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ATTENTION OF

DEPARTMENT OF THE ARMY
UNITED STATES ARMY COMBINED ARMS SUPPORT COMMAND
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Office Symbol

1 January 2012

MEMORANDUM FOR Commandant, Army Logistics University, Fort Lee, VA 23801

SUBJECT: Letter of Continuity for MSG John A. Doe

1. MSG Doe served as the Administration NCO for the Headquarters and Headquarters Company (HHC), 49th Quartermaster Group. MSG Doe was responsible for the final in processing and out processing of Soldiers at Brigade level. She processed over 1439 Soldiers in a timely manner while providing excellent customer service.
2. While assigned to HHC from 4 December 2010 to 18 July 2011, MSG Doe assumed the duties and responsibilities as a Strength Manager. She quickly grasped the procedures and found avenues to streamline processes. MSG Doe excelled in physical fitness, scoring a 297 on the Army Physical Fitness Test.
3. Point of contact for this memorandum is SSG Joe Unknown at (804) 734-0283.

JANE A. DOE
Colonel, US Army
Director of Training

Army Letter Of Continuity

Richard Bailey



Army Letter Of Continuity

Voting Assistance Guide, 1998 *Letters from the Army* Benjamin F. Stevenson, 1884 Army Automation United States. Department of the Army, 1986 *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 Solders 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 *Department of Defense Dictionary of Military and Associated Terms* United States. Joint Chiefs of Staff, 1979 Letters from Lee's Army Susan L. Blackford, 1983-09-01 This author was a Virginia aristocrat who fought for the Confederacy as much out of obligation to his class region as for political reasons Letter from Lee s Army presents the correspondence between the author his wife during the war While he writes of the rigors of campaigning the dramatically bad food the constant dysentery the cold wet we see the stoic wife gradually relying less less on her husband to make decisions During the course of the war she lost her home three children her belongings to the struggle all without the camaraderie sustaining sense of purpose known to the soldier These letters emphasize the stresses that war separation can place on a marriage The author enlisted in the Second Virginia Cavalry at the onset of the war in 1863 was posted to Longstreet s Corps Most of his service was in northern Virginia around the Rappahannock the Rapidan Rivers in the Shenandoah Valley with Lee s army at Gettysburg In 1864 he went west with Longstreet s army to Chattanooga he returned with Longstreet for the war s final days **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 *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 **To Petersburg with the Army of the Potomac** Levi Bird Duff, 2009-09-12 The letters of Levi Bird Duff present a perceptive picture of life in the Army of the Potomac from 1861 to 1864 They are unusual for their literacy descriptions and continuity the strength of opinions expressed and their source a private who rose to the rank of lieutenant colonel thus a witness of the army at several levels Leadership organizational weather and morale problems that plagued Union troops are made clear Written only for the eyes of Duff s love the messages reflect the tension experienced by many soldiers between the conflicting calls of duty and affection 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 *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 *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 **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

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 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 **Ask a Manager** Alison Green,2018-05-01 From the creator of the popular website Ask a Manager and New York's work advice columnist comes a witty practical guide to 200 difficult

professional conversations featuring all new advice There s a reason Alison Green has been called the Dear Abby of the work world Ten years as a workplace advice columnist have taught her that people avoid awkward conversations in the office because they simply don t know what to say Thankfully Green does and in this incredibly helpful book she tackles the tough discussions you may need to have during your career You ll learn what to say when coworkers push their work on you then take credit for it you accidentally trash talk someone in an email then hit reply all you re being micromanaged or not being managed at all you catch a colleague in a lie your boss seems unhappy with your work your cubemate s loud speakerphone is making you homicidal you got drunk at the holiday party Praise for Ask a Manager A must read for anyone who works Alison Green s advice boils down to the idea that you should be professional even when others are not and that communicating in a straightforward manner with candor and kindness will get you far no matter where you work Booklist starred review The author s friendly warm no nonsense writing is a pleasure to read and her advice can be widely applied to relationships in all areas of readers lives Ideal for anyone new to the job market or new to management or anyone hoping to improve their work experience Library Journal starred review I am a huge fan of Alison Green s Ask a Manager column This book is even better It teaches us how to deal with many of the most vexing big and little problems in our workplaces and to do so with grace confidence and a sense of humor Robert Sutton Stanford professor and author of The No Asshole Rule and The Asshole Survival Guide Ask a Manager is the ultimate playbook for navigating the traditional workforce in a diplomatic but firm way Erin Lowry author of Broke Millennial Stop Scraping By and Get Your Financial Life Together *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 Selected Papers of General William E. Depuy Richard M. Swain, Donald L. Gilmore, Carolyn D. Conway, 2013-08 William E DePuy was likely the most important figure in the recovery of the United States Army from its

collapse after the defeat in Vietnam That is a rather large claim and it suggests a precedence over a number of other distinguished officers both his contemporaries and successors But it is a claim that can be justified by the test of the null hypothesis Could the Army that conducted the Gulf War be imagined without the actions of General DePuy and those he instructed and inspired Clearly it could not There are a few officers of the period about whom one can make the same claim To judge properly the accomplishments of General DePuy and his talented subordinates at the US Army Training and Doctrine Command TRADOC one must understand the sense of crises and defeat that pervaded the Army in the 1970s By 1973 the United States had lost the war in Vietnam Only the most optimistic or naive observer held out hope that the Geneva Accords would provide security for the Republic of South Vietnam The US Army was in a shambles with discipline destroyed and the chain of command almost nonexistent The All Volunteer Army was borne on a wave of permissiveness that compounded the problems of restoring discipline Moreover the army was ten years behind its most likely enemy in equipment development and it had no warfighting doctrine worthy of the same With the able assistance of the commander of the Armor Center General Donn Starry General DePuy wrenched the Army from self pity and recrimination about its defeat in Vietnam into a bruising doctrinal debate that focused the Army's intellectual energies on mechanized warfare against a first class opponent Critics might argue correctly that that the result was incomplete but they out not to underestimate how far the Army had to come just to begin the discussion General DePuy also changed the way Army battalions prepared for war He made the US Army a doctrinal force for the first time in history Aply seconded by General Paul Gorman DePuy led the Army into the age of the Army Training and Evaluation Program ARTEP The intellectual and training initiatives were joined then with a third concern of General DePuy's TRADOC the development of a set of equipment requirements with a concentration of effort on a limited number ultimately called the Big Five The result was the suite of weapons that overmatched the Iraqis in Operation Desert Storm Apache attack helicopters M1 tanks Bradley fighting vehicles Patriot air defense missiles and Black Hawk assault helicopters General DePuy championed the recruitment of a high quality soldiery an effort beyond his own significant responsibilities but even so one he never ceased to support and forward

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

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 [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

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