of investigation and administrative boards.

e. Publications and Supply Branch. This branch provides the headquarters reproduction services, distributes publications, and procures and distributes forms. Initial and replacement distribution of publications and forms is made to staff elements of the headquarters. Requisitions from staff sections and division units for blank forms and publications are processed and filled by this branch. Initial distribution is received directly from the publications distribution point. The publications branch maintains a stock level of current publications and directives promulgated by the division of which a reasonable number of complete sets are specifically held for issue to units which may be attached to the division. Quantities of publications and blank forms which should

be stocked must be finally determined by experience. In addition, this branch—

(1) Provides reproduction services and maintains reproduction and printing controls.
(2) Establishes and maintains distribution formulas.
(3) Maintains property records for the adjutant general section.
(4) Procures expendable supplies for the adjutant general section.

15. Personnel Service Division

a. General. The personnel service division is organized functionally and performs in two distinct roles.

(1) It serves subordinate units of the division in rendering second echelon personnel administrative support. This includes maintaining personnel records, accomplishing personnel actions as required, and providing commanders below division level with the personnel data they need to carry out their responsibilities for personnel management.
(2) Its other role is that of third echelon personnel support. In this respect it serves the division commander and staff by operating the division personnel management program, including operation of the replacement system; by taking or securing action on personnel matters which are the prerogative of the division commander; by furnishing personnel information when and in the form it is required for decision making; and by reporting information, such as casualties, replacement requirements, etc., to higher headquarters as required.

The personnel service division has electrical accounting equipment to permit it to maintain personnel data on punched cards, to manipulate the data rapidly and accurately, and to provide it to commanders and staff officers in the form in which it is required. This equipment is also used by the division finance section for mechanical preparation of pay vouchers and the preparation of financial reports. It has other mechanical equipment (flexowriters) for semiautomatic preparation of orders and reports, and a data transceiver for communication in machine language with field army and other elements of the replacement system, in the exchange of replacement information. The personnel service division maintains the capability of detaching teams of personnel specialists to constitute battalion personnel sections when required because of the detachment of battalion-size units from the division. Details of operation of the personnel service division are in AR 600–16.

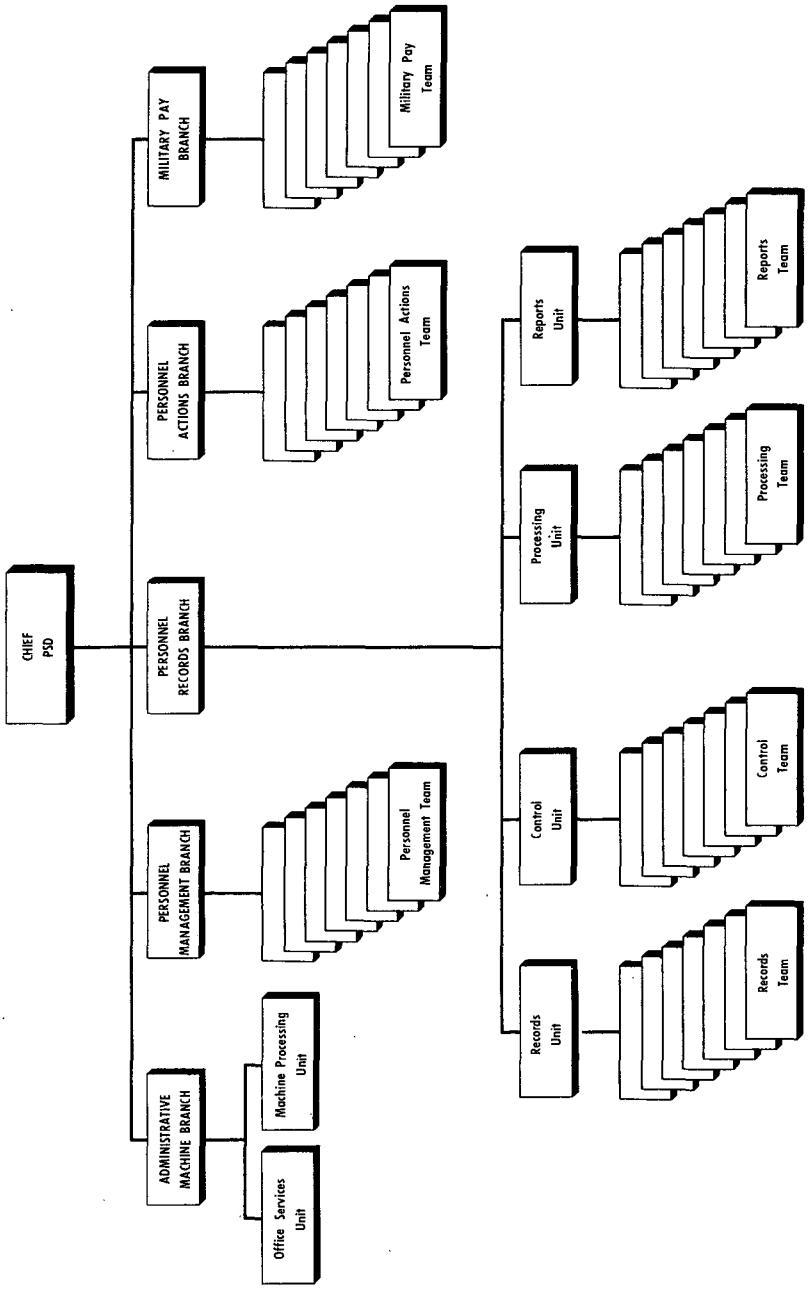


Figure 4. Personnel service division.

b. Organization and Functions. The personnel service division is organized into five functional branches (fig. 4) under the operational control of the division chief. Four of these branches have an internal team organization to gain supervisory and source document control and permit personnel specialists maintaining records and effecting personnel actions to work closely together rather than in large and divorced functional branches. In addition, the team concept facilitates designation of specialists to provide personnel support for those elements of the division which may be temporarily detached.

(1) *Military pay branch.* This branch is organized into seven pay teams under the supervision of a branch chief. The teams are allocated on the basis of assembled units (i.e., payroll) for the purpose of providing pay services to an approximately equal number of persons and to insure easy unit identification. The team arrangement permits the detachment of a pay team on a temporary basis and also furnishes a more personal relationship between team members and the pay accounts they manage. The branch maintains financial data records folders for all military personnel serviced. All pay changes are collected, recorded, and forwarded to the finance section for computation. This recording is accomplished under manual operations by preparing individual vouchers or under mechanized operations by furnishing pay changes to the finance section for preparation of punch cards. Substantiating and supporting documents pertaining to pay changes are obtained and furnished the finance section as required. Pay discrepancies are resolved and inquiries from individuals and other agencies are given immediate response. Allotment actions are prepared, verified, and submitted by this branch. The branch also prepares all vouchers for miscellaneous payments (partial, advance reenlistment, etc).

(2) *Personnel records branch.* This branch is organized into seven teams, composed of personnel specialists from the records unit, reports unit, and processing unit.

(*a*) The records members of the teams are organized by the grouping of units to match the assembly of pay records, thus allowing the detachment of records teams when required and facilitating the matching of records for out-processing and permitting strength control by unit identity. (The latter would be impossible under an alphabetical separation.) They maintain both officer and enlisted records (less health and pay records) for the units in its servicing responsibility. These records

include qualification records, service records, and other documents maintained in a personnel records jacket. These team members prepare and transmit reports of change to update qualification records. Recorded information is also verified, extracted, and furnished to companion branches and teams and to other staff offices as required, and, where possible, is reproduced by mechanical means.

(*b*) The reports members of the teams receive, control, verify, consolidate, and transmit morning reports and all other personnel and administrative reports as required. In coordination with the machine processing unit the reports unit develops, controls, maintains, and furnishes personnel statistical information and personnel data as required. They also transmit personnel status changes to other elements of the personnel service division.

(*c*) The control members of the teams, in coordination with the machine branch, operate a suspense file of all recurring personnel actions. To the maximum extent possible, suspense items are programed for EAM application. These team members notify the action elements of suspense requirements and monitor accomplishment.

(*d*) The processing members of the teams, in close coordination with the personnel management branch and the replacement detachment headquarters, screen and process incoming records and make proper internal distribution of all records. They also accomplish the unit processing of all records and maintain close coordination with the personnel actions branch in respect to the disposition of records pertaining to reported casualties.

(3) *Personnel management branch.* This branch is composed of seven personnel management teams under the direction of a personnel management officer. The personnel management branch accomplishes those personnel management functions not specifically assigned to other elements of the personnel service division. The branch is responsible for all classification and reclassification actions, including personnel testing. The assignment and reassignment of all personnel is accomplished and monitored by this branch. Selection for training, schooling, details, and special assignments are made by this branch. The personnel management branch also maintains manning charts and, in conjunction with the administrative

machine branch, MOS authorizations and requirements. The utilization of all personnel is supervised by this branch with special attention to minority groups, mentally and physically substandard personnel, rehabilitated personnel, and nationally-known personnel. The personnel management branch operates the enlisted evaluation system and supervises the appointment and reduction of enlisted personnel. This branch supervises the procurement and promotion of officer and warrant officer personnel. The personnel management branch accomplishes the quarterly sample survey. The personnel management branch coordinates closely with the replacement detachment in respect to the requisition, receipt, flow, and assignment of replacements.

(4) *Personnel action branch.* This branch consists of seven teams under the supervision of a branch chief. The branch is responsible for all personnel actions which are not specifically assigned to other branches of the division. The personnel action branch processes, and takes final action, where permitted, on all matters pertaining to eliminations, separations, resignations, retirements, reenlistments, extensions, deaths, transfers and details, identification cards, and security clearances. All applications of an individual nature are processed by this branch to insure proper staffing and screening. In close coordination with the machine branch, the personnel actions branch operates the casualty reporting system, including processing of feeder reports, preparing and routing casualty reports, maintaining master casualty files, and supervising the preparation of correspondence concerning casualty information. The personnel action branch operates the awards program for the division by processing recommendations, publishing awards, preparing citations, and maintaining historical files of awards. This branch also coordinates replies to inquiries received from members of Congress, civic organizations, and private citizens.

(5) *Administrative machine branch.* The administrative machine branch, a service support element of the personnel service division, is functionally organized into the office of the branch chief and two operating units, an office services unit, and a machine processing unit (fig. 4).

(*a*) The office services unit provides the following services: limited distribution of orders and reports prepared by the branch; preparation of true copies and extracts of

various personnel orders and extracts of records and reports; procurement and distribution of office supplies, publications, and blank forms for all elements of the personnel service division; and internal administration for the personnel service division, including but not limited to records management and classified document control.

(*b*) The machine processing unit provides the following services: maintains punched card records from which individual and organizational rosters and summary data are prepared; provides the means by which the division finance officer can prepare military pay vouchers; prepares locator and postal directory punch cards; semiautomatically prepares routine personnel orders and extracts thereof; identifies suspense-type personnel actions; links the division to the theater army replacement system and other elements of the Army-wide transceiver network; and maintains its EAM.

16. Postal Division

The postal division provides complete postal services (mail distribution and dispatch, money order, stamp, insured, registry, and unit mailroom inspection services) and performs mail directory service for all personnel and elements assigned to the division. Units attached to the division receive directory service support from the APO serving the command to which such units are assigned.

a. Organization. The postal division (fig. 5) is necessarily a flexible organization, since the strength of the various components must vary according to the needs of a particular operation. The postal officer is directly responsible for the overall operation of the postal division. He prepares the division postal standing operating procedure, coordinates all postal functions within the division, and advises the adjutant general on all postal matters. The assistant division postal officer is normally detailed as custodian of postal effects and is responsible for safeguarding postal funds, fund effects, and accountable postal equipment. These officers are directly assisted by the designated Army postal clerk and a general clerk. Duties performed by this group include cross training of APO personnel to maintain operational flexibility, monitoring the designation of assistant Army postal clerks, maintaining records, conducting unit mailroom inspections, preparing reports, processing claims and inquiries, arranging mail transportation schedules, and handling all other administrative matters for which the

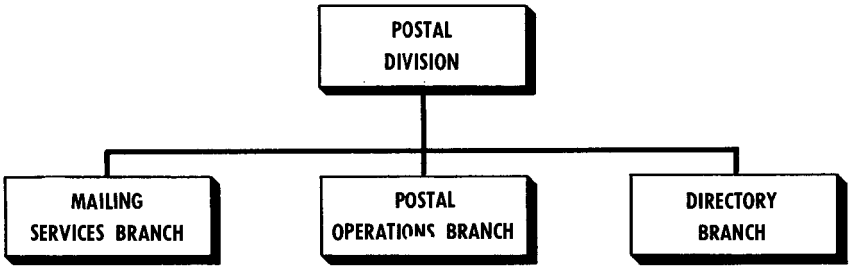


Figure 5. Postal division.

postal division is responsible. Security of mail, particularly of registered mail, is of primary importance.

(1) *Mailing services branch.* Personnel of the mailing services branch issue and cash money orders; sell postage stamps and stamped paper; provide registry, insured, and certified mail and other special services; accept mailable matter for dispatch; and furnish releasable information to personnel. The branch is organized into at least seven APO units capable of providing services for separated or echeloned elements of the division. These APO units may each be operated by one or more persons. The number of APO units that can operate away from the division post office and the duration of such an operation are limited by the availability of qualified personnel.

(2) *Postal operations branch.* Personnel of the postal operations branch receive, distribute, and dispatch accountable and ordinary mail to and from appropriate postal activities and all units served by the division post office. They label, sack, and process outgoing mail that must be routed through customs facilities. The postal operations branch also maintains pouch records as required, the mail distribution scheme, and the APO location list.

(3) *Directory branch.* Personnel of the directory branch maintain current locator information and furnish required directory service for mail of all assigned personnel authorized to use the Army postal service. Initially, the administrative machine branch of the personnel service division will prepare and furnish directory information for each individual assigned to the division. Subsequent gains and losses, as they occur, will also be furnished. All directory service actions must be accomplished on a day-to-day basis. The directory branch monitors undeliverable mail returned by unit clerks for accuracy of indorsements.

b. Operational Concepts and Procedures for Mail Distribution. Mail outgoing from and incoming to the division is delivered to or received from the appropriate postal regulating detachment, base post office, or aerial mail terminal by division postal personnel, using vehicles assigned to the postal division, adjutant general section. Arrangements for additional transportation must be made as necessary. Airlift capabilities of the division are used when available, provided improved service will result. Because of the limited number of vehicles assigned to the postal division of the adjutant general section, divisional units in the field usually pick up mail from and deliver mail to the division Army post office (APO). To facilitate pick up of mail by units, the division APO should be located in a readily accessible and frequently visited area. The class I or class III distribution points if established, is a good location. The division postal officer constantly strives to provide speedier mail service to troops by making authorized mail deliveries to units of the division whenever other transportation is available. In addition to postal duties, personnel of the postal division must cooperate with the commander of the area in which they are located in the ground defense of their position.

(1) *Mail for command post.* An APO unit may be established at Division Main to provide postal mailing services (sale of stamps, money orders, etc.). Incoming mail for personnel at the command post should be picked up by the headquarters company mail clerk from the division APO under SOP.

(2) *Mail for division support command.* Mailing services (money orders, stamps, etc.) for the support command may be provided by an APO unit. Under this arrangement mail pickup and delivery is handled as for other field units; i.e., mail clerks of the battalions and companies of the support command pick up mail from and deliver mail to the division APO. The limitation of APO units and/or operating personnel may preclude the full time placement of an APO unit with the support command. When this is the case, an APO unit may be provided for periods of short duration at regular intervals to provide mailing services, and the area unit mail clerks receive and deliver mail at the division APO.

(3) *Mail for division combat elements.* Unit mail clerks for brigade, separate battalion, and similar units pick up mail at the division APO, except when delivery and pickup service can be provided by the division APO through use of other available transportation. Mailing services are provided by APO units to the maximum

extent possible. It is advisable to place an APO unit with each brigade to provide mailing services for brigade headquarters and unit elements thereof. APO units fulfill the mailing service needs of other combat units on an rotating basis, for short periods of time.

(4) *Mail for division rear echelon.* Mailing services for the division rear echelon are normally provided by an APO unit. Unit mail clerks within the area receive and dispatch mail at the division APO. Mail for replacements is deliverable by the most expeditious means available. Since these replacements have probably received no mail for some time, letter mail delivery to them at the replacement detachment is an important morale factor. These replacements normally remain in the replacement detachment for only 48 hours and coordination of this delivery service must be thorough and timely. In this regard, forwarding replacements' mail to the replacement detachment after they have departed to join their assigned units causes delay and must be avoided.

17. Special Services Division

The chief, special services division is the division special services officer. His mission is to provide adequate recreational, morale, and welfare services for the troops. This includes the procurement and issue of recreational supplies and equipment, procurement of recreational supporting services from resources outside the division, and the organization and supervision of a comprehensive special services program within the division. He prepares plans for and recommends the establishment of policies affecting the special services program, and provides advice and assistance pertinent to his functions.

a. Organization. The special services division is organized functionally, based on the specific responsibilities appropriate to the function of the recreation supervisor, the physical activities specialist, and the supply clerk. The assistant special services officer normally functions as division sports officer and assists the special services officer in supervising the entire program. The recreation supervisor usually is the principal noncommissioned officer of the section.

b. Operational Concepts and Procedures. When the division is operating in the field away from normal garrison support and the recreational facilities available in civilian communities, the need for special services activities within the division becomes much greater. Periods of decreased combat activity, such as when a division is in army reserve, are the times when special services activities become most important.

(1) The small size of the special services division limits the amount of service which can be provided directly. The emphasis is on procurement and distribution to troops of materials and equipment which permit them to create their own recreation, and the procurement of supporting units and services available from outside the division. Specifically, the special services division procures and distributes book kits, athletic equipment, recreation kits containing small games and arts and crafts materials, phonographs and records, and supplies, such as magazines, which may become available by donation from civilian sources.

(2) Special services companies are assigned to field armies and are available to support divisions by the attachment of elements which provide soldier entertainment, movies, libraries, and sports activities.

(3) Mobile units such as bookmobiles, clubmobiles, crafts, and showmobiles may be available from theater resources.

(4) "Live" professional entertainment groups tour theaters of operation and may be scheduled to visit divisional areas when the situation permits.

(5) In a well-established theater, leave and recreation centers are operated in rear areas, to which division personnel may be sent for periods of rest and recreation. If these facilities or available transportation does not provide adequate support, rest areas may be established by the army commander in the rear of the combat zone. At times, the division commander may find it necessary to establish rest areas under division control.

(6) Division rest areas may be established in the division service area or, with the concurrence of the appropriate higher commander, behind the division rear boundary. These rest areas may be for the accommodation of entire units or for individuals. If a division rest area is established, it normally is operated by the special services division.

(*a*) In establishing a rest area for the accommodation of individuals, a location is selected which provides reasonable security and access to main transportation routes. A commander is appointed and provided with a small operating staff, including mess personnel. Advantage is taken of any existing buildings which may be available, or class IV items such as tents and folding cots may be used. Maximum use is made of

indigenous employees, if available, supplemented by services obtained from division support units, such as elements of postal, finance, medical, religious, exchange, and bath services. Recreational support from resources described in (1) through (4) above is programed in this area. The commander and operating personnel are detailed from units within the division on a special duty basis.

(*b*) Rest areas established to accommodate units of company size or larger are modeled after the area described in (*a*) above, but require less overhead since these units can carry on housekeeping duties, including messing, with their own resources. These areas should be sufficiently large to permit limited training to include small arms range firing and the effective integration of replacements.

(7) When the division is in garrison, most special services are provided by the post commander. The division special services officer in this case becomes primarily involved in liaison with his counterpart on the post staff in obtaining this support. Such support may include permanent recreational and athletic facilities, service clubs, libraries, craft shops, and entertainment workshops; also nonappropriated funds to supplement appropriated funds for the purchase of recreational supplies and equipment and for the payment of part-time sports officials and employees. A large part of the effort of the special services division in garrison is devoted to the organization and supervision of division athletic programs.

18. Replacement Detachment

The replacement detachment receives, controls, processes, and provides quarters and messing facilities for replacements and insures their arrival at the battalion or unit headquarters to which they are ultimately assigned. Replacements processed by the detachment include personnel newly assigned to the division; returned-to-duty personnel (returnees from hospital, emergency leave, and confinement); and may include individuals departing the division on rotation or leave. During periods of garrison duty, the replacement detachment normally operates the division's initial receiving point for personnel reporting to the division for assignment. The replacement detachment acts as a holding agency for replacements and departing personnel until assignment orders or instructions have been received from the personnel manage-

ment branch of the personnel service division, adjutant general section.

a. Organization. The replacement detachment is organized into a detachment headquarters and three replacement teams, each team with the capability of processing 100 replacements (fig. 6).

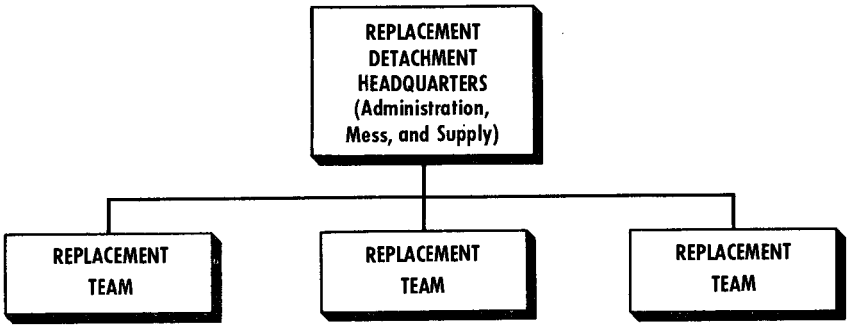


Figure 6. Replacement detachment.

b. Operational Procedures.

(1) Location of the replacement detachment is directed by the division adjutant general. The detachment may be separated from the other elements of the administration company and division rear echelon, and every possible step should be taken to create favorable first and continuing impressions upon the individuals it receives. Space allotted the replacement detachment should permit distinct boundaries for its three teams, with ample ground on which to pitch well-dispersed shelter-halves for 100 men plus possible overflow. There must also be room to assemble and account for troops arriving or departing.

(2) Length of stay for replacements in the division replacement detachment should not exceed 48 hours. Detachment and processing personnel must at all times avoid creating an impression of impersonal handling.

(3) All processing should be conducted in a "welcome to the division" atmosphere, and attempts should be made to dispel individual apprehensions. An orientation concerning such matters as the history and accomplishments of the division, replacement detachment facilities, mess hours, processing to be accomplished, length of stay, mail, and available facilities (post exchange, post office, bath) should be conducted by the replacement teams immediately after replacements arrive in the detachment area. The division commander, the assistant division

commander, the chief of staff, or other senior officer of the division should be apprised of the arrival of replacements so that he may, if he desires, welcome them. At times it may be desirable for a chaplain, a medical officer, and the provost marshal or other staff officer to participate in the orientation of replacements.

(4) Movement of replacements to their units of assignment is supervised by the replacement detachment. Transportation is provided by the supply and transportation battalion or by the receiving unit. Normally, replacements are delivered to the battalion headquarters of units to which they are assigned. They are given a brief welcome by the battalion commander or his representative, oriented, and escorted to their units by guides.

(5) Administrative processing, records checks, and travel pay of replacements are accomplished by personnel teams from the personnel service division. Inspections of the replacements' equipment, clothing, and weapons for serviceability and quantity are conducted by personnel of the detachment headquarters and the replacement teams, and any missing items are replaced.

(6) Rotational (recreation or reassignment) and leave personnel may be processed through the division replacement detachment. Personnel in the rotational or leave category should be quartered and processed separately from new arrivals to the division, to prevent spread of rumors and opinions.

(7) Security, defense, and damage control responsibilities exist for the replacement detachment and replacement personnel as outlined in chapter 10. For individual protection each replacement must have a foxhole or slit trench adjacent to the site where he is quartered.

19. Operational Differences Characteristic of an Airborne Division Adjutant General Section

While the functional responsibilities of an airborne division adjutant general are basically the same as those of the adjutant general of an armored, infantry, or mechanized division, the nature of airborne operations requires more detailed planning and more comprehensive operational procedures to provide uninterrupted personnel and administrative services under tactical conditions. Plans and operational procedures should be initiated early in the preparation period and modified or supplemented as planning progresses. Priority considerations and action requirements prior to and during the early phases of an airborne assault

must be anticipated. Operational procedures should be tailored to the mission of the airborne division at the time of commitment. The areas which require detailed planning and comprehensive operational procedures include the following:

a. Replacements. Since airborne operations are launched with units at full strength or overstrength, timely action must be taken during the preparation period to bring all units up to desired strength and to eliminate ineffectives. Overstrength replacements for the initial stages of an airborne operation are requisitioned on the basis of estimated losses. All replacements should be received in time to be integrated into their units prior to the marshaling of the division for the operation. Overstrength replacements normally do not participate in the initial airborne assault. They are held in the departure area(s) and are delivered to the objective area to replace known losses. Replacements are forwarded to units on the basis of their original assignment, with such minimum adjustments as are necessary to conform to actual losses experienced by the units concerned. Plans must provide for the allocation of aircraft for the movement of overstrength replacements to the objective area. Replacements required after the overstrength replacements have been absorbed by losses are requisitioned and processed through the replacement detachment of the administration company in the normal manner.

b. Postal. Outgoing mail is held in the division APO during the marshaling period for security reasons. Arrangements should be made for expeditious delivery of mail during the entire operation. While mail may be airdropped, it normally is airlanded. In cases of long-duration operations it may become necessary to echelon postal personnel between the division rear echelon and the division command post.

c. Personnel Services. Plans must be made to insure that all personnel administrative actions are kept to a minimum and simplified to the maximum extent while the division is operating in the objective area. The adjutant general forward element must, however, be capable or responding to requirements in connection with awards and decorations and battlefield promotions.

d. Casualty Reporting. While the casualty reporting requirements for an airborne operation are no different from those for a normal ground operation, a greater portion of the workload must be planned for the adjutant general forward element. Plans should include details for collection of data and information, initiation of reports, and transmission of such information and reports by the adjutant general forward.

e. Echelonment of the Adjutant General Section. The basic concept regarding echelonment of the adjutant general at the

division rear echelon and the division main command post (par. 13*b* (2) is applicable to an airborne division in a tactical situation. The personnel and administrative operational requirements in the objective area may, however, necessitate the allocation of additional personnel to the adjutant general forward element, at the division main command post.

CHAPTER 4

DIVISION CHAPLAIN SECTION

20. General

The division chaplain advises the division commander and staff on all religious matters, on morality, and on morale as affected by religion, and furnishes information, estimates, recommendations, and plans within these fields. He coordinates all of the religious and character guidance programs within the command.

21. Organization and Functions of a Division Chaplain Section

a. Organization. The division chaplain determines the organization of the chaplain section. One element of the section normally is with division forward when the command is in the field or in combat, in order to meet religious requirements in emergency and combat situations.

b. Functions. The division chaplain—

(1) Advises the division commander and his staff on all matters pertaining to religion and morality, and the morale of the command. Such communications may be written reports and recommendations or, if the need arises, by direct and personal contact.

(2) Coordinates the requisitioning, assignment, and utilization of chaplains throughout the division.

(3) Supervises and coordinates chaplains' activities with special regard to providing religious coverage, including religious services and pastoral care, for organic and attached units not authorized chaplains by existing TOE.

(4) Coordinates requisition and distribution of chaplain supplies and equipment.

(5) Assists the G3 in integrating character guidance instruction into the training program.

(6) Supervises and coordinates personnel and training matters pertaining to chaplains, including character guidance instruction and training conferences.

(7) Supervises and exercises operational control over those chaplains of the division who are designated to provide religious ministrations in the event of a nuclear strike, mass casualties, or other emergency situations.

(8) Establishes and maintains necessary liaison with all organizations that assist in promoting religion and morality in the Army, and coordinates within the com-

mand any of their activities which relate to the chaplains' program.

(9) Establishes and maintains liaison with the chaplains of higher, adjacent, and subordinate headquarters, and with chaplains of other United States services and the forces of allied nations when appropriate.

(10) Coordinates religious ministrations to prisoners in confinement or arrest, prisoners of war, and civilian internees.

(11) Furnishes the division commander and his staff information for formulating a religious civil affairs policy toward the populace of invested or occupied territories.

CHAPTER 5

DIVISION FINANCE SECTION

22. General

a. The division finance section is organized in six basic elements: office of the finance officer, accounting division, travel-commercial accounts division, pay examination division, cash control division, and forward services team(s).

b. The finance officer adjudicates, prepares, computes, and pays all pay and allowances due personnel of the division. He has the accountability for public funds and maintains the official division account with the Treasurer of the United States. In addition, he has the allied functions of computation and payment of travel allowances, computation and payment of indigenous payrolls, collection of monies due the United States, receipt and accounting for soldiers' deposits, and the conversion of United States currency to foreign currency.

c. In the performance of his functions the finance office is governed by laws and regulations which are set forth in the AR 37-series, Joint Travel Regulations, Army Procurement Procedure, and Comptroller General Decisions. He has little flexibility in the procedures he uses in collecting and disbursing public funds, and his official books are audited by the General Accounting Office to insure that disbursements and collections made by him are lawful.

d. Although the organization described in *a* above is normal to the finance section, the finance officer may reorganize when the mission of the division makes such a reorganization advisable for optimum support. For example, there may be occasions when there is no need for a travel-commercial accounts division and it can be eliminated from the section.

e. In addition to directing the operations of the finance section, the finance officer has the equally important role of special staff officer to the division commander under the staff supervision of the G1. In this capacity he is the financial adviser to the commander. He must at all times be prepared to give advice on the functions mentioned above, as well as on savings programs for personnel of the division; the economic impact of division expenditures (both personal and official) on local economies; black market controls as they pertain to various currencies; adequate safeguarding of currency, including safeguarding of financial institutions which may become a responsibility of the division commander due to their being located in the division area; disposal

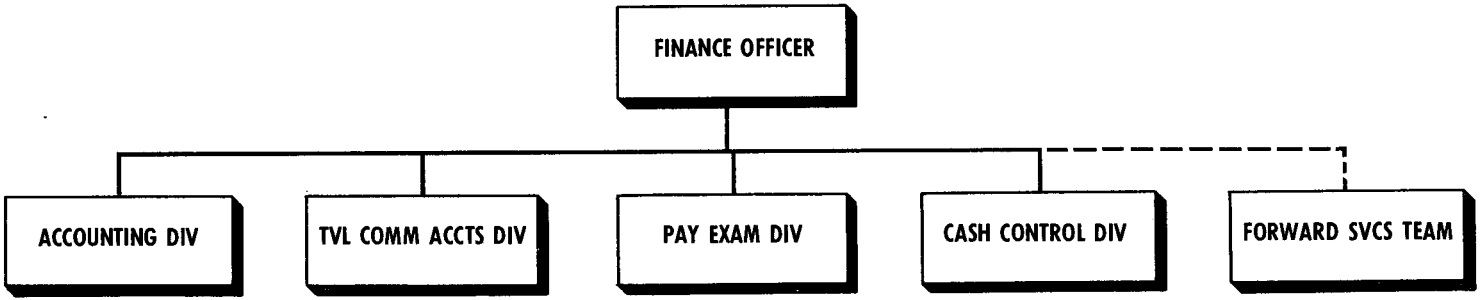
of captured currencies; and other financial matters of the division with which the commander may be confronted.

23. Organization and Functions of a Division Finance Section

The organization of the finance section to perform its assigned functions is as shown in figure 7. The finance section is organized with the capability of fragmenting into forward service teams to furnish finance support to major elements of the division which may be operating independently or semi-independently. Deviation from the organization may become necessary due to mission requirements. The section is organized with the capability of using mechanized military pay procedures but also must maintain the capability to revert to manual procedures when mechanized procedures are either impracticable or impossible to implement. In the use of mechanized pay procedures the provisions of AR 37–104 are followed except that the electrical accounting machines (EAM) need not be under the control of the finance officer. Electrical accounting machines located in the adjutant general section are utilized for maintenance and processing of military pay accounts. At the times these machines are being utilized for these purposes, they are under the control of the finance officer.

a. Accounting Division. The accounting division operates under detailed procedures contained in AR 37–103. Its principal functions are the maintenance of the cash book, maintenance of subsidiary ledgers for all deposit fund accounts, reconciliation of limited depository bank statements, and preparation and submission of the monthly statement of accountability. This latter statement contains the results of the disbursing, collection, and conversion operations for each month; and shows the amount of dollar accountability of the finance office at the end of the month. In addition to the above functions all checks are written in this division, and necessary check controls are installed and maintained. The division is staffed to include an accountant who is a senior noncommissioned officer with intensive training in all Finance Corps operations, especially in the areas of disbursing and collection of cash. Controls for the detection and correction of faulty procedures are contained in AR 37–103 and must be followed rigidly. However, additional local controls and procedures are often necessary, and their installation should be considered.

b. Pay Examination Division. The pay examination division, operating under detailed procedures contained in AR 37–104, accomplishes the adjudication, preparation, and computation of all pay and allowances due personnel assigned or attached to the division. Although staffed to operate under mechanized procedures



NOTE: See section III, chapter 6, AR 37-101, for functions.

LEGEND:——One or more teams (or Class B Agent offices) in forward areas to provide on-site financial services. Teams consist of one officer and one to three enlisted men drawn from other elements of the section

Figure 7. Division finance section.

contained in chapter 31, AR 37–104, it retains the capability of operating with the use of manual procedures.

(1) The basic functions of the pay examination division are the processing, computation, and completion of military pay vouchers; the processing of substantiating documents; and the maintenance of related payroll suspense files.

(2) The pay examination division in a mechanized operation receives from the adjutant general personnel service division officer a change slip showing the gain or loss of an entitlement to an item or items of pay, or an increase or decrease to existing entitlements, together with any necessary substantiations. Entitlement is verified and a monetary value for the change is determined. The change slip is then utilized to update basic pay data maintained on each individual in punched card form. This basic pay data is maintained and processed in accordance with the mechanized procedures described in chapter 34, AR 37–104. The necessary EAM equipment for mechanized pay procedures is located in the adjutant general section and is placed under the control of the finance office for the period of time it is being utilized for military pay operations. Personnel who operate the equipment for pay purposes are members of the finance section.

(3) The pay examination division retains the capability of operating under manual procedures by furnishing the adjutant general personnel service division a copy of the completed pay voucher and a return copy of the change slip, both of which are filed. Should a change to manual operations become necessary, the adjutant general personnel service division will initiate individual pay vouchers every month, containing all current entitlements with any necessary substantiation. The pay examination division will then perform manually the basic functions described in (1) above, in accordance with AR 37–104.

c. Travel-Commercial Accounts Division. The travel-commercial accounts division has the function of determining entitlement of pay for claims of travelers for reimbursement for official travel performed and for accounts rendered by commercial vendors for supplies or services furnished to the United States Government. The division operates under the provisions of AR 37–106 and with the guidance contained in Joint Travel Regulations and Comptroller General Decisions when ascertaining amounts of entitle-

ment for travel reimbursement. The Army Procurement Procedure and AR 37–107 are the principal publications followed when determination of propriety of payment of commercial invoices becomes a function of the branch. This latter function is not always found in a finance section because often this particular activity becomes the responsibility of a central finance office which makes payment of all invoices for an area.

(1) In the payment of claims for reimbursement for official travel, the travel-commercial accounts division may either prepare vouchers in their entirety for claimants or may complete vouchers submitted by personnel officers on behalf of claimants who have performed official travel. In either case, computation of the amount due becomes the responsibility of this division.

(2) When the finance section is charged with the responsibility of payment of commercial invoices, the travel-commercial accounts division must insure that the claim for payment is proper and that supplies or services have in fact been furnished in the amount stated in the invoices and in accordance with prior agreements. Quality of supplies or services in accordance with contracts must also be verified. This is normally accomplished by ascertaining whether acceptance of the supply or service has been made by a previously designated responsible officer. Detailed procedures for payment of invoices, including computation of discounts due, records required to be maintained, and reports to be submitted, are contained in AR 37–107.

d. Cash Control Division. The cash control division, operating with the assistant finance officer as cash control officer, has the principal functions of collecting and disbursing cash and converting United States currency (including Military Payment Certificates) to foreign currency. Allied functions include maintenance of records of cash outlay and inflow, safeguarding of currency, and maintenance of strict controls over cash transactions. Detailed procedures for performance of these functions are contained in AR 37–103, and strict compliance with those procedures must be followed at all times. In addition to the procedures of AR 37–103, it is desirable for the cash control officer to establish controls of his own to insure that no loophole exists which could allow a shortage of funds to remain undetected.

(1) In general, the disbursement of cash is accomplished by receiving approved vouchers from the pay examination division and the travel-commercial accounts division and making payment in the amounts stipulated on the

vouchers to properly identified payees. In the payment of military pay this is normally accomplished by advancing funds to agent officers, each of whom is responsible for the actual payment of a certain number of personnel. In the payment of payrolls for indigenous personnel this expedient also is normal. Agent officers must be on authenticated orders which direct them to perform this specific function at a specific time. Appointment of agent officers is covered in AR 37–103.

(2) Collections of cash come from individuals who are making payment of amounts due the United States and from individuals who wish to place money in a savings program, such as soldiers' deposits. Collections may be made individually by the cashier or, more normally, from individuals who are making the transactions for a group of people. Included in collections of amounts due the United States are fines and repayment of previous erroneous payments, as well as payments for supplies received or services rendered by an agency of the Government. In all collections, receipts are required to be furnished by the finance officer.

(3) For all cash transactions strict accountability is demanded, and the status of cash must be kept current. The cast blotter, described in AR 37–103, is the principal record which reflects the status of cash.

e. Forward Services Team(s). The normal organization of the forward services team(s) consists of an assistant finance officer and one to three enlisted men taken from other elements of the section. Its purpose is to provide functional financial services to major elements of the division operating independently or semi-independently. The assistant finance officer can be funded from the finance officer or can operate as a class B agent officer.

(1) The principal function of the forward services team is to make payments of month-end payrolls to units located at such a distance from the rear area that normal monthly payment procedures are impracticable. Other functions include collection of monies from these units for soldiers' deposits and amounts due the United States Government, and the conversion of United States currency to foreign currency. The finance officer should provide for the maximum amount of flexibility in the employment of these teams. He should be prepared to send one team with any personnel team going forward to service individual units and in addition should provide

for this forward service team to operate without personnel specialists being located near it.

(2) For detailed procedures of establishing a class B agent office, see AR 37–103.

CHAPTER 6

DIVISION INFORMATION SECTION

24. General

The division information officer is the special staff officer responsible for carrying out the public information, troop information, and community relations activities of the division. Normally, he reports directly to the commanding general or the chief of staff. He may be assigned to the personal staff of the commander. Disseminating information concerning the division and its assigned personnel is a basic function of the information section and an integral part of maintaining command *esprit de corps* and morale. General functions and responsibilities of the information officer are listed in FM 101–5.

25. Organization

The division information section usually is organized into two divisions as shown in figure 8. Allocation of personnel to the divisions of the section is not mandated by the TOE but is a prerogative of the information officer. The latitude given the information officer to organize his section permits greater ease in meeting varied workloads, areas of command emphasis, and the requirements imposed by the tactical situation.

26. Operational Concepts and Procedures

a. Information Officer and Information Section. The information section must maintain close communications with the division commander, staff agencies of the division, commanders and staffs of subordinate commands, and individuals throughout the division.

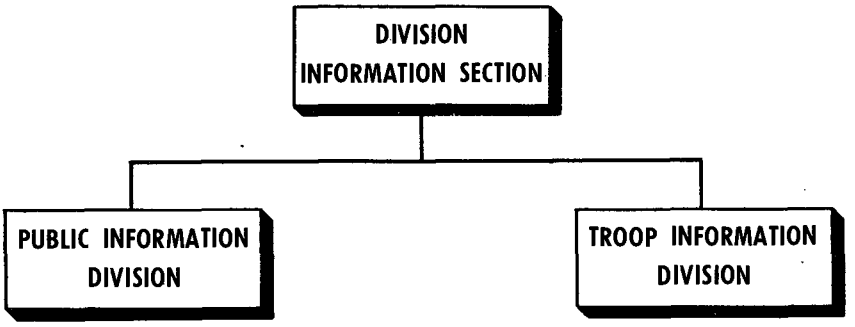


Figure 8. Division information section.

During tactical deployment the information section usually is located with other elements of the division rear echelon. Communication and transportation difficulties inherent in the separation of the information section from divisional forward units require that subordinate commands supplement the newsgathering capability of the division information section by providing timely notices of forthcoming happenings and full information concerning events that have occurred. Representatives of the press working with the division information section or in the division rear area normally are billeted and logistically supported by the division administration company in order to facilitate coordination with the information officer and to provide access to news sources and communications. The nature of newsgathering and dissemination of information necessitate that the information officer and members of his section make frequent visits to the division main command post and to the command post of subordinate units.

b. Public Information Program. An effective public information program must provide complete coverage of newsworthy events occurring within the division. To insure this coverage, a news coverage plan is prepared and supported by an adequate system of communications with higher, lower, and lateral command unit information personnel, who report the nature of an event, its time of happening, where it occurred, and persons in charge or responsible. The division public information program necessitates both collection and dissemination of news about the division and its personnel; therefore, good relations must be established and maintained between the division public information office, counterparts at other command levels, and representatives of various military and civilian news media. Normally, the division information officer has access to or the capability of releasing news to all news media (e.g., newspapers, radio, television, and periodicals). The general public and the troops have a right to know all the facts, free of editorializing, within the bounds of genuine security. The doctrine is "*full, timely disclosure.*" Primary staff responsibility for the division's community relations program and its implementation rests with the information officer. Community relations responsibilities are defined as the function of appraising and influencing the attitude of the command toward the civilian community, as well as that of the civilian community toward the command. The program must include the initiation of activities or programs in the community and in the division that will earn mutual respect and confidence in the members of each group toward members of the other.

c. Troop Information Program. The division troop information program is supervised and conducted by the information section

as prescribed by AR 355–5 and AR 355–6. The scope (subject areas) of the troop information program normally is covered and outlined on an Army-wide basis by Headquarters, Department of the Army for an entire fiscal year. Department of the Army publications and other media provide the general text material, presentation outlines, and listings of training aids. Division may add those subjects which are considered significant to operations, and during the scheduled troop information periods a portion of presentation time is left free for the unit commander to include subjects of his own choosing. Based on subjects presented, staff coordination, informal surveys, and frequent contacts, the troop information officer and his assistants evaluate the needs of the command and recommend subjects to be included in the overall program. The troop information officer plans, directs, and supervises the command troop information program through periodic inspections and staff visits to determine if the established objectives are being attained and if additional or corrective action is necessary.

(1) Troop information materials must be procured and distributed by the troop information office to support the troop information activities throughout the division. Troop information material to support Department of the Army-directed subject areas is procured through command channels; that to support division-included subjects is both developed and procured at the division.

(2) If troop information instruction is to be effective, the training of personnel to present troop information subjects must be supervised and conducted by the troop information office. Instructor training may include one or more of the following actions: conducting courses of instruction for prospective or assigned instructors; presenting background briefings on particular subjects; preparing and disseminating instructor guide sheets; and inspecting and auditing classes given by troop information instructors at the units.

(3) Required troop orientations or information sessions prescribed by the AR 355-series and division or higher headquarters directives, are monitored by the troop information office to insure the achievement of information objectives of the division commander and higher headquarters. In this respect the troop information officer, in coordination with other interested units and staff members, compiles appropriate information material for presentation to troops and makes recommendations for the manner and technique to be used in the

presentation. Where possible, he insures that instruction is presented by personnel best qualified in the subject and material to be presented.

(4) The troop information office normally is responsible for all actions incidental to publishing the unit (division) newspaper. Reproduction equipment (mimeograph) for this purpose is organic to the information section, but printing may be locally procured or accomplished by other military offices. The publishing of authorized unit newspapers by subordinate commands of the division is also supervised by the troop information office.

(5) While education is a function of the division G1, the troop information office publicizes educational opportunities available to personnel of the division in the same manner as it would publicize the activities of other staff sections or activities of the division.

CHAPTER 7

DIVISION INSPECTOR GENERAL SECTION

27. General

The division inspector general section is organized on a vertical basis to permit maximum flexibility in operations. The division inspector general serves as a confidential representative of the division commander, from whom he receives either directly or through the chief of staff his instructions for the conduct of his functional responsibilities.

28. Operational Concepts and Procedures

Inspections and investigations are conducted only when specifically directed, and normally result from recommendations of the inspector general to satisfy routine inspection requirements or, as appears necessary, to determine matters of special concern. In some instances, however (e.g., special inspections and investigations), the directive for inquiry may originate with the commander himself. Whenever possible, findings are submitted in writing, but they may be furnished orally and subsequently be recorded if the operational situation prevents normal procedures. Findings are advisory in nature and are maintained strictly as privileged information, releasable to the staff and other elements of the division, when appropriate and necessary, by sole authority and direction of the commander.

a. Complaints or allegations of individuals are received in private and are recorded on DA Form 1559. Responses in matters of personal grievance are made by the inspector general directly to the complainant. No reply is provided, however, if the matter alleged does not pertain to the individual personally. While the inspector general may properly inquire into any and all matters pertaining to the command or members thereof, he normally recommends that matters of a criminal or courts-martial nature and those involving security be referred to other investigating officers or organizations having special jurisdiction.

b. The inspector general section maintains the office of record for reports of inspector general inspections or investigations and complaints.

c. Detailed policies and procedures applicable to the divisional inspector general function are covered by AR 20–1 and TB IG 1 through 5.

29. Functions

The division inspector general performs the following functions:

a. Inquires into and reports to the commanding general upon matters which pertain to the performance of the mission and the state of discipline, efficiency, and economy, by conducting inspections, investigations, surveys, and studies as directed by the commander and as prescribed by Army regulations.

b. Consults all staff sections, prior to making inspections, to obtain special items for the attention of inspection personnel and to obtain technical assistance.

c. Advises staff sections concerning matters noted during inspections and furnishes them with copies of extracts of inspection reports of direct interest to the staff section.

d. Receives, investigates, and reports upon allegations, complaints, and grievances of individuals and agencies.

e. Recommends remedial action to correct deficiencies and delinquencies noted in inspections or investigations.

f. Advises the commander concerning the releasability of information from inspector general reports of inspection or investigation.

CHAPTER 8

DIVISION STAFF JUDGE ADVOCATE SECTION

30. General

The division staff judge advocate (SJA) is a member of the division commander's staff, furnishing legal advice to the Commanding General, to members of the division staff, to commanders of subordinate and attached organizations, and to individual members of the division and attached organizations. This responsibility embraces all of the legal activities of the division, including military justice, military affairs, claims in favor of and against the United States, legal aspects of procurement of supplies and services, international law, war crimes, and legal assistance.

31. The Staff Judge Advocate Section

a. Organization. The internal organization of the staff judge advocate section is determined by the staff judge advocate.

b. Responsibilities. The general functions and responsibilities of the division staff judge advocate are listed in paragraph 3.47, FM 101–5.

CHAPTER 9
ADMINISTRATION COMPANY HEADQUARTERS

Section I. GENERAL

32. Introduction

The administration company headquarters provides the command element and personnel to conduct unit administration, personnel administration, food service, supply, and second echelon motor and weapons maintenance. The organization of company headquarters is as shown in figure 9.

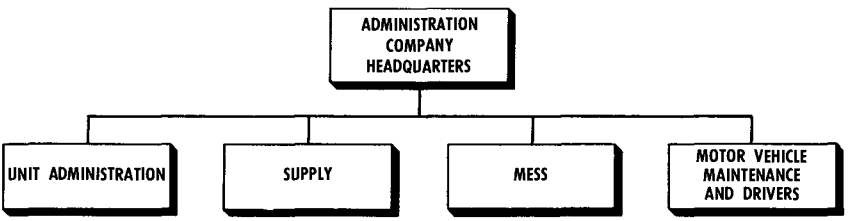


Figure 9. Administration company headquarters.

33. Concept of Operations

The company headquarters maintains its organizational integrity both in garrison and in the field. So far as possible, operations in garrison are patterned after those that will be conducted in the field. Conducting similar operations results in a minimum of disruption and a continuity in company headquarters operations when the administration company moves from garrison to the field.

a. Garrison. In garrison, administration company operations are characterized by short lines of supply, concentration of personnel and equipment, an excellent communications network, adequate storage facilities, and buildings designed for staff operations and the housing of troops. In addition, motor vehicles may be pooled with other vehicles of the division support command, thus reducing the problems of maintenance and control by the company. These and other consolidations reduce the workload of the administration company commander and permit him to give more attention to the administrative and logistical support of the company and to individual and unit training. All troops of the administration company must be trained in garrison for operations under conditions which will exist in the field.

b. Field Operations. When operating in the field the adminis-

tration company is usually located some distance from the division support command. Under these conditions supply lines are lengthened, requiring that the administration company be as self-sufficient as possible. Additional activities may be satellited upon the company headquarters for logistical support. The headquarters commandant functions of the administration company commander become a major duty. The planning for area defense, local security, and area damage control requires close supervision.

Section II. COMMAND AND SUPPORT ACTIVITIES AND RESPONSIBILITIES OF ADMINISTRATION COMPANY HEADQUARTERS

34. Unit Administration

Unit administration functions are comparable to those for company-size units throughout the Army. Most of the functions of the company headquarters remain essentially the same whether the administration company is in garrison or in the field. Personnel arriving in the administration company should be oriented on company personnel and discipline policies as well as on their duties. Personnel whose primary duty is in the special staff sections should fully understand that they have additional responsibilities to the company.

a. Discipline. The company commander exercises command authority over the enlisted personnel assigned and attached to the administration company. He is responsible for troop discipline, maintains the record of unit punishment, and is the immediate commander exercising jurisdiction for nonjudicial punishment under Article 15, Uniform Code of Military Justice, except for personnel in the replacement detachment, over whom the replacement detachment commander exercises such authority. Unless otherwise directed by the division commander, summary and special courts-martial jurisdiction for enlisted personnel of the administration company rests with the division support command commander.

b. Personnel Administration. Personnel actions that originate at company level are processed in the personnel service division of the adjutant general section. These actions are initiated either by the members of the company or by the company commander.

(1) The company clerk under the supervision of the executive officer and first sergeant prepares correspondence expressing the desires and recommendations of the company commander in all matters of company administration to include promotion or reduction, changes in duty assignments, discipline, and other personnel administrative

functions that must be acted upon by higher authority. He also assists the members in preparing requests for leave, partial pay, and similar individual requests.

(2) The company clerk visits the personnel service division, which is the next higher echelon, when necessary to coordinate personnel administrative matters. Every effort should be made to reduce paperwork to the minimum. Coordination of personnel administrative actions between the administration company headquarters and the personnel service division is on an informal liaison basis.

c. Other Functions. Additional command functions are inherent in any company and must be performed by the company headquarters. These functions are carried out as provided by pertinent regulations and directives of higher authority, to include provision of unit mail service by appointed unit mail clerks; files management; inspections of personnel, equipment, and billets; preparation of routine reports; and management of company headquarters personnel in such matters as selection for duties, on-the-job training, rotation of duties to increase the capabilities of individuals, and counseling on job performance.

35. Training and Operations

a. The administration company commander is charged with all the aspects of tactical training. This training is in accord with ATP 12–11 and command directives.

b. To carry out the training mission, the administration company commander prepares training programs, schedules training periods in coordination with the special staff sections, and details supervisors and instructors. In certain subjects and when location of the company permits, the tactical instruction and training of the administration company may be consolidated with other units.

c. Since instructor personnel are not specifically included within the assigned strength of company headquarters, available sources of personnel within the entire company must be canvassed and the best available personnel selected to present instruction and training. One source of instructors for tactical operations subjects is personnel assigned to the replacement detachment of the adjutant general section.

36. Logistical Support

The company headquarters is responsible for furnishing logistical support to the elements of the administration company and to attached units and agencies. Supplies and equipment (based on authorizations in applicable TOE's and TA's) are requisitioned

from the supply and transportation battalion of the division support command. This battalion provides and operates the division class I, class II (except medical), class III, and class IV distributing points and the division ammunition office for class V supplies in the division rear area (FM 54–2).

a. Company Supply. The functions of company supply are performed by the supply sergeant with the assistance of two supply clerks, who are also light truckdrivers, and the armorer. These individuals—

(1) Requisition, receive, store, and issue organizational and individual equipment and supplies.
(2) Assure that all equipment authorized by the appropriate TOE is either on hand or on requisition.
(3) Maintain required records pertaining to equipment and supplies and assist the commander in maintaining supply economy.
(4) Insure that company equipment is maintained properly.

One or both of the supply clerks may be appointed unit mail clerk for the purpose of providing mail services to the administration company.

b. Mess. Mess personnel assigned to the administration company headquarters consist at full strength of seven enlisted persons (mess steward, 3 first cooks, and 3 cooks). There are seven more enlisted mess personnel assigned to the replacement detachment of the adjutant general section. The company commander recommends whether one or two messes should be operated but the decision is made by the adjutant general. Usually, one mess is operated in garrison and two in the field. If one mess is operated, the mess personnel of the replacement detachment augment and assist the mess personnel of company headquarters, and mess operations are under the supervision of the administration company commander. If a second mess is established, it is operated under the supervision of the replacement detachment commander.

c. Transportation. The administration company's organic vehicles are for immediate operational needs only and are insufficient to provide transportation for displacement. Additional transportation to move the whole company is requested from the division support command. The TOE for the administration company provides for the assignment of vehicles to company headquarters and to each special staff section of the administration company (figs. 10 and 11). Motor vehicles are normally assigned to and used by the sections concerned.

d. Maintenance. The administration company commander is responsible for the maintenance of company equipment not specifically assigned to and used solely by one staff section; e.g., indi-

Elements of administration company, armored, infantry, and mechanized divisions*	Trailer amphibious cargo ¼-ton 2-wheel	Trailer cargo ¾-ton 2-wheel	Trailer cargo 1-ton 2-wheel	Trailer tank water 1-ton 2-wheel	Total trailers
Company Headquarters	2	1	1	2	6
Adjutant General Section	1				1
Administrative Services Division		1			1
Postal Division	1		2		3
Special Services Division	1				1
Replacement Detachment	1			1	2
Personnel Service Division					
Finance Section					
Staff Judge Advocate Section	1				1
Inspector General Section	1				1
Chaplain Section	2				2
Information Section	1				1
Total	11	2	3	3	19

*The TOE for the airborne administration company assigns all 12 trailers to the company headquarters.

Figure 10. Trailers authorized administration company.

Elements of administration company, infantry and mechanized divisions only*	Truck utility ¼-ton 4x4	Truck cargo ¾-ton 4x4	Truck cargo 2-ton 6x6 LWB	Truck cargo 2-ton 6x6 LWB WWIN	Truck van expansible 2-ton 6x6 M292	Truck van shop 2-ton 6x6	Total vehicles
Company Headquarters	2	2	1	1			6
Adjutant General Section	1						1
Administrative Services Division		1					1
Postal Division	1					2	3
Special Services Division	1						1
Replacement Detachment	1	1	1	1			4
Personnel Service Division		1	1		3		5
Finance Section	1	1					2
Staff Judge Advocate Section	1						1
Inspector General Section	1						1
Chaplain Section	2						2
Information Section	2						2
Total	13	6	3	2	3	2	29

*For the airborne division administration company the TOE assigns 12 of the 17 vehicles to the company headquarters; the remaining 5 vehicles are assigned to the adjutant general section.

Figure 11. Trucks authorized administration company.

vidual and crew-served weapons. He is also responsible for providing organizational maintenance of equipment beyond the capability of the sections to provide; e.g., vehicles. He insures that maintenance instructions and procedures are complied with throughout the use and life of the equipment in the company.

(1) The company is authorized personnel and tools for the performance of first and second echelon maintenance on motor vehicles, weapons, and electrical accounting machines (EAM). The two wheeled-vehicle mechanics and two mechanic helpers provide the capability for second echelon maintenance on company vehicles. They may be trained and authorized to maintain the electricity generators. The armorer provides second echelon maintenance on company weapons. Electrical accounting machine maintenance personnel are assigned to and work in the administrative machine branch of the personnel service division. Third echelon and higher maintenance, as well as second echelon maintenance on other items of company equipment, is performed by appropriate agencies of the maintenance battalion of the division support command or by support units of the field army technical services.

(2) Authorized quantities of spare parts and tools for the company are procured with the initial supply of equipment. Company supply personnel maintain these authorized amounts by submitting requests for replacement parts as company stocks are used.

(3) The maintenance records prescribed by appropriate regulations are maintained by the company.

e. Communications. Communications between the administration company, support command, and higher headquarters are provided by telephone, radioteletype, and messenger. The telephone and teletypewriter systems are tied into the Army signal system. Internal communications are primarily by telephone and messenger.

(1) Organic communications equipment consists of a data transceiver (in personnel service division) and a radio set, AN/VRC–10.

(2) Communications equipment and maintenance are provided by the rear echelon operations platoon, command operations company, of the division signal battalion. Included in the telephone service provided is the installation and maintenance of connecting field cable wire lines and the furnishing of telephone instruments as required (FM 11–10 and FM 11–11).

Elements of division administration company	Launcher rocket 3.5-inch	Gun machine .50 caliber and tripod mount	Gun machine 7.62-mm and tripod mount	Rifle 7.62-mm automatic	Rifle 7.62-mm semiautomatic*	Pistol semiautomatic caliber .45*	Bayonet knife w/scabbard*
Company Headquarters			14	32			
Adjutant General Section							
Administrative Services Division							
Postal Division			1				
Special Services Division							
Replacement Detachment	8	4					
Personnel Service Division							
Finance Section							
Staff Judge Advocate Section							
Inspector General Section							
Chaplain Section							
Information Section							
Total	8	4	15	32	372	17	387

*All personnel are armed with 7.62-mm semiautomatic rifles, light barrels, except chaplains (no weapons), field grade officers, administration company commander, and six other persons charged with safeguarding funds. Exceptions above are armed with semiautomatic pistol, caliber .45. Personnel armed with either rifles or pistols are issued bayonets.

Figure 12. Weapons authorized administration company.

37. Operations Under Tactical Conditions

The echelonment of division headquarters and the establishment of the division rear echelon separated geographically from the division command post does not materially alter the functions of the administration company headquarters. It does, however, change the degree and extent of activities of the company and the company headquarters personnel, particularly the company commander.

a. Under tactical conditions the company headquarters, its activities, and personnel must operate dispersed. Field operations require the preparation of latrine facilities, provision of drinking water, security of the quartering area, provision for greater transportation requirements, and many like necessities. Since the only shelter provided personnel of the company is the individual shelter-half, the use of indigenous houses, barns, and utilities will save the company commander from health and morale problems. A limiting factor to the use of indigenous facilities is tactical security, but in the case of the division rear echelon this is less limiting than for forward troop units.

b. In a tactical situation the executive officer and the unit first sergeant are the company commander's principal assistants on such matters as route and ground reconnaissance, determining the perimeter outposts and fields of fire, leading damage control teams, establishing or commanding provisional reserve forces, and other similar tactical actions.

CHAPTER 10
THE DIVISION REAR ECHELON

Section I. ESTABLISHMENT OF THE DIVISION REAR ECHELON

38. General

a. In the field the division rear echelon usually operates as a separate entity; however, it may operate in the same general area as the support command. The location of the division rear echelon is determined by the division commander, based on the recommendations of the adjutant general and the G1. The rear echelon is established when—

(1) The tactical situation requires that the division headquarters displace frequently, adversely affecting the continuity of personnel and administrative support.

(2) The tactical situation dictates that the personnel and administrative division staff elements be located behind the division rear boundary.

b. The staff elements and units that normally comprise the division rear echelon are the following:

(1) Administration company headquarters.

(2) Division chaplain section.

(3) Division information section.

(4) Division staff judge advocate section.

(5) Division finance section.

(6) Division inspector general section.

(7) Division adjutant general section (less elements of the postal division).

(8) Signal rear echelon operations platoon of the command signal company (from the division signal battalion).

(9) Division rest camp (when established).

(10) Quartermaster bath and clothing unit.

(11) Red Cross and press representatives, if any.

(12) Such other units or activities as are prescribed by the division commander.

c. When the division headquarters rear echelon is established, the officer in charge organizes for combat operations under the same considerations as the tactical commander. Rear area security becomes an integral part of the administration company's operational mission. SOP's established in garrison and tested under field conditions are the blueprints upon which successful operation of the rear echelon hinges. The following factors must be carefully considered:

(1) The tactical disposition of division maneuver elements.

(2) Attitude of the local population.

(3) The selection of rear echelon sites, including the availability of existing indigenous facilities that can be converted to military use, vacated positions of friendly forward elements, or the occupation of unimproved suitable terrain.

(4) Whether administrative operations can be performed up to such distances from frontline elements as do not prohibit timely receipt of replacements by gaining units and do not overextend communication and logistical supply lines.

(5) The requirements for the position of the perimeter; depth of defenses, including the type of fixed weapons emplacements; manning of perimeter, outpost, and alert positions; and preparation of hasty fortifications.

(6) The requirement that positions manned continuously be kept to the fewest numbers considered adequate.

39. Selection and Arrangement of the Division Rear Echelon

a. Site Characteristics. The officer in charge of the division rear echelon must choose a site within the general location designated by the G1. The following characteristics are considered essential for the rear echelon site:

(1) *Adequacy of space.* This is a major factor in locating an activity as large as the division rear echelon. The greatest portion of the space will be occupied by the largest elements of the adjutant general section; viz., personnel service division, replacement detachment, and rest camp, if established. Major items of equipment, quartering areas, and foxholes or slit trenches are the other principal users of space. For example, space must be allocated for a motor park for up to 35 properly dispersed vehicles; a minimum of 50 command post, kitchen, wall, and general-purpose tents (with dispersion of about 50 yards); individual shelter-half accommodations for at least 400 individuals near their work areas; and the individual accommodations, processing, training, and messing sites for the replacements. Other major items of equipment requiring space and layout considerations are the nine electricity generators and the three vans which house the EAM equipment. Sloping or "cut-up" ground, ground that is very wet or soft, or terrain that is subject to flooding should be avoided. An area with satisfactory vegetation and terrain but which cannot be reached con-

veniently by vehicle from the internal road and trail net should also be rejected. While the troops can, to some extent, carry tents and other necessary equipment into the area, such an area cannot be evacuated quickly. This fact and the troop labor necessary to occupy such an area make it undesirable.

(2) *Concealment.* An important factor in selecting the site of the division rear echelon is concealment. There should be trees to afford as much concealment as possible from aerial observation. The presence of a heavy belt of vegetation on the perimeter of the area is particularly important for screening the bivouac area from hostile ground observation and for discouraging indigenous personnel from entering the bivouac area. Thick growth or poisonous shrubs within the area restrict the use of those portions of the area. Although troops can clear the growth, an overgrown area should be avoided because of the time and labor required to make it usable and also because the clearing can alter the "natural" appearance of the area.

(3) *Internal accessibility.* There must be a suitable internal road or trail network capable of accommodating 2½-ton trucks. It must reach into all segments of the area. The network should have more than one entrance and exit without sharp turns which tie up traffic or at which large trucks must be backed and turned; and should permit a one-way traffic circulation plan with convenient access to the motor park and dismount point. The roadways should not require field engineering beyond the capabilities of division rear echelon personnel. Additional consideration should be given to the surface of roads and trails; streams, ditches, or creeks which cross the internal road network; dry creek beds which may mean danger of flash floods; dangerous curves or precipitous banks at the roadside; and the possibility of blocking a road or trail. Even though a one-way traffic plan is enforced, a road or trail should not be subject to complete blocking.

(4) *External accessibility.* This is also an important factor in selecting a site. Proximity to the main supply route (MSR) with a good feeder route from the proposed area is characteristic of a site with good external accessibility. Additonal considerations are the availability of alternate routes between the main supply route and the division rear echelon area; possibility of maintaining safe, two-way traffic; and proximity of the area to other activities'

facilities. Good area external accessibility features include nearby high ground for a radio relay station; appropriate ground for a landing strip for the division's light planes and helicopters; nearby training areas (within walking distance); an area where weapons can be "zeroed"; bath and shower points for replacements; and proximity to higher echelon signal facilities to assist or supplement division communications between forward and rear. Locations near installations or facilities which are potential air targets, class III or class V dumps or depots, and installations heavily defended by friendly air defense weapons should be avoided.

(5) *Security and defense capabilities.* In addition to satisfying operational requirements, the position chosen for a division rear headquarters site must lend itself to adequate security and defense against guerrillas and partisans. Lack of overall defense factors may cause an otherwise excellent position to be discarded. For example, domination of the position by high hills likely to be held by guerrillas or partisans and from which they would be able to direct mortar and aimed fire would preclude the use of an otherwise suitable position.

b. Internal Arrangement. The internal arrangement of the division rear echelon is speeded by following a pattern of internal arrangement in each new site as nearly like that of the previous site as possible. This uniformity enables individuals, units, plans, operations, and other aspects to be easily learned, for under this system past procedures are adapted and new procedures are not constantly being formulated. Internal arrangement of the division rear echelon is based on previously developed standing operating procedures and determined by the principles and requirements below.

(1) Group elements together according to the supporting functions they perform, to separate the larger, more independent elements; locate near entrances the elements which have considerable traffic; and locate the messes and replacement processing lines away from traffic.

(2) Careful placement of the replacement detachment induces a good state of morale in replacements, insures effective participation in security operations, and insures minimum disruption of processing procedures. The replacement detachment should be segregated from the other elements of division rear echelon. The space assigned should contain ground for training and messing facilities for 300 men; for proper dispersal of the shelter-half tents; and for the loading and unloading of vehicles.

(3) The dismount point should be located at the primary entrance and exit where the internal road network meets the feeder route to the main supply route. Its location should permit vehicles to be headed in the direction of the visitors' motor park, and should be in conformity with the perimeter defense plans. The dismount point should also be a sentry post.

(4) The visitors' motor park should have enough space for the parking of at least 10 vehicles adequately dispersed. It should be close to the dismount point, have good concealment, and have a roadbed capable of sustaining considerable vehicular movement.

(5) The arrangement of the rear echelon motor pool should permit dispersion of at least 35 vehicles, suitably concealed. The ground should be capable of sustaining vehicular traffic of considerable density. The motor pool should be convenient to the internal road net to the administration company headquarters and should have sufficient space for shelter and passive defense accommodations for the drivers.

(6) The headquarters of the division rear echelon should be located near the dismount point and convenient to the internal road net. Usually the officer in charge of the administrative services division, the adjutant general section, and the signal communications center (except for the radio relay station), and such individuals or units of the provisional command as the officer in charge decides are necessary are located here. The division rear echelon headquarters serves as the tactical command post (CP) during periods when the rear echelon is engaged in defensive operations.

(7) Other staff section elements and the company headquarters are arranged in consideration of the need for dispersion and the need for locating those elements which work together in proximity to each other. The adjutant general personnel service division should, because of its size, be located as a separate groupment. The finance section should be nearby because it utilizes electrical accounting equipment integral to the personnel service division.

c. Final Selection of a Site. A thorough ground reconnaissance should be made of the sites chosen by map reconnaissance. The officer in charge and the quartering party visit the areas selected on the map. The quartering party consists of representatives of each element of the administration company, the rear echelon

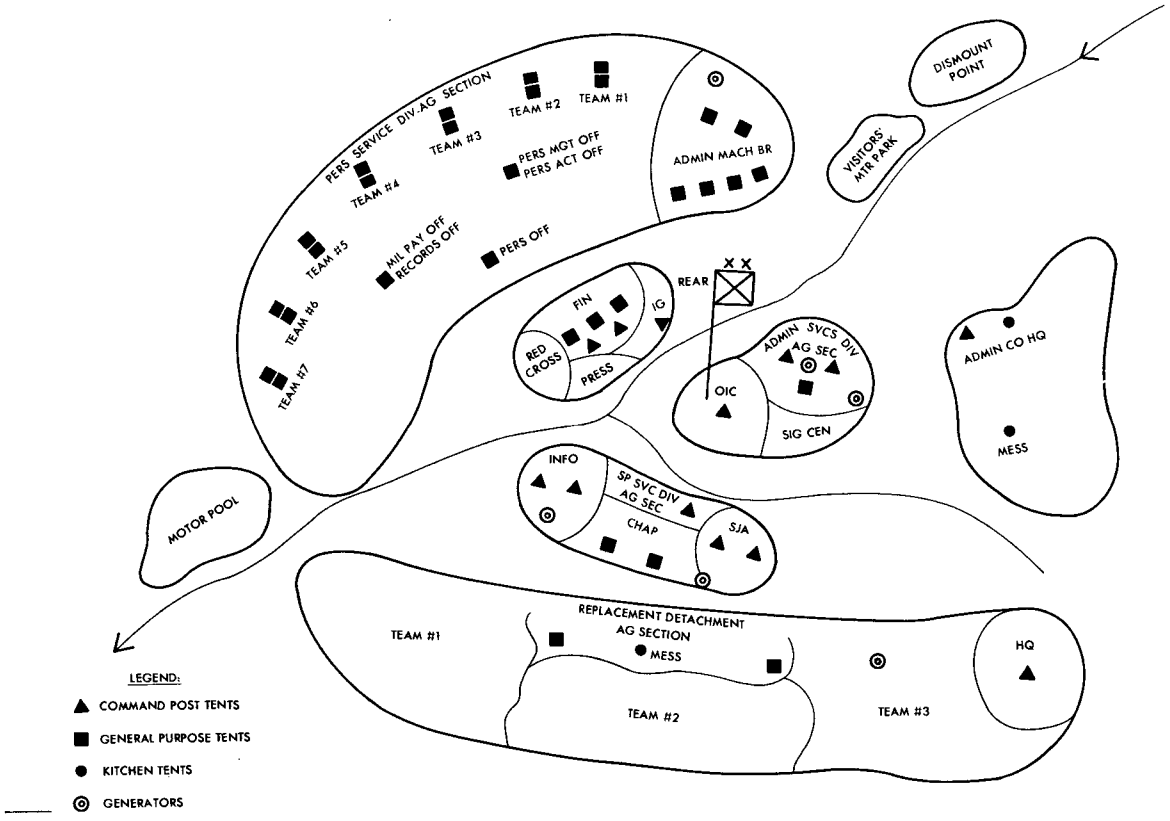


Figure 13. Schematic layout of division rear echelon.

signal center, and activities and units attached to the division rear echelon. Once an area has been selected, ground reconnaissance completed, and the features of the area evaluated, the internal sites of division rear elements are determined and marked with signs; for example, "SJA Section." The officer in charge has sketches prepared of the area, showing the approximate sites of division rear echelon elements, the traffic circulation plan, dismount points, the perimeter guard posts, motor parks, and the proposed defense plan (if time permits). The sketches should show the locations and directions of fire for crew-served weapons. Signs showing the telephone code designations of elements (such as "BLACKBIRD REAR") and guides may be placed in appropriate places along the march route. A strip map showing the route of movement should be prepared for use by individuals who may be in charge of movement serials of division rear echelon displacement and by the drivers of vehicles. The spot is selected where the quartering party will meet the head of the column and guide it into the bivouac area. The officer in charge and the quartering party then make final plans for locating the separate elements at the preselected sites within the rear echelon as soon as the column arrives at the position.

40. Movement

a. Every motor march and convoy should be organized along a previously prepared plan. In some cases, this plan may merely tell where to go, what vehicles to take, the route to take, and when to start. Such plans may require only an oral order; other plans may need to be more extensive and detailed to carry out an efficient movement. The administration company commander should maintain a rear echelon movement standing operating procedure which includes as a minimum the following considerations:

(1) Security precautions to be followed during the march and the added precautions and control measures to be taken during darkness.
(2) Numbers and types of vehicles required to move the company's personnel, equipment, and supplies. This should be broken down by staff elements, units, and subelements.
(3) Procedures for procurement of necessary transportation.
(4) Loading sites, allocation of vehicles, and the assembly of elements into march formation.
(5) Provisions for control (formation, speed, march discipline, maintenance, and accident procedures).
(6) Personnel and their duties for the closing of the old site.
(7) Responsibility for route reconnaissance; provision for road guides and guides in the new site.

(8) Final inspection of the old site.

(9) Notification to the main command post and the support command of the date and hour of departure from the old site and arrival at the new site.

b. The chief of each staff section and other element should maintain standard loading plans which will facilitate the rapid and orderly loading of personnel and equipment on the transportation furnished.

c. Detailed preparation of movement plans and standing operating procedures are found in chapter 10, FM 61–100; section II, chapter IV, FM 101–10; and chapter 6, FM 25–10.

Section II. TACTICAL OPERATIONS OF THE REAR ECHELON

41. Considerations for Defense Organization

Before actual echelonment occurs, the officer in charge of the rear echelon should appoint a planning staff to assist in planning, organizing, and later executing the defense plan. This staff should consist of the headquarters commandant and two or three other officers of the administration company. Together with this planning staff, the officer in charge must consider many factors in establishing the defense organization.

a. The most important factor is the terrain. The location of the division rear echelon dictates the use of the perimeter defense (FM 7–11). Open terrain forces a more extended perimeter, and natural barriers determine boundaries. The perimeter defense should permit continued efficiency in the functional operations of the rear echelon.

b. The officer in charge must evaluate the capabilities of the troops and weapons available. In his evaluation of the troops available, he must consider whether he has, or will have, replacements available in the replacement detachment, their state of training and arms, and whether troops are available in the division rest camp. He must also consider the combat capabilities of other units or agencies attached to the division rear echelon. His tactical plan must include alternate or contingent plans to provide for the fluctuating numbers of troops that might be available for tactical employment and for possible increases or decreases in his area of responsibility.

c. The officer in charge must consider the primary missions of the elements of the rear echelon and must determine how much effort can be diverted from these primary missions to meet tactical requirements. He should organize the defense so that it will place the minimum strain and disruption upon the functional missions of the elements concerned.

d. If not already in place, wire must be laid and telephones installed at desired locations in the defense perimeters and at outposts. The communications net established for functional and operational purposes must also serve to a great extent for tactical control purposes. Wire is the primary means of communication within the area. In some instances, alternate locations for telephones must be established to serve the tactical purpose when the need arises. The officer in charge must decide how much of his communications capability should be devoted to tactical considerations.

e. The locale of battle must be considered, as well as the enemy's capabilities for carrying out guerrilla actions, dispatching commandos, or dropping paratroops in the area. The defense plan against these threats must be complete. Assistance from the division support command can be expected only after it has become evident that the rear echelon cannot defend itself with its assigned and attached personnel.

42. Defense Organization

a. The division rear echelon consists of from 400 to 900 persons, the bulk of whom must spend much of their time at their administrative or operational work sites. These individuals should be organized into three or four provisional company-size units for defense. This organization permits flexible strength expansion in the provisional units and equally flexible assignment of defense sectors and defense functions. Organizing the elements of the division rear echelon and assigning personnel to the provisional units involves the following considerations:

(1) The principal defense plan and organization should be based upon the number of persons who probably will always be present. Plans for expansion should be evolved from that point. The defense plan should not depend upon there being a definite number of replacements available or upon the availability of personnel in the rest camp.

(2) Deciding how individuals should be assigned is one of the more difficult tasks for the officer in charge. For example, permitting personnel regularly assigned to the same unit or section to operate as a tactical team under their own supervisory personnel has advantages in ease of control, confidence, and higher morale for the personnel concerned; but such a grouping of personnel may completely disrupt the primary mission of their functional section or unit. All personnel of the same section or unit may be lost for training at the same time, or a large number of

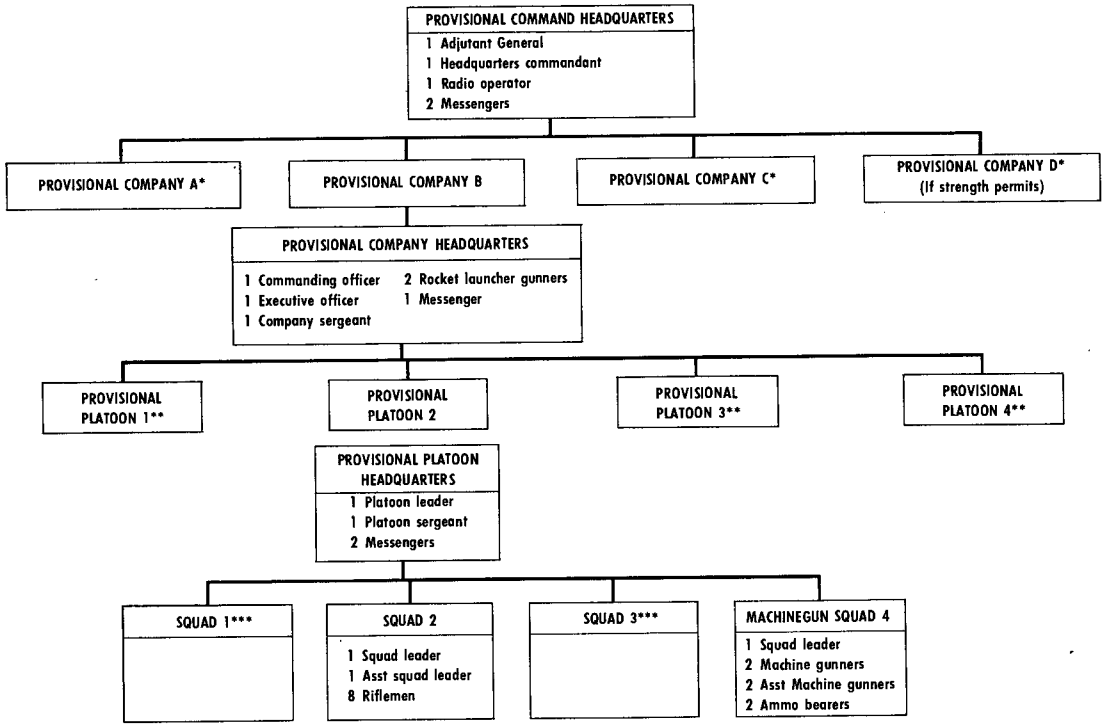
casualties may be suffered if an attack strikes hard at this particular provisional unit. Percentagewise, it is difficult to determine how many members should be required for defense. Only when the rear echelon is operational can the defense plan be made completely realistic. At that time each section chief will know his operating workload and capabilities and will know how many persons he needs in order to keep abreast with his workload. It is probable that the main defensive alert must be maintained and the greater number of troops will be used at night, during which time most of the members will probably have completed their assigned functional duties.

(3) The layout of the division rear echelon and defense positions should be planned so that personnel need not travel long distances to reach defense positions. So far as possible, defense sectors assigned to particular provisional units should be adjacent to work areas.

(4) Appointment of qualified officers, noncommissioned officers, and individuals to key positions in each provisional unit should not be based upon rank alone. Key positions must be filled by individuals whose abilities are best suited for the job. Additionally, key positions must be filled by persons who normally can be expected to be present in the rear echelon if an attack should occur. In many instances this may preclude assigning field grade staff officers of the division administration company to key defense responsibilities, although their advice and assistance should definitely be solicited.

(5) An equitable distribution of personnel with combat experience or training should be provided in each provisional unit. The replacements themselves and members in the rest camp are combat trained and should be assigned defensive duties in the part of the overall defense perimeter closest to them. They may also be assigned to augment the strengths of other provisional units.

b. The defense organization should provide for a rear echelon command post and control group and three or four provisional company-size units. Figure 14 contains a chart of a defense organization that could be used. If possible, each squad should consist of approximately 10 members; each platoon, approximately 45; and each company, approximately 180 members. Because of the uncertainty as to how many individuals will be available in the rear echelon at any one time, complete flexibility must be provided for in the defense organization.



* ORGANIZATION IS THE SAME AS THAT OF PROVISIONAL COMPANY B.

** ORGANIZATION IS THE SAME AS THAT OF PROVISIONAL PLATOON 2.

***ORGANIZATION IS THE SAME AS THAT OF SQUAD 2.

Figure 14. Defensive organization.

Section III. AREA DAMAGE CONTROL

43. General

a. Definitions.

(1) *Area damage control.* The term "area damage control" refers to measures taken to avoid or minimize the effects of enemy mass destruction attack or natural disaster on administrative support operations.

(2) *Mass destruction weapons.* Mass destruction weapons are defined as those nuclear, chemical, biological, or radiological means that may be used against concentrations of personnel or material to accomplish large-scale devastation or neutralization.

b. Area Damage Control Planning. The purpose of area damage control planning is to prescribe the procedures, organization, and placement of activities to minimize the effects of damage, whether from enemy or natural causes. The planning for rear area damage control must include consideration of actions to be taken before, during, and after the disaster strikes. This planning is broken down into measures taken before an attack (phase I) and measures taken during and immediately after an attack (phase II).

(1) *Phase I measures.* Phase I damage control operations include both preventive and readiness measures. Dispersion, denying information to the enemy, and protective cover are the main preventive measures used to avoid or reduce the effects of mass destruction weapons. Readiness measures are completed so far as possible to facilitate phase II operations. These readiness measures are developed while in garrison and include preparing plans and standing operating procedures (SOP's); organizing, equipping, and training teams to implement damage control measures; designating areas of responsibility; establishing communications and warning systems; practicing alerts; predicting preliminary fallout; and preparing plans for reestablishing or replacing damaged and destroyed service facilities. Plans for the care of the wounded and sick and disposition of the dead will also have to be made because of the great number of casualties that may occur at any moment.

(2) *Phase II measures.* Phase II damage control operations begin when an incident occurs, and include reestablishing command; controlling personnel and traffic; fire prevention and firefighting; first aid and self-aid; sorting, giving emergency medical treatment to and evacuating casualties; protecting against chemical and biological

hazards, including radiological fallout; securing and issuing emergency supplies of food, clothing, and water; bomb disposal; initiating salvage operations; decontaminating facilities and areas, personnel, supplies, and equipment; and conducting organized radiological monitoring and survey operations. Implementing these actions immediately will restore control, save lives, isolate danger areas, and salvage material. Administrative support to the forward echelon must be continued or restored with a minimum of delay.

44. Area Damage Control

a. The Support Command Plan. The division support command commander is responsible for the integration of area damage control plans into the overall division defense plan. He anticipates the damage that could occur in the rear area, prescribes the protective placement and dispersion of units, formulates the procedures to be followed, and assigns damage control missions to subordinate activities. The support command area damage control plan or standing operating procedure is published for the information and guidance of all concerned. Included in this plan or procedure is the designation of damage control forces and the actions they must take.

(1) *Designation of damage control forces.* Each divisional support activity must provide its own damage control functions. As an additional measure, the support command area damage control plans include the designation and formation of damage control forces to aid activities that are so severely damaged that they cannot help themselves. These division area control forces consist primarily of support command units or elements thereof and designated engineer elements. Damage control parties that form these units are used for area damage functions in their own units, but their primary function in the event of calamity is to reinforce other units or installations if the situation warrants and if directed by the support command commander.

(2) *Actions of damage control parties.* Even though an attack has occurred, operations must be resumed. This restoration of operations involves maintaining or restoring control, evacuating casualties, isolating danger areas, and reducing personnel and materiel losses. Damage control parties are moved to the unit or activity struck, and the following actions are taken:

(*a*) Damage is assessed to determine its impact on administrative support.

(*b*) Salvage operations are begun.

(*c*) Firefighting plans and fire prevention are carried out.

(*d*) Casualties are given first aid.

(*e*) Evacuation is conducted.

(*f*) Traffic and personnel movement control is established.

(*g*) Decontamination is undertaken.

(*h*) Bomb disposal is executed as necessary.

(*i*) Emergency supplies are provided.

(*j*) Communications are reestablished.

(*k*) Fallout prediction, warning of threatened areas, and radiological survey and monitoring are accomplished.

Available units assist by providing emergency communications and controlling traffic and personnel movement.

b. Unit Damage Control Plans. The adjutant general, as officer in charge of the division rear echelon, must insure that the division rear echelon has an established and workable damage control plan or standing operating procedure. The purpose of this plan or procedure is to prescribe measures to be taken to minimize the effects of damage occurring in the area and to set forth in detail the equipment and troops that will be dispatched to assist other activities and units, in accordance with approved damage control plans and the standing operating procedure of the support command. The rear echelon damage control standing operating procedure prescribes the actions that will be taken should the activity be severely damaged or disabled. For example, the operating procedure includes provision for rosters to facilitate casualty and straggler search or checkoff. Locations of troops and work areas are designated and posted for efficient rescue or search operations. The operating procedure also includes provision that in the event of a disaster the surviving senior commander in division rear echelon will—

(1) Assemble survivors, military and indigenous personnel.

(2) Direct the rescue and removal of casualties to a covered position if threat of fire, explosion, or radiological contamination persists; use damage control and equipment available for immediate first aid.

(3) Report the incident to the support command by the fastest means available; contact the nearest unit to insure alerting of the support command and to obtain whatever assistance is available in the interim.

(4) Continue rescue, fire control, and other rear area damage control activities within existing capabilities while awaiting assistance.

(5) Station at least one messenger or guide at a prominent road location to guide the incident officer and rescue personnel.

45. Damage Control Teams

The division rear echelon must organize and man several teams to carry out damage control functions. These teams must be equipped, trained, and ready for operations at all times.

a. Damage Control Party. The support command area damage control plan may require the rear echelon to establish one or more damage control parties to assist other activities or units that have been damaged. If so, it will prescribe the personnel, equipment, supplies, and duties of the damage control parties. Each party should consist of an incident officer (commander), one or more officer assistants, and sufficient enlisted personnel to accomplish the following:

(1) Establish an incident post, or command post, at the scene of damage.
(2) Conduct a radiological survey, as necessary, to determine when the damaged area is safe to enter.
(3) Determine the extent of damage and amount and type of assistance required and report to the support command.
(4) Command all damage control squads dispatched to the damaged area and supervise all damage control operations in the area.
(5) Coordinate with medical personnel in treating and evacuating casualties.
(6) Arrange for necessary administrative support, such as emergency food, clothing, and water.

b. Light Rescue Squads. Two or more light rescue squads should be organized and equipped to assist in the rescue and removal of casualties, first aid, and decontamination. Normally, the light rescue squad is not employed outside the rear echelon. Each squad should consist of at least one noncommissioned officer and six other enlisted men. Squad equipment varies, depending upon its availability, but should include the following: One truck, ¾-ton; three picks; three shovels; two axes; one hacksaw; one decontaminating apparatus, portable, 3-gallon, M1; six kits, protective ointment; one ladder; one crowbar; one first-aid kit, vehicular; two stretchers; four blankets; one kit, chemical agent detector; and one can, chlorinated lime, 20-pound.

c. Labor Squads. Two or more labor squads (one officer and approximately 20 enlisted men each) should be organized to help in decontamination, salvage, and repair operations. These squads also search for casualties and clear the area of debris. They will

use such equipment as is available after the attack. If possible, each squad should be equipped with and have personnel trained in the use of decontaminating materials.

d. Radiological Monitor and Survey Parties. Two radiological monitor and survey parties should be designated and trained for each dose-rate radiacmeter authorized by the TOE. Monitor and survey parties normally consist of two individuals, a monitor and an assistant. The unit SOP will state the frequency of monitoring for fallout once nuclear warfare has begun or fallout warnings have been received. Radiological survey will normally be conducted under the supervision or direction of the division Chemical, Biological, Radiological Center (CBRC). Unit radiological monitoring is the responsibility of the unit commander. Dosimeters are used to determine the radiation dose. The unit SOP will state who will use the dosimeters authorized by the TOE.

e. Personnel Radiological Detection Teams. Six teams (a monitor and an assistant to each team) should be formed to detect radiation doses received by individuals. Six dosimeters (radiacmeter, IM–108/PD) are assigned to the administration company for this purpose. These meters are self-indicating.

f. Chemical Agent Detection Team. CBR teams (may be the radiological monitor and survey teams) should be organized and trained to detect the presence of chemical agents and in the use of a chemical agent detector kit assigned to the administration company. This kit is designed to detect the presence of and to assist in the identification of toxic chemical agents. The kit is used to determine when it is safe for personnel to remove their protective masks following a chemical warfare attack, for reconnaissance in an area suspected of contamination, and for testing immediately following decontaminating operations.

g. Firefighting Team. In addition to the above teams, a firefighting team should be organized, staffed, and trained. Equipment required will vary, depending on availability and local conditions.

h. Relationship of Damage Control to Security Operations.

(1) Security operations and damage control measures are related activities of the division rear echelon.

(*a*) Personnel from same source must man security positions and damage control teams.

(*b*) Basic passive defense for security is also basic defense against damage; e.g., dispersion, emplacements, and rise of cover.

(*c*) Organization for tactical operation must also provide skeleton organization for damage control operations or complete damage control teams.

(*d*) Damage control teams in operation must be able to contribute toward tactical objectives.

(*e*) Command responsibilities for carrying out damage control operations rest with the same individuals as do tactical operations; i.e., with the rear echelon officer in charge and the provisional unit commanders.

(2) Minimum damage control activities and security operations can be carried on simultaneously by division rear echelon. For example, reserve tactical forces inside the perimeter may conduct damage control missions while the outer perimeter is actively engaged with the aggressor. In other cases the division rear echelon officer in charge decides which operation should receive the major effort of the rear echelon.

(3) Tactical training of division rear echelon must include damage control operations as an integral part of instruction. Provisional platoons, squads, and individuals must receive practical application training and be assigned duties in the countermeasures and procedures of damage control, particularly radiological survey, decontamination, rescue, and firefighting.

46. Physical Security

Rear echelon defense and damage control planning are interrelated and developed concurrently. The division rear echelon must be geared to minimize the effects of enemy mass destruction action, as well as of airborne, infiltration, and guerrilla attacks. The division rear echelon must be prepared to deal with more than one of these enemy actions at a time. The damage control plan should provide for the physical security of personnel and equipment by dispersion, occupation of shelters or trenches, and other means.

a. Dispersion. The officer in charge of the division rear echelon must decide the balance required between dispersion and control, and between protection and operational and defensive readiness. This balance may include a calculated risk in order that the mission can be accomplished. At the time the rear echelon defense plan is developed the need to disperse personnel and equipment is considered; and troops, equipment, and activities are assigned positions in the rear area. Because of this dispersion, damage is minimized if an attack should occur.

b. Protective Means. Protective means include foxholes for individuals, emplacements for weapons, revetments, and cuts for vehicles and other equipment, light cut-and-cover shelters for the command post and communications equipment, and collective

protectors for defense against CBR attack. The terrain in the area may contain natural geographic features such as caves, steep hills, or cuts, and manmade structures such as local defense air raid shelters, mines, tunnels, and other underground installations which can be used to protect supplies and personnel from nuclear weapon, heavy artillery, or mass bombing attack. Defensive structures should be prepared for protection against nuclear weapons. During and following the use of nuclear weapons there is usually danger from fallout. One of the best shielding materials is earth; a deep foxhole satisfactorily shields against initial gamma radiation if provided with an earth cover.

APPENDIX

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FM 7–100	Infantry Division.
FM 9–5	Ordnance Ammunition Service.

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FM 11–10	Infantry, Division, Signal Battalion.
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FM 11–50	Signal Battalion, Armored, Mechanized, Infantry, and Airborne Divisions.
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TB IG 4	Inspector General Investigation and Complaint Guide.
TB IG 5	Inspector General Technical Proficiency Inspection.
TOE 12–157E	Administration Company (Airborne).
TOE 41–500D	Civil Affairs Organization.

BY ORDER OF THE SECRETARY OF THE ARMY:

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NG: State AG (3); units—same as Active Army except allowance is one copy to each unit.

USAR: Same as Active Army except allowance is one copy to each unit.

For explanation of abbreviations used, see AR 320–50.

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