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*OFFICER
QUALITATIVE MANAGEMENT*

INFORMATION BOOKLET

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PREFACE

This Officer Qualitative Management Handbook, prepared by the Officer Personnel Management Directorate, U.S. Army Military Personnel Center, is intended to assist commanders in adhering to regulatory and statutory provisions relating to the Officer Corps.

This handbook is intended only as a guide; reference should always be made to governing authorities in cases of doubt.

You are encouraged to submit comments on its usefulness and make suggestions on its improvement to the Director of Officer Personnel Management, U.S. Army Military Personnel Center, ATTN: DAPC-OPP-M, 200 Stovall Street, Alexandria, Virginia, 22332.


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OFFICER QUALITATIVE MANAGEMENT

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SECTION I

INTRODUCTION

A goal of the Officer Qualitative Management Process is to ensure that only those individuals demonstrating satisfactory performance and possessing acceptable moral and professional traits be allowed to serve on active duty and retain appointments as officers.

This handbook is designed to assist commanders in their exercise of the Officer Qualitative Management Process in conjunction with their personnel management responsibilities. It sets forth general procedures for the identification of officers whose character of service is contradictory to the Officer Qualitative Management goal as defined in Section II and discusses those tools available to the commander which make up the process. The tools discussed here are administrative and nonjudicial in nature. Continuous exercise of Officer Qualitative Management is necessary in order to properly identify and process cases of deficient officer personnel.

SECTION II

HEADQUARTERS DEPARTMENT OF THE ARMY

The Officer Qualitative Management Process is supported by Army regulations.

Paragraph 5-31a, Chapter 5, AR 635-100:

"No person has an inherent right to continue service as an officer. The privilege of service is his only as long as he performs in a satisfactory manner. Responsibility for leadership and example requires that an officer accomplish his duty effectively and conduct himself in an exemplary manner at all times. The Army has no place for officers who cannot meet these requirements, and their elimination is essential. In view of the rapidity with which hostilities can now occur and the attendant likelihood that many officers may be called to active duty on short notice, the same standards of efficiency and conduct apply to officers of all components of the Army of the United States."

SECTION III

COMMANDER'S RESPONSIBILITY

The responsibility for dealing with a deficient officer originates with the commander. He is asked to:

- Document the performance and conduct of officers to ensure the Official Military Personnel File (OMPF) accurately portrays an officer's character of service.

- Determine appropriate action for dealing with deficient officers.
- Initiate retention or separation procedures, as appropriate, based on the facts of a particular case.
- Ensure compliance with Army regulations.

Commander's Dilemma

When confronted with an officer who does not comply with ethical or professional standards, the commander must decide:

- Should the individual continue as an officer?
- What if any action is appropriate?

In answering these questions, commanders must select a course of action which is appropriate considering the needs of the Army and the facts of each case.

Commander's Management Options

Should the commander determine that action is appropriate, he may consider one or more of the following management options:

- Officer Evaluation Report (AR 623-105).
- Administrative Letter of Reprimand, Admonition or Censure (AR 600-37).
- Nonjudicial Punishment (Article 15, Uniform Code of Military Justice).
- Court-martial (Uniform Code of Military Justice).
- Administrative Separation Proceedings (Chapter 3 and Chapter 5, AR 635-100).
- Department of the Army Suitability Evaluation Board Proceedings (Chapter 5, AR 600-37).
- Nonrecommendation for promotion to 1LT/CW2 (AR 624-100).
- Nonrecommendation for competitive voluntary indefinite/voluntary indefinite status.
- Oral reprimand.
- Extra training.

SECTION IV

BASIS FOR OFFICER QUALITATIVE MANAGEMENT

The basis for Officer Qualitative Management is the proper documentation of both favorable and unfavorable information.

Principles of Resolution of Unfavorable Information

The principles governing the resolution of unfavorable information are found in AR 600-37. Other Army regulations, e.g., AR 27-10 and AR 623-105, also provide procedures for resolution of unfavorable information. These principles provide fair and just standards regarding resolution of unfavorable information which protect the rights of the individual service member. They also ensure accurate portrayal of performance and conduct in order to preclude the assignment of unqualified officers to positions of leadership and responsibility.

Rules for Filing Unfavorable Information

The rules pertaining to placing unfavorable information in the OMPF, other than those covered in AR 27-10 and AR 623-105, are thoroughly discussed in AR 600-37. Unfavorable information will not be filed in the OMPF without the knowledge of the affected officer. This means that an officer must have the opportunity to either make a written response to the filing of unfavorable information or decline, in writing, to make such a statement.

Appropriate Documentation of Unfavorable Information

The following are non-inclusive examples of documents which may be relevant to resolution of cases regarding unqualified officers:

- Officer Evaluation Report.
- Academic Evaluation Report.
- Letter of Reprimand, Admonition or Censure.
- Article 15.
- Court-Martial Order.
- Administrative Report of Investigation.

The provisions of AR 600-37 must be given particular attention with respect to reports of investigation or other derogatory information.

SECTION V

SEPARATION OF AN OFFICER

Separation of an unqualified officer ultimately may depend on action taken by the commander to discipline the officer and document unfavorable information in the individual's OMPF.

Of paramount importance to every commander, once it has been determined that separation of an officer is appropriate, is that separation occur as expeditiously as possible.

The role of Headquarters, Department of the Army is to advise and support the commander towards this end. Implicit in this role is to ensure that proper regulatory and statutory procedures are followed. Headquarters, Department of the Army must consider the commander's actions, the character of the officer's service and the impact on the individual officer in determining appropriateness and type of separation and character of discharge.

HQDA Processing of Separation Actions

The principal steps involved in processing a separation action at HQDA are:

- Consideration of service obligations.
- Evaluation of the reasons for separation, particularly if the officer is service obligated.
- Determination of type of discharge, based on total record of performance and conduct as documented in the OMPF and chain of command recommendations.
- Approval/disapproval by HQDA.

Separations Policy

Certain requests for release from active duty may be approved by a field commander, however, only HQDA may approve a resignation or discharge of an officer. Non-obligated officers will not normally be involuntarily retained on active duty, therefore specific justification for separation of such officers is not required. In the absence of documentation of unfavorable information in the OMPF, a deficient officer may be routinely separated in spite of any unsatisfactory performance or conduct unbecoming an officer. Documentation, therefore, is the key to the Qualitative Management Program.

Service Obligation Policy and the Deficient Officer

Current service obligation policy is that officers can expect to complete service obligations prior to voluntary separation. However, officers whose character of service has been deficient, morally or professionally, should not be rewarded with a waiver of service obligation simply to effect their departure from the service as quickly as possible. HQDA does not necessarily retain such officers on active duty to fulfill service obligations, but does require that waivers be justified and documented in the Official Military Personnel File. Proper documentation also precludes reappointment and/or reaccession when appropriate. In addition, the presence of a service obligation is an important factor in the consideration of an unqualified officer for separation action at HQDA. In such cases, HQDA may investigate the surrounding circumstances in order to establish documentation which accurately portrays the officer's character of service and circumstances leading to the recommendation that the officer be separated.

SECTION VI

TYPES OF SEPARATIONS

There are three general types of officer separations:

- Release from active duty (REFRAD) - This type of separation applies to the release from active duty of other than Regular Army (OTRA) officers and transfer or return to a Reserve or National Guard component. In this instance, officers retain their Reserve or National Guard appointments (AR 635-100).
- Resignation/Discharge - A separation in this category terminates military service as an officer, regardless of component, unless the member is reappointed.
- Retirement - This type of separation is applicable to officers who, upon the termination of active duty, are placed on the USA or AUS retired list. By statute a commissioned officer retires in the highest grade held on active duty for a specified period of time. A warrant officer may be retired in his permanent grade or in a higher temporary grade satisfactorily held for at least 31 days. Also, retirement after 20 years active Federal service is discretionary with the Secretary of the Army (AR 635-100).

Officers separating from the service will be issued a DD Form 214 (Certificate of Release or Discharge from Active Duty) as specified in AR 635-5.

SECTION VII

VOLUNTARY SEPARATIONS

An officer may voluntarily request separation from the Army for various reasons. Most officers accomplish this via voluntary REFRAD (OTRA only), unqualified resignation or retirement. If the request is approved, the effective date of separation is normally on or after that date specified by the individual officer. Officers separating under these conditions may be eligible for reappointment and recall to active duty (if separated by an unqualified resignation) or recall to active duty (if released from active duty or retired). A character of service of Honorable or General (Under Honorable Conditions) may be specified when separating via voluntary REFRAD or unqualified resignation. No discharge certificate is furnished for REFRAD or retirement.

SECTION VIII

INVOLUNTARY SEPARATION

Some reasons for involuntary separations are: elimination, involuntary REFRAD, nonselection for promotion and denial of competitive voluntary indefinite/voluntary indefinite status. The basis for these types of separation usually results from documentation of unsatisfactory performance and/or misconduct or when strength reductions caused by budgetary constraints require such action.

Elimination

Elimination results in the involuntary discharge of an officer. The effective date of separation is at the Army's convenience. Officers separated because of elimination may not be reappointed and returned to active duty. Elimination is applicable to all officers, regardless of component. Elimination proceedings may be based on:

- Substandard performance of duty and/or
- Misconduct, moral or professional dereliction or in the interests of national security.

Elimination proceedings may be initiated by either a field commander or HQDA in accordance with Section V, Chapter 5, AR 635-100. The officer is notified of the recommendation for elimination, the reasons supporting the recommendation, and the factual allegations supporting the reasons. The officer will be provided an opportunity to consult with counsel and to submit a rebuttal statement. The case is then forwarded to the commander exercising general court-martial jurisdiction. If the general court-martial convening authority approves the recommendation for elimination, the officer will be afforded an opportunity to resign or retire if eligible.

If the officer declines to elect an option, the case is forwarded to HQDA (DAPC-OPP-MA), which will take one of the actions in paragraph 5-14g, AR 635-100, including referral to an appropriate DA elimination selection board. This board determines whether the officer should be required to show cause for retention in the Army at a field board of inquiry convened by the major commander. Not all cases require referral to a selection board. Expedited elimination procedures are described by paragraph 5-30, AR 635-100 for probationary officers who are defined by paragraph 5-28, AR 635-100.

Prior to the convening of any field board of inquiry, the officer is given the following options in accordance with paragraph 5-19b, AR 635-100:

- Resigning in lieu of elimination.
- Requesting discharge in lieu of elimination (RA only).
- Applying for retirement in lieu of elimination (if eligible).
- Appearing before a board of inquiry.

If the officer elects to appear before a board of inquiry, the officer will be provided counsel who is a member of the Judge Advocate General's Corps; provided not less than 30 days in which to prepare; and allowed full access to and provided copies of records relevant to the case.

If the board of inquiry recommends retention, the case is closed. If the board of inquiry recommends elimination, the case is reviewed by the major commander and forwarded to Commander, MILPERCEN. If the case was based on misconduct, moral or professional dereliction or in the interest of national security, the board will recommend the type of discharge certificate to be issued. Officers discharged for substandard performance of duty will receive an Honorable Discharge Certificate.

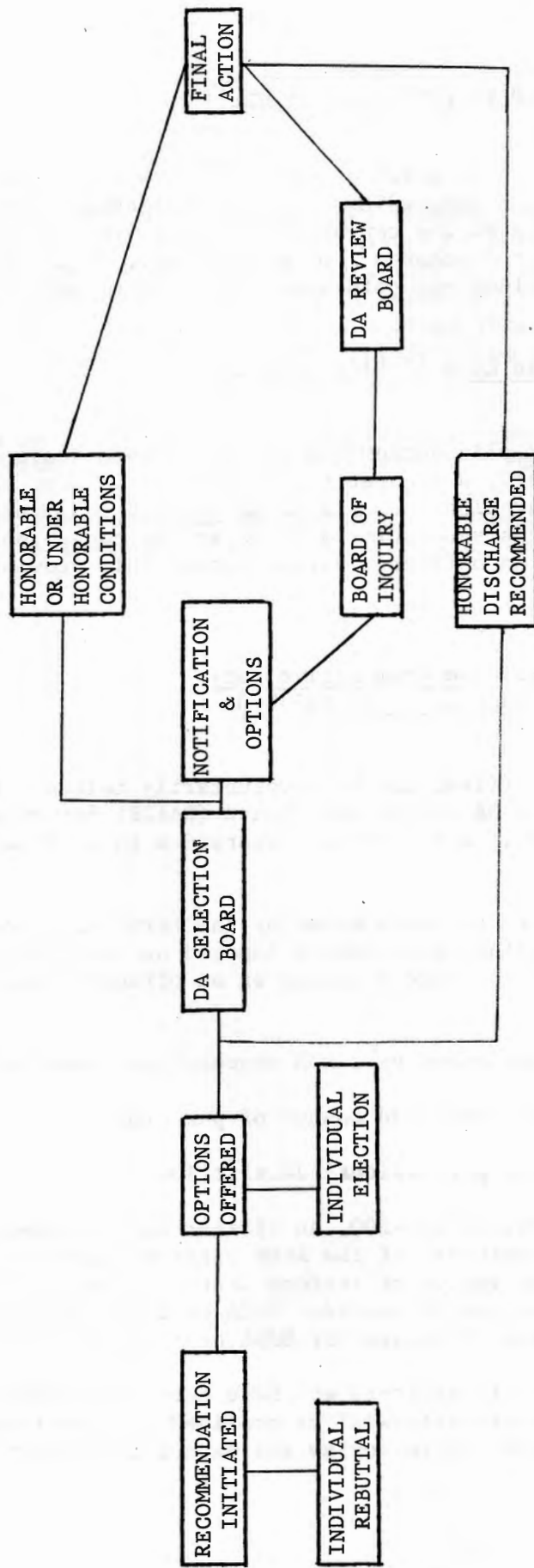
If the board of inquiry recommends elimination, the officer will be allowed to submit a statement or brief. The major commander will forward the board of inquiry proceedings to HQDA which, in turn, will refer the proceedings to a board of review. If the board of review recommends elimination, the Secretary of the Army will take final action on the case. If the elimination is approved, the officer will be separated as soon as administratively feasible, but not later than 14 days from receipt of the notification. The DD Form 214, Certificate of Release or Discharge from Active Duty, will provide valuable information if the officer subsequently seeks reappointment.

In the case of probationary officers, processing of recommendations for elimination does not normally include reference to a selection board, board of inquiry or board of review. A recommendation as to the character of discharge is made by the initiating commander for probationary officers. If

at any time during the processing of the recommendation, a character of discharge other than "honorable" is made, or the officer concerned no longer meets the applicability criteria contained in paragraph 5-28, AR 635-100, the case will be processed as stated for a nonprobationary officer. If an honorable discharge is recommended, the case is forwarded to the Secretary of the Army who makes the final determination.

Commanders are cautioned that the administrative elimination process for officers is a time-consuming process. Close and continuous coordination with the servicing Staff Judge Advocate and MILPO is required to avoid undue delay.

ELIMINATION PROCESS



This chart does not depict the elimination process in detail. It is designed with the intention of pointing out the general steps of the process. The upper and bottom parts of the loop (right side of chart) represent the normal process for probationary officers when an honorable or under honorable conditions discharge is recommended. The middle part of the loop refers to the case of the nonprobationary officer, or the probationary officer when recommended for an other than honorable discharge.

Resignation/Discharge in Lieu
of Elimination Chapter 4, AR 635-120

This type of separation is an action by which an officer "volunteers" to separate in lieu of further elimination proceedings. It is applicable to all officers and the separation date is at the convenience of the Army. The DD Form 214, Certificate of Release or Discharge from Active Duty, is coded in accordance with AR 635-5-1 to preclude reappointment or recall to active duty.

Retirement in Lieu of Elimination

If an officer being considered for elimination has twenty or more years of active Federal service, he may submit a request for retirement in lieu of elimination. In this type of separation the officer is retired and, therefore, receives retired pay. The officer's separation date is at the convenience of the Army. It is Army policy that an officer separated under this provision will not be reordered to active duty.

Involuntary Release from Active Duty
Section XV, Chapter 3, AR 635-100

An other than Regular Army (OTRA) officer may be involuntarily released from active duty through the action of a DA Active Duty Board (DAADB) for either quantitative or qualitative reasons. This type of separation is outlined in Section XV, AR 635-100.

Quantitative separation action, more commonly known by the term "RIF" (Reduction in Force), is precipitated by budgetary constraints imposed on the Army. This type of separation is not intended to cause a stigma on an officer's character of service.

Qualitative separation may be accomplished by DAADB proceedings based on:

- Unsatisfactory degree of efficiency and manner of performance.
- Reason of misconduct, moral or professional dereliction.

Additionally, under paragraph 3-58g, AR 635-100, an officer may be immediately released from active duty by the Secretary of the Army without board action upon certain civil court finding of guilty or actions tantamount to a finding of guilty for certain offenses. Action to consider OTRA officers for involuntary relief from active duty can be initiated by HQDA or field commanders.

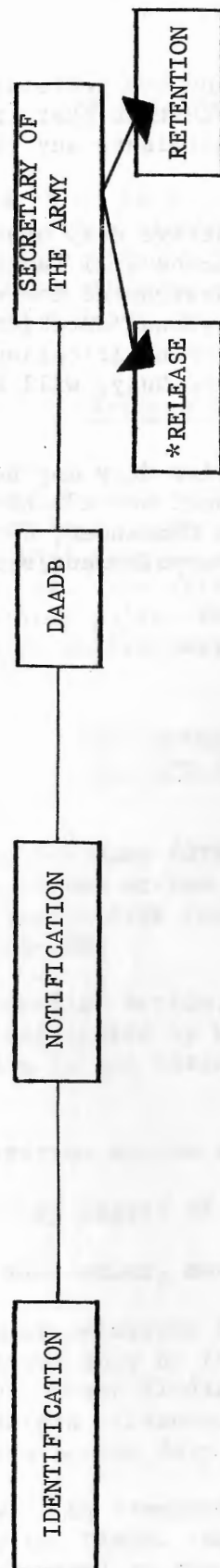
Written notice will be provided to all officers who have been recommended for consideration by the DAADB. An opportunity will be provided to submit appropriate written material to the DAADB and to review any material which will be submitted to the DAADB.

The recommendations of the DAADB will be acted on by the Secretary of the Army. Officers selected for retention will receive notification that they are to be retained and their records will be "screened" to eliminate any references to submission to DAADB proceedings.

Officers designated for involuntary release from active duty based on unsatisfactory degree of efficiency and manner of performance will be released NLT 90 days after receipt of notification. Any officer designated for release by reason of a finding of misconduct, moral or professional dereliction will be released NET 5 days and NLT 14 days after receipt of notification. The DD Form 214, Certificate of Release or Discharge from Active Duty, will be coded to preclude recall to active duty.

Officers selected for involuntary release from active duty may be recommended to the Commander, US Army Reserve Component Personnel and Administration Center (RCPAC) for elimination consideration. The Commander, US Army Reserve Component Personnel and Administration Center has appointment/separation jurisdiction for Reserve officers not on active duty.

INVOLUNTARY RELEASE FROM
ACTIVE DUTY



* DEGREE OF EFFICIENCY AND MANNER OF PERFORMANCE - NLT 90 DAYS
MISCONDUCT, MORAL OR PROFESSIONAL DERELICTION - NET 5 DAYS BUT NLT 14 DAYS

Resignation for the Good of the Service (AR 635-120)

An officer may submit a resignation for the good of the service:

- when court-martial charges are preferred against him with a view toward trial by general court-martial;
- when under a suspended sentence of dismissal; or
- for homosexuality prior to elimination action being initiated or court-martial charges preferred.

The officer may not be reappointed. The separation date is at the convenience of the Army.

SECTION IX

CHARACTER OF SERVICE OR DISCHARGE

Normally an officer's service is characterized as honorable. However, such service may be characterized as under honorable conditions when:

- circumstances involve serious misconduct.
- punishment for misconduct has been imposed which renders the officer unsuitable for further service.
- a physical disability has resulted from intentional misconduct or willful neglect, or which occurred during a period of unauthorized absence.
- directed by HQDA for a violation of the Military Personnel Security Program (AR 604-10).

An officer's service will be characterized as under other than honorable conditions when:

- The officer resigns for the good of the service.
- The officer is convicted by civil authorities of any offense and finally sentenced to confinement in a Federal or State penitentiary or correctional institution.
- A violation of the military personnel security program occurs and if directed by HQDA (AR 604-10).

- In connection with elimination proceedings for misconduct, moral or professional dereliction or in the interests of national security if approved by the Secretary of the Army.

SECTION X

ENTITLEMENT TO VETERANS BENEFITS

<u>Character of Service</u>	<u>Entitlements</u>
Honorable	Full VA benefits
General (Under Honorable Conditions)	Full VA benefits
Other Than Honorable	Determination as to eligibility is made by VA on case by case basis

An officer who resigns for the good of the service UP Chapter 5, AR 635-120 generally is ineligible for most veterans benefits regardless of how the discharge is characterized (38 U.S.C. 3103(a)). If the officer previously was discharged from a term of service under honorable conditions, eligibility for veterans benefits may be predicated on the previous term of service.

SECTION XI

SEPARATION PAY

Separation pay is a contingency payment intended to assist officers and warrant officers, regardless of component, who are involuntarily separated from the Army. The total amount of separation pay which a member may receive may not exceed \$30,000. The exact amount and eligibility for separation pay must be determined by finance and accounting officials.

SECTION XII

PROMOTION NONSELECTION

Though not intended to operate directly as a qualitative management tool, the promotion selection system indirectly ensures that only those officers with the most potential for continued service at the next higher grade are identified.

Regular Army officers who are twice not selected to CW2, CW3, CW4, CPT, MAJ or LTC will be discharged or retired if eligible. OTRA officers who are twice not selected for promotion to CW3, CW4, CPT, MAJ or LTC will be released from active duty or retired if eligible. As an exception regarding separation of both OTRA and RA officers, selected officers may be continued under provisions of the Selective Continuation Program. In either case, an officer within two years of retirement eligibility will be retained on active duty until retired or sooner separated.

OTRA officers not selected for promotion to CW2 or 1LT will be released from active duty unless within two years of being eligible to retire. An RA 2LT who is not selected for promotion to first lieutenant (RA) will be discharged.

SECTION XIII

COMPETITIVE VOLUNTARY INDEFINITE/VOLUNTARY INDEFINITE STATUS

OTRA officers serving their initial period of obligated service may apply for voluntary indefinite (VI) status in accordance with AR 135-215. Selection for VI status is based on manner of performance and, for commissioned officers, includes a probationary competitive voluntary indefinite (CVI) period which extends for one year after completion of the initial period of obligated service. Before completion of this CVI period and selection for final VI status, a qualitative review of the officer's entire OMPF is conducted by the officer's career management division at MILPERCEN.

Selection for career status rests primarily on an officer's qualifications and performance as reflected in the Officer Record Brief (ORB), Academic Evaluation Reports (AER), Officer Evaluation Reports (OER), and other information in the OMPF.

APPENDIX A

DEFINITIONS

COMPETITIVE VOLUNTARY INDEFINITE STATUS (CVI) - The first year of service in a voluntary indefinite status for commissioned officers of the basic branches.

DEPARTMENT OF THE ARMY SUITABILITY EVALUATION BOARD (DASEB) - A continuing board, under the Deputy Chief of Staff for Personnel, which reviews unfavorable information cases referred to it and determines whether unfavorable information should be made a part of, or excluded from, the efficiency portion of the OMPF, and/or that separation or elimination action should be initiated under appropriate regulations.

DISCHARGE - A term applicable to officers whose military service status will be terminated other than through death. Officer loses or gives up his/her appointment and leaves active duty.

DISCHARGE-IN-LIEU OF ELIMINATION - Separation action initiated by an RA officer who has been recommended for elimination by a general court-martial convening authority or who has been selected by a Department of the Army Selection Board for elimination or to show cause why he/she should not be eliminated may request discharge in lieu of elimination.

ELIMINATION - Officer is involuntarily removed from active duty and his/her appointment is withdrawn. Applicable to both RA and OTRA officers.

OMPF - Official Military Personnel File.

OPMD - Officer Personnel Management Directorate, MILPERCEN.

OTRA - Other than Regular Army.

RA - Regular Army.

REFRAD - Release from active duty. Applicable to OTRA officers only. May be voluntary or involuntary. Officer retains appointment and is transferred to Reserve or National Guard component.

RESIGNATION FOR THE GOOD OF THE SERVICE - A voluntary resignation which may be submitted when general court-martial charges are preferred; a suspended sentence of dismissal has been imposed; or because of homosexuality prior to general court-martial charges being preferred or initiation of administrative elimination action.

RESIGNATION IN LIEU OF ELIMINATION - Separation action initiated by either RA or OTRA officer. Officer leaves active duty and gives up his appointment. An option offered during the elimination process.

RETIREMENT IN LIEU OF ELIMINATION - Separation action initiated by a retirement eligible officer prior to completion of the elimination process.

SEPARATION PAY - Pay to which an RA or OTRA officer may be entitled upon involuntary discharge or release from active duty.

UNQUALIFIED RESIGNATION - Separation action initiated voluntarily by an officer. Officer gives up his/her appointment. Applicable to both RA and OTRA officers.

APPENDIX B

REFERENCES

- | | |
|---|---|
| A. AR 27-10 | Military Justice |
| B. AR 135-215 | Officer Periods of Service on Active Duty |
| C. AR 600-37 | Unfavorable Information |
| D. AR 604-10 | Military Personnel Security Program |
| E. AR 623-105 | Officer Evaluation Reporting System |
| F. AR 624-100 | Promotion of Officers on Active Duty |
| G. AR 635-5 | Separation Documents |
| H. AR 635-5-1 | Separation Program Designators (FOUO) |
| I. AR 635-100 | Personnel Separations - Officer Personnel |
| J. AR 635-120 | Officer Resignations and Discharges |
| K. DOD Military Pay and Entitlements Manual | |
| L. US Code Title 10 | |

APPENDIX C

SEPARATIONS SUMMARY

SEPARATION	APPLICABLE TO	WHO INITIATES	REASON	SEPARATION PAY RETIREMENT PAY	CHARACTER OF SERVICE	JUSTIFICATION REQUIRED	EFFECTIVE DATE	ELIGIBLE FOR RE-APPOINT/RE-ENTRY
UNQUALIFIED RESIG VOLUNTARY REFRAD	RA/OTRA	Individual	As Determined by Individual	NO	Honorable or General	Yes, if Service Obligated	On or after Date Specified by Individual	YES
VOLUNTARY RETIREMENT	RA/OTRA			RETIREMENT PAY				
ELIMINATION	RA	HQDA or Commander	Substandard Performance	YES	Honorable	YES	At the convenience of the Army	NO
			Misconduct Moral or Professional Dereliction					
	National Security		YES	Honorable	YES			
	Substandard Performance					Honorable, General, or Other Than Honorable		
OTRA	Misconduct Moral or Professional Dereliction	YES	Honorable	YES				
RESIG IN LIEU OF ELIMINATION	RA/OTRA	Individual	Substandard Performance	YES	Honorable	YES	At the convenience of the Army	NO
DISCHARGE IN LIEU OF ELIMINATION	RA	Individual	Substandard Performance	YES	Honorable	YES	At the convenience of the Army	NO
RETIREMENT IN LIEU OF ELIMINATION	RA/OTRA	Individual	Substandard Performance	Retirement Pay	Honorable	YES	At the convenience of the Army	NO
RESIGNATION FOR THE GOOD OF THE SERVICE	RA/OTRA	Individual	GCM Court-Martial Charges Preferred	NO	Normally, Other Than Honorable	YES	At the convenience of the Army	NO
			Suspended Sentence of Dismissal					
			Homosexuality					
INVOLUNTARY RELEASE FROM ACTIVE DUTY	OTRA	HQDA or Commander	Degree of Efficiency and Manner of Performance	YES	Honorable	YES	NLT 90 Days	NO
			Misconduct Moral or Professional Dereliction	YES	Honorable, General, or Other Than Honorable		NET 5 Days/NLT 14 Days	

FOR OFFICERS MANAGED BY THE SPECIAL BRANCHES

CAREER MANAGEMENT DIVISION	AREA CODE 202 AUTOVON 221
Directorate Level	Personnel and Training Division 325-7680
DAPC-OPP-MA	Personnel Actions Section, Personnel Management Branch
Medical Service Corps, Medical Corps, Dental Corps, Veterinarian Corps, Army Nurse Corps, Army Medical Specialists Corps, AMEDD Warrant Officers	Retention and Separations Branch 693-6212 (Autovon 223)
SCPE-PSS	
DACH-PER	Personnel Systems & Actions Branch 695-1195 (Autovon 225)
Chaplain	Personnel and Ecclesiastical Relations
DAJA-PT	Personnel, Plans and Training Office 695-1353 (Autovon 225)
Judge Advocate General	



