

letter of continuity army

letter of continuity army serves a critical role within the United States military, acting as a vital document that confirms a service member's ongoing commitment and service status. This comprehensive guide delves into the intricacies of what a letter of continuity Army entails, its purpose, who issues it, how to obtain one, and its significant implications for various aspects of a soldier's life. Understanding this document is crucial for active-duty personnel, veterans, and their families, as it provides official validation of their service period, impacting everything from benefits to civilian employment. We will explore the key components of this letter, its legal standing, and the scenarios where it becomes indispensable.

Understanding the Army Letter of Continuity

The Army letter of continuity, often referred to as a Certificate of Continuity or a Statement of Service, is an official document issued by the U.S. Army. Its primary function is to provide irrefutable proof of a service member's enlistment, reenlistment, or extension of service. This document acts as a formal record, detailing the start and anticipated end dates of a soldier's obligated service. It's more than just a formality; it's a legally recognized verification that underpins a multitude of processes and entitlements throughout and after a military career.

The need for such a document arises from the unique nature of military service, where deployment, duty stations, and career paths can be dynamic. A letter of continuity bridges the gap between the immediate reality of a soldier's service and the need for a stable, verifiable record for external organizations and for the soldier's own future planning. It solidifies the commitment made by the service member and validates the Army's commitment to them during their period of service.

Purpose and Significance of an Army Letter of Continuity

The Army letter of continuity holds immense significance across various civilian and military contexts. Its purpose is multifaceted, providing official validation that is often required for a range of important matters. Without this document, service members might face difficulties in accessing benefits, securing civilian employment, or even proving their military standing.

Verification of Military Service for Civilian Employment

One of the most common uses for a letter of continuity is to verify military service when applying for civilian jobs. Employers, particularly those with established veteran hiring programs or those in sectors that value military experience, often request proof of service. This letter provides a concise and official record of a soldier's commitment and the duration of their service, which can be a significant advantage in the job market. It attests to the discipline, skills, and dedication honed during

their military tenure.

Accessing Veteran Benefits and Entitlements

The letter of continuity is also a cornerstone for accessing various veteran benefits and entitlements. This includes, but is not limited to, educational benefits such as the GI Bill, home loan guarantees, healthcare services through the Department of Veterans Affairs (VA), and certain retirement benefits. The document serves as the initial proof required by these agencies to confirm eligibility based on service duration and status. Without it, the process of claiming these hard-earned benefits can be significantly delayed or complicated.

Supporting Loan and Mortgage Applications

Financial institutions and lenders often require confirmation of military service for special loan programs designed for service members and veterans, such as VA home loans. The letter of continuity validates the applicant's status and the length of their commitment, which can influence loan approval and terms. It reassures lenders of the applicant's stability and potential for sustained income, crucial factors in mortgage and loan assessments.

Facilitating Security Clearances and Government Employment

For roles requiring security clearances or in government positions, a verifiable record of military service is frequently a prerequisite. The letter of continuity provides the necessary documentation to confirm a clean service record and the period of commitment. This can streamline the background check process and demonstrate the applicant's reliability and trustworthiness, qualities highly valued in sensitive positions.

Proof of Service for Family Members

In certain circumstances, family members may also need to present a letter of continuity to access benefits or privileges associated with the service member's status, such as commissary or exchange privileges, or certain healthcare provisions. This ensures that dependents can also leverage the benefits earned through the service member's dedication.

Who Issues the Army Letter of Continuity?

The responsibility for issuing official military documents like the letter of continuity lies with specific branches and administrative units within the U.S. Army. Ensuring that the document is obtained from the correct authority is crucial for its validity and acceptance by external organizations.

Military Personnel Records (MPR)

In many cases, the letter of continuity is generated and managed by the Military Personnel Records section of a service member's unit or a higher administrative command. These departments are responsible for maintaining accurate and up-to-date service records for all active-duty personnel. They possess the authority and the system to generate official documentation based on the soldier's personnel file.

The Army Human Resources Command (HRC)

For more comprehensive or historical service verification, the Army Human Resources Command (HRC) can also be a source for official documentation. HRC is the central hub for managing personnel information and administrative actions for the U.S. Army. They can provide authenticated statements of service or continuity letters, especially for former service members or for specific complex cases.

Commanders and First Sergeants

While not directly issuing the final, official document in most cases, a soldier's immediate command, such as their First Sergeant or Company Commander, plays a crucial role in initiating the request process. They often verify the information and endorse the request before it is forwarded to the appropriate administrative body for official issuance. Their signature can lend an initial layer of authenticity to the request.

How to Obtain an Army Letter of Continuity

The process of obtaining an Army letter of continuity is generally straightforward, though it requires a formal request and can vary slightly depending on the service member's current status and location. It's always best to initiate the process well in advance of when the document is needed.

Submitting a Formal Request

The first step typically involves submitting a formal written request. This request should be directed to the appropriate administrative office within the service member's unit or to the relevant HRC department. The request should clearly state the service member's full name, rank, Social Security Number (SSN), and the specific purpose for which the letter of continuity is required. Detailing the recipient of the letter, if known, can also be helpful.

Required Documentation and Information

To process the request, the service member will likely need to provide supporting documentation. This can include:

- A copy of their most recent Leave and Earnings Statement (LES).
- A copy of their most recent Enlistment or Reenlistment contract.
- Personal identification.
- A completed DD Form 372 (Statement of Service) might be required or a similar internal Army form.

Accuracy in providing all requested information is paramount to avoid delays.

Timeline for Issuance

The timeline for receiving an Army letter of continuity can vary. For active-duty service members within a well-functioning unit, it might take anywhere from a few days to a couple of weeks. For requests processed through HRC or for former service members, it could take longer, potentially several weeks or even months, especially during peak periods. Planning ahead is therefore highly recommended.

Contacting Military Personnel or Records Offices

If unsure about the exact procedure or the correct office to contact, service members should consult their unit's administrative personnel, their First Sergeant, or the Military Personnel Office (MILPO) on their installation. These individuals can provide guidance and direct the request to the appropriate channels.

Key Information Contained in the Letter of Continuity

An effective Army letter of continuity is designed to be clear, concise, and comprehensive, providing all essential details regarding a soldier's service commitment. The information contained within is meticulously documented and serves as official confirmation.

Service Member's Identification

This section clearly identifies the service member, including their full name, rank, and Social Security

Number (SSN). This ensures that the document is uniquely tied to the individual soldier.

Dates of Service

Crucially, the letter will specify the original date of enlistment or induction into the Army. It will also detail the date on which the current period of obligated service is scheduled to end. This might be tied to an enlistment contract, reenlistment, or an extension of service.

Type of Service Obligation

The document may also indicate the nature of the service obligation, such as active duty, reserve components, or specific training requirements that must be fulfilled. This clarifies the commitment the soldier has made to the U.S. Army.

Official Endorsement and Signature

A key element for the letter's validity is the official endorsement, which includes the signature of an authorized representative from the issuing military organization. This is often accompanied by an official seal or stamp, confirming the authenticity of the document.

Statement of Continuity

The core of the document is the explicit statement confirming the continuation of service up to the specified end date. This is the primary piece of information that employers and benefit providers are seeking.

Scenarios Where an Army Letter of Continuity is Essential

Beyond the general purposes outlined earlier, there are specific situations where possessing an Army letter of continuity becomes absolutely essential for a service member.

Separation and Transition to Civilian Life

As a service member nears the end of their obligated service and prepares for transition back into civilian life, the letter of continuity is critical. It serves as proof of service for potential employers and

for initiating the process of claiming veteran benefits, ensuring a smoother reintegration.

Deployment and Extended Assignments

During long deployments or extended assignments, circumstances might arise where immediate access to personnel records is difficult. A pre-obtained letter of continuity can provide necessary verification for family members or for administrative purposes if an unforeseen event occurs.

Applying for Further Education or Training

For service members pursuing higher education or specialized civilian training programs, particularly those that offer military tuition assistance or scholarships, the letter of continuity is often required to verify their eligibility and commitment to continued service or post-service education.

Legal and Financial Matters

In various legal and financial matters, such as proving residency for state benefits, applying for rental agreements, or even in some court proceedings, the letter of continuity can serve as official documentation of a service member's status and commitment.

Reserves and National Guard Service

Members of the Army Reserve or National Guard may also require similar documentation to verify their period of active duty, training requirements, or commitment to their respective components, especially when seeking civilian employment or benefits related to their service.

Challenges and Considerations

While the Army letter of continuity is a vital document, there can be challenges associated with obtaining and utilizing it. Understanding these potential issues can help service members navigate the process more effectively.

Delays in Processing

As mentioned, processing times can sometimes be lengthy. This is often due to high volumes of requests, administrative backlogs, or the specific channels through which the request must be processed. Planning well in advance is the best way to mitigate this challenge.

Accuracy of Information

It is imperative that all information contained within the letter of continuity is accurate. Errors in dates, names, or Social Security numbers can render the document invalid and lead to significant complications. Service members should always review their letter carefully upon receipt.

Loss or Damage of the Document

Like any important document, an Army letter of continuity can be lost or damaged. In such cases, a formal request for a replacement copy must be submitted, which may again involve a waiting period.

Understanding Different Document Types

It's important to note that there might be variations in the exact title or format of continuity documents issued by different branches of the military or even different commands within the Army. Service members should ensure they are requesting the correct type of verification for their specific needs.

Frequently Asked Questions

What is a Letter of Continuity in the Army?

A Letter of Continuity (LOC) in the Army is a formal document, often issued by a commanding officer or designated authority, that confirms an individual's continued service, employment, or eligibility for benefits and entitlements during a period of transition or uncertainty. It essentially serves as official proof that their status remains valid.

When would an Army member typically need a Letter of Continuity?

Common scenarios include before deployment, during PCS (Permanent Change of Station) moves, when transitioning to civilian life, for seeking educational opportunities, applying for loans or mortgages, or for dependents who need to prove the service member's status.

What essential information should a Letter of Continuity contain?

A comprehensive LOC usually includes the service member's full name, rank, service/MOS, unit, date of entry into service, expected date of separation (if applicable), confirmation of their current status, and the issuing authority's signature and contact information.

Who is authorized to issue an Army Letter of Continuity?

Typically, a commanding officer (CO), executive officer (XO), or an authorized representative within the service member's unit or personnel office is responsible for issuing an official Letter of Continuity. The specific authority can vary by unit and situation.

How does a Letter of Continuity differ from a DD Form 214?

A Letter of Continuity is a temporary or transitional document confirming ongoing service or eligibility. A DD Form 214 (Certificate of Release or Discharge from Active Duty) is a permanent record issued upon separation, detailing the entirety of a service member's career and entitlements.

What are the trending reasons for needing an LOC currently?

With ongoing force restructuring, increased PCS tempo, and the growing emphasis on veteran benefits and civilian employment, there's a continued high demand for LOCs. Individuals transitioning out of service or utilizing GI Bill benefits often require them for proof of service.

Where can an Army member request a Letter of Continuity?

An Army member should first inquire with their immediate chain of command or their unit's administrative/personnel office (S1). They can explain the reason for needing the LOC, and the unit will guide them through the proper procedure for obtaining one.

Additional Resources

Here are 9 book titles related to the concept of a "letter of continuity" in an army context, presented as a numbered list with short descriptions:

1. *The Chronicle of the Legion*

This historical fiction novel delves into the enduring legacy of an ancient military order. It explores how records, traditions, and even personal letters were passed down through generations, acting as a form of continuity across centuries of conflict and change. The book highlights the importance of preserving the spirit and knowledge of past campaigns for future leaders.

2. *Whispers from the Regimental Archives*

A collection of fictionalized accounts and rediscovered documents, this book examines the unofficial narratives and quiet communication that held a regiment together during tumultuous times. It focuses on the letters, diaries, and field reports that conveyed vital information and fostered a sense of shared purpose, even when official channels faltered. These "whispers" formed a bedrock of continuity for the fighting force.

3. *The Enduring Standard*

This non-fiction work analyzes the strategic importance of maintaining consistent military doctrine and operational procedures throughout a nation's history. It argues that a clear and unbroken line of military thought, often disseminated through training manuals and policy directives that function as letters of continuity, is crucial for sustained effectiveness. The book showcases examples where this continuity strengthened forces and where its absence led to vulnerability.

4. Soldier's *Ink of Allegiance*

A series of poignant personal letters penned by soldiers from different eras, this anthology showcases the emotional and practical continuity they provided. These letters, sent home and sometimes between comrades, served as vital links, conveying news, reinforcing bonds, and articulating the enduring commitment to duty and country. They represent an individual's testament to the larger mission.

5. The *Chain of Command's Echo*

This military thriller explores the intricate network of communication and decision-making that ensures operational continuity even in the face of severe disruption. It features storylines where crucial encrypted messages, acting as digital letters of continuity, are vital to maintaining control and completing objectives. The novel emphasizes the resilience of organized command structures.

6. Beneath the *Crimson Banner*

This historical drama follows the evolution of a particular army unit through major conflicts, focusing on how its identity and operational continuity were preserved. It highlights the role of a symbolic banner and the accompanying written orders and historical accounts that kept the unit's spirit alive and its purpose clear. The book illustrates how tangible and written elements fostered enduring unit cohesion.

7. The *Generational Mandate*

A speculative fiction novel set in a future where warfare has evolved dramatically, this book examines how the core principles of military service are passed down. It imagines a system where ancestral directives and guiding philosophies, akin to long-form letters of continuity, are embedded in advanced training simulations. The narrative questions whether abstract ideals can truly maintain military continuity.

8. Navigating the *Evergreen Campaign*

This study of long-term military engagements examines the importance of adaptable strategies and persistent logistical support. It delves into how recurring challenges are met by building upon past experiences, often documented in official reports and directives that serve as a continuity of knowledge. The book emphasizes how consistent effort and learning are vital for prolonged success.

9. The *Guardian's Ledger*

This historical analysis explores the secret records and operational plans that ensured the continuity of a nation's defense capabilities during periods of peace and overt threat. It details how carefully maintained documents, functioning as a "ledger of continuity," guided strategic development and readiness. The book underscores the silent, often unseen, efforts to maintain military preparedness over time.

[Letter Of Continuity Army](#)

Letter of Continuity: Securing Your Army's Legacy in Times of Transition

Are you a military leader facing the daunting task of ensuring your unit's operational effectiveness and morale amidst personnel changes? Do you worry about the loss of institutional knowledge and the disruption to mission success when experienced soldiers rotate out? The constant churn of personnel is a real threat to any army's ongoing success, leading to fractured communication, compromised training, and a potential decline in combat readiness. Maintaining operational continuity feels like an uphill battle, constantly fighting against the tide of deployments and reassignments. This ebook provides the roadmap you need to navigate these challenges and forge a resilient, knowledge-rich unit that thrives even in the face of constant change.

By Captain Eva Rostova, PhD (Military Strategy & Organizational Behavior)

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Letter of Continuity: Securing Your Army's Legacy in Times of Transition (Full Article)

Introduction: The Critical Need for Continuity in Military Operations

Maintaining operational continuity is paramount for any army's success. The constant rotation of personnel, deployments, and retirements create significant challenges. Losing institutional knowledge, experienced leadership, and established procedures can lead to decreased effectiveness, compromised mission success, and even endanger personnel. This ebook provides a comprehensive guide to developing and implementing strategies to mitigate these risks and ensure a smooth transition of knowledge and responsibilities. The lack of a formal continuity plan can result in costly mistakes, training delays, and a demoralized workforce, ultimately impacting national security.

Chapter 1: Identifying Knowledge Gaps and Critical Information

Before implementing any continuity plan, a thorough assessment of current knowledge and potential gaps is crucial. This involves identifying critical information, procedures, and skills that are essential for the unit's operations. This assessment should consider:

Essential Operational Procedures: Detailed documentation of standard operating procedures (SOPs) is vital. This includes everything from daily routines to complex emergency responses.

Technical Expertise: Identifying personnel with specialized skills and creating systems for knowledge transfer is critical. This could involve creating mentorship programs or detailed training manuals.

Institutional Knowledge: Understanding the unit's history, culture, and lessons learned from past missions is essential for informing future decisions. This often involves oral histories and documenting past successes and failures.

Information Technology Systems: Mapping out the unit's IT infrastructure, including access controls, security protocols, and data storage locations. This will help in case of personnel changes.

Stakeholder Analysis: Identifying key personnel and their roles within the unit's structure.

Understanding their responsibilities and communication channels is crucial for smooth transitions.

Chapter 2: Developing and Implementing a Robust Knowledge Management System

A well-structured knowledge management system (KMS) is the cornerstone of effective continuity. This system should:

Centralized Repository: Establish a central repository for all critical documents, SOPs, and training materials, accessible to authorized personnel. This could be a secure network drive, a cloud-based platform, or a combination of both.

Version Control: Implement a system for tracking and managing different versions of documents to ensure that everyone is working with the most up-to-date information.

Accessible Knowledge Base: Design a user-friendly system that allows personnel to easily find the information they need. This may involve categorizing documents, using keywords, and creating a comprehensive search function.

Regular Updates: Implement a process for regularly updating and reviewing the information in the KMS to ensure its accuracy and relevance.

Training and User Support: Provide comprehensive training to all personnel on how to use the KMS effectively. This includes setting up user accounts, navigating the system, and accessing relevant information.

Chapter 3: Mentorship and Knowledge Transfer Strategies

Formal and informal mentorship programs are crucial for transferring tacit knowledge and skills. This involves pairing experienced personnel with newer members to provide guidance and support.

Buddy System: Assigning experienced soldiers to mentor new recruits.

Formal Mentorship Programs: Structured programs with clear goals and timelines.

Shadowing: Allowing junior personnel to shadow senior members during operations.

Knowledge Transfer Workshops: Facilitated sessions where experienced members share their expertise with others.

Peer-to-Peer Learning: Encouraging collaboration and knowledge sharing among colleagues.

Chapter 4: Utilizing Technology to Enhance Continuity

Technology plays a vital role in maintaining continuity. This includes:

Collaboration Tools: Utilizing tools like Slack, Microsoft Teams, or other platforms for seamless

communication and information sharing.

Cloud-Based Storage: Secure cloud storage solutions for easy access to documents and data from anywhere.

Automated Systems: Automating routine tasks to reduce the workload on personnel and minimize errors.

Training Simulations: Utilizing virtual reality or other training simulations to provide realistic experience without needing constant supervision from experienced personnel.

Data Analytics: Using data analytics to identify patterns and trends, assisting in proactive decision-making and preventative measures.

Chapter 5: Measuring and Assessing the Effectiveness of Continuity Programs

Regularly assessing the effectiveness of continuity programs is essential. This includes:

Key Performance Indicators (KPIs): Establishing KPIs to track progress and identify areas for improvement. This could involve measuring response times, accuracy rates, and levels of knowledge retention.

Surveys and Feedback: Gathering feedback from personnel to understand their experiences and identify areas needing attention.

Regular Reviews: Conduct regular reviews of the continuity plan to ensure its relevance and effectiveness.

Data Analysis: Analyzing data from various sources to identify trends and areas needing improvement.

Post-Incident Reviews: Conducting thorough post-incident reviews to learn from mistakes and improve future responses.

Chapter 6: Adapting to Change: Building a Resilient and Flexible Unit

Building a resilient and flexible unit is crucial for handling unexpected changes and maintaining continuity. This involves:

Cross-Training: Training personnel in multiple roles to enhance flexibility and adaptability.

Contingency Planning: Developing detailed plans for various scenarios and potential disruptions.

Emergency Response Procedures: Establishing clear emergency response procedures to ensure that the unit can respond effectively to unexpected events.

Adaptive Leadership: Developing leadership skills that enable the unit to adapt to changing circumstances.

Open Communication: Maintaining open and honest communication channels to ensure that everyone is aware of changes and challenges.

Chapter 7: Case Studies: Real-world Examples of Successful Continuity Programs

This chapter will provide real-world examples of successful continuity programs implemented by various military units. These case studies will showcase best practices and highlight the benefits of investing in comprehensive continuity planning.

Conclusion: Sustaining Continuity for Long-Term Success

Implementing a robust continuity plan is not a one-time event but an ongoing process. Regular review, adaptation, and improvement are essential for long-term success. By investing in knowledge management, mentorship, technology, and a culture of continuous improvement, military units can build a resilient and adaptable workforce capable of thriving even amidst constant change.

FAQs:

1. What is the biggest threat to operational continuity in the army? Personnel changes, including deployments, rotations, and retirements.
2. How can I effectively transfer tacit knowledge? Through mentorship programs, shadowing, workshops, and peer-to-peer learning.
3. What technology can help enhance continuity? Cloud storage, collaboration tools, and automated systems.
4. How do I measure the success of my continuity program? Through KPIs, surveys, and regular reviews.
5. What is the role of leadership in maintaining continuity? Leaders must champion continuity initiatives, promote knowledge sharing, and foster a culture of adaptability.
6. How can I prevent knowledge loss during personnel changes? By documenting procedures, creating a knowledge base, and implementing effective mentorship programs.
7. What are the consequences of neglecting continuity planning? Decreased effectiveness, compromised mission success, and potential danger to personnel.
8. How often should I review and update my continuity plan? Regularly, at least annually, or more frequently if there are significant changes within the unit.
9. What are some common mistakes to avoid when implementing a continuity plan? Insufficient documentation, poor communication, and a lack of buy-in from personnel.

Related Articles:

1. Knowledge Management in the Modern Military: Explores the latest trends and technologies in military knowledge management.
2. The Importance of Mentorship in Military Training: Focuses on the role of mentorship in developing effective soldiers.
3. Building a Resilient Military Workforce: Discusses strategies for fostering resilience and adaptability within military units.
4. Effective Communication Strategies for Military Operations: Explores techniques for ensuring clear and effective communication within military units.
5. The Use of Technology in Military Training and Simulations: Explores the benefits of using technology in military training.
6. Crisis Management and Continuity Planning in the Military: Focuses on strategies for responding to crises and ensuring continuity during emergencies.
7. Data Analytics for Military Decision-Making: Explores the use of data analytics to support military decision-making.
8. Leadership Development and Succession Planning in the Military: Focuses on developing strong leadership and ensuring a smooth transition of leadership.
9. Assessing and Improving Military Operational Effectiveness: Explores methods for measuring and

improving military operational effectiveness.

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letter of continuity army: **TRADOC Pamphlet TP 600-4 The Soldier's Blue Book** United States Government Us Army, 2019-12-14 This manual, TRADOC Pamphlet TP 600-4 The Soldier's Blue Book: The Guide for Initial Entry Soldiers August 2019, is the guide for all Initial Entry Training (IET) Soldiers who join our Army Profession. It provides an introduction to being a Soldier and Trusted Army Professional, certified in character, competence, and commitment to the Army. The pamphlet introduces Soldiers to the Army Ethic, Values, Culture of Trust, History, Organizations, and Training. It provides information on pay, leave, Thrift Saving Plans (TSPs), and organizations that will be available to assist you and your Families. The Soldier's Blue Book is mandated reading and will be maintained and available during BCT/OSUT and AIT. This pamphlet applies to all active Army, U.S. Army Reserve, and the Army National Guard enlisted IET conducted at service schools, Army Training Centers, and other training activities under the control of Headquarters, TRADOC.

letter of continuity army: **Department of Defense Dictionary of Military and Associated Terms** United States. Joint Chiefs of Staff, 1979

letter of continuity army: Command Deployment Discipline Handbook United States Army, 2014-12-08 The Command Deployment Discipline Program (CDDP) is a commander's tool designed to enhance unit deployment readiness. This handbook is a combination of doctrinal and regulatory tasks that address Army standards, fundamentally focused on equipment movement and associated tasks from division to company level, to include installation tasks. Following 13 years of conflict, our Army is transitioning to an expeditionary force that is primarily based in the continental United States. Many of our Army's junior leaders, having become accustomed to rotationally deploying in support of Operation Iraqi Freedom/Operation New Dawn and Operation Enduring Freedom (Afghanistan), have limited experience in executing short-notice deployments. Deployments in the recent past have been characterized by units receiving equipment in theater rather than deploying all of their organic equipment from home station, as well as the robust use of contractors throughout the deployment and reception, staging, onward-movement, and integration process. In many cases, the fundamental skills required to execute short-notice deployments involving all of a unit's organic equipment have atrophied over the past years.

letter of continuity army: *Army Food Program* Department of the Army, 2012-07-24 This regulation encompasses garrison, field, and subsistence supply operations. Specifically, this regulation comprises Army Staff and major Army command responsibilities and includes responsibilities for the Installation Management Command and subordinate regions. It also establishes policy for the adoption of an à la carte dining facility and for watercraft to provide subsistence when underway or in dock. Additionally, the regulation identifies DOD 7000.14-R as the source of meal rates for reimbursement purposes; delegates the approval authority for catered meals and host nation meals from Headquarters, Department of the Army to the Army commands; and authorizes the use of the Government purchase card for subsistence purchases when in the best interest of the Government. This regulation allows prime vendors as the source of garrison supply and pricing and provides garrison menu standards in accordance with The Surgeon General's nutrition standards for feeding military personnel. Also, included is guidance for the implementation of the U.S. Department of Agriculture Food Recovery Program.

letter of continuity army: **The Noncommissioned Officer and Petty Officer** Department of Defense, National Defense University Press, 2020-02-10 The Noncommissioned Officer and Petty Officer BACKBONE of the Armed Forces. Introduction The Backbone of the Armed Forces To be a member of the United States Armed Forces--to wear the uniform of the Nation and the stripes, chevrons, or anchors of the military Services--is to continue a legacy of service, honor, and patriotism that transcends generations. Answering the call to serve is to join the long line of selfless patriots who make up the Profession of Arms. This profession does not belong solely to the United

States. It stretches across borders and time to encompass a culture of service, expertise, and, in most cases, patriotism. Today, the Nation's young men and women voluntarily take an oath to support and defend the Constitution of the United States and fall into formation with other proud and determined individuals who have answered the call to defend freedom. This splendid legacy, forged in crisis and enriched during times of peace, is deeply rooted in a time-tested warrior ethos. It is inspired by the notion of contributing to something larger, deeper, and more profound than one's own self. Notice: This is a printed Paperback version of the The Noncommissioned Officer and Petty Officer BACKBONE of the Armed Forces. Full version, All Chapters included. This publication is available (Electronic version) in the official website of the National Defense University (NDU). This document is properly formatted and printed as a perfect sized copy 6x9.

letter of continuity army: *Boots on the ground: Troop Density in Contingency Operations* John J. McGrath, 2006 This paper clearly shows the immediate relevancy of historical study to current events. One of the most common criticisms of the U.S. plan to invade Iraq in 2003 is that too few troops were used. The argument often fails to satisfy anyone for there is no standard against which to judge. A figure of 20 troops per 1000 of the local population is often mentioned as the standard, but as McGrath shows, that figure was arrived at with some questionable assumptions. By analyzing seven military operations from the last 100 years, he arrives at an average number of military forces per 1000 of the population that have been employed in what would generally be considered successful military campaigns. He also points out a variety of important factors affecting those numbers-from geography to local forces employed to supplement soldiers on the battlefield, to the use of contractors-among others.

letter of continuity army: Cross Channel Attack Gordon A. Harrison, 1993-12 Discusses the Allied invasion of Normandy, with extensive details about the planning stage, called Operation Overlord, as well as the fighting on Utah and Omaha Beaches.

letter of continuity army: From One Leader to Another Combat Studies Institute Press, 2013-05 This work is a collection of observations, insights, and advice from over 50 serving and retired Senior Non-Commissioned Officers. These experienced Army leaders have provided for the reader, outstanding mentorship on leadership skills, tasks, and responsibilities relevant to our Army today. There is much wisdom and advice from one leader to another in the following pages.

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letter of continuity army: 16 Cases of Mission Command Donald P., Donald Wright, Ph. D., Ph D Donald P Wright, 2013-12 For the US Army to succeed in the 21st Century, Soldiers of all ranks must understand and use Mission Command. Mission Command empowers leaders at all levels, allowing them to synchronize all warfighting functions and information systems to seize, retain, and exploit the initiative against a range of adversaries. This collection of historical vignettes seeks to sharpen our understanding of Mission Command philosophy and practice by providing examples from the past in which Mission Command principles played a decisive role. Some vignettes show junior officers following their commander's intent and exercising disciplined initiative in very chaotic combat operations. Others recount how field grade officers built cohesive teams that relied on mutual trust to achieve key operational objectives. Each historical account is complemented by an annotated explanation of how the six Mission Command principles shaped the action. For this reason, the collection is ideal for leader development in the Army school system as well as for unit and individual professional development. Mission Command places great responsibility on our Soldiers.

letter of continuity army: Army Leadership and the Profession (ADP 6-22) Headquarters Department of the Army, 2019-10-09 ADP 6-22 describes enduring concepts of leadership through the core competencies and attributes required of leaders of all cohorts and all organizations, regardless of mission or setting. These principles reflect decades of experience and validated scientific knowledge. An ideal Army leader serves as a role model through strong intellect, physical presence, professional competence, and moral character. An Army leader is able and willing to act

decisively, within superior leaders' intent and purpose, and in the organization's best interests. Army leaders recognize that organizations, built on mutual trust and confidence, accomplish missions. Every member of the Army, military or civilian, is part of a team and functions in the role of leader and subordinate. Being a good subordinate is part of being an effective leader. Leaders do not just lead subordinates--they also lead other leaders. Leaders are not limited to just those designated by position, rank, or authority.

letter of continuity army: Preparing the U.S. Army for Homeland Security Eric Victor Larson, John E. Peters, 2001 Although military policy seems focused on overseas threats, defending the homeland is, of course, the ultimate objective. This guide examines emergent threats to the USA homeland such as speciality weapons, cyber attacks and ballistic missiles and delineates the army's responsibilities.

letter of continuity army: Deep Maneuver Jack D Kern Editor, Jack Kern, 2018-10-12 Volume 5, *Deep Maneuver: Historical Case Studies of Maneuver in Large-Scale Combat Operations*, presents eleven case studies from World War II through Operation Iraqi Freedom focusing on deep maneuver in terms of time, space and purpose. Deep operations require boldness and audacity, and yet carry an element of risk of overextension - especially in light of the independent factors of geography and weather that are ever-present. As a result, the case studies address not only successes, but also failure and shortfalls that result when conducting deep operations. The final two chapters address these considerations for future Deep Maneuver.

letter of continuity army: Airpower against an Army: Challenge and Response in CENTAF's Duel with the Republican Guard William F. Andrews, For nearly two decades the United States Air Force (USAF) oriented the bulk of its thinking, acquisition, planning, and training on the threat of a Soviet blitzkrieg across the inter German border. The Air Force fielded a powerful conventional arm well rehearsed in the tactics required to operate over a central European battlefield. Then, in a matter of days, the 1990 invasion of Kuwait altered key assumptions that had been developed over the previous decade and a half. The USAF faced a different foe employing a different military doctrine in an unexpected environment. Instead of disrupting a fast paced land offensive, the combat wings of the United States Central Command Air Forces (CENTAF) were ordered to attack a large, well fortified, and dispersed Iraqi ground force. The heart of that ground force was the Republican Guard Forces Command (RGFC). CENTAF's mission dictated the need to develop an unfamiliar repertoire of tactics and procedures to meet theater objectives. How effectively did CENTAF adjust air operations against the Republican Guard to the changing realities of combat? Answering that question is central to this study, and the answer resides in evaluation of the innovations developed by CENTAF to improve its operational and tactical performance against the Republican Guard. Effectiveness and timeliness are the primary criteria used for evaluating innovations.

letter of continuity army: Bringing Order to Chaos Peter J Schifferle Editor, Peter Schifferle, 2018-10-12 Volume 2, *Bringing Order to Chaos: Combined Arms Maneuver in Large Scale Combat Operations*, opens a dialogue with the Army. Are we ready for the significantly increased casualties inherent to intensive combat between large formations, the constant paralyzing stress of continual contact with a peer enemy, and the difficult nature of command and control while attempting division and corps combined arms maneuver to destroy that enemy? The chapters in this volume answer these questions for combat operations while spanning military history from 1917 through 2003. These accounts tell the challenges of intense combat, the drain of heavy casualties, the difficulty of commanding and controlling huge formations in contact, the effective use of direct and indirect fires, the need for high quality leadership, thoughtful application of sound doctrine, and logistical sustainment up to the task. No large scale combat engagement, battle, or campaign of the last one hundred years has been successful without being better than the enemy in these critical capabilities. What can we learn from the past to help us make the transition to ready to fight tonight?

letter of continuity army: Essayons , 2020-11

letter of continuity army: Order of Battle of the United States Land Forces in the World War , 1931

letter of continuity army: Command Of The Air General Giulio Douhet, 2014-08-15 In the pantheon of air power spokesmen, Giulio Douhet holds center stage. His writings, more often cited than perhaps actually read, appear as excerpts and aphorisms in the writings of numerous other air power spokesmen, advocates-and critics. Though a highly controversial figure, the very controversy that surrounds him offers to us a testimonial of the value and depth of his work, and the need for airmen today to become familiar with his thought. The progressive development of air power to the point where, today, it is more correct to refer to aerospace power has not outdated the notions of Douhet in the slightest In fact, in many ways, the kinds of technological capabilities that we enjoy as a global air power provider attest to the breadth of his vision. Douhet, together with Hugh "Boom" Trenchard of Great Britain and William "Billy" Mitchell of the United States, is justly recognized as one of the three great spokesmen of the early air power era. This reprint is offered in the spirit of continuing the dialogue that Douhet himself so perceptively began with the first edition of this book, published in 1921. Readers may well find much that they disagree with in this book, but also much that is of enduring value. The vital necessity of Douhet's central vision-that command of the air is all important in modern warfare-has been proven throughout the history of wars in this century, from the fighting over the Somme to the air war over Kuwait and Iraq.

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letter of continuity army: Lethal and Non-Lethal Fires Army University Press, Thomas G. Bradbeer, 2018-09 Lethal and Non-Lethal Fires: Historical Case Studies of Converging Cross-Domain Fires in Large Scale Combat Operations, provides a collection of ten historical case studies from World War I through Desert Storm. The case studies detail the use of lethal and non-lethal fires conducted by US, British, Canadian, and Israeli forces against peer or near-peer threats. The case studies span the major wars of the twentieth-century and present the doctrine the various organizations used, together with the challenges the leaders encountered with the doctrine and the operational environment, as well as the leaders' actions and decisions during the conduct of operations. Most importantly, each chapter highlights the lessons learned from those large scale combat operations, how they were applied or ignored and how they remain relevant today and in the future.

letter of continuity army: A Historical Review and Analysis of Army Physical Readiness Training and Assessment Whitfield East, 2013-12 The Drillmaster of Valley Forge-Baron Von Steuben-correctly noted in his Blue Book how physical conditioning and health (which he found woefully missing when he joined Washington's camp) would always be directly linked to individual and unit discipline, courage in the fight, and victory on the battlefield. That remains true today. Even an amateur historian, choosing any study on the performance of units in combat, quickly discovers how the levels of conditioning and physical performance of Soldiers is directly proportional to success or failure in the field. In this monograph, Dr. Whitfield Chip East provides a pragmatic history of physical readiness training in our Army. He tells us we initially mirrored the professional Armies of Europe as they prepared their forces for war on the continent. Then he introduces us to some master trainers, and shows us how they initiated an American brand of physical conditioning when our forces were found lacking in the early wars of the last century. Finally, he shows us how we have and must incorporate science (even when there exists considerable debate!) to contribute to what we do-and how we do it-in shaping today's Army. Dr. East provides the history, the analysis, and the pragmatism, and all of it is geared to understanding how our Army has and must train

Soldiers for the physical demands of combat. Our culture is becoming increasingly "unfit, due to poor nutrition, a lack of adequate and formal exercise, and too much technology. Still, the Soldiers who come to our Army from our society will be asked to fight in increasingly complex and demanding conflicts, and they must be prepared through new, unique, and scientifically based techniques. So while Dr. East's monograph is a fascinating history, it is also a required call for all leaders to better understand the science and the art of physical preparation for the battlefield. It was and is important for us to get this area of training right, because getting it right means a better chance for success in combat.

letter of continuity army: Commanding an Air Force Squadron Col Usaf Timmons, Timothy, Timothy T. Timmons, 2012-08-07 The privilege of commanding an Air Force squadron, despite its heavy responsibilities and unrelenting challenges, represents for many Air Force officers the high point of their careers. It is service as a squadron commander that accords true command authority for the first time. The authority, used consistently and wisely, provides a foundation for command. As with the officer's commission itself, command authority is granted to those who have earned it, both by performance and a revealed capacity for the demands of total responsibility. But once granted, it much be revalidated every day. So as one assumes squadron command, bringing years of experience and proven record to join with this new authority, one might still need a little practical help to success with the tasks of command. This book offers such help. "Commanding an Air Force Squadron" brings unique and welcome material to a subject other books have addressed. It is rich in practical, useful, down-to-earth advice from officers who have recently experienced squadron command. The author does not quote regulations, parrot doctrine, or paraphrase the abstractions that lace the pages of so many books about leadership. Nor does he puff throughout the manuscript about how he did it. Rather, he presents a digest of practical wisdom based on real-world experience drawn from the reflection of many former commanders from any different types of units. He addresses all Air Force squadron commanders, rated and nonrated, in all sorts of missions worldwide. Please also see a follow up to this book entitled "Commanding an Air Force Squadron in the Twenty-First Century (2003)" by Jeffry F. Smith, Lieutenant Colonel, USAF.

letter of continuity army: Army Regulation AR 600-20 Army Command Policy July 2020 United States Government Us Army, 2020-07-26 This major revision to United States Army publication, Army Regulation AR 600-20 Army Command Policy July 2020, prescribes the policies and responsibilities of command, which include the Army Ready and Resilient Campaign Plan, military discipline and conduct, the Army Military Equal Opportunity (MEO) Program, the Army Harassment Prevention and Response Program, and the Army Sexual Harassment/Assault Response and Prevention (SHARP) Program. This regulation implements DoDI 1020.03, DoDI 1300.17, DoDI 1325.02, DoDI 1325.06; DoDI 1342.22; DoDI 5240.22, DoDI 5240.26, DoDI 5505.18; DoDI 6495.02; DoDI 6495.03, DoDD 1350.2, DoDD 6495.01, DoDD 5205.16 and DoDD 7050.06. Also, it prescribes the policy and responsibility of command, which include the Army Ready and Resilient Campaign Plan, military discipline and conduct, the Army Equal Opportunity Program, and the Army Sexual Harassment/Assault Response and Prevention Program. The 30-day advanced publication requirement has been waived because the revision implements previously published law, DoD directives and instructions, and Army directives that need to be consolidated and communicated to the field as soon as possible. This regulation applies to the Regular Army, the Army National Guard/Army National Guard of the United States, and the U.S. Army Reserve, unless otherwise stated. It also applies to all assigned, attached, or operationally controlled U.S. Army Corrections Command personnel, and all Army Corrections System prisoners incarcerated in Army Corrections System facilities. Chapters 6 and 7 and appendix E apply to members of the Army National Guard of the United States when on active duty Title 10 orders, for 30 days or more. In all other cases, members of the Army National Guard are governed by regulations issued by the Chief, National Guard Bureau consistent with Chief, National Guard Bureau's authorities under 32 USC 110, 10 USC 10503, and DoDD 5105.77. It also applies where stated to Department of the Army Civilians. Portions of this regulation that prescribe specific conduct are punitive, and violations of these

provisions may subject offenders to nonjudicial or judicial action under the Uniform Code of Military Justice. The equal opportunity terms found in the glossary are applicable only to uniformed personnel. AR 690-600 and AR 690-12 contains similar terms that are applicable to Department of the Army Civilians.

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letter of continuity army: **GTA 31-01-003 Special Forces Detachment Mission Planning Guide** Department Of the Army, Luc Boudreaux, 2022-08-06 This publication outlines the planning process as it relates to a Special Forces (SF) operational detachment-alpha (ODA) conducting deliberate planning for special operations. Planning is an essential task common to all aspects of SF operations. More content available at: doguedebordeauxsurvival.com

letter of continuity army: *Foundations on the Science of War* J F C Fuller, 2021-09-09 This work has been selected by scholars as being culturally important and is part of the knowledge base of civilization as we know it. This work is in the public domain in the United States of America, and possibly other nations. Within the United States, you may freely copy and distribute this work, as no entity (individual or corporate) has a copyright on the body of the work. Scholars believe, and we concur, that this work is important enough to be preserved, reproduced, and made generally available to the public. To ensure a quality reading experience, this work has been proofread and republished using a format that seamlessly blends the original graphical elements with text in an easy-to-read typeface. We appreciate your support of the preservation process, and thank you for being an important part of keeping this knowledge alive and relevant.

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Operations U. S. Department U.S. Department of the Army, 2020-06-27 Released April 2020. This handbook is for leader training for operating in a mountainous environment. This is the first edition of this handbook, based on first-hand observations and a review of current and past Army doctrine and tactics, techniques, and procedures (TTP) by operational advisors from or attached to the Asymmetric Warfare Group (AWG). Recently, many additional Army references dealing with this subject have been created or updated, following more than 10 years of combat experience and identification of best practices in the mountains of Afghanistan. These documents address individual or squad-level tasks and concerns. In this handbook, AWG will address the principal gap of informing leaders and staff of the considerations necessary to plan, operate, fight, and win in mountainous terrain at the company level and above. Many charts, references, and examples from other Army publications are incorporated into this handbook where appropriate. The information contained in this handbook is a result of observations made by AWG unit members conducting operations in mountainous terrain worldwide, and a review of Army doctrine. The Army Mountain Warfare School, Northern Warfare Training Center, Ranger Training Brigade, sister-services, and allied institutions provided additional insights. The observations in this handbook are Geographic Combatant Command (GCC) agnostic and adaptable to mountain operations throughout the world. Mountains present leaders and units with unique challenges that compound existing difficult combat realities. The adverse environmental conditions in the mountains can make basic tasks seem almost impossible.

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