

# Civilian Green Book

September 19, 2006

The US Army has employed civilians since 1776 in support of our men and women in uniform. There are 250,000 civilian employees working for the US Army. It is our mission to provide quality and timely service that exceeds our customer's expectations in the human resources arena. I challenge you to learn more about the total army to better serve our customers. Larry D. Sargent



## ***Mission***

The Army's mission is to fight and win our Nation's wars by providing prompt, sustained land dominance across the full range of military operations and spectrum of conflict in support of combatant commanders. The Joint Forces do this by:

- Executing Title 10 and Title 32 United States Code directives, to include organizing, equipping, and training forces for the conduct of prompt and sustained combat operations on land.
- Accomplishing missions assigned by the President, Secretary of Defense and combatant commanders.

**The United States Army has a military rank structure. As an Army civilian employee, it is important that you know this rank structure and the role and responsibilities of each rank so you can accord the proper protocol when dealing with your military customers:**

**NON-COMMISSIONED OFFICERS (NCO)**

	<p><b>PRIVATE (PVT/PV2)</b>          Lowest rank: a trainee who's starting Basic Combat Training (BCT). Primary role is to carry out orders issued to them to the best of his/her ability. (PVT does not have an insignia)</p>
	<p><b>PRIVATE FIRST CLASS (PFC)</b>          PV2s are promoted to this level after one year—or earlier by request of supervisor. Individual can begin BCT at this level with experience or prior military training. Carries out orders issued to them to the best of his/her ability.</p>
	<p><b>SPECIALIST (SPC)</b>          Can manage other enlisted Soldiers of lower rank. Has served a minimum of two years and attended a specific training class to earn this promotion. People enlisting with a four year college degree can enter BCT as a Specialist.</p>
	<p><b>CORPORAL (CPL)</b>          The base of the Non-Commissioned Officer (NCO) ranks, CPLs serve as team leader of the smallest Army units. Like SGTs, they are responsible for individual training, personal appearance and cleanliness of Soldiers.</p>
	<p><b>SERGEANT (SGT)</b>          Typically commands a squad (9 to 10 Soldiers). Considered to have the greatest impact on Soldiers because SGTs oversee them in their daily tasks. In short, SGTs set an example and the standard for Privates to look up to, and live up to.</p>
	<p><b>STAFF SERGEANT (SSG)</b>          Also commands a squad (9 to 10 Soldiers). Often has one or more SGTs under their leadership. Responsible for developing, maintaining and utilizing the full range of his Soldiers' potential.</p>
	<p><b>SERGEANT FIRST CLASS (SFC)</b>          Key assistant and advisor to the platoon leader. Generally has 15 to 18 years of Army experience and puts it to use by making quick, accurate decisions in the best interests of the Soldiers and the country.</p>



**MASTER SERGEANT (MSG)**

Principal NCO at the battalion level, and often higher. Not charged with all the leadership responsibilities of a 1SG, but expected to dispatch leadership and other duties with the same professionalism.



**FIRST SERGEANT (1SG)**

Principal NCO and life-blood of the company: the provider, disciplinarian and wise counselor. Instructs other SGTs, advises the Commander and helps train all enlisted Soldiers. Assists Officers at the company level (62 to 190 Soldiers).



**SERGEANT MAJOR (SGM)**

SGMs experience and abilities are equal to that of the CSM, but the sphere of influence regarding leadership is generally limited to those directly under his charge. Assists Officers at the battalion level (300 to 1,000 Soldiers).



**COMMAND SERGEANT MAJOR (CSM)**

Functioning without supervision, a CSM's counsel is expected to be calm, settled and accurate—with unflagging enthusiasm. Supplies recommendations to the commander and staff, and carries out policies and standards on the performance, training, appearance and conduct of enlisted personnel. Assists Officers at the brigade level (3,000 to 5,000 Soldiers).



**SERGEANT MAJOR OF THE ARMY**

There's only one Sergeant Major of the Army. This rank is the epitome of what it means to be a Sergeant and oversees all Non-Commissioned Officers. Serves as the senior enlisted advisor and consultant to the Chief of Staff of the Army (a four-star General).

**WARRANT OFFICERS**



**WARRANT OFFICER 1 (WO1)**

An officer appointed by the Secretary of the Army. WO1s are basic level, technically and tactically focused officers who perform the primary duties of technical leader, trainer, operator, manager, maintainer, sustainer, and advisor. WO1s primarily support levels of operations from team or detachment through battalion, requiring interaction with all soldier cohorts and primary staff.



**CHIEF WARRANT OFFICER 2 (CW2)**

An officer, commissioned by the President of the United States. CW2s are intermediate level technical and tactical experts who perform the primary duties of technical leader, trainer, operator, manager, maintainer, sustainer, and advisor. CW2s primarily support levels of operations from team or detachment through battalion, requiring interaction with all soldier cohorts and primary staff.



**CHIEF WARRANT OFFICER 3 (CW3)**

An officer, commissioned by the President of the United States. CW3s are advanced-level technical and tactical experts who perform the primary duties of technical leader, trainer, operator, manager, maintainer, sustainer, integrator, and advisor. CW3s primarily support levels of operations from team or detachment through brigade, requiring interaction with all soldier cohorts and primary staff.



#### **CHIEF WARRANT OFFICER 4 (CW4)**

An officer, commissioned by the President of the United States. CW4s are senior-level technical and tactical experts who perform the primary duties of technical leader, manager, maintainer, sustainer, integrator and advisor. They primarily support battalion, brigade, division, corps, and echelons above corps operations.



#### **CHIEF WARRANT OFFICER 5 (CW5)**

An officer, commissioned by the President of the United States. CW5s are master-level technical and tactical experts who perform the primary duties of technical leader, manager, integrator, advisor, or any other particular duty prescribed by branch. CW5s primarily support brigade, division, corps, echelons above corps, and major command operations.

### **COMMISSIONED OFFICERS**



#### **SECOND LIEUTENANT (2LT)**

**TYPICALLY THE ENTRY-LEVEL RANK FOR MOST COMMISSIONED OFFICERS. LEADS PLATOON-SIZE ELEMENTS CONSISTING OF THE PLATOON SGT AND TWO OR MORE SQUADS (16 TO 44 SOLDIERS).**



#### **FIRST LIEUTENANT (1LT)**

**A SEASONED LIEUTENANT WITH 18 TO 24 MONTHS SERVICE. LEADS MORE SPECIALIZED WEAPONS Platoons AND INDIRECT FIRE COMPUTATION CENTERS. AS A SENIOR LIEUTENANT, THEY ARE OFTEN SELECTED TO BE THE EXECUTIVE OFFICER OF A COMPANY-SIZED UNIT (110 TO 140 PERSONNEL).**



#### **CAPTAIN (CPT)**

**COMMANDS AND CONTROLS COMPANY-SIZED UNITS (62 TO 190 SOLDIERS), TOGETHER WITH A PRINCIPAL NCO ASSISTANT. INSTRUCTS SKILLS AT SERVICE SCHOOLS AND COMBAT TRAINING CENTERS AND IS OFTEN A STAFF OFFICER AT THE BATTALION LEVEL.**



#### **MAJOR (MAJ)**

**SERVES AS PRIMARY STAFF OFFICER FOR BRIGADE AND TASK FORCE COMMAND REGARDING PERSONNEL, LOGISTICAL AND OPERATIONAL MISSIONS.**








#### **LIEUTENANT COLONEL (LTC)**

**TYPICALLY COMMANDS BATTALION-SIZED UNITS (300 TO 1,000 SOLDIERS), WITH A CSM AS PRINCIPAL NCO ASSISTANT. MAY ALSO BE SELECTED FOR BRIGADE AND TASK FORCE EXECUTIVE OFFICER.**



#### **COLONEL (COL)**

**TYPICALLY COMMANDS BRIGADE-SIZED UNITS (3,000 TO 5,000 SOLDIERS), WITH A CSM AS PRINCIPAL NCO ASSISTANT. ALSO FOUND AS THE CHIEF OF DIVISIONAL-LEVEL STAFF AGENCIES.**

	<p><b>BRIGADIER GENERAL (BG)</b> SERVES AS DEPUTY COMMANDER TO THE COMMANDING GENERAL FOR ARMY DIVISIONS. ASSISTS IN OVERSEEING THE STAFF'S PLANNING AND COORDINATION OF A MISSION.</p>
	<p><b>MAJOR GENERAL (MG)</b> TYPICALLY COMMANDS DIVISION-SIZED UNITS (10,000 TO 15,000 SOLDIERS).</p>
	<p><b>LIEUTENANT GENERAL (LTG)</b> TYPICALLY COMMANDS CORPS-SIZED UNITS (20,000 TO 45,000 SOLDIERS).</p>
	<p><b>GENERAL (GEN)</b> THE SENIOR LEVEL OF COMMISSIONED OFFICER TYPICALLY HAS OVER 30 YEARS OF EXPERIENCE AND SERVICE. COMMANDS ALL OPERATIONS THAT FALL WITHIN THEIR GEOGRAPHICAL AREA. THE CHIEF OF STAFF OF THE ARMY IS A FOUR-STAR GENERAL.</p>
	<p><b>GENERAL OF THE ARMY (GOA)</b> THIS IS ONLY USED IN TIME OF WAR WHERE THE COMMANDING OFFICER MUST BE EQUAL OR OF HIGHER RANK THAN THOSE COMMANDING ARMIES FROM OTHER NATIONS. THE LAST OFFICERS TO HOLD THIS RANK SERVED DURING AND IMMEDIATELY FOLLOWING WWII.</p>

### **Military Occupational Specialty**

A **Military Occupational Specialty (MOS)** is a job classification in use in the [United States Army](#) and [Marine Corps](#).

The occupational specialty system uses a system of letters and numbers to identify general and specific jobs of military personnel. Different branches of the military use different alphanumeric systems, but all differentiate between [comparative military ranks](#) (enlisted personnel), [warrant officers](#), and [commissioned officers](#).

In the [U.S. Air Force](#), a system of [Air Force Specialty Codes](#) (AFSC) is used. In the [Navy](#), a system of [naval ratings](#) and designators is used along with [Navy Enlisted Classification](#) (NEC) system.

## MOS INTERACTIVECOOL for You

### Use Credentialing Opportunities On-Line (COOL) to:

- Find civilian credentials related to your military occupational specialty
- Understand what it takes to obtain the credentials

<https://www.cool.army.mil/11z.htm>

### *Army enlisted personnel*

The MOS code (MOSC), consisting of nine characters, provides more defined information than a soldier's MOS. It is used in automated management systems and reports. The MOSC is used in active and reserve records, reports, authorization documents, and other personnel management systems.

The elements of the MOSC are as follows:

- First three characters: The MOS. The first two characters is always a number, the third character is always a letter. The two-digit number is usually (but not always) synonymous with the Career Management Field (CMF). For example, CMF 11 covers infantry, so MOS 11B is "Rifle Infantryman". Among the letters, 'Z' is reserved for "Senior Sergeant" (E-8), such that 11Z is "Infantry Senior Sergeant".
- The fourth character of the MOSC represents skill level (commensurate with rank and grade):
  - 0 is used to identify personnel undergoing training for award of a primary MOS (PMOS).
  - 1 identifies a Private (PV1) through Specialist (SPC) or Corporal (CPL) (also includes Specialist-4 [SP4] for older ranks)
  - 2 identifies a Sergeant (SGT) (or SP5 for older ranks)
  - 3 identifies a Staff Sergeant (SSG) (or SP6 for older ranks)
  - 4 identifies a Sergeant First Class (SFC)
  - 5 identifies a Master Sergeant (MSG), First Sergeant (1SG), Sergeant Major (SGM) or Command Sergeant Major (CSM). (See [MOSC for E-8 and above](#), below).
- Fifth character: A letter or number and a special Qualification identifier (SQI). It may be associated with any MOS unless otherwise specified. Soldiers without any special SQI are assigned the SQI "O" (oscar), often confused as a zero.
- Sixth and seventh characters: An additional skill identifier (ASI). They are an alphanumeric combination and may only be associated with specified MOS, although in practice some ASI are available to every

MOS (i.e. ASI P5 for "master fitness trainer"). Soldiers without any ASI are assigned the default ASI "YY" (Yankee-Yankee).

- Eighth and ninth characters: Two-letter requirements and qualifications which are a language skill identifier (LSI). Soldiers without a language skill are assigned the default LSI "ZZ" (Zulu-Zulu). LSI codes can be found in AR 611-6.

### **MOSC for E-8 and above**

When an enlisted soldier is promoted from Sergeant First Class to Master Sergeant, that soldier will be administratively reclassified to the "Senior Sergeant" of their Career Management Field. For example, a combat engineer (MOS 12B, part of CMF 12) is promoted from Sergeant First Class to Master Sergeant. That soldier is administratively reclassified from MOS 12B to MOS 12Z "Engineer Senior Sergeant). When promoted from Master Sergeant or First Sergeant to Sergeant Major, that soldier will be administratively reclassified from their previous "Senior Sergeant" MOS to the MOS 00Z (zero-zero-Zulu), "Sergeant Major". This reclassification occurs irrespective of the soldier's original MOS.

### ***Army Warrant Officers***

Warrant officers are technically appointed in the Army at large and are not assigned to traditional arms or services of the Army. In practice, warrant officer MOSC are very similar to enlisted codes except they begin with *three* digits instead of two before the first letter, and do not have a "skill level" identifier. They are then followed by the SQI, ASI, and SLI as an enlisted MOS. Army Commissioned officer's occupational codes are structured a bit differently. A newly commissioned Army officer first receives his or her "career branch". This is similar to the career management field of the enlisted personnel. Career branch numbers range from 11 to 68. Within the occupational field, there are usually several codes available. For example, within branch 12 (armor) there are 3 specialties available: 12A (Armor, General), 12B (Armor), and 12C (Cavalry). After an officer's fifth or sixth year of service, he or she will receive a "functional area" designation. More broad than a career branch, this is a general skill set that the officer is proficient in. For example, an artillery officer who has had schooling in communications and public speaking could end up with a functional area in public affairs (FA46).

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### **ARMY Morale, History, and Symbolism**

When a man or woman enters the Army he or she does more than just put on a uniform. The individual becomes part of this nation's senior service. **Army civilians, like Soldiers, should be made aware of the Army's proud history.** They need to know about the Army's needs, its growing pains, its adversities and its victories, its achievement in war and peace, and its place in the world of today and tomorrow.

Experience has shown that members of a military community are more effective when they understand and take pride in military traditions. By making soldiers feel that they are part of a unit, they can draw strength from the individuals who served before them. This phenomenon is **esprit de corps**.

Soldiers should know about units such as the 3d Infantry Division. On all ceremonial occasions unit members are entitled to march with fixed bayonets, commemorating the regiment's gallant bayonet assault at the battle of Cerro Gordo on 18 April 1847 during the Mexican War. The 5th Infantry derives its official motto, "I'll Try, Sir," from a similar incident in the War of 1812. At Lundy's Lane, Canada, on 25 July 1814, the unit launched an almost suicidal assault on British troops to secure an important victory.

The glory and honor of these units and many others belong to every member of the Army. The task of today's leaders is to teach soldiers not only to match achievements of the past, but to surpass them. Until each member of the Army can say, "I belong to the finest outfit in the world," the commander's mission is not complete. He or she must help each soldier assimilate the Army's traditions and develop the **esprit de corps** that is vital for success on the battlefield. As General of the Army George C. Marshall once said, "It is not enough to fight. **It is the spirit we bring to the fight that decides the issue.** It is morale that wins the victory."



The modern Army serves in an era of high technology, marked by frequent changes in the force structure and by even more frequent modifications or changes in the Tables of Organization and Equipment (TOE) under which the Army forms its permanent units. These changes give added impetus to the need for a well-rounded military history program because history can serve as a vehicle for imparting a sense of continuity and stability during times of flux. Many "new" units are actually reactivated older organizations, a fact that enables commanders to use the past immediately to promote unit cohesion and build morale.

Commanders of large organizations, such as armies, corps, divisions, and brigades, generally have a fairly easy time when it comes to drawing on the history of their units. They can detail members of their staffs to visit local post libraries to read published histories of the units and prepare organizational history programs. Prominent former members are sometimes available to address the units, thus inspiring a sense of the past. Commanders of smaller organizations often find it harder to achieve the same goals, for they have neither the large staffs nor as easy an access to published materials. Under such circumstances commanders can fall back upon items that are symbolic representations of unit history—the colors, flags, and guidons with their streamers and silver bands, coats of arms and distinctive unit insignia, and historical property.

Commanders should select members of their commands to act as unit historians. The unit historian should organize all available information about the unit and how it relates to its branch and the Army at large. He or she should learn what the unit's symbols represent and get human interest stories connected with them. The unit historian can turn to the Center of Military History and other agencies for assistance. When the background information has been gathered, it is a simple matter for the commander to assemble the unit around the colors and, using these symbols, tell the story of the organization in a manner that will inspire the soldiers.

In addition, commanders would do well to remember that individual soldiers themselves are good sources of material for building morale. Their deeds, courage, gallantry under fire, and other attributes are genuine story material. When commanders weave the exploits of the unit's heroes—past and present—into their accounts, they make their history more meaningful. Two excellent source books are available for this purpose: *The Medal of Honor Recipients, 1863-1978* (Government Printing Office, 1978) and *American Decorations, 1862-1926* (Government Printing Office, 1927). Both books abound in examples of notable individual achievements. The story of these dramatic exploits, tied in with the organization's overall history, forms the background of **esprit de corps**.

Often the organization's motto contains the theme of an excellent story about a former member or a significant episode in its history. The motto, "Stand Fast," of the 155th Infantry, Mississippi Army National Guard, perpetuates the spirit of the Mississippians during the Mexican War. When other troops began to fall back before the enemy assaults during the battle of Buena Vista, Colonel Jefferson Davis exhorted his fighting outfit: "Stand Fast, Mississippians." They did, and the battle was another victory for the U.S. Army. In a similar vein, the special designation or official nickname granted to a unit might reflect the story of a former member or special deed. The 327th Infantry carries the traditional designation "Bastogne Bulldogs," reminding its members of the regiment's tenacity during the siege of Bastogne, Belgium, during the winter of 1944.

Combat units are not the only organizations that can use organizational history programs, for in many cases combat support and combat service support troops made final victory possible. Many of the amphibious landings in the Pacific during World War II would not have been successful without the efforts of engineer companies operating landing craft in obscure corners of the Pacific Theater. In pushing into and through the German lines in Europe, General Patton's Third Army depended heavily upon the trucks of the "Red Ball Express." The Alcan Highway was constructed through frozen wastelands in sub-zero weather as a result of the dedication and determination of technical service troops, and units that trucked supplies over the Ledo Road in Burma helped keep the Allied drive in that theater alive. During the Vietnam conflict, the 39th Signal Battalion performed yeoman service, being the first signal unit to arrive and the last to leave. The unit participated in all seventeen campaigns and earned five Meritorious Unit Commendations. Once the fighting stopped, the battalion supported the international peacekeeping force that monitored the troop withdrawal and prisoner exchange. More recently, in Southwest Asia, the 15th Quartermaster Detachment located sources of water, an essential task in a desert environment, and helped establish the first of the forward logistics bases in the theater. The unit received the Meritorious Unit Commendation for its work. Such examples of outstanding effort provide a fine background of tradition for organizations whose main mission is support rather than combat.

To have meaning and to enhance **esprit de corps**, a custom should grow naturally out of some especially significant event or experience in the life of the organization. It must be passed on and observed repeatedly. It may reappear in song or be emblazoned in the symbolism contained in a coat of arms or distinctive unit insignia. It may be commemorated in informal ceremonies. The use of colors, campaign and decoration streamers, heraldic devices, military art works, and items in silver (such as regimental

punchbowls), enhances the custom or observance. Through these means the organization develops a sense of pride and unity.

During the Civil War, for example, certain Union Army corps had adopted distinctive badges. The XV Corps, Maj. Gen. John A. Logan commanding, failed to select one. The story circulated that one of Logan's soldiers, on being asked about his corps badge, replied, "Forty rounds in the cartridge box and twenty in the pocket!" "Black Jack" Logan promptly adopted the saying for the corps badge. Today, the 13th Infantry commemorates its achievements as an element of the XV Corps. The 13th's color contains a crest consisting of a cartridge box bearing the legend "Forty Rounds" "U.S."

History cannot be fabricated, and traditions without foundation will quickly wither and die. Commanders must realize that the first step in developing customs is the gathering of accurate factual information. The commander should also not expect an awareness of the organization's history to create high morale by itself. It must be used on an ongoing basis to strengthen and sustain qualities that already exist and to reinforce traditional qualities of leadership.

Just as experienced soldiers are known by the decorations and service ribbons they wear on their uniforms, so is the well-tried military organization known by the decorations, campaign streamers, or silver bands it carries on its flag, color, or guidon. Many of the honors that fighting soldiers can earn have counterparts that are given to units for similar service or achievements. For example, a campaign streamer with inscription is comparable to a theater service ribbon with battle star, while many unit decorations are comparable to individual decorations. The Presidential Unit Citation (Army, Navy, or Air Force) is awarded for the same degree of heroism required for the award of a Distinguished Service Cross or Navy Cross to an individual; the Valorous Unit Award and the Navy Unit Commendation (when awarded for bravery) are given for the same degree of bravery as that required for the award of a Silver Star; the Meritorious Unit Commendation (Army), Navy Unit Commendation (when awarded for merit), and Air Force Outstanding Unit Award are bestowed upon units for the same degree of achievement warranting the award of the Legion of Merit. The Meritorious Unit Commendation (Navy) is comparable to the award of a Bronze Star to an individual. The Army Superior Unit Award, created in 1985, recognizes outstanding meritorious performance during peacetime of a difficult and challenging mission under extraordinary circumstances.

Recognition of unit accomplishments has played a role in military leadership for centuries. The ancient Roman legions carried standards in the shape of

eagles and were awarded "nicknames" to commemorate distinguished service. The First Troop, Philadelphia City Cavalry (organized in 1774 and perpetuated by Troop A, 1st Squadron, 104th Cavalry, Pennsylvania Army National Guard), displayed pride for its role in the battles of Trenton and Princeton by embroidering the names of the engagements on the troop's trumpet banner early in its history.

The Army as a whole began recognizing battle honors during the Civil War by allowing units to embroider the names of engagements on the stripes of their national colors. This practice continued until 1890, when it was ordered that honors be inscribed on silver bands fastened around the staff of the organizational color. In 1920 orders directed that battle honors be embroidered on streamers attached to the staff. Silver bands were retained as a means whereby guidon bearing units could display any separate campaign credits. This system is still used today and is embodied in the provisions of Army Regulations 600-8-22 and 840-10.

Much of the history and development of our country as a great power is reflected in these bits of colored ribbon, and every soldier deserves to know the history behind them for his or her unit. Streamers for early wars generally use the colors of the enemy. Red streamers with white stripes (one for the Revolutionary War and two for the War of 1812) identify combat against the British. Green streamers with white stripes mark campaigns from the Mexican War. Blue and gray are used for the Civil War, with the blue stripe on top to indicate Union service and the gray stripe on top to denote Confederate service. Streamers from World War I to the present use the pattern of the service ribbon.

Some combat units, such as the 1st Battalion, 5th Field Artillery, carry streamers for participation in almost every war from the Revolution to Southwest Asia. Others, with more recent history, have but a few. Regardless of the age of an organization or the number of streamers it has, each symbol of achievement can be used to instill pride in its past and to foster soldierly conduct and morale.

To the 11th Engineer Battalion, the streamer embroidered "CAMBRAI" is a significant factor in maintaining high morale. It honors men who, in late November 1917, preparatory to a British offensive, were laying railroad tracks behind the front along the Somme. The Germans struck first, and the surprised British soldiers hastily fell back, exposing the unarmed engineers, who joined the fight with picks, shovels, or weapons gathered from the fallen. Before the battle was over, some of the track became part of the debris of "no man's land," and the engineers had earned a "well done" from the Chief of Engineers: "By long and honorable service the Corps of

Engineers has earned a reputation which is second to none, and the conduct of these men proves that the ideals of the Corps still inspire its personnel and that its reputation is in good hands."

"CERRO GORDO," embroidered across the striped green and white Mexican War streamer, continues to quicken the spirited steps of the men who march beneath the 7th Infantry's colors. Its story concerns a strongpoint which the infantry could not overcome. Position and numbers heavily favored the enemy. The spirit of the regiment's charge is immortalized by an officer's pen: "When dangers thickened and death talked more familiarly face to face, the men seemed to rise above every terror." The enemy, hit by soldiers who "seemed to despise death," ran, and the impossible became an accomplished fact.

Colonel William Travis, commanding the Alamo in February 1836, wrote to the people of Texas: "I am besieged by a thousand or more of the Mexicans under Santa Anna. I have answered the demand [to surrender] with a cannon shot, and our flag waves proudly from the walls. I shall never surrender nor retreat!" Brig. Gen. Anthony McAuliffe of the 101st Airborne Division summarized that attitude at Bastogne in 1944 when he rejected a German demand to surrender with a single word: "Nuts!" Today's commanders can and should use symbols of unit achievement or bravery to maintain and enhance combat effectiveness. Colonel Travis' determination to "never surrender nor retreat" must be a part of the spirit of every modern American soldier.

Astute unit commanders will make every attempt to create and sustain aggressive organizational history programs to ensure that their soldiers know about their units. Ceremonies welcoming new personnel into the unit may include the reading of the Lineage and Honors Certificate, an explanation of the streamers and silver bands on the unit's flag or guidon, an explanation of the unit's special designation and the reason behind the organization's Unit Day, and a formal presentation of distinctive unit insignia. Units authorized unit decorations appropriate only for temporary wear on the uniform, such as the Presidential Unit Citation, can initiate new members by reading the award citations. In addition to formal ceremonies, the certificates issued by the Army should be prominently displayed in the unit's public area and used as a focal point for organizational history activities.



## Overview

### A FUTURE FORCE—READY NOW

The U.S. Army is made up of committed Enlisted Soldiers, Officers and civilians serving together to protect America's freedoms and to preserve the peace. This kind of commitment makes each and every one of these Soldiers and **civilians** the embodiment of selfless service.

The Army is a key component of the U.S. Armed Forces, providing expeditionary land forces wherever—and whenever—they are required. Working in conjunction with the U.S. Department of Defense, the Army trains and equips Soldiers—and creates leaders among them—to rapidly respond when they are called upon to serve our Nation.

## Personnel

### WHAT IS THE U.S. ARMY MADE OF?

The strength of the Army lies not only in numbers, but also in the individual Soldier. No matter what job they have or rank they hold, they are Soldiers first—strong and capable. The Army consists of more than 675,000 Soldiers: 488,000 on Active Duty, constantly at the ready to respond rapidly to any mission; 189,000 in the Army Reserve who can be rapidly mobilized when needed.

### STRUCTURE

Because the Army is made of such a large number of Soldiers, it must be organized into units each with its own leaders and reporting structure. Each unit—whether it's a squad or division—was created to respond to any mission, regardless of size or complexity.

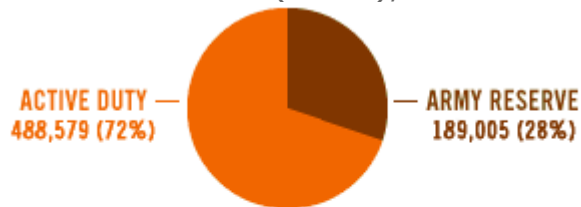


**SQUAD** 9 to 10 Soldiers  
**PLATOON** 16 to 44 Soldiers  
**COMPANY** 62 to 190 Soldiers  
**BATTALION** 300 to 1,000 Soldiers  
**BRIGADE** 3,000 to 5,000 Soldiers  
**DIVISION** 10,000 to 15,000 Soldiers  
**CORPS** 20,000 to 45,000 Soldiers

Source: Soldiers Almanac, January 2004

## COMPOSITION

The Army is made of two major components: the Active Duty and Army Reserve. Those who serve in either component are Enlisted Soldiers, Non-Commissioned Officers (NCOs), Warrant Officers or Commissioned Officers.



Category	Count	Percentage
ENLISTED SOLDIERS & NCOs	558,993	83%
WARRANT OFFICERS	15,011	2%
COMMISSIONED OFFICERS	103,580	15%

Source: FY05 Army Profile, September 2005




## Current Leaders and the Chain-of-Command:

George Walker Bush



43rd [President of the United States](#)

### [Incumbent](#)

<b>In office since</b>	<a href="#"><u>January 20, 2001</u></a>
<b>Vice President(s)</b>	<a href="#"><u>Dick Cheney</u></a>
<b>Preceded by</b>	<a href="#"><u>Bill Clinton</u></a>
<b>Succeeded by</b>	Incumbent
<b>Born</b>	<a href="#"><u>July 6, 1946</u></a> <a href="#"><u>New Haven, Connecticut, USA</u></a>
<b>Political party</b>	<a href="#"><u>Republican</u></a>
<b>Spouse</b>	<a href="#"><u>Laura Welch Bush</u></a>
<b>Religion</b>	<a href="#"><u>Methodist</u></a>
<b>Signature</b>	





The [presidential seal](#) was used by [President Hayes](#) in 1880 and last modified in 1959 by adding the 50th star for [Hawaii](#).

The **President of the United States of America** (often abbreviated **POTUS**) is the [head of state](#) of the [United States](#). In the [U.S. Constitution](#), the President is also the [chief executive](#) of the [federal government](#) and [Commander-in-Chief](#) of the [armed forces](#).

Because of the [superpower](#) status of the United States, the American President is often described as the most powerful person on earth, and he/she is also described as one of the world's best-known public figures. The President is sometimes referred to as "the leader of the [free world](#)," although the usage of this phrase has declined since the end of the [Cold War](#).

The United States was the first nation to create the office of [President](#) as the head of state in a modern [republic](#). Today the [presidential system](#) of government is used in several countries throughout the world.

## SECRETARY OF DEFENSE

**Donald Rumsfeld**



21st [United States Secretary of Defense](#)

**In office**

January 20, [2001](#) – [2008](#)

**Preceded by** [William S. Cohen](#)

13th [United States Secretary of Defense](#)

**In office**

[November 20, 1975](#) – [January 20, 1977](#)

**Preceded by** [James R. Schlesinger](#)

**Succeeded by** [Harold Brown](#)

**Born** July 9, 1932  
[!\[\]\(9c2e8d1b5bd77cb5c9f83b7a9cff79fd\_img.jpg\) Evanston, IL, USA](#)

**Political party** [Republican](#)

**Donald Henry Rumsfeld** (born [July 9, 1932](#), [Evanston, Illinois](#)) is the 21st [United States Secretary of Defense](#). His current term of office began [January 20, 2001](#), under [President George W. Bush](#).

## US Army Chain of Command



Secretary of the U.S. Army	Chief of Staff of the U.S. Army	Under Secretary of the U.S. Army	Vice Chief of Staff of the U.S. Army	Sergeant Major of the U.S. Army
<b>The Honorable Francis J. Harvey</b>	<b>General Peter J. Schoomaker</b>	<b>The Honorable Pete Geren</b>	<b>General Richard A. Cody</b>	<b>SMA Kenneth O. Preston</b>
Dr. Francis J. Harvey became the 19th Secretary of the Army on November 19, 2004.	General Schoomaker became the 35th Chief of Staff, United States Army, on August 1, 2003.	Mr. Pete Geren became the Under Secretary of the Army on February 21, 2006.	General Cody became the 31st Vice Chief of Staff, United States Army, on June 24, 2004.	Sergeant Major of the Army Kenneth O. Preston was sworn in as the 13th Sergeant Major of the Army on January 15, 2004.
<a href="#">Web site</a> <a href="#">Official Photo</a> <a href="#">Biography</a>	<a href="#">Web site</a> <a href="#">Official Photo</a> <a href="#">Biography</a>	<a href="#">Web site</a> <a href="#">Official Photo</a> <a href="#">Biography</a>	<a href="#">Web site</a> <a href="#">Official Photo</a> <a href="#">Biography</a>	<a href="#">Web site</a> <a href="#">Official Photo</a> <a href="#">Biography</a>

### Army Commands (ACOM):

[U.S. Army Forces Command \(FORSCOM\)](#) US Army Forces Command trains, mobilizes, deploys, sustains, transforms, and reconstitutes conventional forces, providing relevant and ready land power to Combatant Commanders world wide in defense of the nation both at home and abroad.

- [U.S. Army Training and Doctrine Command \(TRADOC\)](#) TRADOC recruits, trains and educates the Army's Soldiers; develops leaders; supports training in units; develops doctrine; establishes standards; and builds the future Army. **Commanding General TRADOC Vision: Victory Starts Here!** TRADOC is the Architect of the Army, and "thinks for the Army" to meet the demands of a Nation at war while simultaneously anticipating solutions to the challenges of tomorrow.
- [U.S. Army Materiel Command \(AMC\)](#) Army Material Command (AMC) What We Do... When you see a War fighter, you don't always see all the people who provide the technology, the equipment, and the sustainment - the parts and pieces that go into readiness for our military and our nation. But we are there.

### **Army Service Component Commands (ASCC):**

- U.S. Army Central (USARCENT)
- U.S. Army North (USARNORTH)
- U.S. Army South (USARSO)
- U.S. Army Europe (USAREUR)
- U.S. Army Pacific (USARPAC)
- Eighth Army(EUSA)
- U.S. Army Special Operations Command (USASOC)
- Military Surface Deployment and Distribution Command (SDDC)
- U.S. Army Space and Missile Defense Command/Army Strategic Command (USASMDC/ARSTRAT)

### **Direct Reporting Units (DRU):**

- U.S. Army Network Enterprise Technology Command/9th Signal Command (Army) (NETCOM/9thSC(A))
- U.S. Army Medical Command (MEDCOM)
- U.S. Army Intelligence and Security Command (INSCOM)
- U.S. Army Criminal Investigation Command (USACIDC)
- U.S. Army Corps of Engineers (USACE)
- U.S. Army Military District of Washington (MDW)
- U.S. Army Test and Evaluation Command (ATEC)
- United States Military Academy (USMA)
- U.S. Army Reserve Command (USARC)
- U.S. Army Acquisition Support Center (USAASC)
- U.S. Army Installation Management Command (IMCOM)

Check this page out The United States Army Home Page <http://www.army.mil/organization/>  
'Army Command Structure:

**Lieutenant General Michael D. Rochelle**  
**Deputy Chief of Staff G-1, United States Army**

Lieutenant General Rochelle assumed duties as the Deputy Chief of Staff, G-1, United States Army, in June 2006.



Lieutenant General Rochelle was born on 28 March 1950, in Norfolk, Virginia. After graduating Central High School in Providence, Rhode Island, he enrolled at Norfolk State University in Norfolk, Virginia, where he earned a Bachelor of Arts Degree in Foreign Language Education in 1972. While enrolled and finishing his degree at Norfolk State University, he concurrently completed the Advanced ROTC program and was commissioned as a Regular Army Officer in June 1972. To augment his bachelor's degree, LTG Rochelle later attended Shippensburg University where he earned a Master of Arts Degree in Public Administration.

His military education includes the Army War College, Army Command and General Staff College, Field Artillery Officer Basic Course, and the Adjutant General Officer Basic and Advanced Courses.

<http://www.armyg1.army.mil/bios.asp#H>

**Campaign-Quality Army with a Joint and Expeditionary Mindset**

To successfully prosecute the Global War on Terrorism (GWOT) and ensure our Nation's security, the Army must provide the Joint Force with relevant and ready capabilities and forces to support the National Security and Defense Strategies—a campaign-quality Army with a Joint and Expeditionary Mindset. The Army provides the Joint Force with the campaign-quality combat, combat support, and combat service support capabilities necessary to conduct sustained land warfare; this is our unique contribution to the Joint Team and it will be maintained. The challenge we must address is how to transform our organizations, processes, doctrine, and culture so that we are better able to provide this contribution to the Joint Force in a more prompt and rapid manner.

Delivering the right Army forces at the right place and time is vital to the Joint Force commander's ability to defeat any adversary or control any situation across the full range of military operations. As the Army repositions and reconfigures its forces, we will expand the Joint Force commander's ability to rapidly deploy, employ and sustain forces throughout the global battle space in any environment and against any opponent. A Joint and Expeditionary Mindset recognizes that we are an Army in contact, engaged in ongoing operations and ready to rapidly respond to the next crisis as it

evolves. It is an attitude and spirit—infused across all Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, and Facilities (DOTMLPF) activities— that embraces a forward leaning, modular, joint interdependent and capabilities-based Army led by aggressive, intelligent and empowered Soldiers who recognize opportunities and confidently apply the appropriate capabilities of the Joint Force in support of the Combatant Commanders.

## **Toward a More Relevant and Ready Army**

To focus our efforts in increasing the relevance and readiness of our operating and institutional forces, the Army has two core competencies supported by a set of essential and enduring capabilities.

**The Army's core competencies are: (1) train and equip Soldiers and grow leaders; and (2) provide relevant and ready land power capability to the Combatant Commanders as part of the Joint Team.**

To further concentrate effort, the Army's senior leadership has established immediate focus areas with specific guidance for planning, preparation, and execution of actions aimed at rapidly effecting necessary and positive change. These constitute changes to existing near- and mid-term guidance and are not, nor are they intended to be, all-inclusive.

The Army will reorganize its combat and institutional organizations to best meet the needs and requirements of operating in the current and projected security environment. We must assume sustained operations will be the norm, and not the exception. As we continue the process of transforming our Army while at war, we will redesign our formations to provide modular, capabilities-based organizations, increasing their relevance and responsiveness to the Combatant Commanders. We will develop in our leaders, Soldiers, and Department of the Army (DA) civilians, an unprecedented level of adaptability. We must have balance in our forces, with the ability to operate decisively in an uncertain environment against an unpredictable threat that will make every attempt to avoid our strengths.

Similarly, we will re-examine our doctrine, processes, education, training methodology, and systems to develop and institutionalize a Joint and Expeditionary Mindset. As we seek to resolve the issues associated with transforming our Army for the current and future security environment, we must not allow solutions to be constrained by processes, policies, and systems designed for a world-system that no longer exists. Processes and

policies can and will change. Systems must adapt to the needs of the Soldier, our Nation, and the Joint Force.

## **ACCOMPLISHING THE MISSION TODAY: SUSTAINING GLOBAL COMMITMENTS**

The Army continues to provide Combatant Commanders with a wide range of capabilities to prevail in the war on terrorism and to sustain our global commitments. These capabilities include support to civil authorities in response to threats and crises at home. Our worldwide commitments extend far beyond Iraq and Afghanistan. Today, approximately 600,000 Soldiers are on active duty (currently 487,000 active component, 72,000 Army National Guard and 41,000 Army Reserve), with 245,000 Soldiers serving worldwide in 120 countries (Figure 8). More than 1,700 Army civilians serve side-by-side with them in the field. Our Soldiers and civilians perform a variety of missions vital to America's national defense. Here at home, more than 13,000 Soldiers are on duty specifically fulfilling critical missions to support the Global War on Terrorism.

The Army's operational pace remains high, sustaining obligations and continuing trends established during the post-Cold War era. In addition to Iraq and Afghanistan, our forward presence continues to preserve peace on the Korean Peninsula, the Sinai, the Balkans, and numerous other places of strategic importance.

Whenever and wherever needed, Soldiers continue to answer the Call to Duty. During this past year, Soldiers supported civil authorities during a variety of [disaster relief](#) and recovery missions. More than 42,000 National Guard Soldiers; 7,300 active component Soldiers; and 3,500 Army civilians assisted citizens in Alabama, Louisiana, Mississippi, Texas, and Florida after Hurricanes Katrina and Rita. Active and reserve aviation units flew thousands of helicopter sorties. These pilots and crews saved countless lives while distributing food, water, and other supplies. Working closely with state and federal agencies, the Army Corps of Engineers provided emergency support and is now executing more than \$4 billion worth of projects to

## ARMY PRESENCE THROUGHOUT THE WORLD



Figure 8

### [Enlarge](#)

support recovery. Soldiers also provided relief for earthquake survivors in Pakistan. At home and abroad, on a daily basis, our Soldiers and civilians are doing critical work in service to our country.

In the five years since September 11, 2001, our National Guard has mobilized more than 329,000 Soldiers for both state and federal missions. On any given day, the Army National Guard provides vital capabilities in virtually every mission area. As of January 2006, more than 72,000 Soldiers from the National Guard are mobilized. Besides their commitments in Iraq and Afghanistan, National Guard Soldiers are protecting the homeland by securing borders, protecting key infrastructure, and securing special events such as the Super Bowl. They also support other missions of [U.S. Northern Command](#). They are preserving peace in the Sinai and in the Balkans. They are also establishing the conditions for continued progress in Iraq and Afghanistan.

Since September 11, 2001, the Army Reserve has mobilized over 143,000 Soldiers who, together with their fellow active and National Guard Soldiers, have enabled the Army to accomplish its mission at home and abroad. The Army Reserve provides vital capabilities across a diverse range of mission areas. As of January 2006, more than 41,000 Army Reserve Soldiers serve on active duty. The Army Reserve's 98th and 80th Divisions (Institutional Training) deployed to Iraq and Afghanistan to support U.S. Central Command's training of security forces.



## **THE WAR ON GLOBAL TERRORISM:**



**February 10, 2006**

We have the confidence of the Nation as we continue to engage in a long struggle against global terrorism and the conditions that give it life and sustain it. Over a half-million active and reserve Soldiers have served overseas in the war on terrorism. **More than 600,000 Soldiers are on active duty today. Almost half of them are deployed, serving in 120 countries worldwide in defense of U.S. interests.**

While fighting, we are preparing Soldiers and leaders for the challenges that they will face. We continue to transform, to modernize, and to realign our global force posture. Our Army continues to evolve from a force dependent on divisions to deter and to wage war against traditional adversaries, to a force dependent on modular brigades, specially designed for the full range of non-traditional adversaries and challenges it will face.

With the support of the President, the Congress, and the Secretary of Defense, we have developed and resourced a fully integrated plan to best serve the Nation, to deal with the challenges we will face today and tomorrow, and to sustain our volunteer Soldiers in this time of war.

To execute this plan, we are depending upon continued Congressional leadership in three areas:

- Obtaining legislative authorities to assure predictable access to our Army National Guard and Army Reserve Soldiers who have become, by necessity, our operational rather than our strategic reserve;
- Expediting wartime acquisition processes needed to equip and protect our Soldiers; and
- Of greatest importance, maintaining the support of the American people whom we serve.

To continue to meet the needs of the Combatant Commanders and the Nation, the Army will require the full support of the resources requested in the base budget and in supplemental appropriations.

Peter J. Schoomaker  
General, United States Army  
Chief of Staff

Francis J. Harvey  
Secretary of the Army

[http://www.army.mil/aps/06/01\\_index.html](http://www.army.mil/aps/06/01_index.html)

## Well-Being

Well-Being is directly linked to the relevance and readiness of our Army. Well-Being programs focus on meeting the needs of Soldiers (Active Duty, Army National Guard and Army Reserve), DA Civilians, Veterans, Retirees and Families – before, during and after deployment. In the past, the Army's programs concentrated on the quality of life of our people - defined as a standard of living to which individuals, communities, and nations strive to meet or exceed. Army Well-Being organizes and integrates these quality of life initiatives and programs into a Well-Being "framework". This framework provides a way to measure success in the Army's people programs and to address emerging needs of our transforming Army. Army Well-Being is the "bridge" that connects Army needs with individual needs and at the core of all Well-Being initiatives are four strategic goals. These goals address the primary and basic needs of each member of the Total Army Family – To Serve, To Live, To Connect and To Grow.

The Army is undergoing a major transformation in the way it does business. Just as Army Values guide the thinking, behavior, and professional ethos of every warrior, so will those same values guide the actions of those who support and sustain them. **The American people hold the entire Army to a higher standard**, not just the front-line Warriors. The priorities we set, the efficiencies we gain, the continuous improvements we achieve, will be attained in keeping with our Army Values. This transformation brings with it many challenges to overcome. Still, we will continually measure ourselves, and our success by our adherence to those values.

## **The Army Values Are:**

**Loyalty** - Bear true faith and allegiance to the U.S. Constitution, the Army, your unit, and other Soldiers

**Duty** - Fulfill your obligations

**Respect** - Treat people as they should be treated

**Selfless Service** – Put the welfare of the Nation, the Army, and your subordinates before your own

**Honor** – Live up to all the Army Values

**Integrity** – Do what's right, legally, and morally

**Personal Courage** – Face fear, danger or adversity (physical or moral)



## **Army Civilian Corps Creed**

- **I am an Army Civilian – a member of the Army Team**
- **I am dedicated to our Army, our Soldiers and Civilians**
- **I will always support the mission**
- **I provide stability and continuity during war and peace**
- **I support and defend the Constitution of the United States and consider it an honor to serve our Nation and our Army**
- **I live the Army values of Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage**
- **I am an Army Civilian**

## **Official Song of the United States Army "The Army Goes Rolling Along"**

- Official Song of the U.S. Army The song was originally written by field artillery First Lieutenant [later Brigadier General] Edmund L. Gruber, while stationed in the Philippines in 1908 as the "Caisson Song." The original lyrics reflect routine activities in a horse-drawn field artillery battery. The song was transformed into a march by John Philip Sousa in 1917 and renamed "The Field Artillery Song." It was adopted in 1952 as the official song of the Army and re-titled, "The Army Goes Rolling Along." The current lyrics tell the story of our past, our present, and our future. For more on the history of "The Army Goes Rolling Along," click on [A Soldier's Song](#). The "Army Goes Rolling Along" is played at the conclusion of every U.S. Army ceremony and all soldiers and **civilians** are expected to stand and sing. **As a civilian employee of the United States Army, you should learn this song and be able to sing it at appropriate ceremonies. CLICK HERE:** <http://bands.army.mil/docs/ArmySongCombined.mp3>

### **"The Army Goes Rolling Along"**

**Intro:** March along, sing our song, with the Army of the free  
Count the brave, count the true, who have fought to victory  
We're the Army and proud of our name  
We're the Army and proudly proclaim

**Verse:** First to fight for the right,

And to build the Nation's might,  
And The Army Goes Rolling Along  
Proud of all we have done,  
Fighting till the battle's won,  
And the Army Goes Rolling Along.

**Refrain:** Then it's Hi! Hi! Hey!  
The Army's on its way.  
Count off the cadence loud and strong  
For where e'er we go,  
You will always know  
That The Army Goes Rolling Along.

**Verse:** Valley Forge, Custer's ranks,  
San Juan Hill and Patton's tanks,  
And the Army went rolling along  
Minute men, from the start,  
Always fighting from the heart,  
And the Army keeps rolling along.  
(refrain)

**Verse:** Men in rags, men who froze,

Still that Army met its foes,  
And the Army went rolling along.  
Faith in God, then we're right,  
And we'll fight with all our might,  
As the Army keeps rolling along.  
(refrain)

## **CIVILIANS SUPPORTING OUR CIVIL DEFENSE**

**Civilians have been an integral part of the U.S. Army since the Revolutionary War.**

The Board of War and Ordnance was established in 1776 with responsibility to equip and dispatch troops; account for arms, ammunition and equipment; maintain personnel records; and disburse funds. The board was made up of five members of the Continental Congress, clerks and a paid secretary – Richard Peters, the first Army civilian.

Civilians were hired by the Continental Army for driving, crafts, and carpentry and laborer jobs.

**Throughout our nation's history, civilians have played a vital role in supporting Soldiers.**

Army civilians have skills that are not readily available in the military, but crucial to support military operations.

The Army integrates the talents and skills of its military and civilian members to form a **Total "Army of ONE"**

**The work that you do as a civilian human resources practitioner is vital to the readiness of our Army! Do your best and never stop learning about the proud organization you are a member of.**

**DEFINITION: esprit de corps is the pride in belonging to something:** a feeling of pride in belonging to a group and a sense of identification with it.

Special thanks to Ms. Carrie Wiggins for researching and compiling this document.