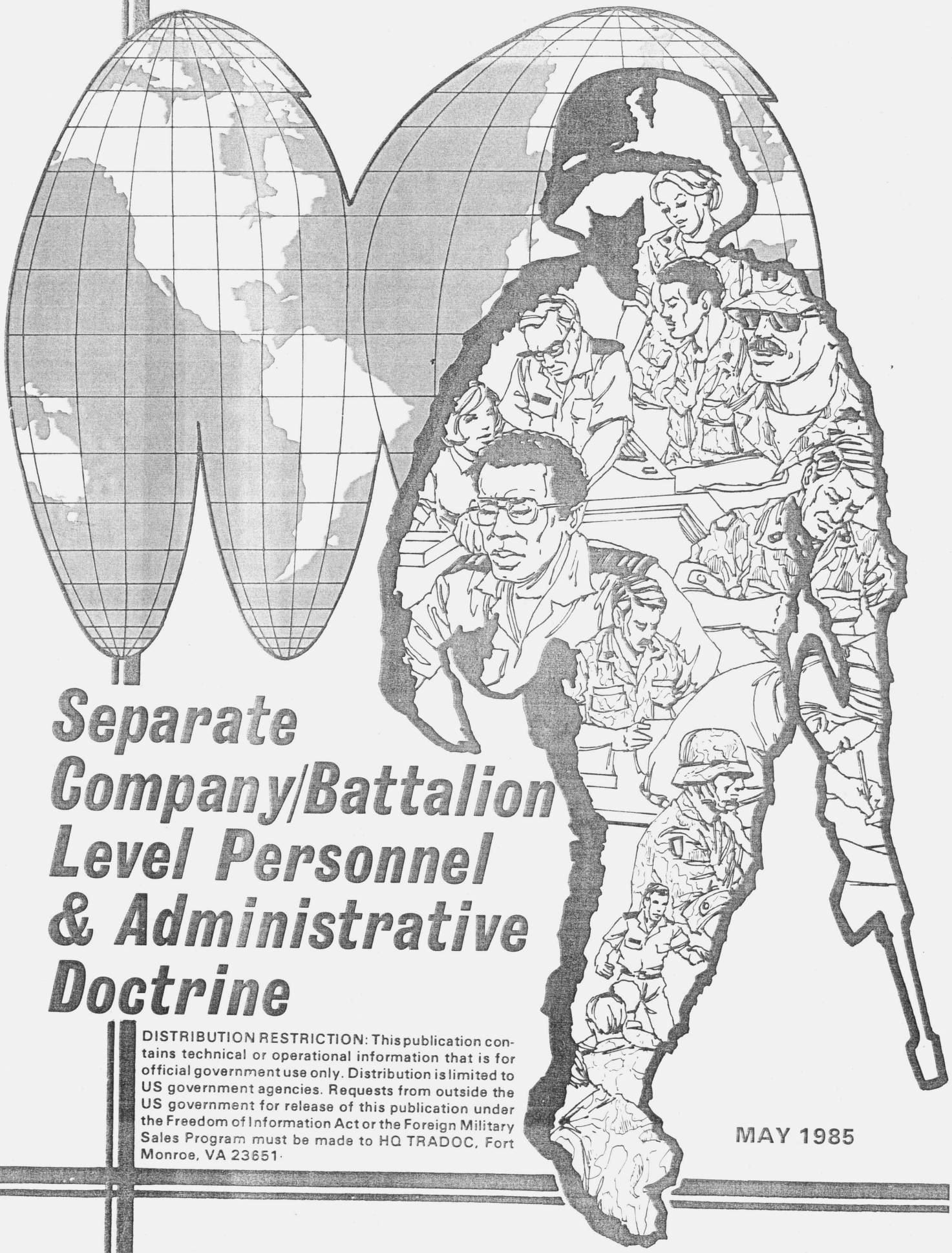
FM 12-3-1



Separate Company/Battalion Level Personnel & Administrative Doctrine

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MAY 1985

RECOMMENDED CHANGES AND COMMENTS

You are encouraged to submit recommended changes and comments to improve this manual. You should key your comments to the specific page, paragraph, and line of text in which each change is recommended and provide reasons for each change/comment to ensure understanding and evaluation. Recommendations should be submitted on DA Form 2028 (*Recommended Changes to Publications and Blank Forms*) and sent directly to the Commander, US Army Soldier Support Center, ATTN: ATSG-AG, Fort Benjamin Harrison, IN 46216-5530.

*FM 12-3-1

FIELD MANUAL
NO. 12-3-1

HEADQUARTERS
DEPARTMENT OF THE ARMY
Washington, DC, 17 May 1985

SEPARATE COMPANY/BATTALION-LEVEL PERSONNEL AND ADMINISTRATIVE DOCTRINE

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*This publication supersedes FM 12-1, 21 July 1972, FM 12-2, 9 July 1971, and FM (TEST) 12-3-1, 5 June 1981.

PREFACE

This manual describes P&A support at separate company and battalion levels. It also offers alternatives for accomplishing the P&A mission. It has a twofold purpose. First, it provides separate company and battalion-level P&A doctrine for commanders, staff, and operating personnel. Second, it informs field commanders and staff about separate company and battalion-level P&A support. This manual also--

- Provides a concept of operations for P&A support at the centralized PAC and decentralized separate companies.
- Explains the battalion S1's responsibilities as P&A manager.
- Explains the concept of the PAC on the battlefield (organization, mission, functions, alternative employment methods).
- Explains techniques of P&A support to separate companies.

This manual applies to all intensities of conflict for the Active Army, mobilized USAR, and federalized ARNG units.

Three terms are essential to this manual: PAC, PAC forward, and PAC rear.

The PAC is normally located at battalion level. It consists of the PAC supervisor, PSNCO, personnel administration specialists (PAS), clerk-typists, and a legal clerk. The PAC performs most P&A functions for supported companies.

The PAC forward is a portion of the PAC--usually the PSNCO and two PASs. It is normally collocated with the S1 in the battalion support area. Its main purpose is to provide timely and accurate strength and personnel accounting data to the battalion commander, initiate reports, and to provide interaction among soldiers, their commanders, and the P&A process.

The PAC rear accomplishes most of the PAC administrative functions, personnel actions, and replacement processing. Headed by the PAC supervisor, it is located behind the PAC forward. The PAC rear also provides interface with brigade and/or division.

Doctrine in this publication applies to organizations, approved concepts, and equipment currently in the field and in use today. However the Army of Excellence is making a number of changes in the ways to perform P&A functions and the organizations that will perform them at division and higher echelons. Concepts are being developed which, when approved, will result in changes to this and other doctrinal publications.

Among the changes which can be expected are--

- Elimination of the AG Company, to be replaced by a G1/AG element in division headquarters; this element would consist of an administrative service branch, a strength accounting and management subsection (SAMS), and a personnel accounting subsection in addition to a G1 section and a replacement section (in the heavy divisions). (The SAMS and the personnel accounting subsection would perform, as augmented by a supporting PSC, the functions currently performed by the division PSD.)
- Combination of separate G1 and AG positions into a single G1/AG position.
- Introduction of "high tech" equipment to facilitate rapid reporting of strength and personnel accounting data; this equipment will include the unit-level computer (ULC), the Tactical Army Combat Service Support Computer System (TACCS), and the soldier data tag (SDT).

With the above changes anticipated, doctrinal changes concerning the flow expressed herein for strength and personnel accounting are expected to be minimal. Changes in organizations and reporting methods may be overlaid on existing doctrine.

CHAPTER 1

Personnel and Administrative Functions

PAC OBJECTIVES

The PAC operates the personnel management program, takes or secures action on personnel matters, and furnishes personnel information and guidance to designated commanders and staff. The PAC also reports to higher headquarters any information required on such matters as personnel losses and replacement requirements. The PAC accomplishes as many personnel actions at battalion headquarters level as possible to reduce personnel administration at unit level. The PAC exists to increase the efficiency of the battalion and the separate company and to relieve unit commanders of their administrative burden. However, it is neither intended nor designed to interfere in any way with unit commanders' authority and prerogatives. The PAC uses ADP capabilities, both those organic to the battalion and those belonging to the supporting ADP facility, as much as possible. Using ADP ensures a high degree of responsiveness to battalion-wide personnel support requirements and requirements of higher headquarters.

SEPARATE COMPANY OBJECTIVE

The objective of the separate company method is to provide decentralized P&A support. This method is used for a unit that does not lend itself to PAC support due to the organizational structure, mission, or geographic dispersion of a parent organization.

In many respects, the P&A functions performed by the separate company are identical to those performed by the PAC. Therefore, wherever a discussion of a function performed by the PAC occurs, it should be assumed that it is also performed by the separate company unless otherwise stated.

PRINCIPLES AND CONSIDERATIONS

The primary wartime mission of the P&A structure at battalion and separate company levels is to give the commander strength and personnel accounting support. This support allows commanders to use personnel resources effectively to accomplish the mission. As an example, knowing how many personnel in each MOS are available allows cross-leveling of personnel with critical and/or shortage skills. The secondary role is to support personnel by performing administrative tasks.

Critical tasks that the PAC or the separate company clerk must perform in wartime are--

- Strength accounting.
- Replacement processing.
- Casualty reporting.

Figure 1-1 on the next page shows noncritical wartime tasks whose performance depends on the situation, commander's priorities, time available, and P&A policies in the theater.

WARTIME TASK LIST (NONCRITICAL TASKS)

- Requests for Orders
- Suspensions of Favorable Personnel Actions
- Pay Inquiries
- Pay Elections
- Allotment Authorizations
- Enlisted Evaluation Reports
- Transmittal Letters
- Officer Evaluation Reports
- Disposition Forms
- Military/Nonmilitary Letters
- Comments and Endorsements
- Personnel Data Cards
- Recommendations for Awards
- Mail-related Actions
- Identification Card Applications
- Promotions
- Personnel Actions and Duty Status Changes
- UCMJ Actions
- Maintenance of Files
- Statements
- SIDPERS

(transactions and reports that are not directly related to strength accounting and casualty reporting)

- Company Rosters
- Maintenance of Reference Library and Posting of Publications
- Distribution of Messages and Correspondence
- Ration Cards
- Radio and Telephone Answering
- Cross Training
- Requisitions
- Emergency Leaves
- Requests for R&R

FIGURE 1-1

The measure of P&A performance is timeliness and accuracy. Personnel reports during battle must be timely, though sometimes fragmentary, and must be based on the best available information. The reports are refined as the tactical situation permits and more information becomes available. *Accuracy* is the measure of performance in the processing of casualty and medical information.

CHAPTER 2

Employment and Responsibilities

EMPLOYMENT OF THE PAC

The integrated battlefield requires careful attention to dispersion. The PAC must be dispersed enough to minimize the effects of nuclear and chemical weapons but consolidated enough to operate efficiently. The S1 determines the best PAC configuration and dispersion for the mission and the situation.

The battlefield situation may require the PAC to relocate often for its survival. To ensure continued P&A support, the PAC supervisor must organize quickly to do much in a short time. Assignment of specific functions to PAC personnel and development of loading plans speed relocation and continuation of productive work.

When the PAC is split, the PAC forward has a limited capacity. Its main purpose is to gather information, initiate reports, provide interface between the PAC rear and supported companies and to provide the commander with timely and accurate strength and personnel accounting data. The PAC rear performs formal administrative and personnel functions. Figures 2-1 and 2-2 show examples of PAC configurations for maneuver battalions. Configurations for nonmaneuver battalion PACs may parallel those of maneuver battalions or may be consolidated in a single support area.

When the situation permits, the PAC provides the best service by operating in the battalion combat trains (figure 2-1). Organizational integrity for the PAC ensures the continuity of P&A operations while at the same time ensuring that the commander and staff have ready access to PAC operations.

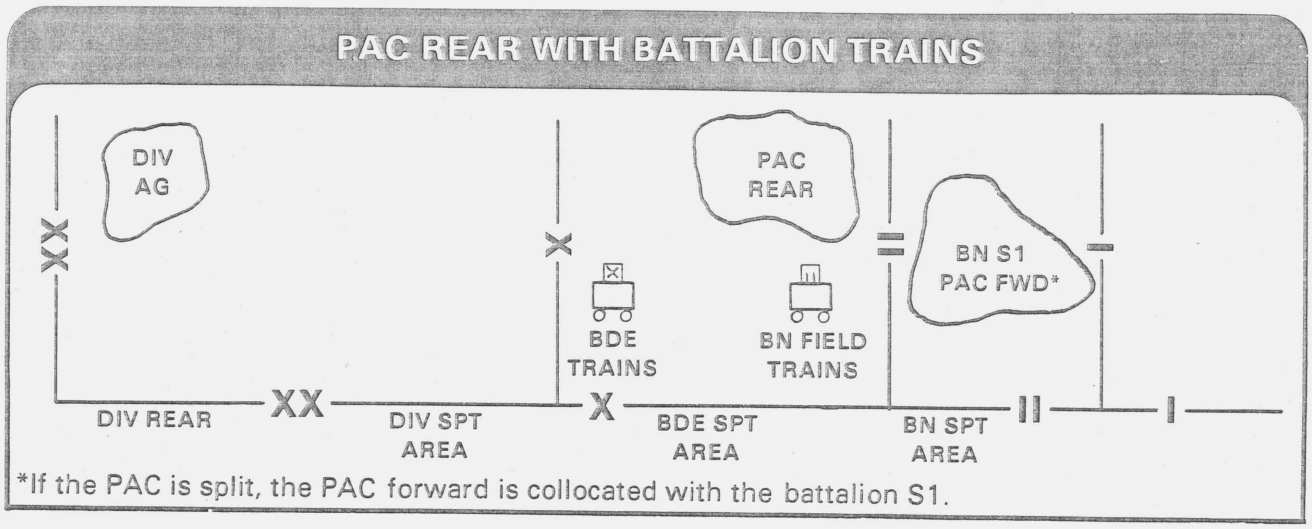

FIGURE 2-1

When the threat of nuclear or chemical attack is minimal, the PAC rear may offer the best support from the brigade field trains area (figure 2-2). The brigade S1 performs no new administrative functions but coordinates the activity of the PACs in this area to expedite and facilitate P&A functions.

Sometimes communications between the PAC forward and the PAC rear are lost. If they are, the PAC forward must continue to gather information and prepare input for the casualty and strength reporting systems as time, situation, and available information permit.

The S1 is normally collocated with the S4 in the battalion combat trains area. This collocation facilitates coordination of effort and maximum use of limited personnel and communication assets, particularly in weapons system replacement operations (WSRO). The S1 continually interfaces with the battalion tactical operations center (TOC), aid station, PAC, and other battalion elements that are involved in P&A functions.

BATTALION RESPONSIBILITIES

The organizational structure for personnel and administration is described below.

BATTALION HEADQUARTERS

The battalion commander relies on the battalion S1 to oversee battalion P&A operations.

Battalion Commander

The battalion commander directs the battalion's command and control functions. The staff are assigned specific areas of responsibility to ensure that the total mission is intensely managed.

Battalion S1

The S1 has staff responsibility for the PAC. Through the S1, the commander ensures P&A support for the battalion headquarters and subordinate companies. The battalion S1, the overall manager, assigns priorities to

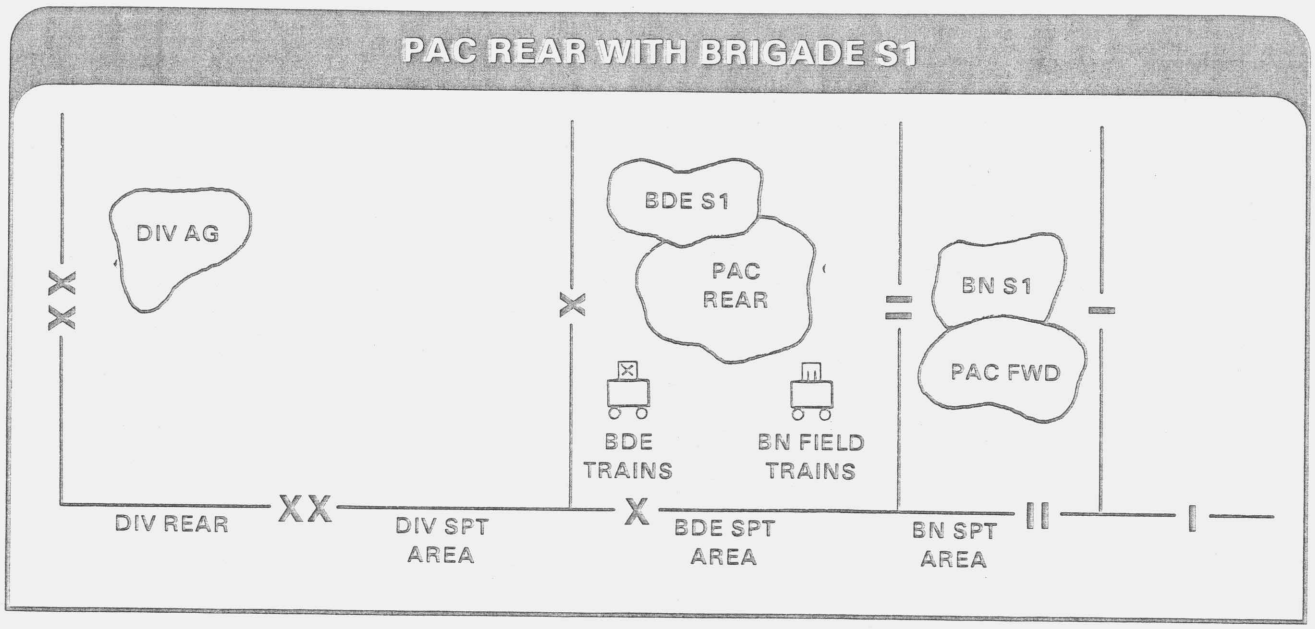

FIGURE 2-2

wartime tasks. The S1's responsibility for coordination with the weapons system manager is covered in FM 12-16.

PAC

The PAC is the principal P&A organization at battalion level.

PAC Supervisor

The supervisor is responsible for direct supervision of the battalion's personnel, legal, liaison, and administrative matters.

Personnel Staff NCO

The PSNCO ensures coordination between the MILPO and the companies served by the PAC. The PSNCO also--

- Provides P&A assistance to the commander, staff, and soldiers.
- Monitors command personnel management.
- Serves as the command coordinator for personnel replacements, strength and MOS imbalances, and proper personnel utilization.

Personnel Administration Specialists

The PASs perform P&A functions in support of companies, batteries, troops, detachments, or other organizations.

SEPARATE COMPANY RESPONSIBILITIES

The organizational structure for personnel and administration at separate company level is decribed below.

COMPANY COMMANDER

The company commander is the primary P&A manager for the unit, assisted by the XO and the first sergeant. Specifically, the company commander is responsible for--

- Utilizing assigned personnel properly according to MOS, training, experience, and the desires and needs of the organization.
- Reporting all status changes to the PAC promptly.
- Requesting reclassification of soldiers who are physically unable to perform in their primary MOS, better qualified in a different MOS, or inefficient.
- Authenticating administrative documents and action on personnel actions and forwarding them in accordance with prescribed procedures.

FIRST SERGEANT

The company first sergeant is normally responsible for the following P&A functions:

- Oversees company-level administration.
- Supervises the activities of unit clerks.
- Advises the company commander on troop assignments, reassignments, promotions, and other personnel actions.
- Supervises replacement activities to include the indoctrination of newly assigned personnel.
- Verifies and monitors strength and personnel accounting reports to include SIDPERS change reports, casualty feeder reports, and unit personnel daily summary (PDS).

COMPANY CLERK

The separate company clerk relies on advice and assistance from--

- Company first sergeant.
- Battalion PSNCO.
- Servicing MILPO/Personnel Service Company.
- Appropriate DA and command publications.

CHAPTER 3

Personnel and Administrative Operations

P&A FUNCTIONS

The company is the lowest level where P&A functions are performed. In battalions these functions are centralized at the PACs. For separate companies, batteries, and detachments, these functions are decentralized in company headquarters.

The PAC provides typing support for its companies, but it is not a typing pool for the battalion staff. For practical purposes, typing and P&A requirements must be minimal on the battlefield; subordinate units should not have to submit information that is already on a data base at higher headquarters.

Command policies and SOPs are the key to eliminating unnecessary P&A burdens at lower echelons. P&A operators should go forward to collect data from combat elements rather than vice versa if the situation permits.

CRITICAL TASKS

The critical tasks for P&A operations are described below.

STRENGTH ACCOUNTING

Strength accounting, differentiated from by-name personnel accounting, is the process of collecting, recording, and reporting numerical personnel data to analyze a unit's strength posture and status. Strength accounting has a direct impact on the tactical employment and sustainment of the force for two main reasons.

First, it influences tactical employment decisions and plans. The commander is responsible for making tactical decisions based on estimates and recommendations of the staff. The commander also establishes personnel assignment priorities that the staff officers implement. Strength accounting in this role is the chief responsibility of the S1. Generally, the minimum essential strength accounting data required to make tactical employment decisions and establish assignment priorities are gross total strength figures for a given unit.

The second reason is that strength accounting determines specific personnel requirements and influences cross-leveling and on-hand replacement distribution decisions. Strength accounting in this role is the chief responsibility of the PSNCO. MOS/SSI, number required, grade, and unit are the minimum information required to sustain the force.

The battlefield situation, communications capability, and availability of ADP equipment dictate the degrees of accuracy and/or timeliness of strength accounting data. During the "heat" of battle, hasty (abbreviated) status reports or situation reports are usually the only strength data available. These reports most often pass by voice through command tactical radio nets. Within P&A channels, on the other hand, the flow of strength accounting data normally takes one of two paths, shown in figures 3-1 and 3-2 on the next page.

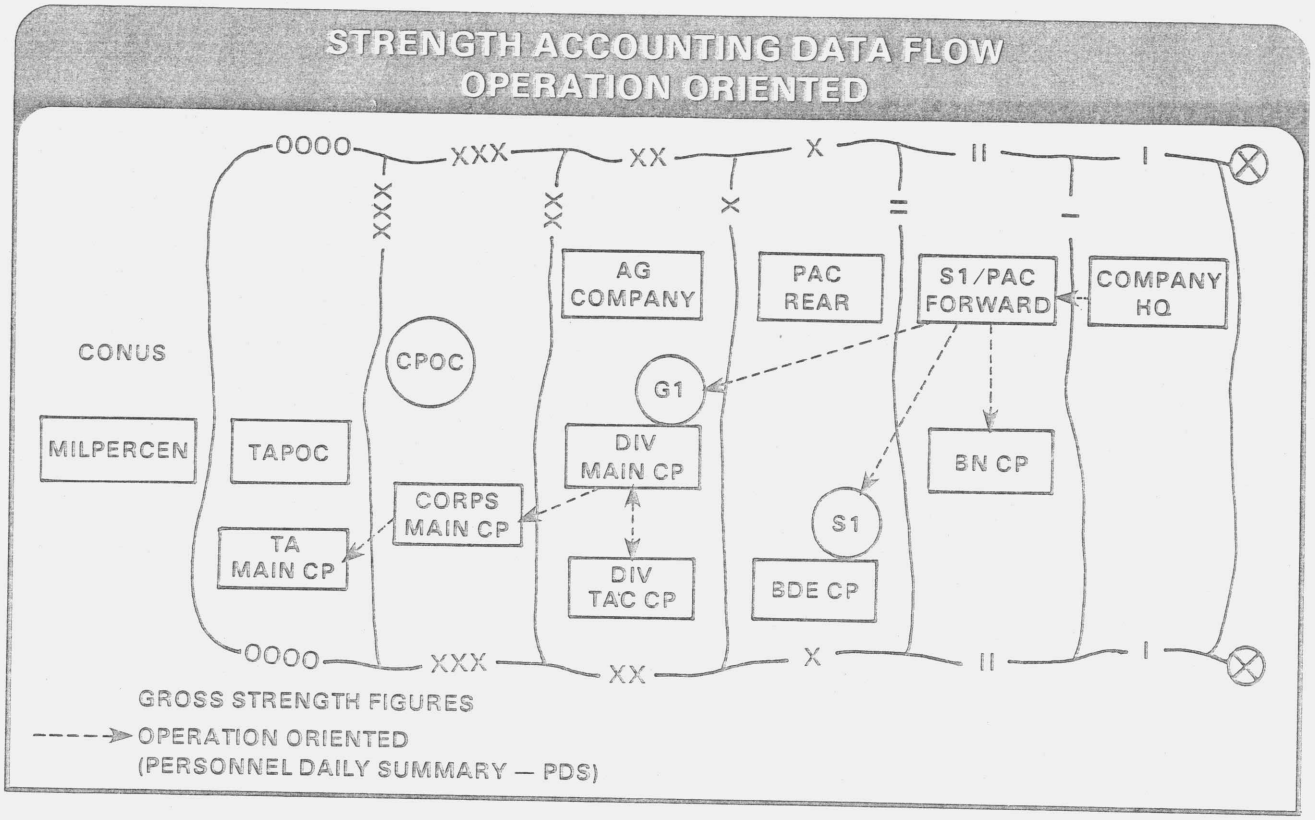

FIGURE 3-1

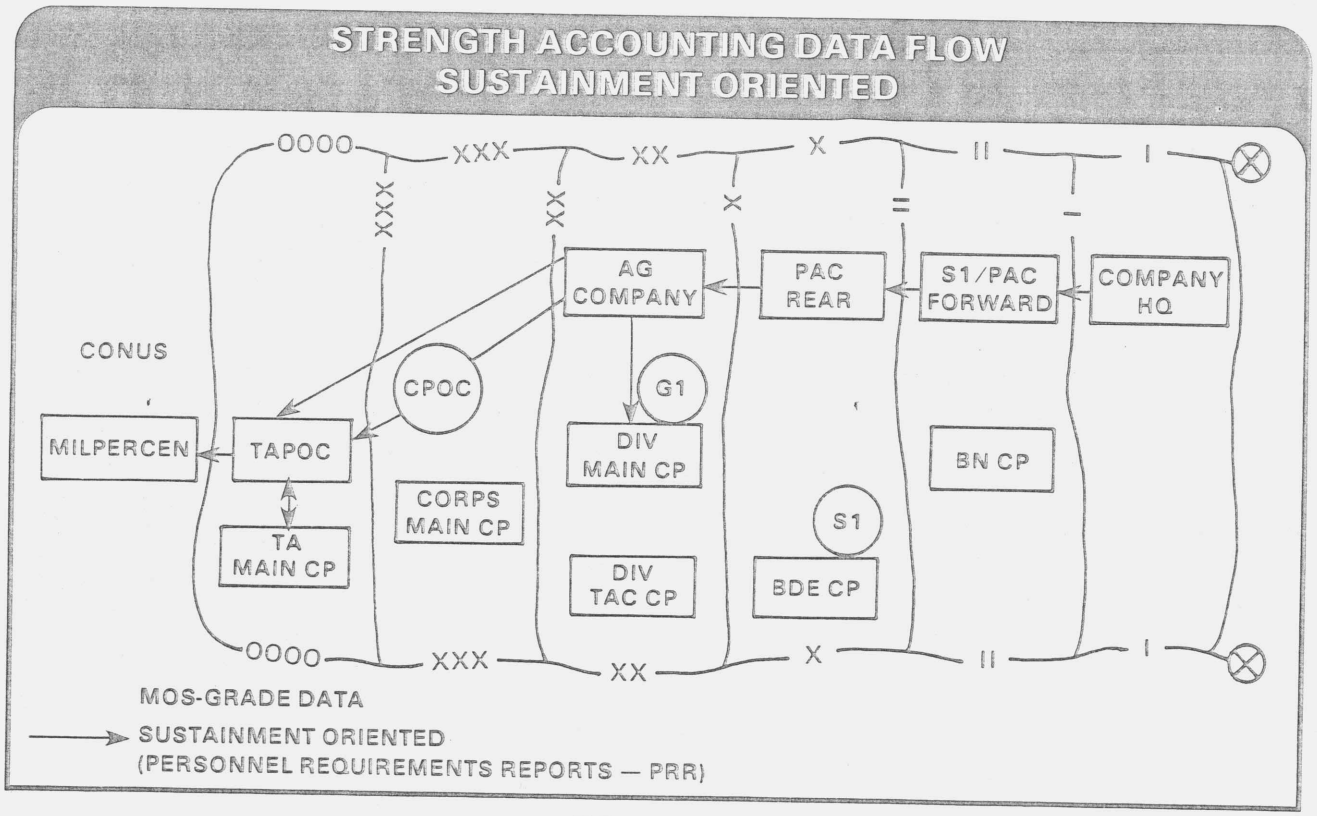

FIGURE 3-2

One path, containing gross strength figures that the G1 monitors, is oriented toward controlling the force. (The PDS is normally used for manual submission of gross figures.)

The other path, which the AG controls and monitors, contains specific MOS/SSI and grade data as well as gross strength figures. It is oriented toward sustaining the force. (The PRR is used to submit MOS/grade data.) The combat situation may require subordinate units to prepare hasty PRRs with only combat power MOSs and forward them by the fastest means to the AG company. Similarly, the division may forward hasty PRRs to the CPOC to report urgent combat MOS requirements.

The PSR is normally used to report unit strength data to the AG company. This report contains the PDS (part I), the PRR (part II), and the remarks section. The PDS and the PRR are classified in accordance with paragraph 2-7, AR 220-1. TC 12-6, the primary reference that deals with strength accounting, contains detailed information on the PSR.

The unit battle roster is the unit's primary personnel management document. This roster, which may be either manual or automated, is based on how the unit is organized for combat and serves as a manning roster. It provides for easy identification of losses by grade and MOS as well as serving as a medium for recording status changes. The battle roster also assists in the reconciliation of unit strength. At platoon level this roster is often a notebook or other informal document. It will take on a more structured, formal format at company and battalion level. The unit battle roster should be safeguarded and master copies retained by the unit first sergeant and by the PAC. The unit battle roster should be organized by duty position to facilitate accountability, particularly, when cross attachment occurs. An example of a unit battle roster is shown in TC 12-16.

Strength accounting data, especially critical in tactical employment decisions, must be collected and processed as quickly and accurately as possible. The major emphasis is on speed. Manipulating detailed by-name personnel accounting information, a time-consuming task, is not essential to critical decision-making processes. Any attempt to require information beyond minimum essential data should be examined very closely. Nothing should detract from the basic purpose of strength accounting: to provide critical strength data rapidly to influence personnel-related combat decisions.

PERSONNEL ACCOUNTING

Personnel accounting is the collecting, recording, and reporting of *by-name* personnel data to provide the full range of personnel management and administrative support to the unit commander. Although SIDPERS performs strength accounting, its full capabilities qualify it primarily as a personnel accounting system. Personnel accounting functions include casualty reporting, musters, maintenance of personnel data cards, and creation and maintenance of unit battle rosters. Accurate personnel accounting is also a vital check to verify accounting data generated by units.

CASUALTY REPORTING

Casualty reporting is one of the most exacting critical personnel functions because of its effect on morale and the Army image and its connection with other administrative functions. When a soldier becomes a casualty, the next of kin must be notified as fast as possible. In accordance with appropriate regulations and field guidance, prompt, factual, and accurate casualty reports are submitted through channels to HQDA, which notifies the next of kin.

The G1/S1 and the AG prepare plans for a casualty reporting system to be used at all levels of the command. Each echelon must be prepared to report casualties accurately and promptly.

The primary source for casualty reporting is the individual soldier. The soldier reports the casualty through his/her chain of com-

mand to the company or first sergeant. The commander has the responsibility for ensuring the accuracy of this report. This preliminary report may also be backed up by information received from the supporting medical facilities (a particularly vital source), neighboring units, and perhaps civilians. Once verified, feeder reports are forwarded to the battalion PAC (or next reporting echelon) for further transmission to the division AG and/or the corps. The battalion PAC and separate company orderly room maintains a casualty log to act as a control measure for feeder reports and verification documents. Specific procedures for casualty reporting are outlined in FM 12-15 and AR 600-10. Close cooperation between the PAC and the supporting medical facility in cross-checking casualty information helps greatly to ensure 100 percent accuracy of casualty information.

The minimum information required for casualty reporting differs in the need for accuracy and timeliness from that needed for strength accounting and replacement operations. Because names, grades, social security numbers, and circumstances *must* be correct, casualty data should not be reported so fast that accuracy is lost. Casualty information must be sent as fast as possible; however, it is not normally transmitted through tactical communications channels. Manual feeder reports may be transmitted by both administrative/logistic net and courier to forward casualty data.

REPLACEMENT OPERATIONS

At battalion and separate company levels, replacement operations are a critical P&A function. They are composed of three key subfunctions.

Replacement Requirements

Replacement requirements include the strength accounting process dealing with requirement data described earlier. The wartime replacement system is a "push package/shelf requisition" system. Requirement data must be reported as quickly and accurately as possible to adjust the "push package" and training base priorities and to reflect actual battlefield losses and requirements.

Replacement Assignments

Replacement assignments encompass the personnel management tasks that ensure effective use of all replacements (to include return-to-duty personnel) through efficient assignment procedures. Effective management brings all appropriate personnel considerations into balance. These include replacement requirements, replacement availability, battlefield situation, and commander's priorities. Especially important is the management of weapons system crews.

Replacement Administration

These include but are not limited to--

- Normal "housekeeping" support provided by the replacement detachment.
- Initial records processing provided by the records branch.
- Coordination of transportation for replacement movement.

When notified of replacements, the battalion S1 coordinates with the--

- Battalion commander and XO to keep them apprised of the situation.
- Battalion S3 on the projected operational status.
- Battalion S4 for transportation and issue of special equipment.
- Battalion weapons system manager as appropriate.
- Headquarters company commander for feeding and billeting.
- Companies concerned.

The S1 orients and supervises replacements when they arrive. Essentially the same procedures are used at the companies. The orientation should cover--

- Welcome.

- Local situation.
- SOPs.
- Personnel services available.
- Solutions to personal problems.
- Completion of personnel data cards and annotation of reports.

FM 12-16 describes replacement operations in detail.

NONCRITICAL TASKS

Noncritical tasks are important to the full operation of the P&A process; they are not, however, essential to sustaining the battle. The situation, location, dispersion, and availability of P&A personnel determine to what extent noncritical tasks can be done. As the theater matures, directives from higher headquarters and the commander's priorities determine sequence of the tasks. P&A operators must do the most essential tasks first. Being near the central battle may affect the ability to do P&A tasks. For example, there may be disrupted communications, engagement in combat, or troop involvement.

MUSTER

When a battalion or separate company is withdrawn from combat or suffers great losses, P&A operators must quickly do the tasks needed to support the unit's return to combat effectiveness. P&A representatives at higher levels should be on hand with records to support soldiers, if needed.

A decision on reconstitution, as opposed to refitting and rapid recommitment, is normally made at division or separate brigade level. The unit accounts for personnel as soon as it can to ensure that requests for replacements are as accurate as possible. It does this by means of a muster (headcount) of all assigned present-for-duty personnel. PDCs, rosters, and reports are verified and updated as a result of the muster. Then the higher level contact team verifies and updates its rosters and reports.

OPERATING TECHNIQUES

The accuracy of P&A data results largely from several documents that are available to operators.

STANDING OPERATING PROCEDURES

SOPs are orders that prescribe routine methods to accomplish specific functions/tasks. If properly prepared and kept current, they--

- Reduce the number, length, and frequency of other orders.
- Simplify training by explaining procedures to new arrivals.
- Expedite operations by promoting understanding and teamwork among command, staff, and troops.

SOPs are based on published procedures of higher headquarters, commander's requirements, and procedures developed through experience. P&A elements at company and battalion levels must have SOPs that address--

- Methods for handling surges in loss information.
- Rear area combat operations.
- Information flow when the parent battalion is cross attached.
- Reconstitution.
- Deployment.
- Dispersion.
- Mass casualties.
- Attachments.
- ADP support.
- Manual reporting systems.

PERSONNEL DATA CARD

The PDC is a manually prepared personnel data base. It contains basic personnel data from which such things as personnel action requests and rosters are prepared. The PDC

must be accurate; it is a basis for personnel accounting and casualty reporting.

AUTOMATED OUTPUT REPORTS

The automated output report is received from division or comparable level. It is mainly for P&A use. It provides--

- Summary data about strengths, skills, and personnel assigned.
- Verification that changes to the automated data base have been accepted or rejected.
- Reason for any rejection of personnel data.

The report's accuracy and usefulness depend upon--

- Accuracy of input from P&A operators at company, battalion, and higher levels. Quality control must be consistent.
- Promptness of corrections based on input error notices.
- Frequency of update cycles for personnel reports.

When a battalion is committed to the main battle, information from units in contact is fragmentary; that is, it is not detailed enough to permit continuous input of changes caused by losses. Thus, the latest automated output personnel reports are annotated manually until the battalion is no longer committed. The most useful automated reports for P&A operators at company and battalion levels are the last ones received before the battalion's commitment and the first ones received after a postbattle muster.

STATUS REPORTS ON INDIVIDUALS

Such documents as MP straggler reports and admission and disposition sheets from medical activities change loss or casualty reports. These documents are collected at higher levels. P&A operators at company and battalion levels use them to update manual and automated strength and casualty information.

GLOSSARY

ADP	- automatic data processing
AG	- adjutant general
AR	- Army regulation
ARNG	- Army National Guard
bde	- brigade
bn	- battalion
CONUS	- continental United States
CP	- command post
CPOC	- corps personnel operations center
DA	- Department of the Army
div	- division
FM	- field manual
fwd	- forward
HQ	- headquarters
HQDA	- Headquarters, Department of the Army
MILPERCEN	- United States Army Military Personnel Center
MILPO	- military personnel office
MOS	- military occupational specialty
MP	- military police
NCO	- noncommissioned officer
P&A	- personnel and administration
PAC	- personnel administration center
PAS	- personnel administration specialist
PDC	- personnel data card
PDS	- personnel daily summary
PERSCOM	- personnel command
PMOS	- primary military occupational specialty
PRR	- personnel requirements report
PSC	- personnel service company
PSD	- personnel services division
PSNCO	- personnel staff noncommissioned officer
PSR	- personnel status report
R&R	- rest and recuperation
SAMS	- strength accounting and management subsection
SDT	- soldier data tag
SIDPERS	- Standard Installation/Division Personnel System
SOP	- standing operating procedure
spt	- support
SSI	- specialty skill identifier
TA	- theater Army
tac	- tactical
TAPOC	- theater Army personnel operations center
TACCS	- Tactical Army Combat Service Support Computer System
TC	- training circular

TOC	- tactical operations center
TOE	- table of organization and equipment
ULC	- unit-level computer
USAR	- United States Army Reserve
WSRO	- weapons system replacement operations
XO	- executive officer

REFERENCES

Required

ARMY REGULATIONS

220-1	Unit Status Reporting
600-10	The Army Casualty System

FIELD MANUALS

12-15	Wartime Casualty Reporting
12-16	Replacement Operations

TRAINING CIRCULARS

12-6	Wartime Strength Accounting
*12-16	Personnel Administration Center (PAC) Drill Book

Related

FIELD MANUALS

12-3-2	Division/Separate Brigade Personnel and Administrative Doctrine
12-3-3	Corps Level Personnel and Administrative Doctrine
12-3-4	Echelons Above Corps (EAC) Personnel and Administrative Doctrine
101-5	Staff Organization and Operations

DA PAMPHLETS

1-2	Personnel Administration Center (PAC): Guide for Administrative Procedures
600-8	Military Personnel Management and Administrative Procedures
600-8-1	SIDPERS Unit Level Procedures

* Projected Publication: This publication is scheduled for printing. Upon DA print, it will be distributed automatically via pinpoint distribution (DA Form 12-11A-R) and will not be available for requisition from USAAG Publication Center, Baltimore, Maryland, until indexed in DA Pam 310-1.

FM 12-3-1

17 MAY 1985

By Order of the Secretary of the Army:

JOHN A. WICKHAM, JR.
General, United States Army
Chief of Staff

Official:

DONALD J. DELANDRO
Brigadier General, United States Army
The Adjutant General

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U.S. GOVERNMENT PRINTING OFFICE : 1986 O - 496-488