

**ORGANIZED MILITIA ADMINISTRATION**

**Joint Force Headquarters  
Connecticut Army National Guard  
Hartford, Connecticut  
19 January 2024**

**UNCLASSIFIED**

## ORGANIZED MILITIA ADMINISTRATION

**Summary.** This general order (GO) prescribes the processes for the administration of organized militia units and personnel, with specific guidance pertaining to the administration of the four (4) units of the Governors Guards: 1<sup>st</sup> Company Governor's Foot Guard (1GFG), 2<sup>nd</sup> Company Governor's Foot Guard (2GFG), 1<sup>st</sup> Company Governor's Horse Guard (1GHG) and 2<sup>nd</sup> Company Governor's Horse Guard (2GHG). Certain provisions also apply to other Organized Militia personnel, primarily Connecticut State Guard and retirees detailed from the retired list, who are assigned to CTMD-JFHQ.

**Revision and supersession:** This is a new GO. This GO supersedes GO 2017-4 (Bylaws of the 1<sup>st</sup> and 2<sup>nd</sup> Companies Governor's Foot Guard) and the 1GHG and 2GHG Bylaws. Henceforth, Organized Militia units shall not be administered through bylaws. The Adjutant General (TAG), as the commander of the armed forces of the state, shall organize and administer organized militia units through General Orders, Circulars and Circular Letters or orders and regulations (CGS §27-20) or through orders, circulars and regulations (§§27-6a, 27-7, 27-14 and §27-79). To the extent possible, GO should be harmonized and not read as creating a conflict. However, if a conflict exists between GOs, the one with the most recent effective date controls.

**Applicability.** This GO is effective 19 January 2024 upon order of TAG for the Governor.

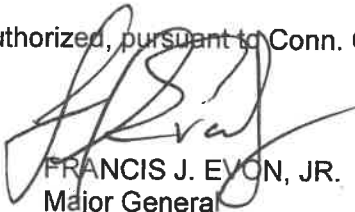
**Supplementation.** Supplementation of this GO is prohibited without prior TAG approval. Unit and command memorandums, pamphlets, standard operating procedures (SOPs), guides, regulations, etc., may be issued in accordance with, but not to alter or in conflict with, this GO.

**Severability.** If any provision of this GO is determined to be illegal, in conflict with any law, State regulation, contrary to the intent of TAG or otherwise invalid, the remaining portion or portions shall be considered severable and not be affected by such determination and shall be construed and enforced as if the GO did not contain the provision(s) held to be illegal or otherwise invalid. TAG may modify this GO with a Rapid Action Revision (RAR), which, when issued in writing, signed by TAG, is effective immediately and shall be incorporated into this GO.

**Proponent.** The proponent for this GO is Connecticut Military Department (CTMD) Military Administration & Programs Officer (MAPO) Governor William A. O'Neill Armory, 360 Broad Street, Hartford, CT 06105

**Suggested Improvements.** Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to the Office of the Adjutant General, ATTN: CTMD-OTAG, Governor William A. O'Neill State Armory, 360 Broad Street- Room #210, Hartford, CT 06105-3795.

By Order of TAG, for the Governor, duly authorized, pursuant to Conn. Gen Stat. § 27-20.

  
FRANCIS J. EYON, JR.  
Major General  
The Adjutant General

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## **Chapter 1**

### **Introduction**

1-1. Purpose. In accordance with (IAW), Connecticut General Statutes (CGS) Chapter 504, this GO establishes organizational structure and administrative processes for Governor's Guard units. The composition of 1GFG and 2GFG (CGS §27-6a) and 1GHG and 2GHG (IAW CGS §27-7) herein established is consistent with National Guard units of similar size and purpose, as provided by §27-79. IAW CGS §27-49, this GO establishes the procedures used to for the selection and appointment of the officers of the Governor's Guard and the enlistment of members. Members, whether officers or enlisted members, are voluntary members of the Armed Forces of the State of Connecticut. Members are not state employees and have no employee rights. Members are governed by Title 27 of the Connecticut General Statutes (Chapters 504 and 507). Members, while performing military duty IAW CGS. §§27-17, 18 or 61, are voluntarily subject to military command and control, state military law, GOs issued by TAG, their oaths, CTMD policies (e.g., circular Letters, Circulars, etc.), military courtesies and customs, lawful orders of superior officers and by their respective unit's Standing Operating Procedures (SOPs). The four units of the Governor's Guards are militia units and have no other legal existence. The units are staffed by members of the armed forces of the state. The Connecticut Military Department (CTMD) recognizes that there may be nonprofit corporations that support certain activities of the units. However, CTMD has no control over private organizations. The nonprofit corporations are not closely associated corporations and have their own independent legal status.

#### 1-2. References.

1-2 (a). CGS, Chapter 504, (Militia)

1-2 (b). CTMD Publications, <https://portal.ct.gov/MIL/Human-Resources/Military-Department-Publications>

1-2 (c). CTMD Forms, <https://portal.ct.gov/MIL/Human-Resources/Agency-Forms>

1-3. Effective Date and Grandfathering. This GO, is effective 19 January 2024. Governor's Guard unit commanders who are currently serving shall be grandfathered and continue to serve as the Commandant until the expiration of their current terms. The following are the expiration of the current terms of the Governor's Guard unit commanders: 1GFG, October 2026; 2GFG, August 2024; 1GHG, February 2024; 2GHG, March 2025. Upon expiration of their terms, this GO shall be used to fill vacancies and for the selection of unit officers and senior NCOs.

1-4 Supersession. This GO hereby cancels and supersedes Governor's Guard unit bylaws. Unit bylaws are no longer effective.

## **Chapter 2**

### **Roles and Responsibilities**

2-1 Governor. The Governor is the commander in chief of militia (CGS §27-14 and the State Constitution, Art. 4, §8).

2-2. The Adjutant General (TAG). TAG is the commander of the armed forces of the state. (CGS §27-19). TAG is charged with all matters of command, discipline, employment and administration of the armed forces of the state (CGS §27-20).

2-3. The Assistant Adjutant General (AAG, CGS §27-24). TAG designates an assistant adjutant general as his deputy and may direct him to perform command duties relative to the Governor's Guard. The AAG shall be in the Governor's Guard Chain of Command.

2.4. Battalion and other Intermediate Commander. TAG may appoint a battalion commander to serve as the commander of the four units of the Governor's Guard. TAG may assign other commanders in the Governor's Guard chain of command. During joint military operations, TAG may appoint a taskforce commander and assign elements of the Governor Guards as elements of the taskforce.

2-5. Governor's Guard Members. The members of the Governor's Guards are members of the armed forces of the state. Members may be categorized as enlisted or officers. All members must complete the unit-prescribed recruit training. Members are not state employees and do not have any of the rights or entitlements of state employees. Members are governed IAW CGS, Title 27 (Armed Forces and Veterans). IAW CGS §27-61, members, with their consent and the consent of the Governor, may be "ordered" to perform military duty, with or without pay. IAW CGS §27-67, when performing military duty members are "construed" to be an employee of the state for the "specific purposes" of liability, immunity (CGS §4-165 and §27-60) and being subject to the jurisdiction of the Workers' Compensation Commission (CGS, Chapter 568). All Members of the Governor's Guards are members of the armed forces of the state of Connecticut and are subject to the Connecticut Code of Military Justice, their oaths, general orders and other CTMD policies (Circular Letters, Circulars, etc.) and unit Standing Operating Procedures (SOPs).

2-6. Governor's Guard Units. The basic chain of command for the Governor's Guard is depicted in Appendix A. The Governor's Guards are organized as militia units, elements of the armed forces of the state (CGS §27-2). All units of the organized militia accept male and female applicants. The units perform missions as ordered by the Governor or TAG IAW their mission statements (Appendix B). The 1GFG and 2GFG composition and structure is herein determined in Appendix C (Governor's Foot Guard Unit Composition). The 1GHG and 2GHG composition is herein determined in Appendix D (Governor's Horse Guard Unit Composition).

2-7. Governor's Guard Membership. Members of the unorganized militia of the State (27-2) of Connecticut may apply for membership in the armed forces of the State of Connecticut and assignment to a Governor's Guard unit as provided by GO 2017-2, "State Military Duty," and as herein stated (See paragraph 2-11). Upon CTMD's acceptance of the application, the applicant will take the oath of enlistment with the unit to which he or she is assigned and be immediately assigned to a recruit class as a recruit member. While assigned to a recruit class, the applicant is a recruit. Upon successfully completing the unit's recruit class, the applicant graduates from the recruit class and becomes a member of the armed forces of the state and the unit of the Governor's Guard to which the applicant applied. Governor's Guard recruits and members are not state employees. They do not have the same rights and entitlements as state employees. Members are governed by Connecticut General Statutes Chapters 504 (Militia) and 507 (Connecticut Code of Military Justice).

2-8 Classes of Governor's Guard Membership. There are two classes of membership in the Governor's Guard and Connecticut State Militia: active member – "active member"

and "retired member." Active members (also called "members") occupy positions on the Unit Manning Roster (UMR) and their attendance must be reported on CTMD Form 1-1(Report of Duty Performed). Members must meet all membership requirements, including attendance standards. Members who fail to maintain membership requirements will be discharged. Members who meet the qualifications for retirement (CGS §27-53) will be entered on the CTMD's retired list. Retired members may be detailed from the retired list (CGS §27-54). No other membership statuses exist (e.g., associate, honorary, life, etc.) Former members of the Governor's Guard or other interested parties who desire to maintain an association with the unit may do so through military/veteran service organizations or through professional organizations (e.g., "Iron Grays" or "Friends of the First Company Governor's Foot Guard"). Unit commanders may also have social events to which the public or former members are invited (e.g., a ball or picnic) to facilitate associations. Additionally, the CTMD's Family Program provides a volunteer program that may offer some opportunities for interested persons to participate in Governor's Guard unit activities. Former categories of membership previously used in unit bylaws such as associate, honorary, veteran or life are no longer recognized and are not authorized. Unit rosters of previous statuses must be submitted to MAPO for archiving as a historical record.

**2-9 Attendance Standards.** Members must maintain a 50% attendance rate per quarter. A quarter is January - March, April - June, July – September, and October – December. This standard requires a member to attend at least half of the unit training assemblies listed on the unit's published Yearly Training Calendar (YTC), which is published by the unit every October and lists the dates for scheduled drills and Annual Training. Unit commanders maintain personnel accountability on CTMD Form 1-1, which must be signed by the commander and submitted to the MAPO monthly. Commanders will also report their attendance at the Monthly Commander's Update Brief (MCUB). A signed CTMD Form 1-1 is a legal record, permanently archived by the MAPO.

**2-9(a). Membership Attendance Standards.** Active Members must maintain a fifty percent (50%) attendance participation rate for scheduled Unit Training Assemblies (UTAs) and Annual Training (AT) that are published on the YTC. YTCs may contain a "make-up" UTA each month to allow members to maintain attendance standards. Also, bands may have one alternate UTA listed a month for band practice. The CTMD Form 1-1 lists three authorized attendance statuses: (P) present, (A) authorized absence, and (U) unauthorized absence. The only attendance standard that counts towards the 50% required participation rate is "P". The attendance code of "A" is used for an excused absence but does not count towards the 50% attendance participation requirement. The attendance code of "U" is used for an unexcused absence, which constitutes misconduct for which a member may be discharged. A "U" constitutes "absence without leave" (AWOL) and is a neglect of duty for which a commandant may initiate a member's discharge.

**2-9(b). Individual Attendance Standards.** Members must voluntarily report to drill, musters, annual training and other periods of official duty when so ordered. Members shall report to such duty in timely manner in the appropriate uniform, with the appropriate equipment, and ready to conduct the scheduled training or other duties. A record of duty performed by Members shall be maintained on Reports of Duty Performed (CTMD Form 1-1). Attendance codes used on the 1-1 are Present (P), Excused Absence (E) or Unexcused (U). To be in good standing, members must be

present (P) for 50% of ordered drills per quarter. An excused absence (E) only means that the absence was not unexcused (U). An unexcused absence (U) is technically misconduct (AWOL) for which a commander may take disciplinary action against a member, including discharge, for neglect of duty.

2-9 (c). Personal Leave of Absence (PLOA) – Members who anticipate being absent for personal reasons for an extended period (not to exceed three months) may request a PLOA. The unit commander may approve. The unit will carry a member with an approved PLOA at the foot of the CTMD Form 1-1, denoting the period of the PLOA. PLOAs will not count against the 50% attendance participation requirement. A Member who requires a PLOA that exceeds three months shall be discharged without prejudice.

2-9(d). Medical Leave of Absence (MLOA). Members who require extended absences for medical purposes (e.g., broken leg, surgery, pregnancy), may request a MLOA. The Unit commander may approve a MLOA so long as there is a reasonable expectation that the member will return to service following the MLOA. The unit will carry a member with an approved MLOA at the foot of the CTMD Form 1-1, denoting the period of the MLOA. MLOAs will not count against the 50% attendance participation requirement. A Member who requires a MLOA that exceeds nine months shall be discharged without prejudice.

2-9 (e) Command Approvals of Absences – The Unit commander must receive a request for an excused absence (A), PLOA or MLOA from a member in writing prior to the period of the requested absence. The Commander must approve the absence in writing and submit the request and approval with the first monthly CTMD Form 1-1 corresponding to the first authorized absence. A PLOA and MLOA may not be used consecutively, even if injury occurs at no fault of the unit member.

2-10 Discrimination Prohibited. No person shall be denied membership in the armed forces of the state, nor be discriminated against in the matter of promotion therein, on account of such person's religion, national origin, color, race, sex, gender identity or expression or sexual orientation (CGS §27-59). Discrimination is an act of misconduct, for which, if proven, a member may be discharged. CTMD publishes militia discrimination and anti-harassment policies on-line at <https://portal.ct.gov/MIL/Human-Resources/Military-Department-Publications>. All members must be familiar with and strictly abide by these policies.

2-11. Recruit Status. Governor's Guard personnel begin their service as recruits, having the rank of private (PV1). Once a recruit completes the prescribed course of study required by the unit to which they are assigned, the unit commander will issue the recruit a certificate of completion of recruit training, submit a request for orders promoting the recruit to private (PV2) and confer membership in the unit. When a recruit graduates from recruit class, the recruit becomes a member of the armed forces of the state, assigned to the Governor's Guard unit to which they applied and completed recruit class. If a recruit fails to graduate from recruit class (for any reason), the recruit will be notified of the reason for the failure in writing and offered the opportunity to retain recruit status in the assigned unit for recycling/retraining in the next scheduled recruit class. If the recruit accepts the retention offer, in the period preceding the next recruit class, the recycled recruit will retain the rank of recruit/PV1 and be assigned duties consistent with his or her abilities. Recruits are not eligible to perform

military duty with pay (State Active Duty) orders. There is no limit to the number of times a recruit may recycle to graduate from the recruit class.

2-12. Integrating Recruits into Unit. To ensure full manning, unit commanders should be earmarking recruits to unit vacancies on their Unit Manning Roster (UMR). The UMR lists position and grade. This is maximum grade the member may be while occupying the position unless an over-grade exception to policy (ETP) is approved by TAG (in writing). Members in a lower grade may occupy a UMR position of a higher grade. For example, a member may graduate from recruit class and be advanced from the grade of E1 to the grade of E2. The E2 may be put into a UMR position coded as E3. Once the E2 possesses the necessary time in grade, the unit commander may advance the E2 to the grade of E3 (E3 position on the UMR).

2-13. Transfer Between Governor's Guard Units. If any member desires to transfer to a different Governor's Guard unit, the member must apply to the unit. If the unit commander accepts the application, the member may be transferred to the gaining unit and assigned to the new Governor's Guard unit as a recruit. To become a member of the new unit, the transferred member must begin as a recruit and graduate from the unit's recruit class, just as any other recruit.

2-14. Applicant Standards. All applicants to the Governor's Guards must be members of the unorganized militia of the State of Connecticut. Applicants must (1) be a Connecticut citizen or resident of Connecticut who has declared their intention to become a citizen of the United States, (2) not be ineligible to serve in the military by federal or state laws, (3) not be exempt from military service by such reasons of physical or mental disabilities. Applicants must provide a physical examination record to validate standards of physical fitness. Applicants are subject to criminal background checks. Applicants must be at least 18 years old and no older than 45 years old. TAG may approve age waivers that are submitted through MAPO with commander's endorsement. In applying eligibility standards, TAG generally applies Army accession standards as provided by Army Regulation 601-210 (Army Enlistment Program) and Army Regulation 40-501 (Standards of Medical Fitness). See CGS §27-1 and §27-2.

2-15 Prior-Service Applicants. An applicant with prior militia service with the unit to which they are applying (e.g., a former member who was discharged without prejudice from the 1GHG is applying to rejoin the 1GHG) may be re-assessed into the unit as a member (i.e., not as a recruit) based on the discretion of the unit commander. The commander must assess whether the prior-service applicant possesses the necessary skills to re-enter the unit as a member, rather than having to enter as a recruit. This command assessment may require the prior-service applicant to pass the recruit-class final exam. The command may require any prior-service unit applicant to be reassessed as a recruit. Applicants with prior service from other units (e.g., an applicant for 1GFG who has previous served in 1GHG or who served in the United States Armed Forces) must be assessed as a recruit. The only prior service that a unit commander may consider in waiving an applicant's requirement to pass recruit class is prior service in the unit that the applicant is applying to join. There are no exceptions. There are no direct officer appointments or enlistments into Governor's Guard units.

2-16. Enlisted Status. Enlisted member terms are indefinite. Enlisted members may voluntarily resign at any time. Enlisted members are "at will" and may be involuntarily



discharged by any commander in the chain of command for neglect of duty. Enlisted members so discharged may appeal in writing to TAG within 30 days of the effective date of the discharge. TAG, upon considering the appeal, may annul or affirm the member's discharge. (CGS §27-58) Neglect of duty is an all-encompassing term that includes but is not limited to such offenses failure to obey orders; failure to maintain attendance standards; failure to obey military courtesies and customs; bringing discredit upon the member, unit or armed forces, state, or United States; inefficiency; and discourtesy.

2-17 Member Duties. Members (enlisted and especially officers) are expected to uphold the highest virtues of military service, the profession of arms, esprit de corps, and dedication to duty. Members shall conduct themselves in a professional military manner while on duty and take no actions that discredits the unit or the State of Connecticut. All members are subject to the Connecticut Code of Military Justice (CCMJ) and must obey military orders, policies, unit SOPs, military courtesies and customs, their oaths and the lawful orders of superior officers and enlisted members of the armed forces of the state of Connecticut. Although the CCMJ provides for criminal offenses, the military command may pursue enforcement of violations through administrative processes, including administrative discharge, efficiency boards and reassignments.

2-18. Characterization of Service. Upon completion of service by being discharged by voluntary resignation or by reaching maximum age (64 years of age), members, who have cleared their hand receipts, shall receive an honorable characterization of service. If involuntarily discharged by the command (enlisted) or by an efficiency board, the member shall receive a general characterization of service, with prejudice, with the reason for discharge being "neglect of duty." The order may or may not specify the neglect(s) of duty. Members discharged involuntarily are not eligible for re-entry to service in the armed forces of Connecticut. Members who fail to return all government property upon discharge are subject to a general characterization of service. Members who fail to return government property are subject to other legal enforcement actions for recovery, including debt collection and claims.

2-19. Retirement. Members who qualify for retired status IAW CGS §27-53 may retire at the highest grade satisfactorily held and may apply for enrollment on the retired list, subject to TAG approval. TAG, with the consent of the member, may detail members from the retired list for specific duties.

2-20 MAPO. The MAPO is TAG's fulltime program administrator in charge of the organized militia. The MAPO has various responsibilities as a program administrator. The MAPO shall serve as the official conduit of administrative information between TAG and the organized militia. MAPO is not in the chain of command but functions as the TAG's representative supervising the daily activities of organized militia units, which requires generating orders and other records for the administration of organized militia units and personnel for presentation to TAG for approval. The MAPO is the official records custodian for organized militia records, including personnel records, and is required to ensure record completeness and accuracy. The MAPO also performs other duties as assigned by TAG that are consistent with the MAPO's position classification.

2-21. Judge Advocates and legal officers (CGS §27-145). The State Judge Advocate and Judge Advocates serving in the armed forces of the state may provide legal

services to members of the armed forces of the state and CTMD employees on a resource-available basis and while performing duty in an appropriate duty status. MAPO is well served in seeking legal reviews on all administrative matters, including order formats, SOP reviews, drafts of policies, general orders, forms, etc.

### **Chapter 3**

#### **Selection and Appointment of Governor's Guard Officers and Senior NCOs**

3-1. Unit Commander Vacancy Announcement. When a unit commander position becomes available and an Order of Merit List (OML) is not current (see para 3-3 below), TAG will issue a vacancy announcement to the members of the unit, directing interested members to submit application packages for appointment as the unit commander. The announcement will include a suspense date for CTMD to receive application packages. Any application package received after the suspense date will be returned to the sender.

3-2 Unit Commander Application Package. Only members who are assigned to the unit with the vacancy may submit an application package. For example, only members of the 1GFG may apply to be the commander of the 1GFG unit. The application package consists primarily of four items (a memorandum to TAG with three enclosures). The applicant must submit a signed memorandum to TAG (with the listed enclosures) expressing the member's interest in becoming the commander of the unit (Appendix E). It is important for the applicant to fully detail the reasons for the applicant's desire to be the unit commander. The memorandum must list the following three enclosures: military biography (primarily focusing on service in the Governor's Guard and state militia service), civilian resume and three reference letters. Application packages must be delivered to Connecticut Military Department, Attention MAPO/Unit Commander Application, 360 Broad Street – Room #113, Hartford, CT 06105.

3-3. Unit Commander Board. After the suspense date for submitting unit commander applicant packages, a board of officers ("Board") appointed by TAG, shall board the packages using standard board processes. The Board shall create an Order of Merit List (OML), from most qualified to unqualified, rating the applicant packages on criteria promulgated by TAG's charge to the Board. The OML shall remain valid for two years. The MAPO shall function as the board recorder, verify the military biography service of applicants, and, as the custodian of organized militia records, maintain the files of the Unit Commander Boards, including the resulting OML. MAPO shall report at the Monthly Commander's Update Brief (MCUB) the status of unit commanders: term expiration date, OML expiration date. TAG may select any applicant on the OML that is qualified to hold the position. (CGS §27-49. If the Board determines that no applicant is qualified to be appointed as the unit commander, TAG may appoint a temporary unit commander from qualified personnel (e.g., from another Governor's Guard unit, recalling a former commander, recalling a qualified member from the retired list, etc.).

3-4 Unit Commander. The unit commander shall be appointed in writing by TAG in an order issued by MAPO, "FOR THE GOVERNOR," in the grade of major (O4) and shall hold the position (at TAG's discretion) for three years. There is no limit as to the number of terms a unit commander may serve. TAG may reappoint the currently serving unit commander to successive three-year terms without announcing a vacancy or selection from an OML. Any currently serving unit commanders at the time of issuance of this GO

will be permitted to finish their current term. At the expiration of the term, unless TAG reappoints the currently serving unit commander, TAG will announce the vacancy and accept applicant packages from interested unit members. The position of unit commander is voluntary and at will, serving at the pleasure of TAG. TAG may reassign unit commander to any other position in the unit for any reason (e.g., if the commander is not performing to TAG expectations). Upon reassigning the unit commander, TAG may select a replacement from a current unit commander OML. If the unit commander OML is expired or has no qualified members capable of being appointed as the unit commander, TAG may announce the vacancy to unit members and request unit members to submit applicant packages. TAG may also request the resignation of any unit commander. If a unit commander refuses to resign at request of TAG, TAG may relieve the unit commander of his position, suspend the officer from performing duty and submit the unit commander to an efficiency board to determine fitness for continued service. If the unit commander's term expires prior to the efficiency board's ruling, the officer shall revert to his or her enlisted position and may be discharged using the enlisted process (para 2-10).

3-5. Efficiency Board. (CGS §27-52) TAG shall utilize an efficiency board process to determine the fitness of officers. Reasons to refer an officer to a board include (i) substandard performance of duty (neglect of duty), (ii) misconduct, unethical behavior, moral or professional dereliction, (iii) the interest of state security, (iv) derogatory information contained in the officer's records combined with other known deficiencies. The board process is generally analogous to show-cause boards used by the Army National Guard (reference NGR 635-101, 15 August 1977), as modified by this GO or by the TAG's "Referral to Efficiency Board" memo.

3-5 (a) Pre-Board Procedures. In lieu of a board, an officer may (i) tender a resignation, (ii) request a discharge, (iii) request reduction and reassignment to an enlisted position within his or her unit of assignment, (iv) request retirement if eligible. If officer declines to elect one of the pre-board options and an honorable characterization of service (with or without prejudice) is recommended by the TAG, the officer will be provided ten days to submit a written statement or rebuttal to the board. Upon receipt of the statement or rebuttal (if submitted) or after ten-day rebuttal period has expired, upon due consideration, TAG may approve the discharge and forward the case directly to the Governor for approval. Alternately, TAG may refer the case to the Board for a hearing.

3-5 (b) Procedural Summary. The administrative process used shall consist of TAG notice to the officer, referral of the matter to an efficiency board convened by TAG, board's review of evidence presented by TAG, opportunity for the officer to be heard by the board, board deliberations, board findings, and board recommendations to TAG. When TAG appoints and refers a matter to the board, the TAG shall also submit the underlying evidence. For example, if the reason for the board is a criminal offense, the police report or court transcripts should be presented to the board. If the reason for the board is the findings of an administrative investigation (AI), the AI should be presented to the board. If the reason is medical, the supporting medical record is presented.

3-5 (c) Board. The board consists of at least 3 voting members, a recorder, legal advisor, TAG's representative, and respondent's counsel. The senior member by rank or by time in grade if members are of the same rank shall be the president of the board. All voting members will be officers of the armed forces of the State of Connecticut. The members of the board must be senior in rank to the respondent or by time in grade if a member is the same rank as the respondent. When the respondent

is a minority or female and makes a written request, every effort will be made to ensure the board included a minority or female member. The provisions of AR 15-6 generally apply to board proceedings except as modified herein. The efficiency board is an administrative hearing. The rules of evidence do not apply. Proper decorum, however, must be strictly observed. Evidence must be relevant and not overly repetitious. The Board President will rule on all matters pertinent to the conduct of the hearing, including motions or objections, with advice from the Board's legal advisor.

3-5 (d) The board must make a separate finding for each matter (allegation) referred to the board. The board may recommend retention (with or without reassignment to an enlisted position within the unit) or involuntary separation. In the case where misconduct, unethical behavior, moral or professional dereliction is alleged, the board will also recommend a characterization, even if the original recommendation was honorable. The board shall examine the reasons for the officer's appearance before the board, prior to the hearing. During the hearing, the TAG's representative shall brief the case in an opening statement, cross examine witness, make objections or motions, and make a closing statement. The officer under review shall be entitled to choose a member of the armed forces of the state to serve as a representative (does not have to be an attorney), if such representative is reasonably available and agrees to the representation, and at no cost to government; or a TAG-appointed member of the armed forces of the State who is an attorney, to serve as a representative; or the respondent may hire a private attorney at no cost to the government. If the respondent retains private counsel, a military representative/attorney is not be authorized. The respondent has the burden of proof by clear and convincing evidence to show cause for retaining membership in the armed forces of the state through presentation of evidence. The officer under review may call and question witnesses. Witnesses may not be compelled to testify. The efficiency board members and the board's legal advisor may also directly examine witnesses. Upon conclusion of the respondent's presentation of evidence, the respondent and TAG's representative may make closing arguments. The Efficiency Board will make findings as to the reason for the board and make recommendation to either retain or non-retain the officer and, if applicable, characterization of service. TAG will thereafter process the findings IAW CGS §27-52.

3-6 Unit Officers and Senior Enlisted. Upon appointment of a unit commander, the unit commander must appoint the remaining authorized officers (O-3, O-2 and O-1) of the unit, the sergeant major (E-9), the first sergeant (E-8) and sergeants first class (E-7). Currently serving elected unit officers and senior enlisted are not grandfathered upon the implementation of this GO. The unit commander must assign unit officers and senior enlisted members. The unit commander may reappoint all unit officers and senior enlisted to the positions held. When appointing unit officers and senior enlisted, the new unit commander may reassign any member currently serving in those positions to other positions listed on the UMR. The appointed member's terms shall be coterminous with the appointing unit commander. All officer and senior enlisted positions are at will and are filled at the discretion of the unit commander. The unit commander shall fill all vacancies listed on the UMR as necessary and proper during his or her term as commander. The unit commander has no requirement to apply seniority or other criteria in making assignments of unit personnel. At any time, a unit commander may reassign an officer to any position in the unit (including enlisted positions) and refill the position as deemed necessary for unit efficiency. Officers and senior enlisted appointed to positions may at any time be reassigned by the unit commander to any position. No

member has a right to the position to which they are assigned by the unit commander. Efficiency boards are not authorized for reassignments. If an officer or senior enlisted who is reassigned by the commander is dissatisfied with the reassignment, the member may tender a resignation. If discharged, the member is entitled to an honorable characterization without prejudice and the reason listed shall be completion of required service.

**3-7 Appointment Criteria.** In appointing members to key unit positions, the commander shall select members based on their rank, skill, and experience. Members appointed to key positions shall serve at the pleasure of the commander. The commander shall present his or her selections for filling positions in the format of a Request for Orders (RFO) through the MAPO. If TAG approves (in whole or in part), the MAPO will issue orders (order formats), signed by the MAPO and TAG, with a copy furnished to the member and the member's OMPF. The commander shall provide the UMR to CTMD showing the positions held by all members of the unit during MCUBs. The commander may designate additional staff positions only with TAG's written approval. If appointments of officers or senior enlisted are required during the term of the unit commander, the unit commander will seek TAG approval of the appointment by issuing a RFO to TAG through the MAPO. If approved, MAPO shall provide written orders for the appointment, signed by TAG and MAPO. Orders are provided to the appointed member and a copy filed in the member's OMPF, which is maintained by MAPO. Appointments may require the issuance of a commission (for officers) and corresponding oath of office (with either enlisted or officer oath).

**3-8 Commissions.** Commissions for officers of the Governor's Guard units will be issued by TAG. The MAPO will coordinate the issuance of commissions to officers and will file a copy in the member's OMPF.

## **Chapter 4**

### **Militia General Fund Accounts and Unit-Level Fund**

**4-1. Governor's Guard fiscal activities** are generally centrally monitored by the CTMD Fiscal Office and the MAPO. Unit Commanders are issued state-issued purchase cards (P-Cards), which are governed by State policies (comptroller), and can be used for official State of Connecticut purchases. All purchases are drawn from the unit's General Fund accounts and are reviewed/centrally by CTMD fiscal personnel and the MAPO. Unit Commanders are required to abide GO 2015-2 and 2015-2A to fiscal activities and unit accounts. Commanders must strictly abide by all state and CTMD fiscal requirements.

**4-2 Unit-Level Fund (UF) Governance.** In addition to CTMD General Fund accounts, Governor's Guard unit commanders are authorized a UF. GO 2015-2 and GO 2015-2A contain provisions governing UFs. However, based on the rescission of unit bylaws, the provisions of the 2015 GOs referring to unit bylaws are severed and are null and void. All other provisions of the 2015 GOs provisions governing UFs will otherwise remain in effect and are herein supplemented. The unit commander oversees the UF and is responsible for UF accounting, authorizing all expenditures and deposits.

**4-3 UFs.** For unit unofficial unit activities, each unit is authorized to maintain a UF. UFs are inspected. The balance of the UF may not exceed \$10,000 at the end of the

calendar year. At the beginning of the calendar year, the unit commander may set annual dues for officers and members based upon the expected annual requirements for unofficial unit activities during the upcoming calendar year. The dues may be a sliding scale, based on the rank of the members. Although there is an expectation that all members will have the ability to pay dues, no member can be forced to pay dues. The payment of unit dues is voluntary.

4-4. UF Administration. To administer and account for the UF activities, the commander may issue an SOP and appoint a member as the unit fund secretary and a member as the unit fund treasurer as an additional duty assignment. The unit commander shall be in charge of the unit fund. The commander shall report on the unit fund balance and activities during the MCUBs and provide an annual report at the last MCUB of the calendar year. UFs will be included as an item for the annual inspection.

## **Chapter 5**

### **Organized Militia Records and Official Military Personnel Files (OMPFs)**

5-1. This chapter provides guidance on maintaining organized militia records, including an OMFP. The MAPO is the custodian of organized militia records and OMPFs. Each member of the Governor's Guard and Connecticut State Guard, including any retired member detailed from the retired list, shall have an OMPF that complies with this GO. Each OMPF shall include a section for medical records. The OMPF must include certain mandatory forms and should be organized IAW the State Militia Official Military Personnel File (OMPF) Checklist (Appendix F). This chapter reiterates the role of the MAPO as the records custodian for all organized militia records and requires the MAPO to maintain OMPF standards for each member of the Governor's Guard, Connecticut State Guard and any recalled retiree performing SAD. An OMPF must contain complete, accurate and proper records. The OMPF is a state record and must be stored and handled accordingly. The MAPO shall securely store each OMPF in the MAPO's office. As state records, governed by state statutes, including Chapter 14, "Freedom of Information Act" and Chapter 504, "Militia," mishandling or improper release may constitute a criminal offense. The annual inspection of the Governor's Guard shall include an inspection of all OMPFs maintained by the MAPO to ensure their completeness, accuracy, and safe storage. All records shall be maintained IAW the state document retention schedule.

#### **5-2. Duties & Responsibilities.**

5-2 (a). MAPO. The MAPO is the CTMD's official custodian of all CTMD records pertaining to the Organized Militia, which includes the Governor's Guard, Connecticut State Guard and recalled retiree OMPFs. The MAPO shall ensure the accuracy, completeness and propriety of all records submitted for inclusion in and contained in a member's OMPF. In addition, the MAPO shall be responsible for maintaining other pertinent records, including but not limited to records pertaining the Connecticut State Guard Reserve (for personnel conducting Military Funeral Honors) and Governor's Military Staff (appointment order for each member, current membership roster, historical activity file) and the OML developed for TAG's selection of unit commanders (reference Chapter 3). The MAPO must also ensure all CTMD General Orders, Circulars, Letters, forms and other official CTMD policies and communications governing the Organized Militia are posted on the CTMD website: <https://portal.ct.gov/MIL/Human->

Resources/Military-Department-Publications. As the custodian of the records, the MAPO shall maintain an OMPF for each member and ensure that the OMPF meets standards.

5-2 (b). Governor's Guard Unit Commander. The commander and unit adjutant shall provide guidance and oversight throughout the application process and during routine activities, such as appointing officers, assignments, reassignments and generating orders, including award orders. The Commander and/or the unit adjutant will process membership applications and oversee the generation of the required forms. They will assist applicants with ensuring the completeness and accuracy of the required documentation. Once an applicant's initial paperwork is reviewed for completeness and accuracy by the commander, he or she will submit the completed forms and records and forward to the MAPO for inclusion in the member's OMPF and issuance of recruit appointment orders. The unit commander shall issue necessary SOP on recordkeeping, including an instruction to unit members on the prohibition on retention of records at the unit level that contain Personally Identifying Inform or Protected Medical Information.

5-2 (c). State Militia Official Military Personnel File (OMPF) Checklist (Appendix F) will be used to annotate the records that are in the personnel file and highlight any missing documents. The checklist will be attached to the front of the personnel file and maintained for reference and for follow-up with the unit commander and adjutant for notification of and submission of missing records.

5-2 (d). Records Management Liaison Officer (RMLO). The MAPO must routinely consult with the CTMD RMLO for disposition of Organized Militia records. Many records may require archiving at the Connecticut State Library CTMD microfiche archiving.

5-3 Members - Annual Inspection/OMPF Review. Each member of the Governor's Guard shall conduct an annual review of their OMPF. The MAPO shall require each unit commander and/or unit adjutant to conduct an annual records review with each member of their unit. The MAPO may conduct the annual review at annual training or at any drill. Upon completion of the annual member review, the unit commander shall verify the accuracy and completeness of the records contained in the member's OMPF by signing and dating the by the CTMD OMPF Checklist. This is an annual requirement. The MAPO must collect all the OMPFs and any residual records upon the completion of the annual review for secure storage of the records in the MAPO's office.

5-4 Missing or added documents will be annotated and dated on the cover checklist. The MAPO will be notified of any missing documents. The Unit Commander and Adjutant will require the member to accurately complete the missing records which shall forthwith be forwarded to MAPO for inclusion in the Member's OMPF.

5-5 OMPF Required Forms. The following list comprises the list of forms that must be accurately completed and maintained in a member's OMPF. The MAPO must ensure all CTMD forms are posted on the CTMD website: <https://portal.ct.gov/MIL/Human-Resources/Agency-Forms>. The following listed forms are required forms for OMPF. However, the list is not exhaustive and other forms may be included in a member's OMPF.

CTMD Form 1-3 (Application for Membership in the Governor's Guards)  
CTMD Form 1 (Oath of Office – for Officers)  
CTMD Form 2 (Oath of Office – for Enlisted members)  
CTMD Form 1-4 (Police Record Check)  
CTMD Form 1-12 (Injury Reporting Procedures)  
CTMD Form 1-13 (Gratuitous Service Acknowledgment)  
CTMD Form 1-14 (Qualification to Possess Firearms or Ammunition)  
CTMD Form 1-15 (Fraternization Policy)  
CTMD Form 1-17 (Acceptable Use Policy)  
Standard Form (SF) 88 (Physical Examination)\*  
SF 99 (Report of Medical History)\*  
Form US-W4 (Withholding Form)  
Form CT-W4 (Withholding Form)  
Copy of Birth Certificate  
Copy of Driver's License  
Applicant Interview/Commander's Endorsement  
Proof of Previous Military Service (if applicable) – e.g., DD Form 214  
All State Orders/Appointments  
Copy of State Awards/Decorations

5-5(a) The unit commander may, with the approval of MAPO, accept alternate medical examination forms. Use of SF 88 and SF 99 is the preferred method to ensure physical and mental standards of applicants. However, if the MAPO determines that alternate medical reports from a licensed physician provide an adequate representation of required medical standards for membership, such alternate form shall be accepted. The MAPO annotate "accepted," sign and date alternate medical forms.

5-6. Email. Only key personnel positional email accounts are authorized. The following email accounts are the only authorized email accounts for official Governor's Guard communications by key personnel.

1GFG.Commandant@ct.gov  
1GFG.XO@ct.gov  
1GFG.Adjutant@ct.gov  
1GFG.Quartermaster@ct.gov

2GFG.Commandant@ct.gov  
2GFG.XO@ct.gov  
2GFG.Adjutant@ct.gov  
2GFG.Quartermaster@ct.gov

1GHG.Commandant@ct.gov  
1GHG.XO@ct.gov  
1GHG.Adjutant@ct.gov  
1GHG.Quartermaster@ct.gov

2GHG.Commandant@ct.gov  
2GHG.XO@ct.gov  
2GHG.Adjutant@ct.gov  
2GHG.Quartermaster@ct.gov



## **Chapter 6**

### **Property Accountability**

6-1. TAG is charged with care of all state military property and is required to safeguard and to keep an accurate account of all such property (CGS §27-20 (e)). To ensure accountability of all military property in the care and custody of Governor's Guard units, the commander must conduct an annual property inventory and submit the results to TAG through the MAPO. The MAPO and unit commanders must utilize the procedures in GO 2018-3, "Property Accountability Procedures" and as directed herein.

6-2. The unit commander is responsible for the accountability of all property maintained by his or her Governor's Guard unit (CGS §27-41). The unit commander will ensure that only state property is maintained by the unit. The unit commander has no authority to maintain non-state property. If a unit commander maintains any property that is not state property, the unit commander must submit a written request to TAG to seek authorization to maintain such non-state property. If TAG issues written authorization for the unit commander to maintain non-state property, the authorization must be maintained by the unit commander for presentation during annual inventories.

6-3. The MAPO, as the custodian of organized militia records, must maintain a property file for each of the four Governor's Guard Units. The MAPO may do this in conjunction with the CTMD Fiscal Administrative Supervisor (FAS), who maintains CTMD property accountability records. The FAS, however, may not maintain accountability records of all military property maintained by the Governor's Guard units. The MAPO must seek to maintain property records to account for 100% of the property maintained by Governor's Guard units, which includes items not currently inventoried by CTMD FAS, such as unit artifacts (special interest items), clothing records and non-state-owned property maintained by the commander with TAG's written authorization.

6-4 Members. The unit commander through the unit quartermaster may issue state military property to member, such as uniforms and accoutrements. Accountability for issued property shall be maintained by using a CTMD Form 4-14, "Receipt of Military Property Agreement," for all property issued to members. Members shall keep all state-issued property, including uniforms and equipment, in good and serviceable condition. Members are required to replace or reimburse the State of Connecticut for property issued to them that is lost, damaged, destroyed, or stolen due to the members own negligence or willful misconduct. The unit commander must conduct an annual show-down inspection of members to ensure that property accountability is being maintained. TAG generally applies the standards of AR 735-5 for financial liability investigations and property loss to validate member's financial liability.

6-5 Key Control. The unit commander is responsible for maintaining key control over all keys and fobs that are necessary for unit operations (e.g., vehicles, doors, cash box, equipment lockers, computer access, etc.). Key control is an inspectable item and should be governed at the unit level by an SOP.

6-6. Lost Property. Upon discovery of any lost property, the unit commander or other key unit personnel shall issue a serious incident report (SIR). The SIR should be immediately transmitted via email to the MAPO, Staff Judge Advocate, Assistant Adjutant General, and TAG. SIRs may also be issued to CTMD through the Joint

Operations Center (JOC). It is important for all SIRs to be issued in a timely (immediate) manner and to at least the four officers listed above.

## **Chapter 7**

### **Standard Operating Procedures and Awards**

7-1. Annual Inspection. TAG shall annually inspect each unit of the Governor's Guard. The inspection will be announced in an annual inspection circular, listing the dates, times and areas to be inspected and the assigned inspectors. (CGS §27-20). TAG may appoint an officer or the MAPO to generate the annual inspection circular, checklists and to supervise the annual inspection. MAPO shall maintain copies of the annual inspection IAW the state of Connecticut document retention schedule.

7-2. SOPs. All unit SOPs shall be reviewed by the MAPO for propriety. SOPs shall pertain to all matters of unit activities and operations, including the recruit training program, horse care and use, Yearly Training Calendar, personnel attendance, and leaves of absences (personal and medical), serious incident reporting, injury processing, vehicle use reports, maintenance requests, awards, security requirements, key control, uniform appearance, and other pertinent unit matters. The MAPO shall countersign and date all unit SOPs with the unit commander. Unit SOPs shall be published and maintained at the unit level in a tabbed unit SOP binder. The unit SOP binder shall contain a numbered Table of Contents that lists each SOP, with the SOP under the corresponding numbered tab. All members shall have access to the SOP binder and shall be familiar with their content. This SOP binder is an item subject to annual inspection.

7-3. Awards. The Commander shall issue an SOP that lists unit awards. The SOP shall list unit awards, criteria for earning the award, and describe the associated medal, ribbon, trophy, or certificate to be issued to recipients earning the award. Unit award announcements shall be issued in memorandum format by the commander to the recipient. A copy shall be retained and placed in a Member's OMPF. The commander shall submit requests for orders to CTMD for statutory awards which shall be issued IAW CTMD processes.

7-4. Serious Incident Reporting. All serious incidents/Commander's Critical Information Reports should be issued immediately and to the State Joint Operations Center (JOC). The JOC will transmit SIRs IAW distribution requirements. Available on Forms Website

## **Chapter 8**

### **Foot Guard Bands**

8-1. Bands. The 1GFG and 2GFG are authorized bands. Authorization for personnel for bands are included on the UMR. Commanders must ensure that personnel assigned to band positions are subject to all the requirements of unit membership in the armed forces of the state, assigned to a Governor's Guard unit. Band members receive equal standing in the unit as other members of the same rank and shall have no special entitlements. Band members may apply for unit command and may be assigned additional duty assignment. The unit commander may issue an SOP to assist in setting standards and expectations for unit members who are assigned as band members.

8-2. **Supplementation of Bands.** Unit commanders may, in unique circumstances, supplement band members with statutory volunteers (§CGS 27-100b) through the CTMD Family Program. Ideally, unit commanders will fill all of their band-member authorizations with members. When there are band vacancies that cannot be filled with members, the unit commander, with the written approval of TAG (through MAPO) may use CTMD Family Program volunteers to supplement vacancies. MAPO must maintain a copy of the approval. Once a unit receives TAG written approval, unit commander must issue an SOP for administering band volunteers.

8-3. **Band Member Uniforms.** Due to the duties of band members, the unit commander may authorize an alternate (civilian) duty uniform for band members that will permit statutory volunteers to meet uniform standards. Such uniform may be a colonial red civilian suit, designated color shirt, socks and shoes, with specifications for unit logo, rank and a colonial hat. Alternate band member uniforms must be approved by TAG in writing (through MAPO). MAPO shall maintain a copy of the approval. Once unit receives TAG written approval, unit commander must issue an SOP for use of volunteers and their uniforms (which cannot be a standard militia member uniform).

## **Chapter 9**

### **CTMD Horses**

9-1. **CTMD Horses.** The 1GHG and 2GHG Are authored a set number of horses, annually approved by TAG. CTMD horses are assigned to GHG units. CTMD hires state employees (State Agricultural Workers) for the daily care of CTMD horse. CTMD administers horses at the GHG facilities IAW GO 2023-2 (Herd Administration). Unit commanders are authorized SOPs to ensure property care, custody, and control of CTMD horses.

#### **Section I - Abbreviations**

**AR** - Army Regulation

**CTMD** - Connecticut Military Department

**FAS** - Fiscal Administrative Supervisor

**GFH** - Governor's Foot Guard

**GHG** - Governor's Horse Guard

**GO** - General Order

**IAW** - In accordance with

**JOC** - Joint Operations Center

**MAPO** - Military Administrative and Programs Officer

**MCUB** - Monthly Commander's Update Brief

**NGR**- National Guard Regulation

**OMPF** - Official Military Personnel File

**RFO** - Request for Orders

**RMLO** - Records Management Liaison Officer

**SAD** - State Active Duty

**SOP** - Standing Operating Procedure

**TAG** - The Adjutant General

**UF** - Unit-Level Fund

**UMR** - Unit Maning Roster

## **Section II -Terms**

**Armed Forces of the State of Connecticut** - The armed forces of the State of Connecticut consist of the organized militia, the National Guard, the naval militia.

**Classes of Militia** - The militia of the State of Connecticut shall be divided into four classes as follows: unorganized militia, organized militia, National Guard and the naval militia.

**Commandant** – synonymous with the term "commander." In Governor's Guard units, the unit commander is also known as the commandant, who holds the rank of major.

**Connecticut Military Department** – An agency of the State of Connecticut under the command and control of the adjutant general. The Military Department shall be comprised of (1) the armed forces of the state, which shall be under the military command and control of the Adjutant General, and (2) the department's civilian employees.

**Connecticut National Guard** - The Connecticut National Guard consists of the Army National Guard and the Air National Guard, as such forces as may be organized and maintained by this state pursuant to the laws and regulations of the United States relating to the National Guard.

**Connecticut Naval Militia** – The Connecticut Naval militia shall consist of such persons as may enlist or be appointed or commissioned therein as a special force for coast protection and as a naval reserve and shall be organized and maintained by this state pursuant to the laws and regulations of the United States relating to the naval militia. The naval militia may include a marine corps branch of the naval militia subordinate thereto in all matters pertaining to command, discipline, or administration. The naval militia is not an active element of the armed forces of the State of Connecticut

**Connecticut State Guard** – an element of the Connecticut organized militia, raised, organized, maintained and governed as a body of volunteer troops for state military duty, as ordered by the Governor and commanded by the adjutant general.

**Governor's Guards** – an element of Connecticut's organized militia consisting of the first and second companies of Governor's Foot Guards and the first and second companies of the Governor's Horse Guards. A foot guard company may each consist of one major commandant, grade O-4; one warrant officer, grade W-4, to be bandmaster; one sergeant major, grade E-9; and such other personnel as is consistent with orders issued or regulations prescribed under section CGS §27-14 and with the provisions of section CGS §27-79. A horse guard company may each consist of one major commandant, grade O-4; one sergeant major, grade E-9; and such other personnel as is consistent with orders issued or regulations prescribed under section CGS §27-14 and with the provisions of section CGS §27-79.

**Governors Military Staff** – (See CGS §27-15) The Governor shall appoint the military staff that shall consist of the Adjutant General, who shall be chief of staff with the rank of lieutenant general.

**Organized Militia** - The Connecticut organized militia consists of the Governor's Guards, the State Guard and such other military forces as may be designated by the Governor as commander-in-chief, which may hereafter be organized under the provisions of the laws of this state.

**Unorganized Militia** - The Connecticut unorganized militia consists of all male citizens and all male residents of the state who have declared their intention to become citizens of the United States, between the ages of eighteen and forty-five years, not exempt from military duty by federal or state laws or by such reasons of physical or mental disabilities as shall be prescribed in general orders or regulations published by the Adjutant General and approved by the Governor and who are not members of the organized militia or of the National Guard or of the naval militia, and all female citizens and all female residents of the state who have declared their intention to become citizens of the United States, between the ages of eighteen and forty-five years, who may voluntarily offer their services to the state.

**State Active Duty (SAD)** – The performance of ordered state military duty with or without pay Response of National Guard personnel in support of natural or man-made disasters or homeland defense missions at the directive of the Governor. State active duty is based on State statute and policy as well as State funds; and the Soldiers remain under the command and control of the Governor.

**Writing or Written** -- Denotes a tangible or electronic record of a communication or representation, including handwriting, typewriting, printing, photocopying, photography, audio or video recording, and electronic communications. A "signed" writing includes an electronic sound, symbol, or process attached to or logically associated with a writing and executed or adopted by a person with the intent to sign the writing.

**Section III  
Contact Information**

**Casualty Operations Office:** (office) 203-568-1747 (cell) 860-883-7098

**Family Programs Survivor Outreach Services:** (860) 883-6949

**Fiscal Administrative Manager:** (860) 548-3246

**Fiscal Administrative Supervisor:** (860) 524-4946

**Human Resources Office:** (860) 548-3248

**Judge Advocate General:** (860) 493-2770

**Joint Operations Center:**  
Staff Duty Officer- JFHQ-CT JDOMS  
OPS: (860) 524-4951  
CELL: (860) 883-4510  
[nq.ct.ctarnq.mbx.joc-msgctr@army.mil](mailto:nq.ct.ctarnq.mbx.joc-msgctr@army.mil)

**Military Administrative Plans Officer:** (860) 524-4968

**Military Funeral Honors:** 203-567-1740

**Public Affairs Office:** (860) 524-4857

**State Chaplain:** (860) 548-3240

**The Adjutant General:** (860) 524-4953

**LIST OF APPENDICES**

Appendix A Governor's Guard Chain of Command (Diagram), A1 – A#

Appendix B Mission Statements, B1

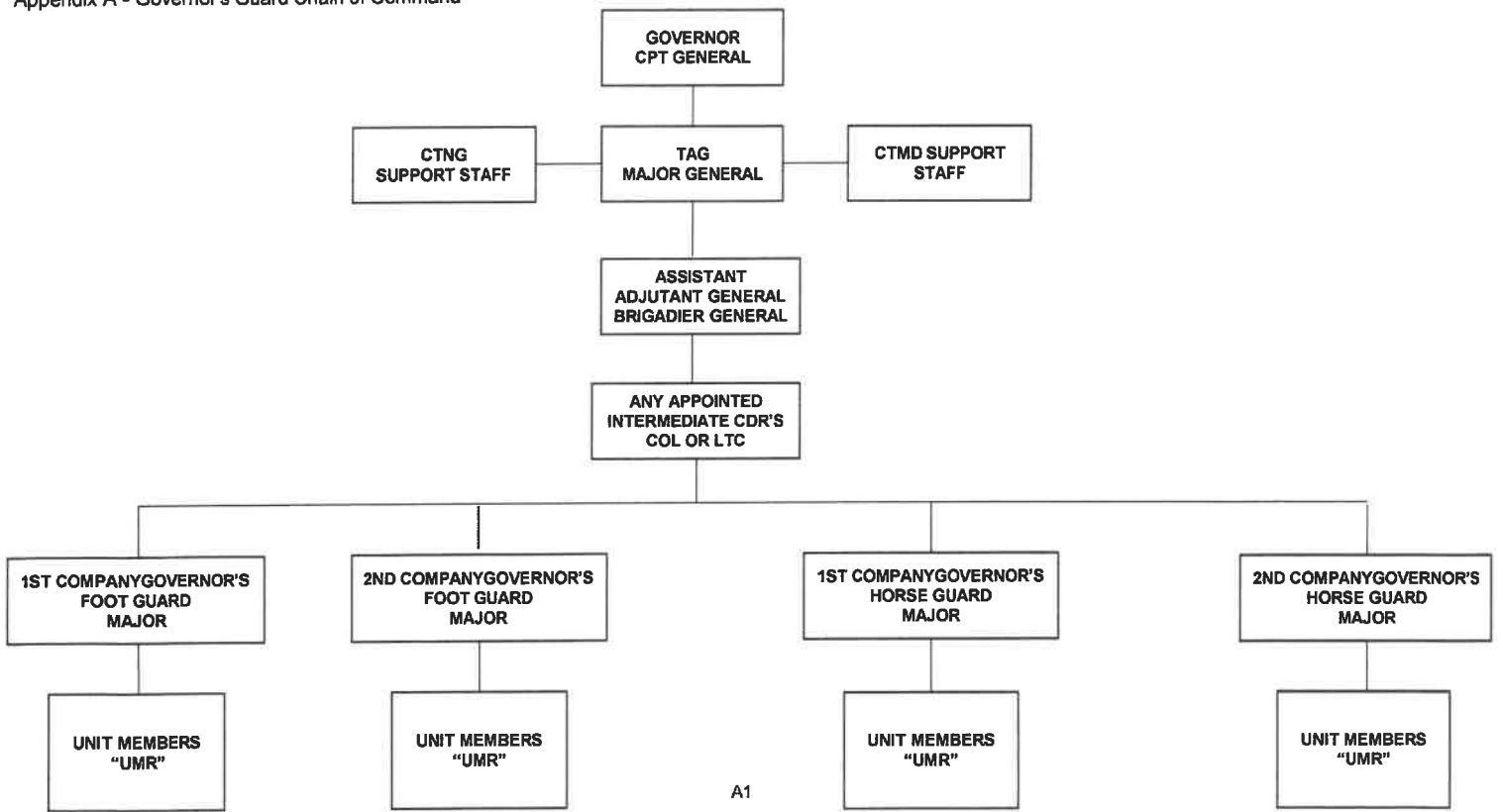
Appendix C Governor's Foot Guard Unit Composition, C1– C#

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Appendix E Sample Memo Response to CDR Vacancy Announcement, E-1 - E2

Appendix F State Militia Official Military Personnel File (OMPF) Checklist, F1

Appendix A - Governor's Guard Chain of Command





**STATE OF CONNECTICUT**  
**MILITARY DEPARTMENT**  
**WILLIAM A. O'NEILL ARMORY**  
**360 BROAD STREET, HARTFORD, CONNECTICUT 06105-3706**

**Mission Statements**

**Mission of the Connecticut Military Department**

The Military Department is a unique dual-status agency, having both federal and state missions. The federal mission is to maintain properly trained and equipped National Guard units for prompt federalization in the event of war, domestic emergencies or other emergencies. The state mission is to coordinate, support and augment federal, state and local authorities in emergency response, to provide emergency response planning and to conduct community service programs.

**Mission of the Governor's Guards**

The Governor's Guard comprises an element of the organized militia of the State of Connecticut and serves as ceremonial military units at public and private civic events whenever and wherever ordered by the Governor or the Adjutant General. The Governor's Guard supports the Military Department during emergency response and community service activities.

**Mission of the First and Second Companies of Governor's Foot Guards**

The Governor's Foot Guard serves the State of Connecticut on behalf of the Governor as part of the organized militia, primarily in military, historic, and ceremonial events, both public and private, to exemplify the unit's tradition of patriotism, voluntarism, and unbroken service to the State and country since the 1770's. The Governor's Foot Guard also supports the Military Department during emergency response and community service activities.

**Mission of the First and Second Companies of Governor's Horse Guards**

The Governor's Horse Guard serves the State of Connecticut on behalf of the Governor as a horse mounted cavalry unit of the organized militia, primarily in military, historic, and ceremonial events, both public and private, to entertain and educate the public of the historical importance of the horse and Soldier and to promote Connecticut's revolutionary and military histories. The Governor's Horse Guard also supports the Military Department during emergency response and community service activities.



**APPENDIX C**

**GOVERNOR'S FOOT GUARD  
UNIT STRUCTURE**

**TABLE OF DISTRIBUTION AND ALLOWANCES  
WITH  
PARA/LIN AND ORGANIZATIONAL CHARTS**

	O4	O3	O2	O1	W4	W3	W2	W1	E9	E8	E7	E6	E5	E4	E3	TOTAL
<b>Required</b>	1	2	3	2	1	0	0	0	1	1	5	9	12	22	14	73
<b>Authorized</b>	1	2	3	2	1	0	0	0	1	1	5	9	12	22	14	73

Governor's Foot Guard

PARNO	PERLN	PARTL/PSNTL	BR	GRADE	REQ STR	AUTH STR	REMARKS
<b>100</b>		<b>COMMAND GROUP</b>					
	01	Commandant		O4	1	1	
	02	Executive Officer		O3	1	1	
	03	Sergeants Major		E9	1	1	
		<b>TOTAL FOR PARA 100</b>			<b>3</b>	<b>3</b>	
<b>200</b>		<b>HEADQUARTERS PLATOON</b>					
201		<b>PLATOON HEADQUARTERS</b>					
	01	Platoon Leader		O3	1	1	
	02	Platoon Sergeant		E8	1	1	
		<b>TOTAL FOR PARA 201</b>			<b>2</b>	<b>2</b>	
202		<b>ADJUTANT OFFICE</b>					
	01	Adjutant		O2	1	1	
		<b>TOTAL FOR PARA 202</b>			<b>1</b>	<b>1</b>	
203		<b>PERSONNEL SECTION</b>					
	01	Personnel Sergeant		E6	1	1	
	02	Personnel Clerk		E4	1	1	
		<b>TOTAL FOR PARA 203</b>			<b>2</b>	<b>2</b>	
204		<b>PUBLIC AFFAIRS SECTION</b>					
	01	UPAR		E6	1	1	
	02	UPAR Clerk		E4	1	1	
		<b>TOTAL FOR PARA 204</b>			<b>2</b>	<b>2</b>	
205		<b>QUARTERMASTER OFFICE</b>					
	01	Quartermaster		O1	1	1	
		<b>TOTAL FOR PARA 206</b>			<b>1</b>	<b>1</b>	
206		<b>SUPPLY SECTION</b>					
	01	Supply Sergeant		E6	1	1	
	02	Supply Clerk/ Armorer		E5	1	1	
	03	Supply Assistant		E4	1	1	
		<b>TOTAL FOR PARA 207</b>			<b>3</b>	<b>3</b>	
207		<b>MESS SECTION</b>					
	01	Mess Sergeant		E5	1	1	
	02	Mess Clerk		E4	1	1	
		<b>TOTAL FOR PARA 208</b>			<b>2</b>	<b>2</b>	
208		<b>MOTOR SECTION</b>					
	01	Motor Sergeant		E5	1	1	
	02	Motor Clerk		E4	1	1	

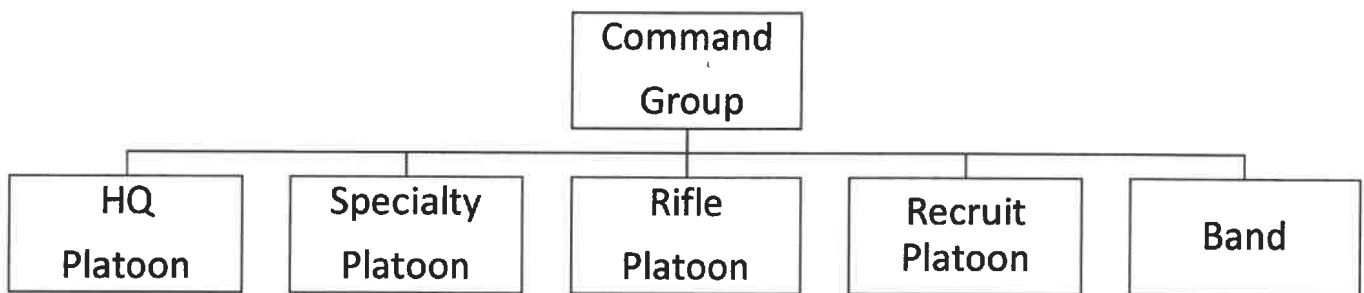
Governor's Foot Guard

		TOTAL FOR PARA 209			2	2
		<b>TOTAL FOR PARA 200</b>			<b>15</b>	<b>15</b>
<b>300</b>		<b>SPECIALTY PLATOON</b>				
301		SPECIALTY PLATOON HEADQUARTERS				
	01	Platoon Leader	O1		1	1
	02	Platoon Sergeant	E7		1	1
		TOTAL FOR PARA 301			2	2
302		COLORS SECTION				
	01	Color Sergeant	E6		2	2
	02	Asst. Color Sergeant	E5		2	2
	03	Rifleman	E4		2	2
	04	Rifleman	E3		2	2
		TOTAL FOR PARA 302			8	8
		<b>TOTAL FOR PARA 300</b>			<b>10</b>	<b>10</b>
<b>400</b>		<b>RIFLE PLATOON</b>				
401		RIFLE PLATOON HEADQUARTERS				
	01	Platoon Leader	O2		1	1
	02	Platoon Sergeant	E7		1	1
		TOTAL FOR PARA 401			2	2
402		Rifle Squad				
	01	Squad Leader	E6		3	3
	02	Asst. Squad Leader	E5		3	3
	03	Rifleman	E4		9	9
	04	Rifleman	E3		9	9
		TOTAL FOR PARA 402			24	24
		<b>TOTAL FOR PARA 400</b>			<b>26</b>	<b>26</b>
<b>500</b>		<b>RECRUIT PLATOON</b>				
501		RECRUIT PLATOON HEADQUARTERS				
	01	Platoon Leader	O2		1	1
	02	Platoon Sergeant	E7		1	1
		TOTAL FOR PARA 501			2	2
502		RECRUIT SQUAD				
	01	Squad Leader	E6		1	1
	02	Asst. Squad Leader	E5		1	1
		TOTAL FOR PARA 502			2	2
		<b>TOTAL FOR PARA 500</b>			<b>4</b>	<b>4</b>

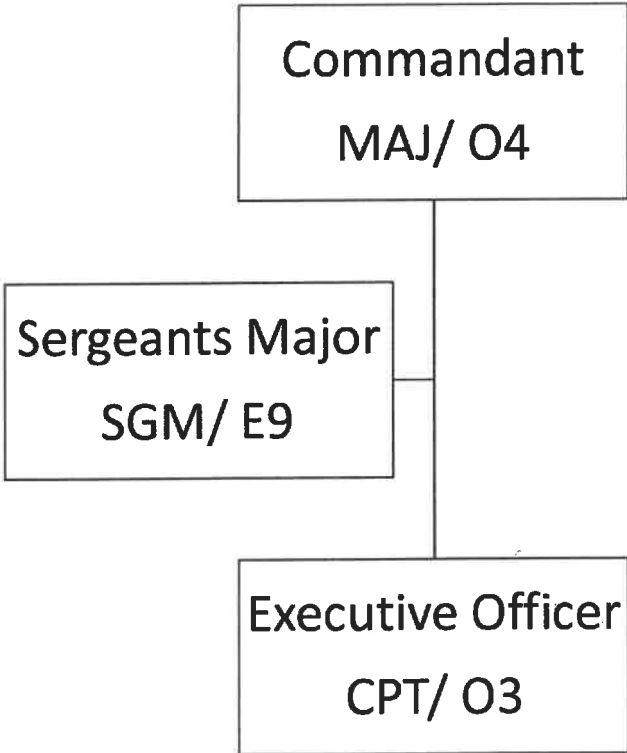
Governor's Foot Guard

<b>600</b>		<b>BAND</b>					
<b>601</b>		<b>BAND HEADQUARTERS</b>					
	<b>01</b>	Bandmaster	W4			<b>1</b>	<b>1</b>
	<b>02</b>	Assistant Bandmaster	E7			<b>1</b>	<b>1</b>
	<b>03</b>	Drum Major	E7			<b>1</b>	<b>1</b>
		<b>TOTAL FOR PARA 601</b>				<b>3</b>	<b>3</b>
<b>602</b>		<b>Musical Section</b>					
	<b>01</b>	Section Leader	E5			<b>3</b>	<b>3</b>
	<b>02</b>	Musician	E4			<b>6</b>	<b>6</b>
	<b>03</b>	Musician	E3			<b>3</b>	<b>3</b>
		<b>TOTAL FOR PARA 602</b>				<b>12</b>	<b>12</b>
		<b>TOTAL FOR PARA 500</b>				<b>15</b>	<b>15</b>
		<b>TOTAL</b>				<b>73</b>	<b>73</b>

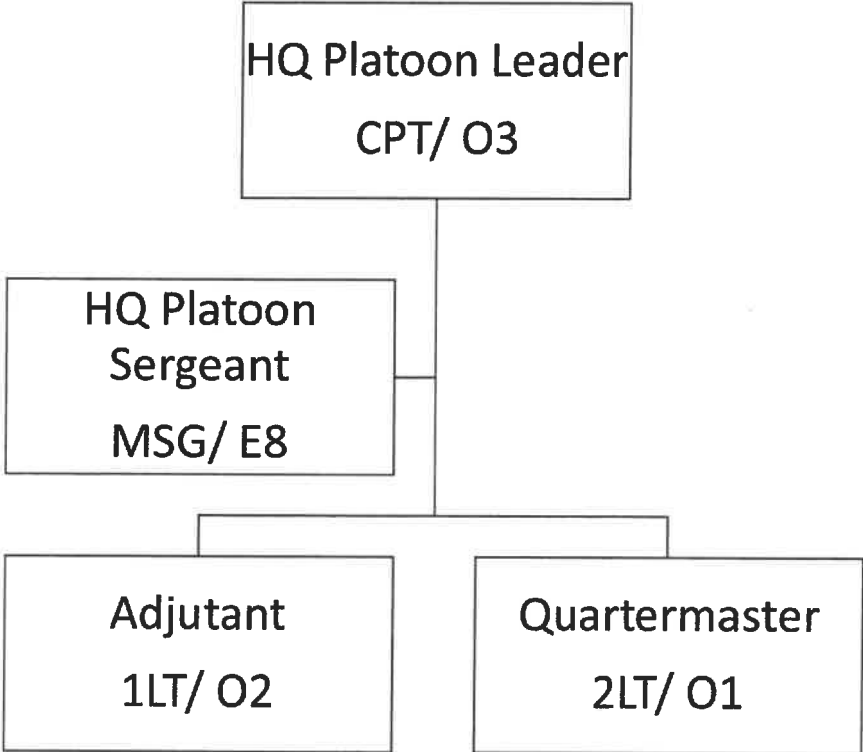
# Governor's Foot Guard



# Command Group(PARA 100)

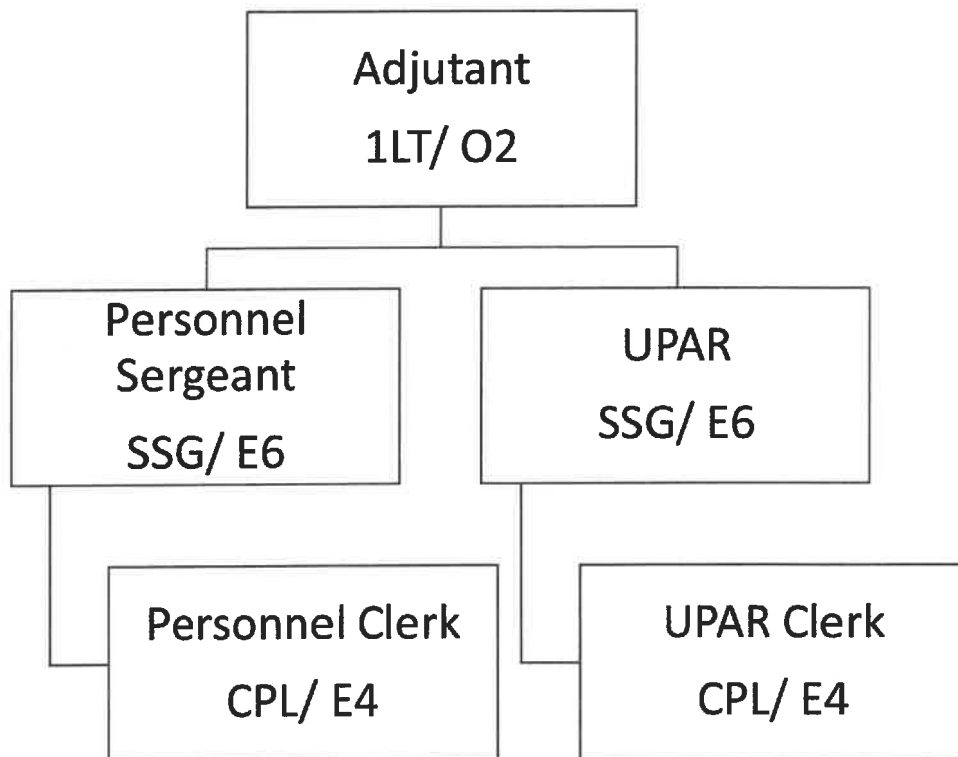


# Headquarters Platoon (PARA 200)

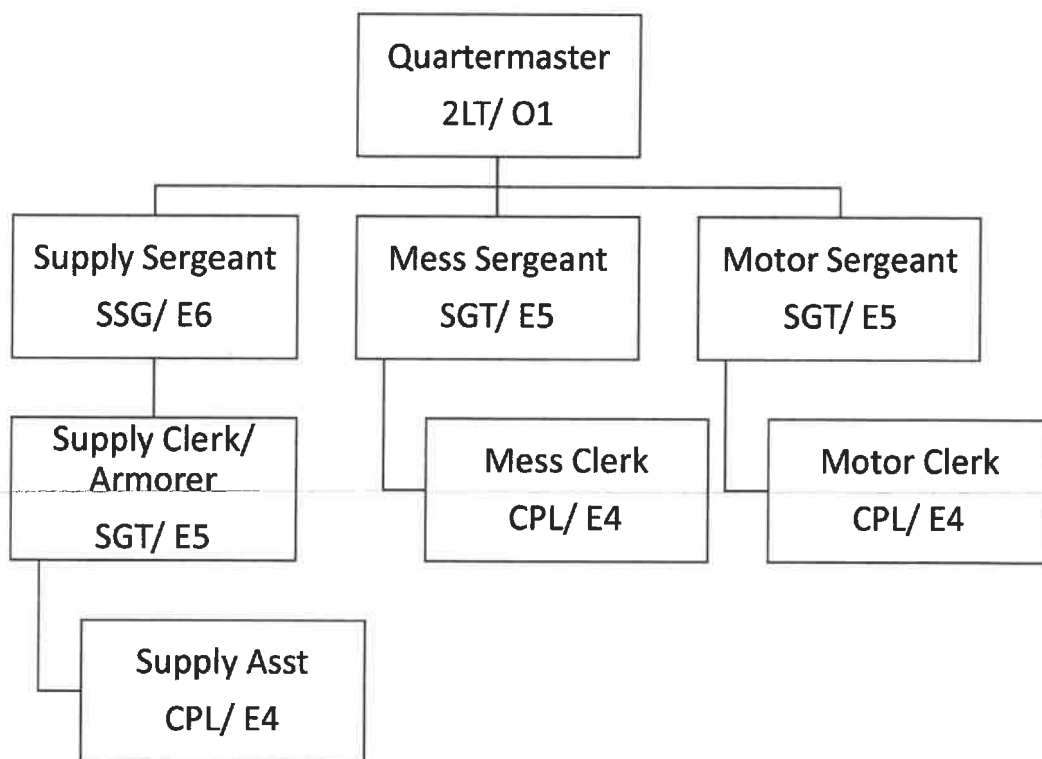




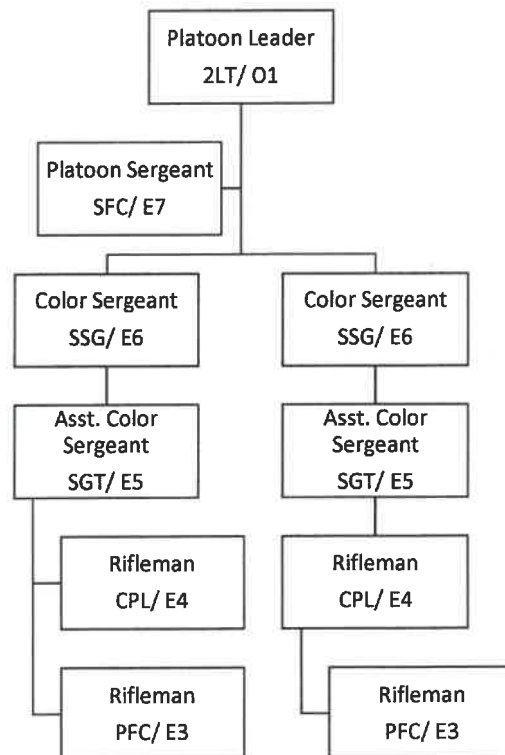
# Adjutant Office (PARA 202,203,204)



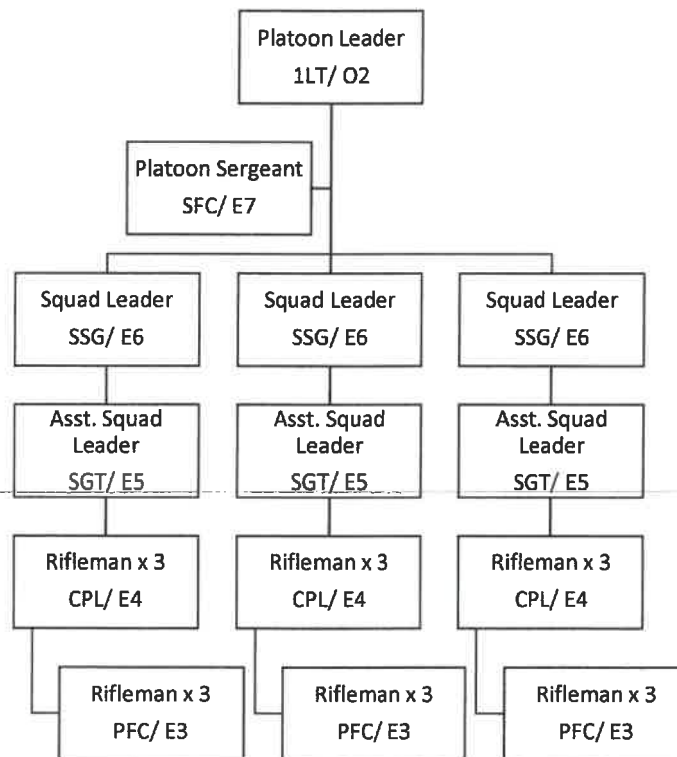
# Quartermaster Office (PARA 205, 206, 207, 208, 209)



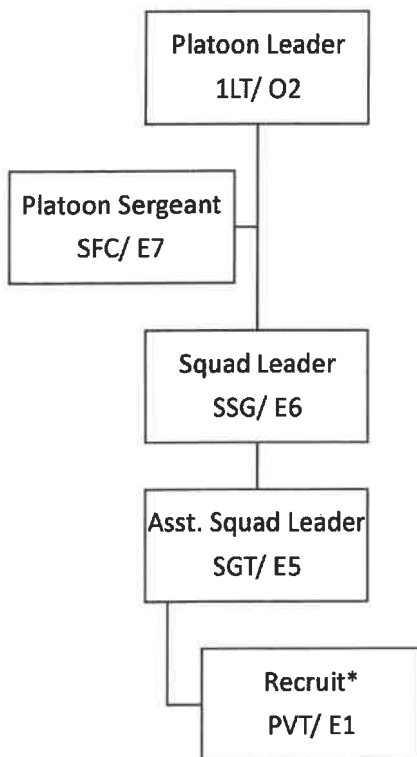
# Specialty Platoon (PARA 300)



# Rifle Platoon (PARA 400)

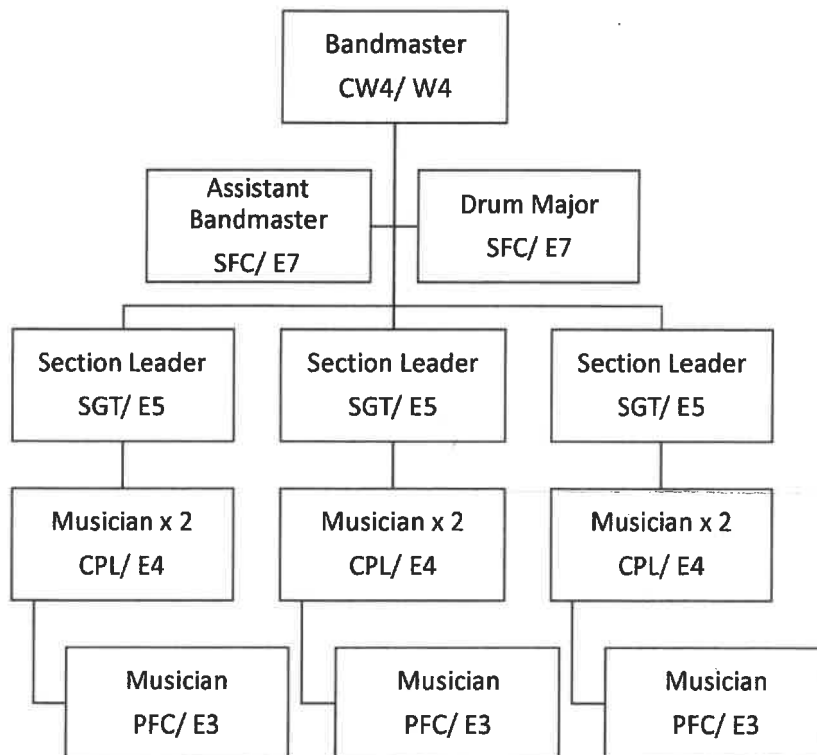


# Recruit Platoon (PARA 500)



**\*Number of Recruits will vary based on the needs of the organization**

# Band (PARA 600)



**APPENDIX D**

**GOVERNOR'S HORSE GUARD  
UNIT STRUCTURE**

**TABLE OF DISTRIBUTION AND ALLOWANCES  
WITH  
PARA/LIN AND ORGANIZATIONAL CHARTS**

	O4	O3	O2	O1	W4	W3	W2	W1	E9	E8	E7	E6	E5	E4	E3	TOTAL
Required	1	2	3	2	0	0	0	0	1	1	2	7	9	16	12	56
Authorized	1	2	3	2	0	0	0	0	1	1	2	7	9	16	12	56



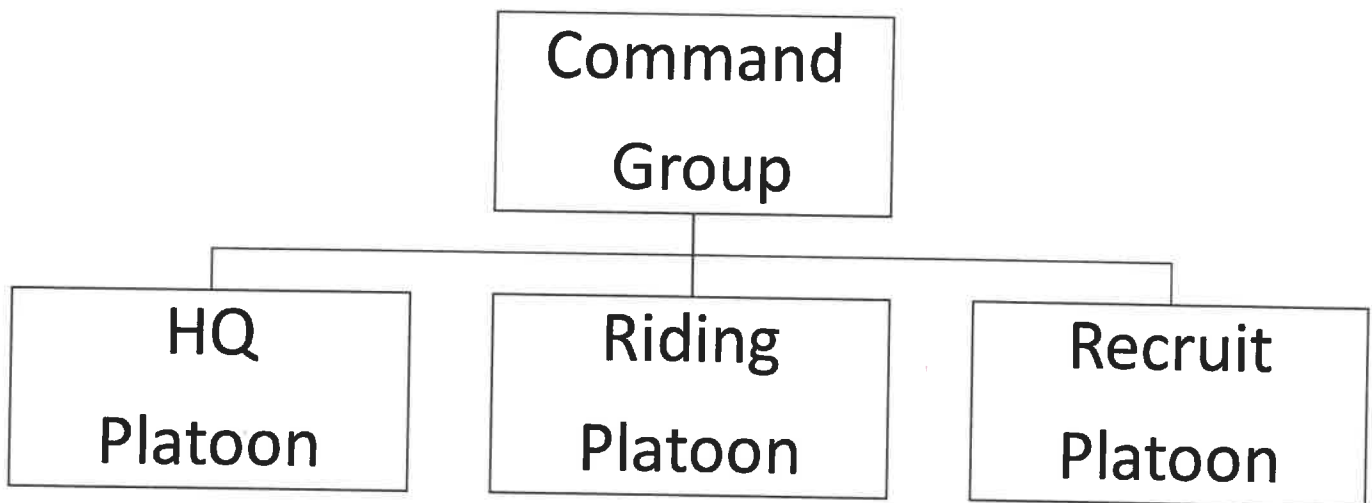
Governor's Horse Guard

PARNO	PERLN	PARTL/PSNTL	BR	GRADE	REQ STR	AUTH STR	REMARKS
<b>100</b>		<b>COMMAND GROUP</b>					
	01	Commandant		O4	1	1	
	02	Executive Officer		O3	1	1	
	03	Sergeants Major		E9	1	1	
		<b>TOTAL FOR PARA 100</b>			<b>3</b>	<b>3</b>	
<b>200</b>		<b>HEADQUARTERS PLATOON</b>					
201		PLATOON HEADQUARTERS					
	01	Platoon Leader		O3	1	1	
	02	Platoon Sergeant		E8	1	1	
		<b>TOTAL FOR PARA 201</b>			<b>2</b>	<b>2</b>	
202		ADJUTANT OFFICE					
	01	Adjutant		O2	1	1	
		<b>TOTAL FOR PARA 202</b>			<b>1</b>	<b>1</b>	
203		PERSONNEL SECTION					
	01	Personnel Sergeant		E6	1	1	
	02	Personnel Clerk		E4	1	1	
		<b>TOTAL FOR PARA 203</b>			<b>2</b>	<b>2</b>	
204		PUBLIC AFFAIRS SECTION					
	01	UPAR		E6	1	1	
	02	UPAR Clerk		E4	1	1	
		<b>TOTAL FOR PARA 204</b>			<b>2</b>	<b>2</b>	
205		QUARTERMASTER OFFICE					
	01	Quartermaster		O1	1	1	
		<b>TOTAL FOR PARA 205</b>			<b>1</b>	<b>1</b>	
206		SUPPLY SECTION					
	01	Supply Sergeant		E6	1	1	
	02	Supply Clerk/ Armorer		E5	1	1	
	03	Supply Assistant		E4	1	1	
		<b>TOTAL FOR PARA 206</b>			<b>3</b>	<b>3</b>	
207		MESS SECTION					
	01	Mess Sergeant		E5	1	1	
	02	Mess Clerk		E4	1	1	
		<b>TOTAL FOR PARA 207</b>			<b>2</b>	<b>2</b>	
208		TACK SECTION					
	01	Tack Sergeant		E5	1	1	
	02	Tack Clerk		E4	1	1	

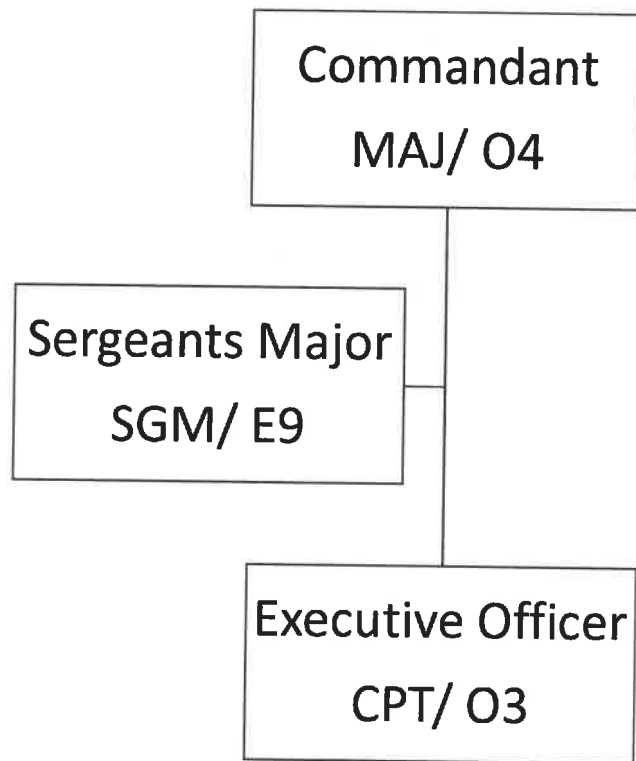
Governor's Horse Guard

	03	Tack Assistant		E3		1	1
		TOTAL FOR PARA 208				3	3
209		MOTOR SECTION					
	01	Motor Sergeant		E5		1	1
	02	Motor Clerk		E4		1	1
	03	Motor Assistant		E3		1	1
		TOTAL FOR PARA 209				3	3
210		HORSE SECTION					
	01	Horse Officer		O1		1	1
	02	Stable Sergeant		E5		1	1
	03	Stable Clerk		E4		1	1
	04	Stable Assistant		E3		1	1
		TOTAL FOR PARA 210				4	4
		<b>TOTAL FOR PARA 200</b>				<b>23</b>	<b>23</b>
300		<b>RIDING PLATOON</b>					
301		RIDING PLATOON HEADQUARTER					
	01	Platoon Leader		O2		1	1
	02	Platoon Sergeant		E7		1	1
		TOTAL FOR PARA 301				2	2
302		RIDING SQUAD					
	01	Squad Leader		E6		3	3
	02	Asst. Squad Leader		E5		3	3
	03	Rifleman		E4		9	9
	04	Rifleman		E3		9	9
		TOTAL FOR PARA 302				24	24
		<b>TOTAL FOR PARA 300</b>				<b>26</b>	<b>26</b>
400		<b>RECRUIT PLATOON</b>					
401		RECRUIT PLATOON HEADQUARTER					
	01	Platoon Leader		O2		1	1
	02	Platoon Sergeant		E7		1	1
		TOTAL FOR PARA 401				2	2
402		RECRUIT SQUAD					
	01	Squad Leader		E6		1	1
	02	Asst. Squad Leader		E5		1	1
		TOTAL FOR PARA 402				2	2
		<b>TOTAL FOR PARA 400</b>				<b>4</b>	<b>4</b>
		<b>TOTAL</b>				<b>56</b>	<b>56</b>

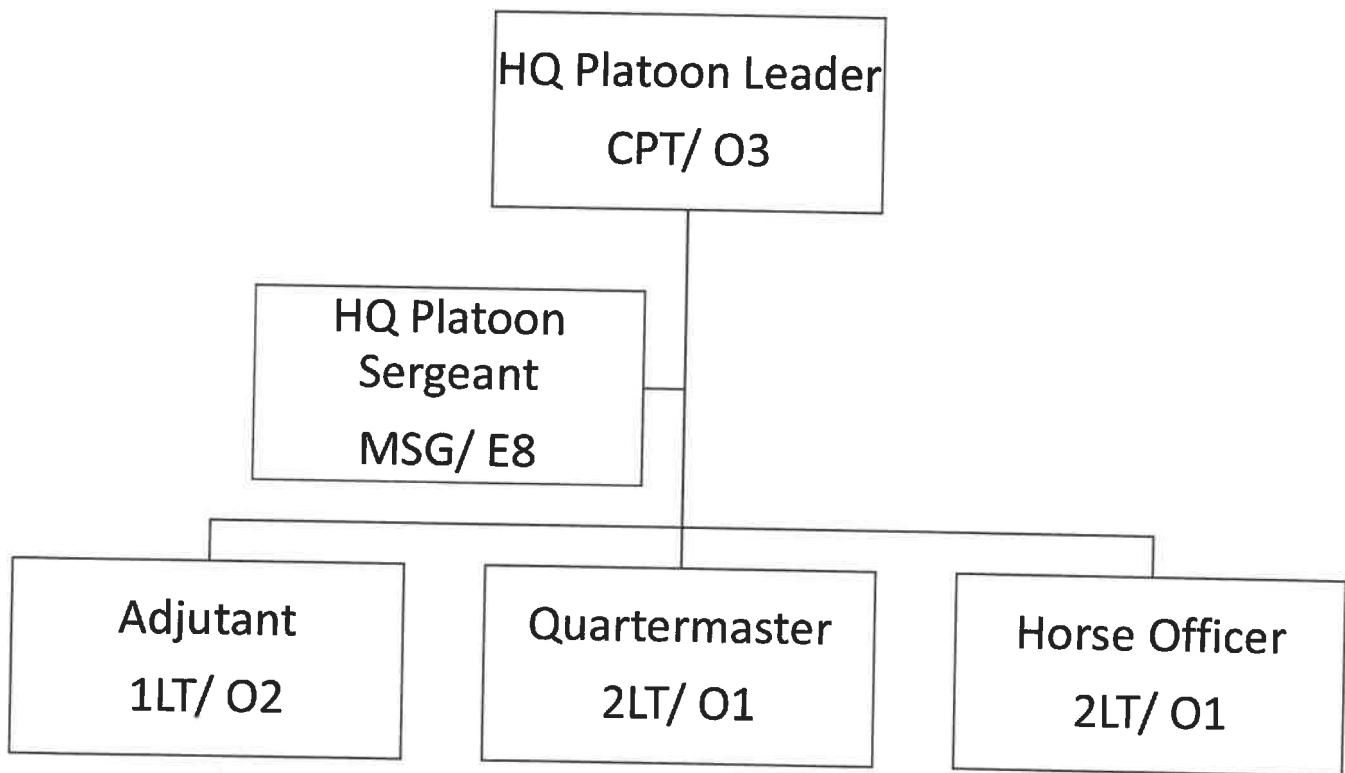
# Governor's Horse Guard



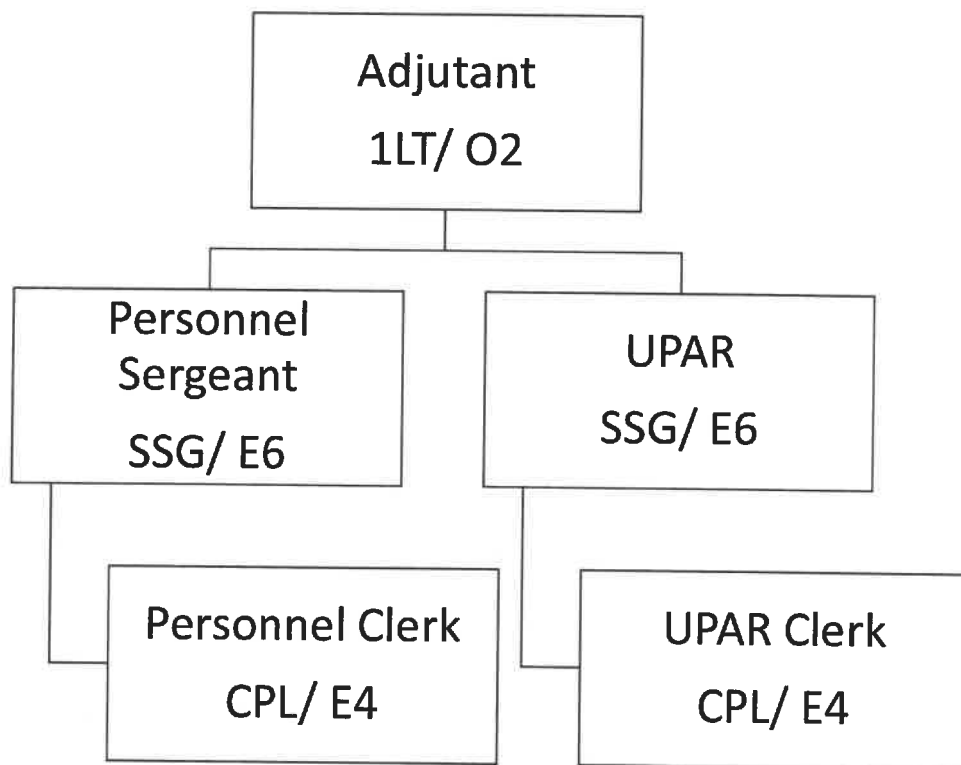
# Command Group(PARA 100)



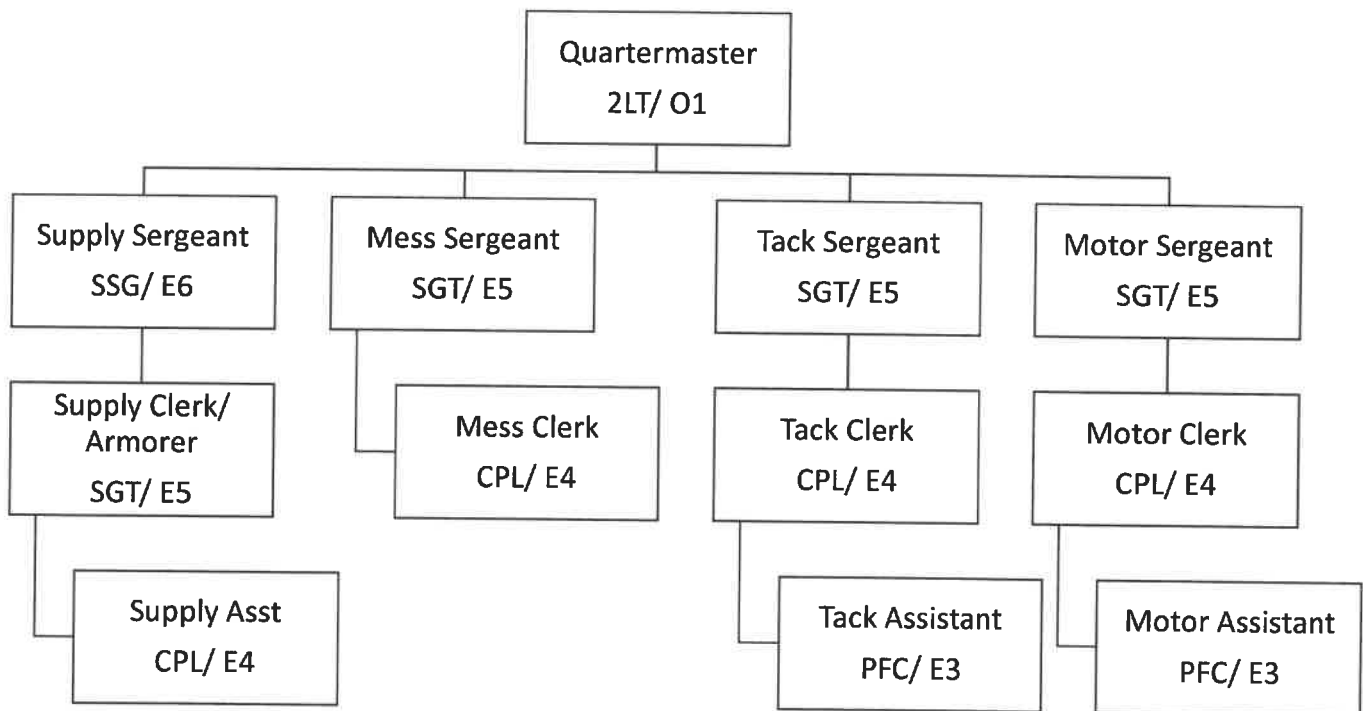
# Headquarters Platoon (PARA 200)



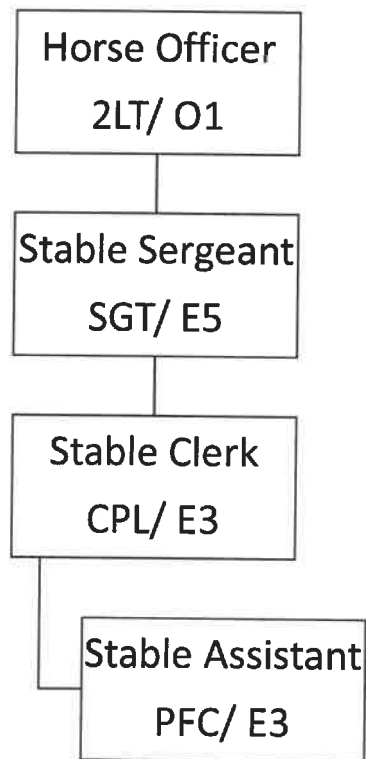
# Adjutant Office (PARA 202,203,204)



# Quartermaster Office (PARA 205, 206, 207, 208, 209)

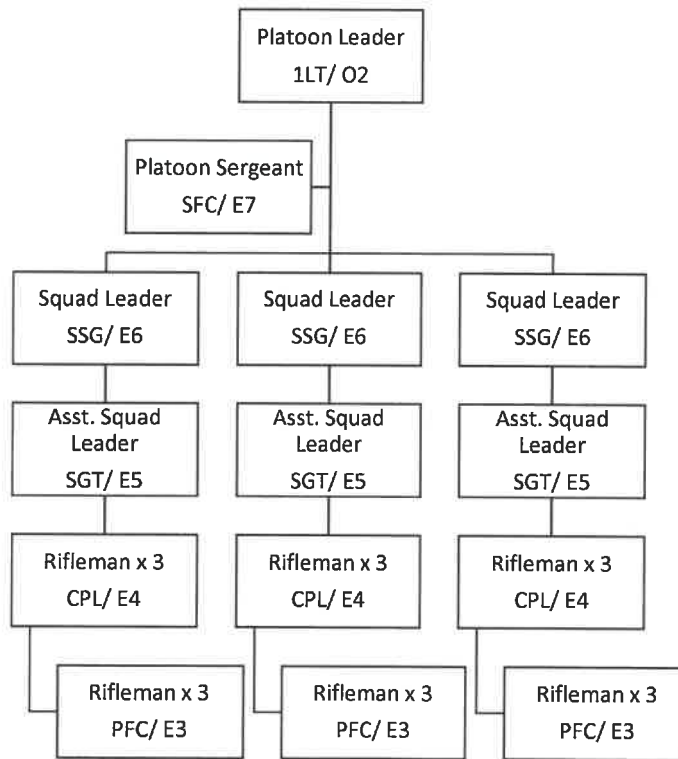


# Horse Office (PARA 210)





# Riding Platoon (PARA 300)





Appendix E - Vacancy Announcement Response Letter

Michael J. Fox  
111 Broad Street  
Hartford, CT 06015  
[Michael.j.fox@gmail.com](mailto:Michael.j.fox@gmail.com)  
January 20, 2024

Francis J. Evon, Jr.  
Major General, The Adjutant General  
Connecticut Military Department  
360 Broad Street, Hartford, CT 06105

Dear Sir:

I write in response to the vacancy announcement, dated January 19, 2024, wherein you request applicant packages from members of the First Company Governor's Foot Guard (1GFG) who are interested in being appointed as the commander of the unit. I meet the basic qualifications as described in the announcement and enclose the required documentation: military biography (enclosure 1), civilian resume (enclosure 2) and three letters of reference (enclosure 3).

I am interested in becoming the commander of the unit because I believe I possess the necessary qualifications to lead the unit, of which I have been a member for the last eighteen years. I began my service as a private, graduating as the distinguished honor graduate, recruit class in 2007. I currently hold the position of executive officer. I previously served as adjutant and as the first sergeant. I also served as the unit armorer for three years and played the drums as a band member for five years. I have served also as the unit treasurer. I also received numerous awards and decorations over the course of my service (see encl. 1).

Over the course of my service with the unit, I have maintained a perfect attendance record. I have volunteered for special duties, including funeral honor details for three deceased governors, three gubernatorial inaugurations, and countless ceremonial and volunteer activities at the General Assembly (e.g., Medal of Honor event, 911 Remembrance), Governor's Office (color guard details, National Guard birthday recognition events), and Military Department (e.g., Breakfast with the Easter Bunny and E.L.F.). I am very passionate about my service in the 1GFG. I am also a member of our rifle team. I serve as a marksmanship instructor and am qualified as an East Haven Rifle Range operator.

In addition to my service, my spouse has chaired the unit's family program for the past six years. She has volunteered over 100 hours in the last year alone. She strives to ensure our unit incorporates family activities into our unit training assemblies and annual training. She has increased attendance at our annual family picnic by 60% and has developed a robust mailing list to ensure we directly communicate with the family members of our past and current members. She sends a quarterly family newsletter to our members, veterans, and retirees, with a monthly circulation of 200. She also coordinated activities for our retired and past members, including an annual golf tournament and military ball. She, too, is passionate about her service with the 1GFG.

Over the past eighteen years, I have witnessed many changes in our unit operations, including movement of our unit from 159 High Street to the Hartford Armory. I believe this

has served our membership well. It has provided the unit with the opportunity to grow and conduct operations free from the "dead hand of the past." I have a vision to move the 1GFG into the future, focusing on our storied past and promoting our ceremonial and community operations. I welcome change, as I believe we have many opportunities to become a very valuable unit in the State's military establishment. Although we began in 1771, "Tomorrow has not yet come. We have only today. Let us begin." - Mother Teresa. Today is the first day of the rest of our history. I do not plan on wasting any time in working the State's military leadership to accomplish the mission statement of the 1GFG.

Although I am eager to lead the unit, I also understand that the most important virtue of a leader is being able to follow. I have had the opportunity to follow within the 1GFG. I now want to lead the unit under the command guidance provided by higher commands. I know that I possess the skills necessary to reach across the aisle that divides the past from the future of the unit, to unite them into efficient and effective current-day operations. I welcome the challenges presented by having a state militia unit stationed in the Hartford Armory and the Trustees corporate band/unit located at High Street. I believe this rift will eventually be bridged. It is just a matter of time.

In my civilian capacity, I am a school teacher. I teach history at Weaver High School in Hartford. I see much potential in our youth. Over the years, I recruited five of my former students to join the 1GFG. I believe that I can work with Weaver High School music department to coordinate events with our bands, possibly engage in a joint marching element for the Veterans Day Parade this year. I am also coordinating with BG Horan to facilitate a Connecticut military history presentation during one of our assemblies. I have also coordinated our last three history honor classes tour the Hartford Armory, with a special emphasis on the Governor's Guard displays.

My spouse is a grant writer and corporate fundraiser. We are planning on working on a program to raise funds to purchase new uniforms for the unit. Unfortunately, past unit leaders have worked plans to purchase colonial uniforms that cost over \$3,000 a set. I believe I, as the unit commander, can design a similar colonial uniform for less than \$1,000 a set. I also believe that under my leadership, the unit can raise the funds required to purchase that newly designed uniform for each member of the unit.

Due to the length and breadth of my service in the 1GFG, I have gained an intimate understanding of the unit's operations, its history, and its role as a unit in the armed forces of the State of Connecticut. I believe that I have the knowledge, skills, and abilities to build upon the past to conduct successful current-day operations that will lead the 1GFG into a glorious future. I humbly request appointment to the position of commander, 1GFG.

Sincerely,

- 3 Enclosures:  
1. Military Biography  
2. Civilian Resume  
3. (3) Letters of Reference

Michael J. Fox  
Captain, 1GFG  
Executive Officer

Appendix F - State Militia Official Militia Personnel File (OMPF) Checklist

**CONNECTICUT MILITARY DEPARTMENT  
STATE MILITIA  
PERSONNEL FILE CHECKLIST**

<b>NAME</b>	<b>ITEM</b>	<b>NOTES</b>
<b>ORDERS</b>	Appointment to the State Guard Order Promotion/Reduction Appointment Orders State Active Duty (SAD) Orders	<b>TAB 1</b>
<b>TRAINING</b>	Recruit Training Certificate Diversity Training Ethics	<b>TAB 2</b>
<b>AWARDS</b>	CT AAM CT MEDAL OF MERIT	<b>TAB 3</b>
<b>PREVIOUS MILITARY SERVICE</b>	DD 214 NGB 22 AWARDS/DECORATIONS/2-1 FILE	<b>TAB 4</b>
<b>APPLICATION</b>	<b>CTMD Form 1-3</b>	<b>TAB 5</b>
<b>APPLICATION DOCUMENTS</b>	<b>Supporting Documentation</b> Police Record Check (CTMD Form 1-4) Injury Reporting Procedures (CTMD Form 1-12) Gratuitous Service Acknowledgement (CTMD Form 1-13) Qualification to Possess Firearms or Ammunition (CTMD Form 1-14) Fraternization Policy (Form 1-15) Acceptable Use Policy (Form 1-17) Physical Examination (Standard Form (SF) 88) Employee's Withholding Certificate (Form CT-W4) Report of Medical History (SF 99) Oath of Office (CTMD Form 2) Copy of Driver License Copy of Birth Certificate Applicant Interview/Commander's Endorsement	<b>TAB 6</b>

Annual Review \_\_\_\_\_  
 Soldier Signature \_\_\_\_\_ Date \_\_\_\_\_ Commander Signature \_\_\_\_\_ Date \_\_\_\_\_