
A11

Army Regulation 600-100

Personnel—General

Army Leadership

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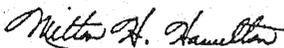
Personnel—General

Army Leadership

By Order of the Secretary of the Army:

GORDON R. SULLIVAN
General, United States Army
Chief of Staff

Official:



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Secretary of the Army

History. This UPDATE printing publishes a revision of this publication. Because the publication has been extensively revised, the changed portions have not been highlighted. This publication has been reorganized to make it compatible with the Army publishing database. No content has been changed.

Summary. This regulation establishes Army leadership policy that is the basis for leadership and leader development doctrine and

training. It sets forth responsibilities for all aspects of leadership and leader development policy, doctrine, training, and research.

Applicability. This regulation applies to the Active Army, the Army National Guard, the U.S. Army Reserve, and Department of the Army civilians.

Proponent and exceptions authority. The proponent of this regulation is the Deputy Chief of Staff for Personnel (DCSPER). The DCSPER has the authority to approve exceptions to this regulation that are consistent with controlling law and regulation. The DCSPER may delegate this authority, in writing, to a division chief within the proponent agency in the grade of colonel or the civilian equivalent.

Army management control process. This regulation is not subject to the requirements of AR 11-2. It does not contain internal control provisions.

Supplementation. Supplementation of this

regulation is prohibited without prior approval from HQDA (DAPE-HR-L), WASH DC 20310-0300.

Interim changes. Interim changes to this regulation are not official unless they are authenticated by The Administrative Assistant to the Secretary of the Army. Users will destroy interim changes on their expiration dates unless sooner superseded or rescinded.

Suggested Improvements. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to Human Resources Directorate, ATTN: DAPE-HR-L, Deputy Chief of Staff for Personnel, WASH DC 20310-0300.

Distribution. Distribution of this publication is made in accordance with DA Form 12-09-E, Block 2220, intended for command levels A, B, C, D, E for Active Army, the Army National Guard and the U.S. Army Reserve.

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Chapter 1 General

1-1. Purpose

This regulation—

a. Establishes Total Army policy for leadership by assigning and synchronizing responsibilities for management of leadership and leader development policy.

b. Provides direction and guidance for research, doctrine development, leadership assessment, training and evaluation in all areas pertaining to Army leadership and leader development.

1-2. References

Required and related publications and prescribed and referenced forms are listed in the appendix A.

1-3. Explanation of abbreviations and terms

Abbreviations and special terms used in this regulation are explained in the glossary.

1-4. Definitions

a. Leadership is the process of influencing others to accomplish the mission by providing purpose, direction, and motivation. Effective leadership transforms human potential into effective performance.

b. Management is the process of acquiring, assigning priorities to, allocating, and using resources (people, money, materiel, facilities, information, time, etc.) in an effective and efficient manner.

c. Leader development is a process. It is the preparation of military and civilian leaders, through a progressive and sequential system of institutional training, operational assignments, and self-development, to assume leader positions and exploit the full potential of present and future doctrine.

d. Command is the legal authority vested in an individual appointed to a position in the chain of command. Command carries with it special powers of responsibility and accountability which are associated with the position.

1-5. Policy

a. In an era when technological advantages have narrowed, and access to information of all kinds is relatively limitless, the most effective and efficient way for the Army to maintain its competitive edge is by enhancing the effectiveness of people and organizations. Good leadership can facilitate this goal.

b. Whether preparing for a war, fighting a war, or supporting a war, leadership skills, knowledge and attitudes must be consistent with the warfighting doctrine of the U.S. Army.

1-6. Framework

Total Army leadership policy recognizes that—

a. Each organizational level of the Army requires a different mix of leadership skills, knowledge, attitudes (SKA) and experience. Leadership at the lower levels is direct, face-to-face, and relatively short term in outlook. As leaders ascend the organizational ladder, leadership tasks become more complex and sophisticated. Senior leaders have responsibility for large organizations or systems. They exercise leadership indirectly through staffs and subordinate leaders, and they look deeper into the future than at the lower levels. As leaders move into the most complex and highest levels of the Army, or become involved in the strategic arena, the ability to conceptualize and integrate becomes increasingly important. Leaders at this level focus on establishing the fundamental conditions for operations to deter wars, fight wars, or conduct operations other than war. They also create organizational structures needed to deal with future requirements. Leaders at this level have the longest outlook in time.

b. Leadership skills needed at successively higher levels in the Army build on those learned at previous levels. As military and civilian leaders progress within the Army, they serve in more complex and interdependent organizations, have increased personal responsibility and authority, and have significantly different skills, knowledge and attitude (SKA) than their subordinates. These SKA

requirements build on those learned at previous levels. Before advancing from one level to the next, leaders must acquire the leadership skills, knowledge and attitudes needed at the higher level.

1-7. Levels of leadership

Total Army leadership policy recognizes three interrelated levels of leadership requirements: direct, senior and strategic. These levels vary in scope and character, and require differing mixes of leadership skills.

a. The direct level is the front-line or first level of leadership. This level includes leaders from the squad through battalion levels of tactical units, and from branch through division level in Table of Distribution and Allowances (TDA) organizations. Leadership at this level consists of the skills, knowledge and attitudes which relate to face-to-face, interpersonal leadership that influences human behavior and values. Direct leaders build cohesive teams and empower subordinates. Skills required for effective leadership at this level include technical and tactical competence on individual soldier and leader tasks, problem solving, interpersonal skills, performance counseling, team building, and developing and executing plans that implement policies and accomplish missions. Direct leaders focus on short-range planning and mission accomplishment ranging from three months to one year, or more.

b. Senior level leadership exists in more complex organizations. This level includes military and civilian leaders at the brigade through corps levels in tactical units, and directorate through installation level in TDA organizations. Senior leaders tailor resources to organizations and programs and set command climate. Skills required for effective leadership at this level include technical and tactical competence on synchronizing systems and organizations, sophisticated problem solving, interpersonal skills (emphasizing listening, reading, and influencing others indirectly through writing and speaking), shaping organizational structure and directing operations of complex systems, tailoring resources to organizations or programs, and establishing policies that foster a healthy command climate. Senior leaders focus on mid-range planning and mission accomplishment ranging from one to five years, or more.

c. The strategic level of leadership exists at the highest levels throughout the Army. This level includes military and civilian leaders at Field Army through national levels. Strategic leaders establish structure, allocate resources and articulate strategic vision. Skills required for effective leadership at this level include technical competence on force structure and integration, unified, joint, combined, and interagency operations, resource allocation, and management of complex systems; conceptual competence in creating policy and vision; and interpersonal skills emphasizing consensus building and influencing peers and other policy makers -- both internal and external to the organization. Strategic leaders focus on the long-range vision for their organization ranging from 5 to 20 years, or more.

1-8. Values

a. The professional Army ethic is the set of values that guide the way we live our lives and perform our duties. The essential values of our professional ethic are:

(1) *Loyalty*. Loyalty to the nation, to the Army and to the unit. This means supporting the military and civilian chain of command, as well as devoting oneself to the welfare of others.

(2) *Duty*. Duty is the legal and moral obligation to do what should be done without being told.

(3) *Selfless service*. This means putting the welfare of the nation and accomplishment of the mission ahead of personal desires.

(4) *Integrity*. This is the thread woven through the fabric of the professional Army ethic. Integrity means honesty, uprightness, the avoidance of deception and steadfast adherence to standards of behavior.

b. Four individual values strengthen and support the ethical code. They are commitment, competence, candor and courage. *Commitment* means dedication to carry out all unit missions and to serve the values of the nation, the Army, and the organization. *Competence*

b. Serve as the Army Staff (ARSTAF) policy proponent for both military and civilian leadership.

c. Appoint points of contact (POCs) to coordinate with and advise DCSOPS and the Deputy Commandant, Command and General Staff College (CGSC), regarding leader development issues.

d. Participate in or support appropriate leadership and leader development conferences.

e. Coordinate and prioritize leadership research with special emphasis on the activities of the U.S. Army Research Institute for the Behavioral and Social Sciences (ARI). Approve, schedule and conduct leadership research conferences to coordinate research of participating agencies and organizations and to review findings.

f. Evaluate leadership policies and programs as they affect units and organizations in the field. Approve, schedule and conduct leadership conferences, when appropriate, to integrate leadership and leader development policies, issues and programs.

g. Ensure that leadership and personnel management policies are synchronized with leader development policies. This will be done in coordination with the Deputy Chief of Staff for Operations and Plans (DCSOPS).

h. Serve as point of contact on the Civilian Executive Review Board (CERB) for issues relating to civilian leadership and leader development. Coordinate with ASA (MRA).

i. Serve as a permanent member of the Leader Development Decision Network (LDDN).

2-5. Director, U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) will—

a. Respond to leadership research priorities established by ODCSPER.

b. Provide general research support to those agencies charged with responsibilities for developing theory, concepts, doctrine, and policy in the fields of leadership and leader development.

c. Coordinate with other Defense research agencies to review and evaluate, as appropriate, research which relates to leadership and management.

d. Stay abreast of developments in leadership, and management theory and practice in other services and civilian organizations.

e. Actively participate in Army leadership, leadership research, and leader development conferences.

2-6. Commanding General, U.S. Total Army Personnel Command (CG, PERSCOM) will—

a. Ensure professional development programs for Army personnel, including schooling and assignment procedures, are consistent with Army leadership, leader development, and management policies.

b. Advise and assist the Leader Development Support System on leader development issues and policies as required.

c. Advise the DCSPER on probable consequences of implementation of personnel management policies on leadership policy and leader development policies.

d. Provide resource support as required to ensure continued core civilian leadership development through institutional training.

e. Participate in Army leadership, leadership research, and leader development conferences, as appropriate.

2-7. Deputy Chief of Staff for Operations and Plans (DCSOPS) will—

a. Exercise general staff responsibility for all policies and matters relating to individual and unit training.

b. Exercise direct responsibility for leader development policy for the Total Army.

c. Be ARSTAF proponent for the Leader Development Support System (LDSS).

d. Convene, on behalf of the Chief of Staff, the Leader Development Decision Network (LDDN), an integral part of the Leader Development Support System (LDSS), as needed. Serve as a permanent member of the LDDN.

e. Coordinate leader development actions with appropriate ARSTAF agencies and MACOMs.

f. Facilitate Leader Development Office (LDO) operations by tasking ARSTAF agencies and MACOMs with leader development actions, as appropriate. Assist LDO/CAL in coordinating and presenting the CSA Quarterly Leader Development Update.

g. Provide resource support as required to ensure sustained operation of LDO.

h. Coordinate with the DCSPER and Director of Management, Office of the Chief of Staff (OCSA (DM)) to ensure leadership and management policy and leader development policy, doctrine, and programs are consistent.

i. Participate in Army leadership, leadership research, and leader development conferences.

2-8. Director of Management (DM), Office of the Chief of Staff, Army (OCSA) will—

a. Perform as Army Staff proponent for Total Army Quality (TAQ) and Army Regulation 5-1.

b. Coordinate with DCSPER to ensure that appropriate components of TAQ are included in Army leadership policy.

c. Coordinate with DCSOPS to ensure that appropriate components of TAQ are included in Army leader development policy.

2-9. The Inspector General (TIG), as the confidential representative of the commander, will, at the commander's direction—

a. assess or investigate alleged violations of the Army's professional ethic.

b. assist the commander in teaching and training leaders on the fundamental tenets of the Army ethic.

2-10. The Judge Advocate General (TJAG) will—

a. Perform as the primary staff assistant to the Army Chief of Staff in carrying out his responsibilities for the Department of Defense ethics program.

b. Maintain the Standards of Conduct Office (SOCO) to manage two critical elements of the ethics program: compliance with requirements and support to the field commands.

c. Integrate leadership training in courses of instruction at The Judge Advocate General's School (TJAGSA).

2-11. Chief of Military History will—

a. Produce historical publications on topics bearing on leadership and leader development.

b. Conduct historical research, prepare bibliographies, and develop and present narrative and other accounts on leadership and leader development topics.

c. Develop and assist Army museums in developing historical exhibits on leadership and leader development topics.

2-12. Major Army Command (MACOM) commanders will—

a. Ensure unit level leadership training and leader development are conducted for assigned Active Component (AC) and Reserve Component (RC) Forces and Army civilians.

b. Supervise in-unit leadership training of Individual Ready Reserve and Individual Mobilization Augmentee personnel assigned or attached to AC or RC units.

c. As appropriate, incorporate Total Army Quality in training and courses of instruction for military and civilian leaders.

d. Participate in leadership, leadership research, and leader development conferences, as appropriate.

e. As an integral part of the LDSS, provide recommendations and feedback concerning leadership and leader development issues and programs to ODCSPER, ODCSOPS, or USACGSC, as appropriate.

2-13. Commanding General, U.S. Army Training and Doctrine Command (CG, TRADOC) will—

a. Develop Army leadership and leader development operational

2-17. Commandant, U.S. Army Sergeants Major Academy (USASMA) will—

- a. Design and develop course and training materials to support the NCOES and, as appropriate, functional courses.
- b. Conduct doctrine-based instruction in command, leadership, and management for all USASMA resident students.
- c. Develop and export doctrine-based instruction in command, leadership, and management for all USASMA non-resident students.
- d. As appropriate, manage a developmental leadership assessment program that integrates CAL initiatives with the requirements for trained noncommissioned officer leaders.
- e. Establish and maintain liaison with CAL, HQ TRADOC, and NCO Academies to ensure cohesiveness of training programs.
- f. Provide consultation on the NCOES to Army leadership and develop leadership training support materials for noncommissioned officers in coordination with CAL.
- g. Participate actively in Army leadership, leader development, and leadership research conferences.

2-18. Commandant, U.S. Army Management Staff College (AMSC) will—

- a. Conduct instruction in command, leadership, and management for all AMSC resident and non-resident students.
- b. Develop and manage a developmental leadership assessment program that integrates CAL initiatives with the requirements of the Army sustaining base.
- c. Promote the bonding of civilian and military leaders, thereby enhancing the cohesiveness of the Total Army Team.
- d. Establish and maintain liaison with ODCSPER, CAC, USAWC, CAL and other agencies to ensure coordination between AMSC and TRADOC programs of leadership instruction and development of Army leadership doctrine.
- e. Monitor and evaluate ongoing research in the areas of leadership and management.
- f. Provide advice in support of research pertaining to the sustaining base, as required.
- g. Participate actively in Army leadership, leader development, and leadership research conferences.

2-19. Commanding General, U.S. Army Health Services Command (CG, USAHSC) will—

- a. Integrate Army leadership doctrine in all education and training programs of instruction at the U.S. Army Medical Department Center and School.
- b. Develop and manage a developmental leadership assessment program at the U.S. Army Medical Department Center and School.
- c. Participate in Army leadership, leader development and leadership research conferences, as appropriate.

2-20. Commandant, U.S. Army Warrant Officer Career Center (PROV) (USAWOCC) will—

- a. In coordination with CAL, design and develop courseware that is linked to Army leadership concepts, doctrine, and policy to support the Warrant Officer Education System (WOES).
- b. Conduct instruction in management, leadership, and leader development that is linked to Army leadership concepts, doctrine, and policy for all Warrant Officer Education System (WOES) courses.
- c. Develop and export instruction in leadership and management for use at WOCS-RC.
- d. Establish and maintain liaison with CAL, HQ TRADOC, CAL proponent schools, CASCOM proponent schools, and RC Warrant Officer schools to ensure leadership education and training programs are synchronized.
- e. Provide advice to Army leadership on the WOES and warrant officer leadership training and education and leader development issues.
- f. Actively participate in Army leadership workshops/conferences.

2-21. Director, Walter Reed Army Institute for Research (WRAIR) will—

- a. Coordinate with ARI on leadership and cohesion aspects of medical research, particularly the prevention and treatment of combat stress and psychiatric casualties. Provide results or executive summary to CAL of all studies on leaders, leadership, and leader development.
- b. Provide research support to the DCSPER upon request.
- c. Participate in Army leadership, leader development, and leadership research conferences.

2-22. Superintendent, United States Military Academy (USMA) will—

- a. Conduct precommissioning leader development and leadership instruction for the U.S. Corps of Cadets.
- b. Establish and maintain liaison with ODCSPER, CAL, ARI, and other agencies as needed, to ensure coordination of leadership instructional activities at USMA with other precommissioning programs and with TRADOC leadership instruction.
- c. Provide consultation, research, and other assistance in support of other Army leadership agencies consistent with available resources and with the Academy's mission.
- d. Participate actively in Army leadership, leader development, and leadership research conferences, and assist CAL in the development of Army leadership doctrine and training support materials.

2-23. Chief of Chaplains will—

- a. Provide advice and assistance to Army leaders so that they will be equipped to fulfill their spiritual, religious, and moral leadership responsibilities for the Army.
- b. Address the moral, social, ethical and spiritual dimensions of soldiers' and civilian actions in war and during peace through the Commander's Moral Leadership Training Program.

2-24. Chief, National Guard Bureau (CNGB), will—

In conjunction with ODCSPER, ODCSOPS, TRADOC, FORSCOM, and OCAR recommend, establish, and promulgate Army policies for leadership training and education and leader development for the Army National Guard, Active Guard and Reserve, and Military Technician soldiers.

2-25. State Adjutants General (Commanders, State Area Commands, Army National Guard [ARNG]) will—

Conduct leadership training and education and leader development in OCS, NCOES and other training programs in State Military Academies for military personnel.

2-26. Chief, Army Reserve (CAR) will—

In conjunction with ODCSPER, ODCSOPS, TRADOC, FORSCOM, and NGB recommend, establish, and promulgate Army policies for leadership training and education and leader development for Individual Mobilization Augmentee, Active Reserve, and Individual Ready Reserve soldiers.

Glossary

Section I Abbreviations

ACTEDS

Army Civilian Training Education and Development System

AMSC

Army Management Staff College

ARI

Army Research Institute for the Behavioral and Social Sciences

ARNG

Army National Guard

ARSTAF

Army Staff

CAC

Combined Arms Command

CAL

Center for Army Leadership

CAR

Chief, Army Reserve

CERB

Civilian Executive Resources Board

CG

Commanding General

CGSC

Command and General Staff College

CPMD

Civilian Personnel Management Directorate

CSA

Chief of Staff, Army

DCSOPS

Deputy Chief of Staff for Operations and Plans

DCSPER

Deputy Chief of Staff for Personnel

DM

Director of Management

FM

Field Manual

GOMO

General Officer Management Office

HQDA

Headquarters Department of the Army

IMA

Individual Mobilization Augmentee

IRR

Individual Ready Reserve

LDAP

Leader Development Action Plan

LDDN

Leader Development Decision Network

LDO

Leader Development Office

LDSS

Leader Development Support System

MACOM

Major Army Command

NCOES

Noncommissioned Officer Education System

NCO

Noncommissioned Officer

NDCC

National Defense Cadet Corps

OCPA

Office of the Chief of Public Affairs

OCS

Officer Candidate School

OCSA

Office of the Chief of Staff, Army

ODCSOPS

Office of the Deputy Chief of Staff for Operations

ODCSPER

Office of the Deputy Chief of Staff for Personnel

PERSCOM

United States Total Army Personnel Command

RC

Reserve Component

ROTC

Reserve Officer Training Corps

SES

Senior Executive Service

SOCO

Standards of Conduct Office

TAQ

Total Army Quality

TDA

Table of Distribution Allowances

TJAG

The Judge Advocate General

TJAGSA

The Judge Advocate General's School

TRADOC

Training and Doctrine Command

US

United States

USACGSC

United States Army Command and General Staff College

USAHSC

United States Army Health Services Command

USAR

United States Army Reserve

USASMA

United States Army Sergeants Major Academy

USAWC

United States Army War College

USMA

United States Military Academy

WOES

Warrant Officer Education System

WRAIR

Walter Reed Army Institute for Research

Section II

Terms

Army Civilian Training Education and Development System

A system that ensures planned development of civilians through a blending of progressive and sequential operational assignments, institutional training, and self-development for individuals as they progress from entry level to key positions.

Climate

The state of morale and level of satisfaction of members of an organization.

Concept

An idea or notion expressing how a task or mission might be done or accomplished. Concept development is based on theory and precedes the development of doctrine.

Culture

The values, beliefs, norms, rules and environment that significantly influence how an organization operates.

Developmental Leadership Assessment Training

Training Support Packages that teach leaders to identify and analyze subordinate leader behaviors and how to provide feedback and developmental counseling.

Doctrine

Fundamental principles by which military forces or elements thereof guide their actions. Doctrine evolves from theory and concepts based on values, beliefs, historical perspective, experience and research.

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