



PAMBANSANG PUNONGHIMPILAN TANOD BAYBAYIN NG PILIPINAS

(National Headquarters Philippine Coast Guard)

139 25th St., Port Area

1018 Manila

07 July 2019

NHQ-PCG/CG-3

**STANDING OPERATING PROCEDURES
NUMBER 10-19**

RENDERING TESTIMONIAL HONORS FOR RETIRING PCG PERSONNEL

I. REFERENCE:

(SOP Nr 02 dated 03 April 2012) Subject: Retirement Ceremony, Awards and Mementos to be Accorded to the AFP Officers Who Will Compulsorily Retire from the Service and the Giving of Plaques/Certificates of Appreciation to their Respective Wives/Husbands.

II. GENERAL:

The rendering of Testimonial/Retirement Honors to the Officers of the Philippine Coast Guard (PCG) who will compulsorily and optionally retire from the service is a time-honored tradition. In the same manner, it is also fitting to render the same privilege to all compulsorily and optionally retiring Senior Enlisted Personnel and Civilian Employees occupying key positions.

Further, the awarding of Plaques/Certificates of Appreciation for their respective spouses is also appropriate in recognition for their unselfish, faithful and devoted support to their respective husband/wife's calling, which has immensely contributed to the accomplishment of the PCG mission.

With the numerous Coast Guard ceremonies being observed by the PCG, providing concrete and specific guidelines with regard to detailing PCG Personnel, as well as the means to institutionalize such becomes an imperative.

III. PURPOSE:

This SOP prescribes the policies and responsibilities in rendering Testimonial/Retirement Honors and the giving of awards/mementos to compulsorily and optionally retiring PCG Personnel and other Coast Guard ceremonies as directed by higher headquarters. This also serves as the medium to institutionalize the detailing of PCG

Personnel assigned in Manila-Cavite areas during the Testimonial/Retirement Honors of retiring PCG Personnel as directed by the higher headquarters.

IV. SCOPE:

This policy applies to all PCG Personnel (Officers, Non-Officers and Civilian Employees occupying key positions) who will compulsorily and optionally retire from the service as well as PCG Officers who will be detailed during the Testimonial/Retirement Honors or other Coast Guard ceremonies requiring Hosts and Officer in Attendance.

V. DEFINITION OF TERMS

- A. **Arrival Honors** – Refers to military honors rendered in welcoming an Officer, VIPs and other foreign dignitaries.
- B. **Civilian Employees** – PCG non-uniformed personnel holding key positions based on the salary grades.
- C. **Coast Guard Ceremonies** – refers to Arrival Honors, Parades, Wreath-laying Ceremony, Testimonial Review with Retreat, Retirement Honors, Anniversary Ball and other Special Ceremonies.
- D. **Compulsory Retirement** – a type of retirement upon attaining 56 years of age or upon accumulation of 30 years of satisfactory active and government service, whichever comes later.
- E. **Non-Officer with the rank of CPO (E-7) and above holding key positions** – PCG non-commissioned uniformed personnel with the rank of CPO, SCPO, MCPO, and FMCPPO assigned in Major Commands such as Functional Commands, Admin Support Commands, Operational Support Commands, Operating Commands, Special Service Commands and Technical Service Commands.
- F. **Flag Officer in Attendance** – a Flag Rank Officer who receives military and civilian guests and dignitaries during the conduct of military honors.
- G. **Honoree** – a retiring Officer, Non-Officer and Civilian Employee to whom Honors are accorded.
- H. **Host** – an Officer designated to escort and receive the honoree and advise him of action that will take place during the conduct of honors.
- I. **Optional Retirement** – retirement upon accumulation of at least 20 years of satisfactory active service at the request of a PCG personnel.
- J. **Parade** – a military ceremony wherein a body of troops is formed before its Commanding Officer or other high-ranking officers to display its condition, members, equipment and proficiency. It begins with the exercise in the manual of arms, report on the accounting of troops, publication of orders, and ends with a pass-in-review.
- K. **PCG Flag Rank Officers** – PCG commissioned uniformed personnel with the rank of Commodore, Rear Admiral, Vice Admiral, and Admiral.
- L. **PCG Key Positions** – identified PCG positions with major responsibilities (see Annex A).
- M. **PCG Personnel** – refers to Officers, Non-Officers and Civilian Employees assigned within the Philippine Coast Guard.
- N. **Presiding Officer** – refers to an Officer or an individual officiating a Change of Command or other Coast Guard Ceremonies.
- O. **Retirement Honors** – ceremonies rendered to a retiring PCG Officers and civilian dignitaries as gesture of courtesy and a tribute to his/her rank and/or position.

- P. **Review** – an inspection of troops by Senior Officers or honored guests as a way of showing its unit strength, state of disciplines and preparedness.
- Q. **Routine Office Functions** – refers to office works, conferences, audit, board meetings and other administrative works as stated in respective offices organizational functions.
- R. **Testimonial Review with Retreat** – an evening ceremony rendered to a retiring PCG Personnel by virtue of his/her rank position.

VI. SOURCE OF FUNDS:

The giving of awards/mementos to all PCG Personnel (Officers, Non-Officer and CE) who will compulsory or optionally retire from the service to include their respective spouses is always subject to the availability of funds, sourced from Government Appropriations Act (GAA) chargeable against CG-3 APB Funds under Honors.

A personnel who will retire compulsorily must submit his/her request for funding two months prior to the scheduled date of retirement to give ample time for processing and prompt compliance with procurement policies. A personnel who will retire optionally is required to inform the Command one year prior to his/her scheduled date of retirement for purposes of programming the funding requirement.

VII. POLICIES

A. Following PCG Personnel who will compulsorily and optionally retire from the service shall be accorded with the Retirement Honors:

- 1) PCG Flag Rank Officers
- 2) Commanders and Deputy Commanders with the rank of CAPTAIN (O-6)
- 3) NO with the rank of CPO (E-7) and above holding key positions
- 4) Civilian Employees (Head, Civilian Affairs)

B. At PCG level, retreat honors /ceremony given to PCG retirees shall be in accordance with the following guidelines:

COMPULSORY / OPTIONAL RETIREE	ACTIVITIES	VENUE	SOURCE OF FUND
CPCG	1. Arrival Honors 2. Testimonial Review 3. Change of Command/ Assumption of Command 4. Retirement Ceremony 5. Presentation of Awards/Memento 6. Pass-in-Review	NHQ-PCG for Plan "A" and Pier 13 for Plan "B"	CG-3 IMF (under Honors)

	7.Cocktails/ Testimonial Dinner		
DCA/ DCO/ CCGS	1. Arrival Honors 2. Testimonial Review 3. Change of Command/ Assumption of Command 4. Retirement Ceremony 5. Presentation of Awards/Memento 6. Pass-in-Review 7. Cocktails/ Testimonial Dinner	NHQ-PCG for Plan "A" and Pier 13 for Plan "B"	CG-3 IMF (under Honors)
Major Unit Commanders with the Grade of O-6 and above (Functional Commands, Admin Support Commands, Operational Support Commands, Operating Commands, Special Service Commands, and Technical Service Commands)	1. Arrival Honors 2. Testimonial Review 3. Change of Command/ Assumption of Command 4. Retirement Ceremony 5. Presentation of Awards/Memento 6. Pass-in-Review 7. Cocktails/ Testimonial Dinner	Respective Unit Headquarters during Change of Command and CGSSF Parade Ground for Plan "B"	CG-3 IMF (under Honors) or Respective Unit Fund
Deputy Commanders with the Grade of O-6 and above (Functional Commands, Admin Support Commands, Operational Support Commands, Operating Commands, Special Service Commands and	1. Retirement Ceremony 2. Presentation of Awards/Memento 3. Cocktails/ Testimonial Dinner	Respective Unit Headquarters During Friday Flag Retreat	CG-3 IMF (under Honors) or Respective Unit Fund

Technical Service Commands			
FMCPD	1. Arrival Honors 2. Change of Command/ Assumption of Command 3. Retirement Ceremony 4. Presentation of Awards/Memento 5. Testimonial Dinner/Cocktails	NHQ-PCG for Plan "A" and Pier 13 for Plan "B"	CG-3 IMF (under Honors)
Officers with Grade O-6, EP with Grade E-7 & above assigned outside NHQ-PCG holding key positions	1. Retirement Ceremony 2. Presentation of Awards/Memento 3. Cocktails/Testimonial Dinner	Respective PCG Unit assignment during Friday Flag Retreat	Respective Unit Fund
Officers with Grade O-6, EP with E-7 & above Assigned NHQ-PCG holding key positions	1. Retirement Ceremony 2. Presentation of Awards/Memento 3. Cocktails/Testimonial Dinner	NHQ-PCG Shaded Area/ NHQ-PCG Function Hall/ Respective Unit Assignment	CG-3 IMF (under Honors)
Civilian Employee assigned NHQ-PCG holding key positions	1. Retirement Ceremony 2. Presentation of Awards/Memento 3. Cocktails/Testimonial Dinner	NHQ-PCG Shaded Area/ NHQ-PCG Function Hall	CG-3 IMF (under Honors)

C. Testimonial Honors will have the following activities with corresponding SPR/OPR:

ACTIVITY	SPR	OPR
Arrival Honors	CG-3	HSG or Respective Unit
Testimonial Review with Retreat	CG-3	HSG or Respective Unit
Presentation of Awards/Memento/Plaque	CG-1	Respective Unit
Cocktails/Testimonial Dinner	CG-4	Respective Unit

D. The following awards and mementos shall be presented to retiring PCG Personnel as indicated:

RANK	AWARD	SIGNATORY	MEMENTOS
CPCG	Plaque of Honorable Service and Command Plaque	SOTr	Philippine Flag/Medal box/Personal Flag
Flag Rank Officers	Plaque of Honorable Service and Command Plaque	CPCG	Philippine Flag/Medal Box/Personal Flag/Unit Standard
Officers with Grade of O-6	Plaque of Honorable Service	CPCG	Philippine Flag/Medal Box/Unit Standard
FMCPD	Plaque of Honorable Service and Command Plaque	CPCG	Philippine Flag/Medal Box/Unit Standard
NO (E-7 and above) holding key positions	Plaque of Honorable Service	CPCG/Unit Commanders	Philippine Flag/Mini Medal Box
Civilian Employee	Plaque of Merit	CPCG	

E. Plaque of Recognition shall also be given to the spouses of compulsorily and optionally retiring PCG Personnel in accordance with the guidelines below:

AWARDEES	AWARD	SIGNATORY
CPCG's spouse	Plaque of Recognition	DOTr
Flag Rank Officer's spouses	Plaque of Recognition	CPCG
Spouses of Officers (O-6)	Plaque of Recognition	CPCG
Spouse of FMCPD	Plaque of Recognition	CPCG
Spouses of NO (E-7, E-8, and E-9) and CE	Plaque of Recognition	Unit Commanders

F. Duties for PCG Ceremonies shall take precedence over-all routine office functions and other additional duties.

VIII. PROCEDURES:

A. The following is the sequence for the Testimonial Honors for Plan "A" at the NHQ-PCG Parade Ground:

- 1) Arrival Honors
- 2) Testimonial Honors
- 3) Presentation of Awards and Memento
- 4) Flag Retreat
- 5) Pass-in-Review
- 6) Remarks by the Honoree and the Presiding Officer
- 7) Cocktails/ Testimonial Dinner at the NHQ-PCG Function Hall or Shaded Area

- B. The following is the sequence for the Testimonial Honors for Plan "B" at the Pier 13
- 1) Arrival of Honors
 - 2) Testimonial Honors
 - 3) Presentation of Awards and Memento
 - 4) Flag Retreat
 - 5) Pass-in-Review
 - 6) Remarks by the Honoree and the Presiding Officer
 - 7) Cocktails/ Testimonial Dinner
- C. The following sequence be observed in case the Honoree waves his right in the observance of par "A" and "B" and prefers only to be given the Testimonial Honors
- 1) Testimonial Honors
 - 2) Presentation of Awards and Memento
 - 3) Remarks by the Honoree and the Presiding Officer
 - 4) Cocktails/Testimonial Dinner
- D. The following are the guidelines in detailing Officers for Coast Guard Ceremonies:
- 1) Senior Officers assigned in Manila-Cavite area will be detailed for Parades and Review, Ceremonies requiring Host, Ceremonies Flag Officer/Officer-In Attendance and other activities requiring Senior Officers.
 - 2) Two (2) selected Officers with a grade of COMMO (O-7) assigned in Manila/Cavite will be detailed as Brigade Commander of the Honor Guard Brigade. Ten (10) selected Officers with a grade CAPTAIN (O-6) assigned in Manila/ Cavite area will be detailed as Battalion Staff of the Honor Guard Brigade. They will be exempted from other details such as: Parades, Host, Officers in Attendance and Senior Command Duty Officer (SCDO).
 - 3) Officers with the grade of LIEUTENANT (O-3), LIEUTENANT COMMANDER (O-4) and COMMANDER (O-5) assigned Manila-Cavite area will be detailed for Parades and Review, Host, Officer in Attendance and other Coast Guard ceremonies.
 - 4) Detailed Parade Participants, Host, and Officers-In-Attendance shall have Principal and Alternates.
 - 5) Detailed Alternates will be detailed as Principal to the next activity.
 - 6) If detailed Officer cannot perform the duty due to medical reasons, particularly hospital confinement, the Office/Unit to which subject Officer is assigned shall find the replacement and inform the detailing office accordingly.
- E. The following is the sequence for the Absentee Report:
- 1) PCG units/Staff offices concerned shall submit to the CPCG (Attn: CG-1/ CG-3) the explanation reports of their respective personnel who failed to join the rehearsal/actual ceremony;
 - 2) Detailed personnel should be directed to explain in writing within 24 hours why no disciplinary action should be taken against them for failure to attend the rehearsal/actual ceremony.

IX. RESPONSIBILITY AND TASKING:

A. PCG Major/Support Command/Unit (if the Testimonial Honors is at the NHQ-PCG Parade Ground):

1) Commander, Maritime Safety Services Command (MSSC):

- a) Provide the following Officers and NO with alternates as part of the ceremonial elements during the scheduled rehearsal and actual ceremony as specified:
 - Two (2) CDR (O-5) as Battalion Commander or Staff
 - One (1) LT (O-3) as Company Commander
 - One (1) LTJG (O-2) as Company Executive Officer
 - Two (2) ENS (O-1) as Platoon Leaders
- b) Provide 20 NO as Buffer crowd during the actual ceremony at NHQ-PCG Parade Ground:
- c) Ensure complete attendance of organic participants during the scheduled rehearsal and actual ceremony.

2) Commander, Coast Guard Education and Training Command (CGETC):

- a) Provide the following Officers and NO with alternates as part of the ceremonial elements during the scheduled rehearsal and actual ceremony as specified:
 - Four (4) CDR (O-5) as Battalion Commander or Staff
 - Two (2) LT (O-3) as Company Commander
 - Two (2) LTJG (O-2) as Company Executive Officer
 - Three (3) ENS (O-1) as Platoon Leaders and Color Officer
 - Two (2) EP as Guidon Bearer
 - Three (3) Platoons (3 x 9 + guide)
 - PCG Band
 - Drill Instructors

3) Commander, Coast Guard Surface Support Force:

- a) Provide the following Officers and NO with alternates as part of the ceremonial elements during the scheduled rehearsal and actual ceremony as specified:
 - Four (4) CDR (O-5) as Battalion Commander or Staff
 - One (1) LT (O-3) as Company Commander
 - One (1) LTJG (O-2) as Company Executive Officer
 - Three (3) ENS (O-1) as Platoon Leaders
 - Two (2) Platoons (3 x 9 + guide)

- b) Provide 20 NO as buffer crowd during the actual ceremony at NHQ-PCG Parade Ground.
- c) Make available the CGSSF Shaded Area as alternate venue for the "Plan B" activity during inclement weather.
- d) Coordinate with PPA for the availability of Pier 13

4) Commander, Maritime Security and Law Enforcement Command:

- a) Provide the following Officers and NO with alternates as part of the ceremonial elements during the scheduled rehearsal and actual ceremony as specified:
 - Two (2) CDR (O-5) as Battalion Commander or Staff
 - One (1) LT (O-3) as Company Commander
 - One (1) LTJG (O-2) as Company Executive Officer
 - Two (2) ENS (O-1) as Platoon Leaders
 - One (1) Platoon (3 x 9 + guide)
- b) Provide overt and covert security during the rehearsal and actual ceremony;
- c) Provide appropriate number of CGK9 Teams to conduct paneling during the ceremony.

5) Commander, Marine Environmental Protection Command:

- a) Provide the following Officers and NO with alternates as part of the ceremonial elements during the scheduled rehearsal and actual ceremony as specified:
 - Two (2) CDR (O-5) as Battalion Commander or Staff
 - One (1) LT (O-3) as Company Commander
 - One (1) LTJG (O-2) as Company Executive Officer
 - Two (2) ENS (O-1) as Platoon Leaders

6) Commander, Coast Guard Internal Affairs Service:

- a) Provide appropriate Shore Patrol Personnel as traffic controller during the rehearsal and actual ceremony;

7) Commander, Coast Guard Weapons, Communications, Electronics and Information System Command:

- a) Provide the following Officers and NO with alternates as part of the ceremonial elements during the scheduled rehearsal and actual ceremony as specified:
 - Two (2) CDR (O-5) as Battalion Commander or Staff
 - One (1) LT (O-3) as Company Commander

- One (1) LTJG (O-2) as Company Executive Officer
- Two (2) ENS (O-1) as Platoon Leaders
- Class 'A' PA System
- Lapel microphones with accessories.

8) Commander, Headquarters Support Group:

- a) Provide appropriate Side boys Honor with OIC;
- b) Provide 10 NO as buffer crowd during the actual ceremony at NHQ-PCG Parade Ground and Shaded Area;
- c) Provide all other parade paraphernalia as needed.
- d) UPR for the activity;
- e) Provide the following Officers and NO with alternates as part of the ceremonial elements during the scheduled rehearsal and actual ceremony as specified:
 - Four (4) CDR (O-5) as Battalion Commander or Staff
 - One (1) LT (O-3) as Company Commander
 - One (1) LTJG (O-2) as Company Executive Officer
 - Three (3) ENS (O-1) as Platoon Leaders and Color Officer
 - Three (3) Platoons (3 x 9 + guide)
 - Two (2) NO as Guidon Bearer
 - Two (2) NO as Color and Standard Bearers
 - Two (2) NO as Personal Flag Bearers
- e) Act as the Host during the activity;
- f) Provide all ceremonial requirements at NHQ-PCG Parade Ground and CGSSF Parade Ground such as backdrops, streamers, flags and pennants, personal flag, bells, chairs and other requirements as deemed necessary;
- g) Make available the PCG Band during the ceremony; and
- h) Provide and make available ceremonial vehicles with drivers during the scheduled rehearsal and actual ceremony.
- i) Make available the NHQ-PCG Parade Ground as alternate venue for the "Plan A" activity.
- j) Coordinate with PPA for the availability of NHQ-PCG Parade Area

9) Commander, Coast Guard Intelligence Force – UPR for the covert security requirements.

10) Commander, Coast Guard Medical Service – Provide one (1) Medical Team with ambulance during the scheduled rehearsal and actual ceremony.

B. HPCG Staff/Officers:

1. **Deputy Chief of Staff for Human Resources Management and Records, CG-1**
 - a) Prepare the list of compulsory retiring PCG Personnel;
 - b) Staff of Primary Responsibility (SPR) on the presentation of awards to the honoree and the preparation of cocktails, dinner and/or refreshment after the ceremony; and
 - c) SPR for the Testimonial Honors intended/tendered for compulsorily retiring Civilian Employees.

2. **Deputy Chief of Staff for Intelligence, Security and Law Enforcement, CG-2**
 - a) Staff Primary Responsible for intelligence and security operations, monitoring of movement and arrival honorees and providing route security.

3. **Deputy Chief of Staff for Operations, CG-3**
 - a) SPR for the Testimonial Honor and Arrival Honors for retiring PCG Personnel; and
 - b) Plans, direct and supervise PCG participants in Coast Guard ceremonies such as parades, Arrival Honors, Testimonial Honors, etc.

4. **Deputy Chief of Staff for Logistics, CG-4**
 - a) Provide the following logistics requirements during rehearsals and actual ceremony:
 - OPR in the preparation of cocktails, dinner and/or refreshments after the ceremony; and
 - Refreshments for the participants/parading elements during the scheduled rehearsal and actual ceremony.
 - Lunch and snacks for the Honorees and their families after the oath-taking at DOTr Office in Clark and Mandaluyong.
 - Leis and corsage for the Honoree.
 - Gloves and scarfs for the parade contingents.

5. **Deputy Chief of Staff for Comptrollership, CG-6**
 - a) Staff Primary Responsible for fund requirements intended for the activity.
 - b) Responsible in programming the fund requirements of this policy.

6. **Commander, Coast Guard Public Affairs Office, CGPAO**
 - a) Staff Primary Responsible for the video and photo coverages of the actual ceremony;

- b) Staff Primary Responsible in designating EMCEES for the program. Emcees designated by CGPAO should provide manuscript for the activity and coordinate with SCGS for protocol concerns and UPR for the brief background of the honoree (basic information, education, career and positions, appointment) to be narrated during troop inspection; and
- c) Staff Primary responsible for the media coverage and press releases for the activity.

7. Coast Guard Adjutant, CGAO

- a) Detail and issue appropriate directives to senior Officers assigned Manila-Cavite Area for the Testimonial/Retirement Honors;
- b) Ensure the attendance of detailed Senior PCG Officer and report those who are absent during the rehearsal and actual ceremony.
- c) Provide/Detail usherettes (Officer-led) during the ceremony and Cocktails;
- d) Select three (3) Officers with a grade of COMMODORE (O-7) that will rotate permanently as Brigade Commander and Ten (10) Officers with a grade of CAPTAIN (O-6) that will rotate as Brigade Staff during Brigade Honor Guards within NHQ-PCG and Manila Area; Responsible for the detail of officers (Grade O-3 to O-5 only) assigned within Manila-Cavite Area for the Testimonial/Retirement Honors and other Coast Guard Ceremonies directly by higher Headquarters.
- e) Provide a matrix/table to determine the responsibility and task of PCG Major/Support unit Commands in providing Officers and Non-Officers to be detailed on a schedule/rotation and/or pair basis.

8. Secretary of Chief of Coast Guard Staff, SCGS

- a) UPR for the protocol requirements of all NHQ-PCG initiated testimonial honors;
- b) UPR for the preparation of Program for the Activity, guest list, seat plan, invitations, tarpaulins/ banners/ streamers and others as necessary;
- c) UPR for the preparation of the audio-video presentation containing autobiography of the honoree to be played during the reception dinner.
- d) Responsible for the procurement of Command gifts to the honoree as the CPCG desires.
- e) Responsible in the procurement of awards, mementos, and certificates to be accorded to the honorees;
- f) Program the awards/mementos to be accorded to impending compulsory retiring PCG Personnel;

9. Commander, Coast Guard Chaplain Service, CGCS

- a) Staff Primary Responsible for rendering invocations during the program, and initiation of thanksgiving mass before the program.

10. **Command Master Chief Petty Officer, Philippine Coast Guard** – OPR for the Testimonial Honors intended/tendered for compulsorily retiring Non-Officer.

C. PCG Unit Commanders

1. Responsible for rendering Testimonial Honors as well as giving Awards/Mementos to compulsorily retiring PCG Personnel assigned their respective units.
2. Responsible for the procurement of the Units Standard and Personal Flag as appropriate.
3. Ensure the attendance of their detailed personnel and responsible for the discipline of their participants during the rehearsals and actual ceremonies.
4. Responsible in the strict implementation and submission of "After Activity Report" in compliance with this SOP.

X. EFFECTIVITY:

This SOP shall take effect upon publication.

XI. RESCISSION:

All other command publication in conflict with provisions of this SOP is hereby rescinded.

BY COMMAND OF ADMIRAL HERMOGINO:

OFFICIAL:



LIEZEL B BAUTISTA
CDR PCG
Coast Guard Adjutant
07/07/14ff

EDUARDO D FABRICANTE
COMMO PCG
Chief of Coast Guard Staff

Annex A – List of PCG Key Positions

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OFFICERS WITH RANK OF CAPTAIN (O-6) AND ABOVE

1. Commandant, Philippine Coast Guard
2. Deputy Commandant for Administration, Philippine Coast Guard
3. Deputy Commandant for Operations, Philippine Coast Guard
4. Chief of Coast Guard Staff
5. Commanders, Deputy Commanders, Chief of Staff of Functional Commands, Admin Support Commands, Operational Support Commands, Operating Commands, Special Service Commands, Technical Service Commands, and Central/Special Staff

NON-OFFICER WITH THE RANK OF CPO (E-7) AND ABOVE

6. FMCPO
7. Master Chief Position of Functional Commands, Admin Support Commands, Operational Support Commands, Operating Commands, Special Service Commands, Technical Service Commands, and Central/Special Staff

CIVILIAN EMPLOYEES

8. Head, Civilian Affairs