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**THE
OFFICER
PERSONNEL
MANAGEMENT
SYSTEM**

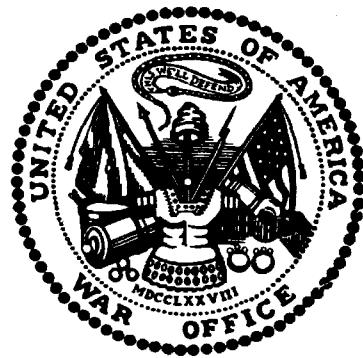
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THE OFFICER PERSONNEL MANAGEMENT SYSTEM

OPMS



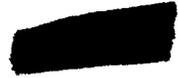
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U.S. Adjutant General's office

DEPARTMENT OF THE ARMY
OFFICE OF THE ADJUTANT GENERAL
WASHINGTON, D.C. 20310



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IN REPLY REFER TO

AGDA-A (M) (21 Jun 71) DCSPER-CSD

25 June 1971

UB

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SUBJECT: The Officer Personnel Management System (OPMS)

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SEE DISTRIBUTION

1. Introduction.

a. PURPOSE. The purpose of this document is to inform the officer corps of a new concept for officer personnel management, to solicit your comments, and to gain acceptance of the OPMS concept and its components.

b. BACKGROUND.

(1) The My Lai incident and the results of its subsequent investigation caused the Chief of Staff, Army to direct the Army War College to study the state of professionalism in the officer corps. The results of this study were discussed at Headquarters, Department of the Army during the summer and at the Army Commanders Conference of 1970. On 16 October 1970, the Chief of Staff, Army issued guidance to the Deputy Chief of Staff for Personnel to improve Army professionalism by efforts in three principal areas:

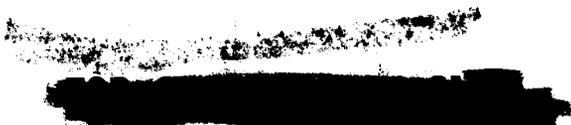
(a) The Army's reaction to changing values and attitudes among the young men who are now and will become our soldiers.

(b) The problem summarized in the Chief of Staff's letter to all general officers on "putting first things first".

(c) The philosophy and mechanics of officer career management.

OPMS addresses the last subject.

(2) In late October an initial concept was presented to the Chief of Staff, Army by the DCSPER. Since that time an in-house group from the Office of the Deputy Chief of Staff for Personnel has prepared the attached plan. The efforts of this group have been guided by a Steering Committee composed of directorate heads in ODCSPER and representatives from special staff agencies under the general staff supervision of the DCSPER.



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SUBJECT: The Officer Personnel Management System (OPMS)

(3) ODCSPER findings to date indicate that OPMS is feasible but that considerable refinement and adjustment remain to be accomplished.

(4) In view of the extremely sensitive nature of OPMS and the acute personal interest in it of each career officer, OPMS is being provided to the field in draft for critical comment and indication of acceptability.

c. SCOPE. This plan encompasses officer personnel management of all components of the active Army. OPMS provides an officer management system that recognizes and fulfills requirements for officers who are professionally qualified to assume high command and prominent managerial responsibility; those who are professionally qualified to assume assignments requiring in-depth expertise in specialty areas; and those whose professional qualifications may be outside these categories. The plan further provides a management system that promotes optimum utilization of individual skills, aptitudes, interests and desires. It insures suitable identification, development, utilization of potential, and retention of officers best qualified for these distinct divisions throughout a normal career. Fundamental to the plan is a subdivision of the officer corps into competitive promotion lists that fosters professional and technical competence, recognizes individual specialties, and limits nonproductive competition by clarifying opportunities, conditions, satisfactions, and limitations afforded each subdivision. Incorporated in the plan are six policy areas: professionalism, grade structure system, career management system, promotion system, evaluation system, counseling training system, each presented in a separate annex. Provisions for titular heads and an implementation plan are also included.

2. Objectives.

a. Combining the guidance and initial concept of OPMS has resulted in the following objectives:

- (1) Establish the professional and personal standards and goals required for the officer corps of the future Army.
- (2) Develop an officer career management system which produces and maintains an officer corps conforming to the professional standards established while supporting present and future requirements of the Army.
- (3) Provide for the professional development of each officer in an atmosphere of constructive competitive advancement.
- (4) Generate for each officer the highest respect and confidence in the officer personnel management system by giving each officer greater individual control over his career and providing for enhanced career satisfaction.

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b. The guiding philosophy of OPMS is to:

- (1) Improve the professional climate of the officer corps.
- (2) Identify early and develop carefully, officers most qualified for command.
- (3) Allow for specialization in some technical areas without undue restriction of promotion and schooling opportunities.
- (4) Provide a satisfying career for that large segment of the officer corps who are neither commanders or specialists.

3. Administrative Instructions.

a. From information briefings given to members of the Army General Staff it is anticipated that OPMS will elicit a range of views depending on such variables as experience, rank, and expertise. To insure that comments are representative of the officer corps as a whole, particularly those whose careers will be significantly affected, field commands are requested to obtain the widest possible reaction in the time allotted and to report conflicting views where they represent a consensus of a significant segment of the career officer and potential career officer population. Request DA Form 2028, Recommended Changes to Publications, be used to transmit the comments to Department of the Army. The draft plan need not be returned.

~~b. The document has been marked FOR OFFICIAL USE ONLY to preclude release to the public media prior to distribution. This marking may be removed upon receipt.~~

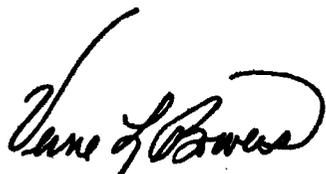
- c. Local reproduction is authorized if additional copies are required.
- d. Request comments be returned by 23 August 1971 to:

Deputy Chief of Staff for Personnel
Department of the Army
Room 2D749, the Pentagon
Washington, D. C. 20310

e. This is an exempt report under the provisions of paragraph 7-2y, AR 335-15.

BY ORDER OF THE SECRETARY OF THE ARMY:

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VERNE L. BOWERS
Major General, USA
The Adjutant General

SUBJECT: The Officer Personnel Management System (OPMS)

8 INCLS:

- Annex A (Professionalism)
- Annex B (Grade Structure System)
- Annex C (Career Management System)
- Annex D (Promotion System)
- Annex E (Evaluation System)
- Annex F (Counseling Training System)
- Annex G (Titular Heads)
- Annex H (Implementation Plan)

DISTRIBUTION:

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 - US CONTINENTAL ARMY COMMAND (10)
 - US ARMY MATERIEL COMMAND (10)
 - US ARMY COMBAT DEVELOPMENTS COMMAND (10)
- (Continued on page 5)

SUBJECT: The Officer Personnel Management System (OPMS)

MILITARY DISTRICT OF WASHINGTON, US ARMY (2)
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US ARMY, JAPAN (2)
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ANNEX

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Incl 1

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ANNEX A

Professionalism

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1. PURPOSE: To assist in establishing the professional and personal standards and goals required for the Officers Corps of the modern Volunteer Army.

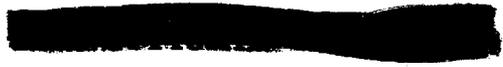
2. SCOPE: Analyze and define Army professionalism, develop plans and programs to promulgate the definition in a logical manner which encourages incorporation into the daily activities of officers throughout the Army.

3. ESSENTIAL ELEMENTS OF ANALYSIS (EEA):

- a. Define professionalism.
- b. What is the most effective means to promulgate the definition?
- c. How can the Officer Corps be encouraged to live their daily lives according to the definition?
- d. What role should be played by the senior leaders, the company grade leaders, the chaplains' and other groups?
- e. What measures exist or can be created to reward professionalism?

4. ALTERNATIVES:

- a. Military professionalism is the attainment of excellence through education, experience and personal dedication.



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It is characterized by fidelity and selfless devotion which presupposes self-discipline, great skill, extensive knowledge and willingness to abide by established military ethics and promote high standards, tempered by sound judgement, compassion, and understanding. Professionalism implies a special trust which is inherent in the oath executed by every member of the Army Forces of the United States.

b. What is the most effective means to promulgate the definition?

- (1) Include in AR 310-25, Dictionary of US Army Terms.
- (2) Publish in US Army Officer's Guide.
- (3) Publish in poster form suitable for framing.
- (4) Publish in wallet size card form and issue to active duty

officers and warrant officers.

c. How can officer's be encouraged to live their daily lives according to the definition?

(1) Publish feature articles in military publications stressing professionalism of outstanding leaders of the past.

(2) Publish articles in military publications describing what is expected of the individual leader.

(3) Establish desired standards which presently are not fully defined.

(4) Adopt and publish an officer's code.

(5) Publish and issue a poster size version of "The Army Professional" down to and including company level.

(6) Make the definition of military professionalism a matter of instruction in all precommissioning training and basic officer courses as well as officers' call.

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d. What role should be played by the senior leader, the company grade leader, the chaplain and other groups?

(1) Senior leaders set the example and insist upon high professional standards.

(2) Commanders at all levels must police the system by identifying specific professional standards where applicable and seeing that they are achieved.

(3) Commanders should make their observations felt through counseling and evaluation reports.

(4) Chaplains and other groups, as Army officers, should do their share in promoting the cause of professionalism by following the lead of commanders.

e. What measures exist or can be created to reward professional behavior?

(1) The overall administration of a promotion, assignment, evaluation, counseling, school and awards system should foster being professional.

(2) Emphasis on professionalism would result in the more responsible jobs going to those who exhibit the greatest degree of professionalism.

5. DISCUSSION OF ALTERNATIVES

a. Define professionalism

(1) Advantages: The definition of professionalism will serve to identify professionalism within the Army.

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Young officers entering upon active duty will view the stated definition as a guide toward their responsibilities as member of the Officers Corps. In essence, the definition delineates what is expected of a professional Army officer in the same sense as those characteristics which are expected of a physician or lawyer. The definition will also serve as a reminder for other career officers to set the example by achieving the standards established within the definition. The definition of professionalism contained in Webster's dictionary is not descriptive of professionalism within the military. It does not prescribe standards nor does it inspire young officers to identify with it as being descriptive of their own profession.

(2) Disadvantages: None, except any definition of professionalism will be subject to questions and comments concerning scope, content, and interpretation and thus susceptible to debate.

b. What is the most effective means to promulgate the definition?

(1) Advantages: Once adopted, the definition must be promulgated in some fashion otherwise why define it. The problem then becomes one of maximum dissemination if it is to be used to enhance professionalism in the Modern Volunteer Army. The definition if included in the Dictionary of US Army Terms and the Officers' Guide would partially satisfy the requirement. The basic problem then is one of determining the best means of promulgation which will encourage its incorporation into the daily activities of officers throughout the Army. This problem is considered under paragraph c below.

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(2) Disadvantages: It is doubtful the promulgation of the definition by itself will achieve the desired intergration since the definition is at its best a general statement of what military professionalism requires of those who join the Army. Unless it can be further promulgated, the definition alone will not achieve the desired impetus on professionalism.

c. How can the Officer Corps be encouraged to live their daily lives according to the definition?

(1) Advantages: The definition of professionalism, after its approval and publication in the Army Dictionary of Military Terms must be expanded in some manner from a simple definition to a program or vehicle to enhance professionalism among the Officer Corps. Obviously, the use of articles in military publications to stress professionalism is desirable, but it is doubtful that this action by itself would achieve the desired result. An officers' code is one device that could bridge the gap between the definition and day to day activities of all officers. An officers' code if approved and adopted would incorporate the standards of professionalism contained within the definition and establish standards concerning performance of duty, personal conduct and leadership. The code could be issued to all officers in the form of a billfold size card and in poster form suitable for framing. Additionally, both the definition and the officers' code can assist in obtaining an initial plateau of professionalism among newly commissioned officers. If made a matter of instruction in all precommissioning training and officer basic courses as well as being a subject for periodic officers' call,



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individual professionalism will be enhanced. Another device which could be used is a poster size version of "The Army Professional," similar to that at Inclosure 1. Such a poster, 12" x 15" in size and suitable for framing could be issued down to and including troop, company and battery level. If such a poster were issued, it would be applicable to all members of the Army and unlike the officers' code would not be targeted specifically at the Officer Corps. The approval and distribution of a poster entitled "The Army Professional" would obtain the advantages of an officers' code and at the same time overcome the disadvantages discussed below.

(2) Disadvantages: Some officers will resent the issuance of a billfold size card establishing an officers' code. It can be argued that the Oath of Office taken at the time of commissioning is adequate to orient officers on their professional responsibility. Also, to publish an officers' code may be construed as an admission that professionalism within the Army Officer Corps is less than satisfactory. There are no apparent disadvantages to issuing a poster size version of "The Army Professional" (Incl 1).

d. What role should be played by the senior leader, the company grade leader, the chaplain and other groups?

(1) Advantages: The senior leader can play a key role in fostering professionalism and the responsibility of establishing and maintaining standards must be placed on the senior officers in the Army. The more senior in rank an individual becomes, the more trust the Army places in him to insist upon the observance of high professional standards.

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In all instances, the senior leader can set the example. Commanders at all levels could be charged to insure that professional standards are maintained and their observations made known through counseling and evaluation reports. Chaplains and other groups will do their share in promoting the cause of professionalism by following the lead of commanders.

(2) Disadvantages: None.

e. What means exist or can be created to reward professional behavior?

(1) Advantages: Numerous measures exist presently that could reward professionalism. The most significant of these is the promotion system. If the display of professional standards is a primary basis for rating an officers' performance and potential, then his selection for advancement will be directly affected by his professionalism. Additionally, the overall administration of assignment, schooling and awards systems will foster being professional. Emphasis on professionalism will result in the more responsible jobs in a unit going to those who exhibited the greatest degree of professionalism. Counseling and evaluation reports may be used to recognize and reward the professional officer. The measures discussed here are adequate to promote professionalism and no new measures need be created.

(2) Disadvantages: None.

6. CONCLUSIONS: In addition to all the specific areas that could foster professionalism, there is one intangible aspect to establishing and maintaining professional standards.

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The standards discussed are not fully defined and they are apt to flourish in an isolated military environment where operational pressures are few. In such situations, short cuts for getting the job done are less tempting and there is time to observe and counsel subordinates on the merits of professionalism. In a dynamic situation professionalism is maintained only by the individual's appreciation of professionalism through prior training and schooling. It is also apparent that once a reasonable degree of professionalism is attained, it will tend to reinforce itself. To help reach this initial plateau, military professionalism should be defined and made a matter of instruction in all precommissioning training and officer basic courses. To encourage professionalism in the daily lives of officers throughout the Army, a poster size version of "The Army Professional," suitable for framing, should be issued to all organizations down to and including the company level.

7. RECOMMENDATIONS:

- a. That the definition of military professionalism be approved for adoption and inclusion in the US Army Dictionary of Military Terms.
- b. That the definition of military professionalism not be further promulgated.
- c. That a poster size version of "The Army Professional," suitable for framing, be approved and distributed down to and including company, troop and battery level.
- d. That the definition of professionalism and the contents of "The Army Professional" poster be made a matter of instruction at precommissioning and basic officer courses as well as being a subject for periodic officer's call.

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THE ARMY PROFESSIONAL UNCLASSIFIED

The Army professional has sworn to support and defend the Constitution of the United States of America against all enemies, foreign and domestic. He has taken this oath without any mental reservation or purpose of evasion aware of the lasting obligations and responsibilities it imposes upon him.

The Army professional seeks the attainment of excellence through education, experience and personal dedication. He is characterized by fidelity and selfless devotion to duty. He possesses great skill, extensive knowledge and is willing to abide by established military ethics and promote high standards. His performance is tempered by sound judgement, compassion and understanding.

The Army professional conducts his personal affairs so as to be free from impropriety and acts with candor and integrity in all matters. He recognizes the special trust and authority vested in him and accepts the charge to guide and inspire those under his authority to support the Constitution and to serve honorable in times of peace and war.

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A-1-1



ANNEX B
Grade Structure

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1. Purpose: This annex examines grade distribution to verify attractive and equitable opportunity for career progression to officers serving in separate management groups.

2. Scope: The proposed grade distribution to each management grouping is compared to an idealized grade distribution (Inclosure B-1-1) which allows maximum flexibility in structuring while retaining reasonable career progression. Grade structure is herein examined for conformity with the Defense Officer Management System (DOMS).

3. Essential Elements of Analysis (EEA):

a. What is the optimum grade structure for the Officer Personnel Management System?

b. Should a dual component officer system be retained?

c. What legislation is required?

4. Alternatives:

a. Optimum Grade Structure. Optimum grade structure has many alternatives because of the interpretation of what is "optimum." An optimum grade structure is defined for OPMS as a hypothetical grade structure which can be used as a design goal and modified slightly from time to time to meet policy changes.

b. Officer Corps Componenty. The alternatives to the dual component officer system are three: The first is to do away with the dual component

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system. The second is to retain but modify, or eliminate parts of the dual component system. Third is to retain the present system without change. Each alternative is examined in the discussions below.

c. Legislative Requirement. Establishment of:

- (1) A compartmentalized officer corps with separate career progression will require changes to:
 - (a) Officer Personnel Act of 1947.
 - (b) Officer Grade Limitation Act of 1954.
 - (c) Reserve Officer Personnel Act of 1954.
 - (d) Officer Career Compensation Act of 1949.
- (2) A single component officer corps will also require changes to the above cited Congressional acts.

5. Discussion of Alternatives:

a. Optimum Grade Structure.

- (1) An idealized grade structure (Inclosure B-1-1) which displays all officers less Medical and Dental Corps was used as an example of a properly balanced grade distribution by years of active federal commissioned service. To depart from the present officer structure into a system of sub-elements corresponding to the varying sized OPMS management groupings, the proportionment of officers in the year group spectrum was specified (Inclosure B-2-2).
- (2) Using the above planning guidance, the AFDP 1973 - 1983 Force A structure, and the OPMS concept as it was being developed, the grade

B-2

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structure for Officer Personnel Directorate (OPD) branches was developed (Inclosure B-3-1). This structure does not include the extra personnel needed to provide for personnel who are in transients, trainees, patients, prisoners, and students and is therefore slightly lower in strengths than would actually pertain to the OPD officer content.

(3) The analysis of this structure by grade converted to an AFCS structure by grade indicates some problems in the lateral movement between all other management groups and the Specialist Corps. The small requirement for lower grades in the Specialist Corps coupled with skill requirements, dictates that personnel be fed in at advance grades from other management groups. This arrangement is in fact convenient because the other groups have surpluses in going from lower to higher grades. Adjustments in the Specialist Corps, as well as each of the other groups that transfer senior personnel to the Specialist Corps will have to be made to balance the structure. These final changes can be made once decisions are reached affecting strengths, group composition and progression policies.

b. Officer Corps Componenty Discussion. (Inclosure B-4-1)

(1) Advantages:

(a) Dual Component. Gives the Army considerable flexibility in manpower management. Allows rapid buildups and demobilizations by specifically categorizing a component of the officer corps as temporary. Protects the career officer content from the progression turbulence associated with continuous buildups and phasedowns by using the temporary officer content as a stabilizer. Dual componenty is time proved in meeting the widely varying needs of the officer corps.

- (b) Single Component. - One set of rules simplifies management.
- Enables officer corps management on a strictly qualitative basis.
- Removes inequities which degrade professional standards.

(2) Disadvantages.

(a) Dual Componency. - Allows unintended tenure for noncompetitive careerists thus lowering professional standards.

- Creates a second class officer atmosphere.
- Two sets of rules create opportunities for inequities to occur and increases management problems.

(b) Single Componency. - Introduces a greater degree of uncertainty into the career officer content. There will no longer exist a reserve component who is recognized and treated as temporary and is used without regard to quality during force reductions to stabilize the tenure of careerists.

- Requires changes to law and accepted procedures.

6. Conclusions:

a. Optimum Grade Structure.

(1) The grade structure analysis supports the feasibility of functional realignment of the officer corps into career management groups.

(2) The initial grade structure display (Inclosure B-3-1) must be refined in all management groups to achieve prescribed career progression policies.

b. Officer Corps Componency.

(1) Management of the officer corps on a more discernible single qualitative basis is a prerequisite to attaining a higher professional standard.

(2) A single component officer corps would enable more effective personnel management.

(3) Single componency could best be accomplished through phasing due to the necessarily extensive officer corps indoctrination and out of regard for the rights of those serving under the present system (See Discussion Inclosure B-4-1).

c. Legislative Requirements.

(1) Legislative changes required to enact officer corps compartmentalization and single componency will be extensive as was previously noted in the number of statutes affected.

(2) OPMS enabling legislation must be carefully phased and coordinated with DOMS objectives.

(3) Efforts should be made to achieve OPMS objectives within current law. The task of converting to OPMS when combined with DOMS enabling legislation will be formidable. It is therefore desirable to try and accomplish as much of OPMS objectives as is possible within the framework of existing laws.

7. Recommendations:

a. Optimum Grade Structure. That career group grade structures be adopted which are supported by progression policies that achieve OPMS objectives, conform to the DOD-DOMS system and are acceptable to a professional officer corps.

b. Officer Corps Componency.

(1) The Army begin phasing to a single component officer corps.

(2) Initiate immediately appropriate legislative actions to phase into a single component officer corps.

8. Funding: Funding implications in restructuring the officer corps are dependent upon implementing legislation. As conceived, funding impact would be minimal.

9. Implementation Considerations:

a. Legislative changes will have to be phased with joint service actions under DOMS.

b. Officer management by functional area is revolutionary and should be phased in beginning at lower grades to avoid unilateral abrogation of commitments, written and unwritten with senior careerists.

RA Off Corps after the 7th year.

Traditional DA DOPS
 To COL: 61% 71%
 To LTC: 90% 90%
 To MAJ: 93% 85%
 To CPT: 98% 98% (Baseline: 95,000 - Using Army Loss Rates)

**IDEALIZED GRADE STRUCTURE
 FOR THE PROPOSED ARMY ALTERNATIVE
 TO DOD DOPS**

2. RA strength held initially at 68,517. Full authorization to be attained in 8 to 10 years.

AFCS	COL	LTC	MAJ	CPT	1/LT	2/LT	RA CONTENT
1						9,571	4,500
2						9,513	4,469
3					8,378		4,450
4					8,278		4,263
5				7,529			3,998
6				6,841			3,990
7				5,802			3,755
8				3,511			3,511
9			133	3,230			3,363
10			2,671	120			2,791
11			2,607				2,607
12			2,564				2,564
13			2,515				2,515
14			2,494				2,494
15		82	2,401				2,483
16		2,108	90				2,204
17		1,922					1,922
18		1,844					1,844
19		1,761					1,761
20		1,721					1,721
21	46	1,502					1,548
22	925	60					985
23	847						847
24	792						792
25	713						713
26	637						637
27	564						564
28	502						502
29	392						392
30	275						275
31	57						57
Totals	5,750	11,000	15,475	27,033	15,656	21,034	68,517

1.1 to Annex B

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GRADE STRUCTURE GUIDANCE

1. To be workable from a grade structure standpoint, a career group must have the following characteristics:

a. Consist of sufficient numbers to endure traditional loss rates and abnormally heavy losses from a single year group. Studies indicate that the minimum number should be about 2500. Career fields within a career group (individual specialty areas within the specialist group, for example) may contain considerably less. The number of such career fields should, be held to a minimum.

b. Have grades balanced to enable an attractive promotion opportunity. The ideal ratio by grade is one colonel, two lieutenant colonels, three majors, five captains and seven lieutenants. In no instance should the ratio in a career group exceed one colonel, 1.9 lieutenant colonels, 2.8 majors, 4.3 captains, and 6.0 lieutenants or be less than one colonel, three lieutenant colonels, five majors, nine captains, and 12 lieutenants.

c. Distributed proportionately throughout a service spectrum so that a balanced grade structure results from normal losses and promotion action. The following table shows the maximum and minimum percentages of the career group total that should be selected from officers with active Federal commissioned service (AFCS) as indicated:

Incl 2 to Annex B

[REDACTED]

<u>AFCS (Years)</u>	<u>Maximum Percentage</u>	<u>Minimum Percentage</u>
4 - 6	29.6	19.2
7 - 9	26.3	16.0
10 - 12	23.0	12.8
13 - 15	19.7	10.1
16 - 18	16.5	7.1
19 - 21	13.3	4.5
22 - 24	10.1	3.0
25 - 27	6.8	2.0
28 - 30	3.6	1.0

The above table is valid only for a career group consisting of officers with from four to 30 years AFCS. If it is desired to structure a career group of officers with earlier or later beginning AFCS, percentages will vary.

2. For ease of explanation and to avoid possible errors in using the above table, let us assume that a career group of 5,000 officers has been tentatively established and verified to be balanced grade-wise in accordance with the ratios listed in paragraph 1b above. It is then necessary to multiply each of the maximum and minimum percentages by 5,000 to determine the structure's feasibility. For example, the number of officers with four to six years AFCS must not exceed 1,480 ($5,000 \times .296$) or be less than 960 ($5,000 \times .192$). If an examination shows that the limits have not been exceeded anywhere along the spectrum, one can assume that a workable structure has been attained. However, this assumption must be verified by computer dynamic simulation, aging the structure at least 10 years and

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applying any known variables or contemplated policy changes that would alter traditional loss rates.

3. The above guidelines have been established to assist in structuring the various career groups and to minimize the adjustments necessary as a result of subsequent detailed grade structure analyses.

Incl 3 to Annex B

OFFICER PERSONNEL
MANAGEMENT SYSTEMMODEL GRADE STRUCTURE/
REQUIREMENTS FILLED*

	<u>COL</u>	<u>LTC</u>	<u>MAJ</u>	<u>CPT</u>	<u>LTS</u>	<u>TOTAL</u>
Combat Arms	1540 80%	3473 86%	5482 96%	7610 75%	12600 136%	30705 100%
Combat Support Arms	749 85%	1740 75%	2909 79%	3978 79%	6466 164%	15842 100%
Materiel & Movements	730 84%	1698 77%	2613 78%	3685 71%	5977 192%	14703 100%
Administrative Sub-Group	236 90%	589 64%	1006 70%	1427 61%	2421 330%	5679 100%
Specialist Sub-Group	413 84%	1087 70%	1203 91%	860 102%	934 318%	4497 100%
Total OPD	3668 83%	8587 78%	13213 85%	17560 76%	28398 163%	71426 100%

* Distribution of Officer Personnel Directorate (OPD) assets less Transients, Trainees, Prisoners, Patients and Students to support a stabilized Army in the Post Vietnam period. Percentages represent the proposed level to which requirements will be filled.

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A SINGLE COMPONENT OFFICER CORPS

1. Title 10 of the United States Code fixes a ceiling on the Regular Army strength authorization at 49,500 officers. An indefinite number of nurses and medical specialists may be added to this number by the Secretary of the Army. Specifically, the Secretary has authorized 1200 nurses and 250 medical specialists, bringing the total authorized RA officer strength to 51,750.

The Army approach has been to avoid reaching its authorized RA content. The plan presented to the Congress during the hearings that preceded the passage of the Officer Personnel Act of 1947 provided that the Army would by design avoid reaching its authorization until about 1973. At that time the Army had 29,000 applications from within and without the Army, only about 10,000 officers were integrated within the next few years extending into the late 1950's. The Army has since built up slowly to 44,000 plus, still considerably short of the authorization.

2. There were some good reasons for the approach that was taken in 1947. The Army was in the process of giving up its Air Forces, and the Army officer strength was due to fall to about 65,000 in 1948. It in fact dropped to 64,819 in 1948 and was only 67,784 when the Korean conflict began in 1950. There were simply no plans to maintain an Army in excess of 600,000 or an officer corps in excess of 70,000. The 49,500 RA content was, therefore, established to meet the needs of the time and that envisioned for the foreseeable future. The rapid promotion rates

Incl 4 to Annex B



associated with World War II had distorted the structure, and the Army did not desire to integrate too many of them. The objective was to build a balanced structure in a slow methodical manner and not to reach the saturation point until the retirement losses of officers acceding in World War II would make room for the number of new accessions coming in each year. These losses would not begin occurring in sufficient numbers until the early 1970's. Time has not proved the Army planners too wrong, although the Army has suffered from this policy and from the 49,500 RA officer limitation that has lasted for too many years. An RA content that was established for an officer corps of 65,000 has gone unchanged for 20 years, though the officer corps has dropped only once during this period to 90,000 plus (1961). Baseline is now viewed at 95,000. The key point is that the Army has had to be frugal on integration - so frugal in fact that unless an OTRA officer met the quality standards of the top half of the RA content he did not have a chance to be integrated. So, in essence the Army has followed a policy of refusing officers into the Regular Army ranks who were better than many of the RA officers on board.

3. For several years a study of the dual versus single component system has been underway at Department of Army. Fruition has been delayed due to the RVN buildup and the associated decision of the President to fight the war with only a very limited call-up of Reserves. The phase-down now in progress, and the change in strategy to accomplish emergency build-ups in the future through mobilization make the time ripe to now pursue the subject vigorously. There are many aspects of the current

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system that block the way to a significantly higher degree of professionalism and are consequently major considerations mitigating against the continuance of the dual component system.

a. The dual component system is complicated and difficult to manage. A single component system would, on the other hand, provide for simplicity of management.

b. A single component would remove all real and imagined discrimination, enable each officer to develop to the fullness of his potential, remove most, if not all, irritants inherent in the present system, create a system wherein only the best survive, preclude a giant share of wasteful competitiveness, and instill total pride in the profession of arms.

c. A single component system would enable the Army to realistically equate long term needs with resource development.

d. It would enable simplification of the United States Code governing officers.

e. And finally, a single component system could enable baseline force strengths to be established by law.

4. Dual vs single componency invokes the subject of discrimination. This is an emotional subject, but must be addressed and treated factually and objectively. To do this requires one to view it from the standpoint of both the OTRA officer and the Regular.

a. Large numbers of officers, particularly Reservists, view the Regular Army content of the officer corps as a semi-fixed body, incapable of being altered significantly by the President or a single administration without major changes in legislation governing Regular Army officers. In

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reality, the RA content is rather inflexible to short range fluctuations in strength, whereas the statutes governing Reservists are not rigid and permit call to active duty and release when the Army no longer required their service. The general feeling is that the Reserve officer career content exists to be manipulated during buildups and phasedowns, quality notwithstanding.

b. Secondly, although the code permits Regular Army officers to be released from active duty for incompetence, this authority is used sparingly except for cases involving moral turpitude or violations against the Uniform Code of Military Justice. Rather than take on the futile task of providing an RA officer incompetent (in the face of a promotion board action that had declared the officer qualified to hold his AUS grade), the Army has been forced to wait for the officer's second RA passover, 5 to 7 years into the future. Many argue that even then the Army gets rid of only the worst of the worst. Those who hold this view find some justification in the record. During the past 15 years, 99 percent of the RA 1LTs have made permanent captain, and 95 percent of the RA captains have made permanent major.

c. Thirdly, many Reservists think the regular establishment protects itself by denying them an opportunity to become RA officers. They see some marginally effective RA officers among their ranks, but the vast majority of them cannot get integrated although they are serving the Army well. More liberal integration rates would have saturated the RA content long ago, something the Army could not allow to happen.

d. There are many promotion inequities, or alleged inequities, in the current promotion system that are topics of frequent morale-hurting conversation.

(1) Consideration for temporary promotion to all grades has continued to precede consideration for permanent promotion, in fact by as much as 7 years in the case of major and lieutenant colonel. Promotion to permanent major is tantamount to reaching retirement. So, this is a key promotion for the Regular. The percentage of selection to temporary major is considerably less than the promotion rates to permanent major. Herein rests an inequity, because the Reserve officer on active duty is considered only for temporary promotion. It should also be noted that he competes against all officers, both RA and OTRA; whereas, the RA competes only against his RA year group for permanent promotion. Additionally, selection to major is not tantamount to retirement in the case of Reservists. If consideration to temporary lieutenant colonel occurs in the 16th year or earlier, the Reservist must also pass that milestone. There is yet another aspect worthy of mention. An RA officer who is passed over for temporary major in the 8th year, for example, can be passed over six more times and still make permanent major, thus all but insuring retirement. The Reservist passed over in the 8th year or any other year must survive the next list, else he is involuntarily released. In some cases, he may not have a chance to get another efficiency report in his record. The Regular, on the other hand, has a number of years to improve his record to the point that he can meet the competition. The record shows he can be in the bottom 5 to 7 percent and still make it.

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(2) The Regular officer who has failed all temporary promotion considerations but who receives a permanent promotion to the next higher grade can wear that grade (with the authority that goes with it) and be paid for it. The Reservist who receives a ROPA promotion while on active duty cannot wear the grade or be paid for it. If, however, a Reserve officer is released from active duty for one day and then involuntarily recalled, he must be recalled in his ROPA grade. If voluntarily recalled, he re-enters in his AUS grade. It aids the Reserve officer in retiring at a rank possibly higher than he held on active duty. In reality, the ROPA law was not written with the career Reservist in mind. Rather, it was written for the Reservist who is subject to recall for short periods of time in an emergency, but the law is by the nature of the beast applicable to the career Reservist, and to him it is another constant reminder that he lives by all the rules and has the same responsibilities as his RA counterpart but reaps fewer rewards for reasons he cannot understand.

(3) The now defunct long range active duty program which permitted outstanding Reserve officers to be kept on active duty until they acquired 28 years AFCS did much to support the Army's assertion that a career opportunity does in fact exist for the Reserve officer. Its discontinuance dispelled that argument in the mind of the senior Career Reservists in particular.

(4) The apparent, or alleged, inequities are not all on one side of the fence. There are instances wherein Regular Army officers have made temporary lieutenant colonel only to be passed over twice for permanent

major and forced out of the Army prior to reaching retirement. A Reservist making lieutenant colonel would, unless there is a major reduction in force, likely reach retirement. The individual records would have to be examined in order to ascertain whether the Regular had stubbed his toe after having made temporary major or lieutenant colonel, but the example is still present as a basis of argument. Very definitely, the Regular gets the worst of it after retirement. He must forfeit a portion of his retired pay if he chooses after retirement to work for the Government. He is also permanently prohibited from representing any person in the sale of anything to the Government through Department of the Army. He cannot draw any retired pay, within three years after retirement, if he is engaged in selling anything except services to any agency of the Department of Defense. He is also subject to recall until he has completed a total of 40 years of active and inactive service as a Regular Army officer. In the meantime, though retired, he is subject to the Uniform Code of Military Justice, though the policy is not to enforce it unless he commits an act involving the national security. The point here is that the same law should apply to all career officers.

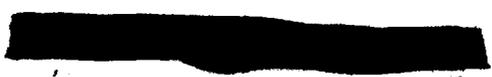
(5) There is another inequity in the system that goes against both the Regular officer and the career Reservist. National Guard and Reserve officers not on active duty may be promoted to fill unit vacancies. During times of peace, usually a time of slow promotions for the Active Army, a Reserve officer in a Reserve unit may be promoted ahead of his active duty counterpart. If the Reserve unit is called to active duty or if there is an individual call-up, the Reserve officer would outrank his counterpart who had been on continuous active duty. This possibility is grossly unfair to the officers of the Active Army.

P / [REDACTED]
[REDACTED]

e. Lastly, there is another inequity that frustrates the Reservist.

He sees the Regular getting what is generally believed to be the so-called career enhancing jobs, leaving him to do the less glamorous, but sometimes tougher tasks required by the Army. The new OTRA officer gets his pre-RVN experience in the training centers or with school troops while the USMA graduate and many of the ROTC DMG's are drawing jump pay in the 82d Airborne Division or the Airborne Brigade of the 8th Division. Additionally, in many instances, the Reservist is already in Vietnam before his regular counterpart finishes Airborne and Ranger school for which they are given priority of attendance. So, the young Reservist is handicapped from the beginning, and this fact is clearly realized by most of them. Retention of junior officers is a problem, and herein rests the cause of a giant share of it. The inequities of assignment do not improve substantially as time passes. One has to search long and hard to find a handful of OTRA lieutenant colonels who have commanded battalions in Vietnam, although their backgrounds and abilities make many of them highly suited for it. Battalion command for the Reservist is almost completely confined to the training centers. This is of course consistent with the Army's current philosophy of preparing the Regular for greater responsibility, but it is damaging to the professionalism of the Reserve officers who make up about two-thirds of the present officer corps.

5. The point of all this is that there are inequities in the present system. Some are real; some are debatable; others may be imaginary. All are emotional, and this is one of the important reasons why they cannot be ignored. Morale is a state of mind - an emotional state of mind. High



morale is essential to a high degree of professionalism, and it is axiomatic that high morale in the officer corps is now possible for only a minority. The Regular content is destined to remain a minority so long as the current law exists and the strength of the officer corps is over 100,000.

6. A single component system would automatically eliminate the various inequities that plague the current system. It is believed that this is a goal that can be attained and that the Army should not cease its efforts until this goal is reached. Under such a system all officers would compete on an equal basis, and the fittest would survive. A single component system would have the following characteristics:

a. All officers would be commissioned into the same Army and would be identified only according to their assigned status. For example, all officers on active duty including the National Guard when federalized and Reserves that were called up would simply be referred to as active duty officers. The only differentiation would be differences in tenure.

b. A single promotion system wherein promotions are neither called temporary nor permanent. Promotion rates and promotion opportunity for the Reserves and the National Guard would equate to but not exceed that of the active Army.

c. Tenure would be first a function of quality and secondly a function of choice. The best officers would be retained to 30 years, and beyond in the case of General Officers. Mandatory retirement would be effected at any point beyond 20 years at the discretion of the Army with six months warning time.

d. There would be a continuing requirement for severance pay to be used similarly to the way it is today.

e. Some safeguards would need to be built into the system to prevent a single administration from reducing the size of the officer corps to dangerous proportions against the will of the Congress.

f. Any officer recalled to active duty individually or as a part of a unit call-up could apply for extended active duty. If his basic career branch concludes that he is good enough, he may remain on active duty so long as he can survive the competition for the number of spaces within his grade that are authorized at the time.

7. The basic philosophy that should guide the officer corps of the future is that no officer, irrespective of procurement source, has an inherent right to tenure unless he is best qualified.

8. A one component officer corps is therefore a goal of OPMS. It is not necessary, however, to implement OPMS or any other system of officer management. Yet, so long as a dual component system exists in any system, a significantly lower state of professionalism will surely result.

ANNEX C

CAREER MANAGEMENT SYSTEM

1. PURPOSE. Establish a system of career management that:

a. Develops officers who are professionally qualified to assume positions of high command and heavy managerial responsibility.

b. Develops officers who are professionally qualified to assume positions requiring in-depth expertise in specialty areas.

c. Develops officers who are professionally qualified to assume positions of high staff responsibility.

d. Provides for the optimum utilization of individual skills, aptitudes, interests, and desires.

e. Strikes the proper balance between flexibility of assignment and the development of professional competence by concentration in a given career field.

f. Eliminates non-productive competition.

2. SCOPE. Provides a career management system for the Officer Corps of the US Army which is consistent with the proposed Defense Officer Management System and with the opportunities, restraints, and influences of the modern volunteer Army. Inherent in the system is the provision of a professionally competent officer corps which takes full advantage of individual abilities, aptitudes and potential and selects, motivates, and develops those officers best qualified to meet the command, staff or specialist requirements of the Army. (With the exception of those provisions indicated in Incl 18, this system is not

applicable to the special branches of the Army.)

3. ESSENTIAL ELEMENTS OF ANALYSIS (EEA).

a. Develop a system to manage officers best qualified for command/management positions, specialist positions, and that segment of the officer corps between these two extremes. (Alternates considered are discussed below. This is the key to the career management system. All other EEA were addressed within the framework of the conclusion on this fundamental EEA and are individually discussed in Inclosures 1-19).

b. Identify those areas for which specialization is required and determine the degree of specialization appropriate for these areas. (Inclosures 6,7,8,9,10,11,12, and 13).

c. Provide for management of the special branches (Inclosure 18).

d. Investigate the desirability and feasibility of managing logisticians as a separate career group (Inclosures 3,4 and 9).

e. Identify competitive groupings (Inclosure 2).

4. ALTERNATIVES. Four alternative management systems were considered. All of these alternatives included separate management of officers pursuing careers in those specialty areas which had no direct relationship to the functions of an existing career branch or group of related career branches. The alternatives varied in the organizational level at which a distinction existed between the management of those officers being developed to assume positions of high command responsibility and those officers being developed to assume positions which were neither command nor specialist oriented (staff officers).

a. Alternative 1. In this alternative the distinction in management of commanders and staff officers is made at the highest organizational level.

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This system provides for separate management of all commanders and staff officers without regard to their basic career branch.

b. Alternative 2. In this alternative the distinction in management of commanders and staff officers is made within groups of related branches. For example, commanders and staff officers of the combat arms are separately managed at the combat arms group level without regard to their basic branch.

c. Alternative 3. In this alternative officers are managed by their basic branch and the commander - staff officer distinction is made within each branch.

d. Alternative 4. In this alternative officers pursuing branch material career fields are managed by the career branch concerned. Distinctions in the management of commanders and staff officers following these branch material career fields are made within the appropriate career branch. Officers pursuing career fields which were common to related career branches are centrally managed with distinctions between the management of commanders and staff officers, within the centralized management agency.

5. DISCUSSION OF ALTERNATIVES.

a. Alternative 1. This system provides for centralized management of commanders and staff officers and eliminates competition between these two categories of officers. There is however, little relationship between the career patterns associated with the development of officers in either the command or staff category, i.e., the development pattern for an infantry battalion commander is more closely related to that of an infantry staff officer than it is to the development pattern for an engineer topographic

battalion commander.

b. Alternative 2. This system provides for centralized management of commanders and staff officers within groups of related branches and eliminates competition between these categories of officers within these branch groupings. While this alternative will provide for centralized management of officers following career fields which are common to all branches of the group, it forces a separation in the management of commanders and staff officers pursuing branch material career fields. As with alternative one, the development of commanders and staff officers following these branch material career fields is more closely associated than the development patterns of either the commanders or the staff officers of the related branches.

c. Alternative 3. This alternative provides for centralized management of officers pursuing branch material career fields and provides for distinctive management of commanders and staff officers within the same career branch. This alternative however does not provide for centralized management of these officers pursuing career fields which are common to related branches.

d. Alternative 4. This alternative provides for management of the branch level, of branch material career fields and provides centralized management for those career fields which are common to related branches. This alternative provides for distinctive management of commanders and staff officers within related career fields. This alternative however imposes a reduction in the current level of assignment flexibility by separating the management of career branch officers following career fields which are common to groups.

of related branches.

6. CONCLUSIONS.

a. Alternative 3 best fulfills the management objectives for those branches or groups of related branches which do not possess career fields which are common to all branches of the group.

b. Alternative 4 best fulfills the management objectives for those branches or groups of related branches which possess career fields which are common to all branches of the group.

c. Supporting elements as described in Inclosures 2-19 will significantly enhance the professional qualification of the officer corps.

7. RECOMMENDATIONS.

a. Alternative 3 be adopted for the management of branches or groups of related branches that do not possess career fields which are common to all branches of the group.

b. Alternative 4 be adopted for the management of branches or groups of related branches that possess career fields which are common to all branches of the group.

c. Supporting elements as described in Inclosures 2-19 be adopted.

8. FUNDING.

a. There are no funding implications for OPO.

b. There are no funding implications for the special branches.

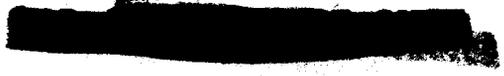
c. There are major funding implications for CONARC in revising the Army school system to match the branch functional realignments of OPMS which must be determined by CONARC.

d. There are funding implications for CDC and ACSFOR to review and revise authorization documents to reflect branch functions and MOS proponency of OPMS which must be determined by the respective agencies.

e. There are funding implications for all proponents of Army publications to review and publish necessary revisions to reflect OPMS concepts which must be determined by the individual proponent agency.

19 Incls

- 1. Background Information
- 2. Competitive Groupings
- 3. Staff Functionalization
- 4. MOS Proponency
- 5. Identification and Selection of Commanders and Staff Officers
- 6. Concepts of Specialization
- 7. Management of Army Aviators
- 8. Specialist Fields Within Branch Groupings
- 9. Management of Logisticians
- 10. The Chemical Corps Problem
- 11. The Finance Corps/Comptroller Problem
- 12. Disposition of Current Special Career Programs
- 13. Career Patterns
- 14. Military and Civilian Schooling Opportunities
- 15. Eligibility and Selection for Senior Service College



16. Management of Colonels (Including Special Management of SSC Graduates)
17. Roles of OPO and the Field Commander in Assignments
18. Management of the Special Branches of the Army
19. Capability for Expansion

BACKGROUND INFORMATION

1. The Officer Personnel Management System Study was initiated within the office of Deputy Chief of Staff for Personnel in response to guidance received from the Chief of Staff of the Army. The background concept, objectives, of this study are described in Chief of Staff Memorandum 71-126 dated 2 April 1971.
2. The proposed career management system developed in support of this study is compatible with the parameters of the proposed Department of Defense Officer Management System (DOMS) and assumes validity of the MOS requirements contained in the projected personnel requirements provided by ACSFOR.
3. The objectives of the new career management system are to provide, consistent with the needs of the service, for the optimum development and utilization of individual aptitudes, skills, interests and desires and to provide a competitive environment which gives equitable recognition to individual development and accomplishment. The proposed concept for career management is designed to satisfy these objectives by identifying and developing those officers potentially best qualified to assume command positions; by establishing areas for specialization; by developing those officers potentially best qualified to meet other Army requirements; and by grouping related career fields to insure productive competition. (See Appendix A, Definitions).

4. Fundamental to the development of the new concept is the grouping of related MOS into career fields and the development of officer expertise within these career fields. It is recognized that increasing competence in a particular field will limit the range of assignments experienced by individual officers and reduce the flexibility of the management system. The proposed system attempts to achieve a balance between flexibility and competence.

5. The proposed system envisions many significant changes in officer career management. These changes are addressed in the remaining inclosures.

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APPENDIX A

DEFINITIONS

1. COMMANDER. An officer whose interests, aptitudes and development are oriented toward command and staff assignments that emphasize command and leadership of individuals and operations and training in the field.
2. STAFF OFFICER. An officer whose interests, aptitudes and development are oriented towards staff assignments that emphasize administration, development of policy, plans, programs and budgets, indoor environment and detailed work.
3. SPECIALIST. An officer whose interests, aptitudes and development are oriented toward assignments that emphasize technical expertise, systematic analysis and rapid technological change.
4. CAREER FIELD. A grouping of related MOS whose skill and duty requirements are mutually supporting in the development of officer competence. Career fields established must contain sufficient requirements at each grade level to provide for equitable promotion to the grade of colonel.
5. CAREER PATTERN. Career patterns are chronological assignment paths spanning a full career which serve as guides for the assignment of officers to develop their full professional capabilities to the highest level in line with the Army's needs.
6. PRODUCTIVE COMPETITION. Competition which encourages adherence to established career patterns and insures that officers who are following related career patterns are selected for promotion, schooling and significant assignments on the basis of demonstrated qualification within their career field.

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COMPETITIVE GROUPINGS

1. CURRENT SYSTEM.

a. Army Promotion List

- (1) Air Defense Artillery
- (2) Adjutant General's Corps
- (3) Armor
- (4) Chemical Corps
- (5) Corps of Engineers
- (6) Field Artillery
- (7) Finance Corps
- (8) Infantry
- (9) Judge Advocate General's Corps
- (10) Military Intelligence
- (11) Military Police Corps
- (12) Ordnance Corps
- (13) Quartermaster Corps
- (14) Signal Corps
- (15) Transportation Corps

b. Chaplains

c. Women's Army Corps

d. Army Medical Department

2. PROPOSED SYSTEM. The following competitive groupings will be used for all DA promotion/schooling selection boards. Their relationship to the DOMS Incl 2 to Annex C

C-2-1



management groupings is shown in parenthesis.

a. Combat Arms (DOMS: Line)

- (1) Air Defense Artillery
- (2) Armor
- (3) Field Artillery
- (4) Infantry

b. Combat Support Arms (DOMS: Line)

- (1) Corps of Engineers
- (2) Military Intelligence
- (3) Military Police Corps
- (4) Signal Corps

c. Materiel and Movement Services (DOMS: Line Support)

- (1) Ordnance Corps
- (2) Quartermaster Corps
- (3) Transportation Corps

d. Other OPD Managed Branches (DOMS: Line Support)

- (1) Adjutant General's Corps
- (2) Women's Army Corps (Promotion by Quota)
- (3) Specialist Corps (Promotion by Quota)

e. Special Branches (DOMS: Health, Scientific, Legal and Religious)

- (1) Judge Advocate General's Corps (Promotion by Quota)
- (2) Chaplains (Promotion by Quota)
- (3) Army Medical Department (No change in current AMEDD Promotion)

System)

- (a) Medical Corps
- (b) Dental Corps
- (c) Veterinary Corps
- (d) Medical Service Corps
- (e) Army Nurse Corps
- (f) Army Medical Specialist Corps

APPENDIX A

BRIGADIER GENERAL POSITIONS ASSOCIATED WITH COMPETITIVE GROUPINGS

1. COMBAT ARMS	<u>93</u>
Recruiting/Initial Training	(13)*
Military Assistance	(2)*
2. COMBAT SUPPORT ARMS	<u>46</u>
3. MATERIEL AND MOVEMENTS	<u>63</u>
Logistics Generalists	(43)*
4. OTHER OPD MANAGED BRANCHES	
Adjutant General Corps	7
WAC	1
Specialists	
Comptroller	6
Computer Science	3
Information	3
ORSA	0 **
Research and Development	5
5. SPECIAL BRANCHES	<u>38</u>
6. NOT ASSOCIATED WITH ANY PARTICULAR COMPETITIVE GROUPING	<u>85</u>

*Included in group total

**No positions are specifically associated with ORSA; however, ORSA qualification is considered a desirable asset of any general officer.

STAFF FUNCTIONALIZATION

1. PRESENT SYSTEM.

a. Current TOE show a wide variance in the designation of branch material versus branch immaterial in the S1/G1, S2/G2, S4/G4 and unit Motor Officers. Within the current basic Infantry and Armor battalion TOE the S4 and motor officer are branch immaterial; within the Field Artillery Group and Armor Brigade headquarters all unit staff positions (except signal officer and chemical officer) are branch material. In the Infantry division headquarters, the G1 and G4 are branch immaterial.

b. Unit commanders frequently use the staff as a place to hold incoming/outgoing and/or unfit subordinate commanders. This practice causes undue turbulence in the staff. Unit staff officers usually have little or no training in the staff functional area prior to their staff assignment. These factors mitigate against staff professional competence.

2. PROPOSED SYSTEM.

a. The assignment of sole and group proponency to MOS such as 0600, 2110, 2260, 4010, and 9301 (Inclosure 4) will result in a change in staff composition at all levels.

b. Narrowing the range of assignment available to officers could tend to produce branch/MOS parochialism. Integration of the branches, beginning at the lowest level, will insure that this does not occur, and that officers of branches other than the combat arms gain an appreciation of the missions and problems of the arms. This appreciation begins with a 12 month detail

Incl 3 to Annex C

to the combat arms at the lieutenant level and continues with assignments at battalion/brigade/division staff. It is the intent to foster greater technical and professional competence by providing staff officers with specific staff related training for their jobs.

c. Staffs would reflect the following typical composition:

- | | |
|--------------------|---------------------------------|
| (1) CO | Branch Material |
| (2) XO | Branch Material |
| (3) S1 | Adjutant General Corps |
| (4) S2 | Military Intelligence |
| (5) S3 | Branch Material |
| (6) S4 | Materiel and Movements Material |
| (7) Motor Officer | Ordnance Corps |
| (8) Signal Officer | Signal Corps |
| (9) LNO | Branch Material |

d. A number of questions arising out of staff functionalization are addressed below:

(1) Future commanders need varied staff training; how do they get it?

At the company level platoon leaders/XO's have additional duties in maintenance and supply. Under the OPMS concept, they get staff guidance from highly qualified officers, with expertise in that staff area. Company officers likewise learn of personnel and intelligence from dealings with experts in the field. Battalion XO's supervise the entire staff and develop the appreciation of the functions of the entire staff. Today very few officers serve in all of the following positions for a significant

period of time: S1, S2, S3, S4, Motor Officer and XO. Under the OPMS concept all officers normally will serve for a considerable period of time in all of the following positions before commanding a battalion: Plt Ldr, CO XO, Co Cmdr, S3, and XO. This same rationale can be extended to higher levels. In addition, an appropriate number of the S1, S2, and S4 positions in brigade/groups and in divisions, corps and field Army staffs could be reserved for officers who are command designated to insure that future commanders serve in some of these positions as part of their overall development. To insure that the expertise desired is not diluted, if the principal staff officer is combat arms, then the assistant will be from the MOS proponent branch.

(2) What happens when the AG captain for S1 is not assigned? The commander takes the best qualified officer available and assigns him pending arrival of the AG captain. This is the current practice and should not be objectionable. On the other hand, when available, the AG captain should be better qualified by virtue of training.

(3) Won't having other than basic branch officers in a battalion staff reduce the battalion commander's flexibility to replace company commanders? Yes. However, loss of flexibility is offset by increased technical and professional competence of the staff. Stability in the staff (not using the staff as a temporary holding pool for incoming/outgoing company commander) also enhances staff professionalism (and therefore unit professionalism). Unplanned losses of company commanders (casualties and relief for cause) can be temporarily replaced by the executive officer and permanently

replaced by the replacement system. In case of loss of both the CO and XO of a company other company XO's are available, and on the staff there is still a branch qualified captain as the assistant S3. In the case of relief for cause of either a commander or staff officer, a transfer out of the unit is desirable to permit an evaluation of the officer's performance in his new job without the unavoidable influence of the previous relief.

e. Examples of how the staff of some current TOE would be changed are shown in Appendices A, B, C, and D. Branch group abbreviations used in Appendices are defined in Inclosure 4.

3. ALTERNATIVE LEVELS OF IMPLEMENTATION.

a. Implement down to battalion level in all branches of the Army.

(1) Advantages:

(a) Maximum development of professional expertise in individual staff functional fields starting at the lowest levels.

(b) Minimum chance for parochial isolation.

(2) Disadvantage: Same loss of flexibility by battalion commanders.

b. Implement to brigade level in combat arms units and to battalion level in all other units.

(1) Advantage: Retains maximum battalion commander flexibility in high casualty units.

(2) Disadvantages:

(a) Eliminates essential first step of development of professional expertise for future arms brigade or division staff officer.

(b) Increases opportunity for parochial isolation by destroying combined

team concept in the basic Army unit - the maneuver battalion.

c. Implementation to brigade level in all TOE units and to battalion level in all TDA units.

(1) Advantage: Retains maximum battalion commander flexibility in all units of the field Army.

(2) Disadvantages:

(a) Eliminates the essential first step of development of professional expertise of most staff officers - the battalion level.

(b) Maximum opportunity for parochial isolation of line from staff.

4. RECOMMENDED OPTION: Implementation at the lowest level in all units where a basic branch skill is not required. Final decision will be deferred until a review has been made of TOE position requirements. It is envisioned that the S1, S4 and Motor Officer functionalization should be implemented at the battalion level in all units and that S2 functionalization should be implemented at the battalion level in Infantry and Armor units. Upon review the S2 position in Field and Air Defense Artillery and Combat Support Arms units may be found to be more closely related to the operations function rather than tactical intelligence and may be designated as branch material.

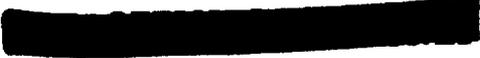
APPENDIX A

FIELD ARTILLERY GROUP

TOE 6-401 G

<u>TITLE</u>	<u>GRADE</u>	<u>CURRENT MOS/BR</u>	<u>PROPOSED MOS/BR</u>
CO	COL	1193 FA	1193 FA
XO	LTC	1193 FA	1193 FA
S-1	MAJ	2110 FA	2110 AG
S-2	MAJ	9301 FA	9301 MI
S-3	MAJ	2162 FA	2162 FA
S-4	MAJ	4010 FA	4010 MM
SIGNAL OFF	MAJ	0205 SC	0205 SC
AVIATION OFF	CPT	2518 FA	2518 FA
LNO	CPT	1193 FA	1193 FA
MOTOR OFF	CPT	0600 FA	0600 OD
ASST S-2	CPT	9301 FA	9301 MI
ASST S-3	CPT	2162 FA	2162 FA
AIR OBSERVER	LT (6)	1193 FA	1193 FA

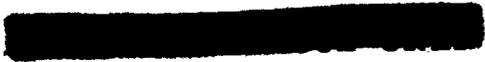
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APPENDIX B
ARMOR BRIGADE
TOE 17-42 H

<u>TITLE</u>	<u>GRADE</u>	<u>CURRENT MOS/BR</u>	<u>PROPOSED MOS/BR</u>
CO	COL	1210 AR	1203 AR
XO	LTC	1210 AR	1203 AR
S-1	MAJ	2110 AR	2110 AG
S-2	MAJ	9301 AR	9301 MI
S-3	MAJ	2162 AR	2162 AR
S-4	MAJ	4010 NO	4010 MM
COMM-EL OFF	MAJ	0205 SC	0205 SC
CHEMICAL OFF	CPT	7314 CM	7314 EN
ASST S-2	CPT	9301 AR	9301 MI
ASST S-3	CPT	2162 AR	2162 AR
ASST S-3 AIR	CPT	2163 AR	2163 AR
ASST S-4	CPT	4010 AR	4010 MM
LNO	CPT	1203 AR	1203 AR

G-3-B-1



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APPENDIX C

INFANTRY DIVISION HEADQUARTERS

TOE 7-4 H

<u>TITLE</u>	<u>GRADE</u>	<u>CURRENT MOS/BR</u>	<u>PROPOSED MOS/BR</u>
CHIEF OF STAFF	COL	2010 AM	2010 CA
SEC OF GEN STAFF	MAJ	2011 NO	2011 AG
G-1	LTC	2260 NO	2260 AG
ASST G-1	MAJ	2260 NO	2260 AG
ASST G-1	CPT	2260 NO	2260 AG
G-2	LTC	9301 AM	9301 MI
ASST G-2	MAJ	9301 AM	9301 MI
ASST G-2 AIR	MAJ	9309 MI	9309 MI
ASST G-2	CPT	9301 AM	9301 MI
ASST G-2 AIR	CPT	9309 MI	9309 MI
G-3	LTC	2162 AM	2162 CA
ASST G-3	MAJ (3)	2162 AM	2162 CA
ASST G-3 AIR	MAJ	2163 AM	2163 CA
ASST G-3	CPT	2162 AM	2162 CA
G-4	LTC	2625 NO	2625 MM
ASST G-4	MAJ (2)	4010 NO	4010 MM
ASST G-4	CPT	4010 NO	4010 MM
G-5	LTC	2180 NO	2180 MA

C-3-C-1



APPENDIX D
INFANTRY BATTALION
TOE 7-15 H

<u>TITLE</u>	<u>GRADE</u>	<u>CURRENT MOS/BR</u>	<u>PROPOSED MOS/BR</u>
CO	LTC	1542 IN	1542 IN
XO	MAJ	1542 IN	1542 IN
S-3	MAJ	2162 IN	2162 IN
S-1	CPT	2110 IN	2110 AG
S-2	CPT	9301 IN	9301 MI
S-4	CPT	4010 NO	4010 MM
COMM OFF	CPT	0205 SC	0205 SC
MOTOR OFF	CPT	0600 NO	0600 OD
S-3 AIR	CPT	2163 IN	2163 IN
LNO	LT (2)	1542 IN	1542 IN
BN SUPPORT PLT	LT	4010 NO	4010 MM

C-3-D-1



MOS PROPONENCY

1. CURRENT SYSTEM.

a. Within the basic branches of the Army there is no official relationship between branch and MOS. While MOS 1542, Infantry Unit Commander, is normally thought of as an "Infantry MOS", there is nothing to preclude officers of other than the Infantry branch from holding this MOS nor is there anything to preclude organizational documents from combining any branch and MOS. A TDA may call for a Field Artillery accounting officer, while a more logical choice would appear to be a Finance Corps officer.

b. A large number of Army positions are labeled as branch immaterial, arms material, or service material. This combined with the many combinations of branch and MOS found in authorization documents has resulted in the career management branches being called on to furnish officers to work in an excessive number of MOS. Within OPD, the branch is the primary item considered in deciding which branch fills the personnel requirements. As a result, although a requisition may call for a particular branch and MOS, the ultimate selection is generally based on officer availability within the branch rather than competency in the MOS. The difficulty of a proper man - job match is proportional to the number of MOS (and restricting MOS prefix and ASI) that the branch is called on to fill.

c. The wide use of branch immaterial designations in organizational documents prevents a given branch from being tasked with developing a given

number of officers in a specific MOS skill.

d. Current MOS structure is listed in AR 611-101 (Change 27).

2. PROPOSED SYSTEM.

a. Professional competence will be improved by identifying MOS with a single branch or group of related branches whenever possible and by reducing the number of MOS for which a given branch is expected to maintain officer expertise. MOS proponency will be assigned in the following categories:

(1) Sole Proponency. All Army requirements for a given MOS will be filled from a single branch which is designated the MOS proponent. Organizational documents will be revised to show the proponent branch for these MOS.

(2) Group Proponency. All Army requirements for a given MOS will be filled from a group of related branches. Organizational documents will be revised to show the proponent branch group for these MOS.

(3) Common Proponency. Those MOS which are designated to be filled by the majority of branches of the Army (an example is 2162). Organizational documents which currently reflect Branch Immaterial for these MOS will be revised to show a single branch or a group of related branches for these MOS.

b. The proposed MOS proponency is shown in Appendix A for the current MOS structure. MOS in the 3000 series are not shown; the Army Medical Department is the proponent for all of these MOS. Special branches of the Army (Chaplain, JAGC, and AMEDD) may be designated to fill common proponency MOS

within class II organizations of their respective chiefs. Special branches of the Army will not, however, fill MOS designated to the new Specialist Corps.

c. Additional study is required to examine each MOS for validity. Many MOS probably could be consolidated. For example, the 14 different railroad operating MOS might be combined into a single MOS, Railroad Operations. Many MOS in the 7000 series which describe purely civilian skills could be dropped.

d. Award of MOS will be restricted to individuals in branches authorized the particular MOS.

e. It is recognized that when existing organizational documents are reviewed in light of the MOS proponency shown in Appendix A, proponents of the TDA/TOE may decide to change the MOS rather than the branch. In any case, at the conclusion of the review all organizational documents will reflect a branch/MOS or branch group/MOS that is compatible with the MOS proponency in Appendix A. Branch immaterial will not be authorized in organizational documents. Documents will specify a branch, the combat arms branch group, or the materiel and movements branch group. This is essential to establish responsibility for training and developing officers for every job in the Army.

f. The assignment of MOS proponency is not intended to force the organization of the Department of the Army General Staff along branch lines. When detailed to the DA General Staff, officers of any branch may be assigned to any duty MOS (but not awarded the MOS) at the discretion of the SGS. Chiefs

of DA General Staff offices retain the prerogative to staff their offices with officers of any branch desired. However, they should consider the MOS proponency and branch skills when reviewing their organization.

f. Within OPO, career branch assignment officers will continue to come from the respective branches, and may carry a duty MOS of 2210, Personnel Management Officer, but officers other than AG may not be awarded 2210 as either a primary or additional MOS. Outside of the DA General Staff and OPO, positions calling for Personnel Management Officers, MOS 2210, will be filled by AG officers from the personnel management career pattern. Within OPO, AG officers will be used whenever there is no clear cut requirement for an officer of another branch.

h. Only one MOS has been assigned to WAC for proponency. OPMS envisions, however, that WAC will continue to serve in a wide range of MOS. These are indicated by an asterisk in Appendix A. WAC may transfer to the Specialist Corps on the same basis as male officers.

APPENDIX A

1. ABBREVIATIONS USED.

a. Branches

AD	Air Defense
AG	Adjutant General
AR	Armor
CH	Chaplain
CM	Chemical
EN	Engineer
FA	Field Artillery
FI	Finance
IN	Infantry
JA	Judge Advocate
MI	Military Intelligence
MP	Military Police
MS	Medical Service
OD	Ordnance
QM	Quartermaster
SC	Signal
SP (___)	Specialist (Type of Specialization)
TC	Transportation
WC	Women's Army Corps

b. Other

AL	Common to the majority of all branches
CA	Combat Arms Group
CI	Requirement should be converted from commissioned officer to civilian
CP	Comptroller
DP	Computer Science
IO	Information
LG	Logistics Generalist
MA	Military Assistance
MM	Materiel & Movements Group
OR	Operations Research/Systems Analysis (Field Grade)
RD	Research and Development
RT	Recruiting and Initial Training

2. RECOMMENDED PROPONENCY.

AG	0030	Postal Officer
SC	0205	Communications and Electronics Staff Officer
SC	0213	Post Communications Electronics Officer
SC	0220	Area Signal Center Officer
SC*	0221	Communication Center Officer
SC	0300	Fixed Plant Signal Unit Commander
SC	0405	Telephone-Digital Communications Officer

RECOMMENDED PROPONENCY

SC	0425	Cable Communications Officer
SC	0505	Radio Systems Officer
AD	0590	Radio Controlled Target Airplain Officer
OD	0600	Motor Officer
TC	0609	Highway Transport Planning Officer
TC	0612	Field Transportation Officer
TC	0615	Highway Traffic Engineer
TC	0660	Highway Transport Officer
EN	0663	Engineer Equipment Officer
TC	0668	Amphibious Craft Officer
TC	0692	Transportation Officer
TC	0693	Transportation Traffic Management Officer
TC	0694	Transportation Movements Officer
TC	0706	Trainmaster
TC	0715	Railway Maintenance-of-Way Superintendent
TC	0716	Railway Bridge and Building Supervisor
TC	0717	Railway Track Supervisor
TC	0718	Railway Signal Maintenance Supervisor
TC	0720	Road Foreman, Railroad Locomotives
TC	0730	Yardmaster
TC	0735	Railway Master Mechanic
TC	0736	Railway Car Foreman
TC	0737	Enginehouse Foreman

RECOMMENDED PROPONENCY

TC	0740	Railway Dispatcher
TC	0750	Railway Operations Superintendent
TC	0753	Railway Car Service Superintendent
TC	0754	Railway Equipment Superintendent
TC	0801	Harbor Master
TC	0804	Cargo Officer
TC	0815	Port Operations Officer
TC	0820	Dredge Master
TC	0823	Dredge Engineering Officer
TC	0825	Harbor Craft Unit Commander
SC	1010	Combat Signal Unit Commander
AD	1120	Antiaircraft Artillery Fire Control Officer
FA	1154	Field Artillery Target Acquisition Officer
AD	1172	Antiaircraft Artillery Gun Unit Commander
AD	1174	Light Air Defense Artillery Unit Commander
AD	1176	Composite Antiaircraft Artillery Unit Commander
AD	1177	Air Defense Missile Staff Officer, Nike Hercules
AD	1178	Air Defense Missile Staff Officer, Hawk
AD	1180	Air Defense Missile Unit Commander
AD & FA	1181	Guided Missile Systems Officer

RECOMMENDED PROPONENCY

FA	1183	Reconnaissance and Survey Officer
FA	1190	Ballistic Missile Unit Commander
FA	1193	Field Artillery Unit Commander
FA	1198	Field Illumination Unit Commander
AR	1203	Tank Unit Commander
AR	1204	Armored Reconnaissance Unit Commander
AR	1210	Armored Combat Command Commander
EN	1328	Engineer Construction Unit Commander
EN	1330	Armored Engineer Unit Commander
EN	1331	Combat Engineer Unit Commander
EN	1342	Portable Bridge Unit Commander
EN	1367	Amphibious Engineer Unit Commander
EN	1415	Chemical Combat Support Unit Commander
IN	1542	Infantry Unit Commander
IN	1543	Infantry Heavy Mortar Unit Commander
IN	1560	Infantry Unit Commander (Mechanized)
MI	1690	Military Intelligence Unit Commander
MI	1691	Army Cryptologic & Electronic Warfare Unit Commander
CA,MI,MS,TC	1980	Fixed Wing Aviation Unit Commander
CA,MI,MS,TC	1981	Rotary Wing Aviation Unit Commander
TC	1982	Airfield Commander
CA,MI,MS,TC	1987	Composite Aviation Unit Commander

RECOMMENDED PROPONENCY

AL	2010	Chief of Staff
AG*	2011	Secretary of the General Staff
AL	2015	Congressional Liaison Officer
AL	2019	Post Commander
AL	2025	Major Departmental Unit Chief or Director
AL	2030	Aide-de-Camp
AL	2040	Service Test Officer
AG*	2110	Adjutant or Adjutant General
AG*	2120	Administrative Officer
AL	2136	Nontactical Unit Officer
WC	2145	WAC Staff Advisor
AL	2162	Operations and Training Staff Officer (G3, S3)
CA	2163	Air Operations Officer (G3, S3)
SP (RD)	2167	Research and Development Coordinator
SP (RD)	2170	Technical Operations Officer
CA (MA)	2180	Civil-Military Operations Staff Officer (G5, S5)
AG*	2200	Personnel Officer
AG*	2210	Personnel Management Officer
MS	2239	Psychological Assistant
AG*	2260	Personnel Staff Officer (G1, S1)
AG*	2265	Manpower Control Officer

RECOMMENDED PROPONENCY

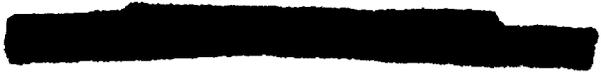
CA*	2310	Recruiting and Induction Officer
AG	2330	Labor Relations Officer
CI	2334	Selective Service Officer
SP (DP)	2401	ADP Officer, PCM
SP (DP)	2402	ADP Officer
CI	2420	Archivist
SP (IO)	2421	Military Historian
QM	2430	Graves Registration Officer
MS	2431	Medical Registrar
AL	2500	School Commandant
AL	2510	Advisor Group Commander/Senior Advisor (Res Comp)
AL (RT)	2517	Professor of Military Science
CA & TC	2518	Aviation Staff Officer
AL	2520	Training Officer
SP (IO)	2548	Training Aids Officer
SP (CP)	2610	Management Analyst
AL	2615	Organization & Equipment Planning Officer
CA (RT)*	2622	Training Center Unit Officer
MM (LG)	2624	Logistical Commander
MM (LG)*	2625	Logistics Officer
TC	2640	Troop Movements Officer
AL	2701	Nonmilitary Subjects Instruction Officer

C-4-A-7



RECOMMENDED PROPONENCY

CA*	2715	Military Leadership Instructor
CI	2720	Civil Defense Officer
AL	2728	Military College Faculty Member
SP (CP)	2800	Comptroller
SP (CP)	2801	Comptroller Staff Officer, Army General Staff
AL	2900	Headquarters Unit Commander
AL	2910	Service Company Commander
MM (LG)*	4010	Supply Staff Officer (G4, S4)
MM (LG)	4011	Maintenance Staff Officer
QM	4112	Open Mess Secretary
QM	4114	Food Advisor
QM	4120	Bakery Officer
QM	4130	Subsistence Officer
QM	4200	Supply and Service Officer
MM (LG)*	4201	Supply Management Officer
QM	4210	Army Exchange Officer
QM	4223	Commissary Officer
MM (LG)	4300	Materiel Project/Product Manager
EN	4312	Real Estate Officer
MM (LG)	4319	Procurement Control & Production Officer
MM (LG)	4320	Procurement Officer
AG	4360	Printing Officer



RECOMMENDED PROPONENCY

IN	4371	Dog Handling Officer
MM (LG)	4403	Foreign Aid Supply Officer
TC	4420	Aircraft Supply Officer
MM (LG)	4445	Storage Officer
TC	4475	Railway Supply Officer
MS	4490	Medical Supply Officer
OD	4510	Unit Ammunition Officer
OD	4514	Conventional Ammunition Officer
OD	4515	Missile and Munitions Officer
OD	4516	Missile Maintenance Officer
OD	4517	Special Ammunition Officer
QM	4600	Property Disposal Officer
QM	4601	Salvage Collecting Officer
MM (LG)	4803	Maintenance Officer
TC	4804	Marine Maintenance Officer
OD	4808	Armament Maintenance and Repair Officer
MM (LG)	4815	Mechanical Maintenance Officer
QM	4818	Tire Maintenance and Repair Officer
QM	4820	Parachute Maintenance & Aerial Supply Officer
TC	4823	Aircraft Maintenance Officer
OD	4825	Electronics Maintenance Officer
QM	4830	Laundry and Fumigation Officer

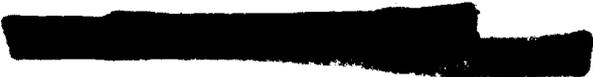
RECOMMENDED PROPONENCY

TC	4850	Railway Shop Superintendent
TC	4851	Car Repair Shop Superintendent
TC	4852	Boiler and Smith Shop Superintendent
TC	4854	Blacksmith Shop Superintendent
TC	4855	Erecting and Machine Shop Superintendent
TC	4856	Locomotive Erecting Shop Superintendent
TC	4857	Railway Machine Shop Superintendent
TC	4860	Airbrake Shop Superintendent
TC	4861	Electric Locomotive Repair Shop Superintendent
TC	4862	Diesel Locomotive Shop Superintendent
TC	4892	Sheet Metal and Pipefitting Shop Superintendent
QM	4940	Water Supply Unit Commander
EN	4942	Forestry Officer
QM	4944	Gas Generating Unit Commander
QM	4960	Petroleum Products Supply Officer
AG*	5000	Special Services Officer
AG*	5241	Army Band Officer
CH	5310	Chaplain
AG*	5400	Publications Officer
CI	5503	Public Education Officer
SP (IO)	5505	Information Officer

RECOMMENDED PROPONENCY

SP (IO)	5522	Broadcast Officer
MS	5525	Physical Reconditioning Officer
MS	5900	Public Welfare Officer
SP (CP)	6010	Public Finance Officer
SP (CP)	6100	Finance and Accounting Officer
SP (CP)	6101	Accounting Officer
SP (CP)	6200	Finance Staff Officer
SP (CP)	6201	Finance Disbursing Officer
SP (CP)	6302	Program/Budget Officer
AG	6400	Statistician
SP (CP)	6410	Economist
EN	7004	Division Engineer
EN	7010	Engineer Staff Officer
EN	7020	Public Works and Utilities Officer
EN	7110	Construction Engineer
EN	7130	Facilities Engineer
EN	7140	Highway Engineer
TC	7211	Marine Hull Maintenance Officer
TC	7221	Marine Engine Maintenance Officer
EN	7240	Port and Dock Construction Engineer
EN	7242	Marine Diver
SP (RD)	7300	Chemical Engineer
SP (RD)	7312	Physicist

C-4-A-11



RECOMMENDED PROPONENCY

EN	7314	Chemical Staff Officer
EN	7315	Chemical Combat Service Support Officer
SP (RD)	7317	Metallurgist
SP (RD)	7318	Organic Chemist
SP (RD)	7319	Chemist
OD	7320	Munitions Production Officer
EN & FA	7330	Nuclear Weapons Effects Officer
SP (RD)	7360	Chemical Munitions Development Officer
MM (LG)	7421	Production Engineer
MM (LG)	7422	Safety Engineer
CA & TC	7423	Aviation Safety Officer
TC	7424	Experimental Test Pilot
SP (RD)	7500	Mechanical Engineer
TC (RD)	7501	Aeronautical Engineer
SP (RD)	7502	Air-Conditioning & Refrigeration Engineer
SP (RD) SC	7601	Electronics Engineer
SP (RD) EN SC	7611	Electrical Engineer
SC	7750	Communications-Electronics Systems Engineer
SP (RD) SC	7860	Radio Engineer
SC	7881	Radio Frequency Engineering Officer
SC	7899	Public Communications Officer
EN	7900	Civil Engineer

RECOMMENDED PROPONENCY

EN	7902	Soils Engineer
EN	7915	Topographic Engineer
TC	7922	Railway Construction Engineer
QM	7930	Petroleum Engineer
EN	7932	Pipeline Engineer
EN	7940	Geologist
MS	7960	Sanitary Engineer
CA (MA)	8000	Civil Affairs Agricultural Officer
JA	8101	Legal Officer
JA	8102	Military Judge, Trial or Appellate Level
JA	8103	Judge Advocate or Judge Advocate General
CA (MA)	8104	Civil Government Officer
CA (MA)	8105	Civil Affairs Officer
JA	8127	Marine Casualty Investigation Officer
JA	8128	Admiralty Law Officer
JA	8130	Patent Lawyer
FA	8204	Meteorologist
EN	8311	Geographer
QM	8400	Physical Anthropologist
MS	8430	Research Psychologist
SP (IO)	8500	Pictorial Unit Commander
SP (IO)	8510	Pictorial Officer
SP (IO)	8511	Motion Picture and TV Director

RECOMMENDED PROPONENCY

SP (IO)	8521	Motion Picture or TV Writer
CI	8605	Arts-Monuments Officer
SP (OR)	8700	Operations Research/Systems Analysis (OR/SA) Officer
CI	9000	Public Safety Officer
MP	9100	Provost Marshal
MP	9110	Military Police Officer
MP.	9121	Correctional Officer
OD	9224	Explosive Ordnance Disposal Officer
MI	9300	Strategic Intelligence Staff Officer (G2, J2)
MI	9301	Tactical Intelligence Staff Officer (G2, S2)
MI	9303	Army Attache
CA (MA)	9305	Psychological Operations Officer
MI	9307	Installation Intelligence Officer
MI	9309	Aerial Surveillance Officer
AL	9310	Inspector General
MI	9330	Translation Officer
MI	9332	Interpreter
MI	9335	Censorship Officer
EN	9414	Fire Protection Officer
EN	9511	Camouflage Officer

RECOMMENDED PROPONENCY

MI	9601	Cryptanalytic Officer
MI	9604	Language Officer
MI	9610	Electronic Countermeasures Staff Officer
MI	9620	Communications & Electronics Intelligence Staff Officer
MI	9630	Communications & Electronics Security Staff Officer
MI	9640	Electronic Warfare Cryptologic Staff Officer
MI	9666	Counterintelligence Officer
MI	9668	Area Intelligence Officer

IDENTIFICATION AND SELECTION OF COMMANDERS AND STAFF OFFICERS

1. GENERAL.

a. The OPMS concept does not provide for recognition of "equivalent to command" positions. The career management concept is based on the philosophy that command experience is advantageous when it compliments and is an integral part of the development pattern for the individual career field.

b. Early identification of command and staff officers is desired to insure efficient development and evaluation of officer potential. Management tools currently available are sufficient to permit tentative identification upon selection for promotion to the grade of major and formal recognition at the time of selection for promotion to LTC. Increased exposure to branch qualifying assignments during the company grade development phase coupled with the improved evaluation and counseling techniques described in Annexes E and F will enable officers to better evaluate their individual potential to serve in command or staff assignments.

c. The existing system does not provide for the early formal identification and development of potential commanders. Additionally, although branch command recommendations have generally been accepted by field commanders there is no established policy to insure that officers who have been expressly developed for command assignments will, in fact be assigned to command positions.

d. In the proposed system, officers will be tentatively identified for command or staff development in the grade of major and formally designated

as commanders or staff officers in conjunction with promotion to lieutenant colonel and colonel. Officers selected for command development will receive priority for assignment to those positions within their career pattern which are designated as command developmental and will receive broadening assignments in the S-1/G-1, S-2/G-2 or S-4/G-4 areas. Officers selected for staff development will have the full range of assignments available to command designated officers with the exception of the command positions at the LTC and COL levels and the exposure to the personnel, intelligence and logistics areas. By this arrangement, OPMS seeks to develop those officers who are potentially best qualified for command while concurrently motivating those whose interests and potential are predominantly in the staff area, to develop expertise in the chosen field and become competitive for promotion on the basis of staff performance and potential. OPMS seeks by this selection and designation procedure to avoid nonproductive competition (ticket punching) and simultaneously preclude establishment of an elite-second class citizen distinction among the groups. Quality officers in both command and staff will be assured by a promotion system based on promotion of the best qualified only and attrition of the unqualified (Annex D).

e. These procedures are not applicable to the AG, WAC and Specialist Corps.

2. PROPOSED SYSTEM.

a. Tentative Identification in Grade of Major.

(1) OPD career branches will identify, as officers enter the zone of eligibility for selection to CGSC, those majors potentially best qualified for eventual command and those best qualified for staff at the lieutenant colonel level. Officers' desires will be considered within the limits of Army requirements. The number of officers identified for command will not exceed $2\frac{1}{2}$ times the number of annual requirements for commanders in the grade of LTC. The tentative identification of command and staff will be reviewed annually in conjunction with selection for CGSC and it is anticipated that some shifts during the tenure in the grade of major will be made in response to changing needs and desires.

(2) All officers will be notified of the tentative identification as potential commanders or staff officers. Officers will be notified if and when this tentative identification is withdrawn.

(3) Future assignment instructions for officers who accept the tentative command identification will state that the officer has been tentatively identified as a potential commander and that assignment priority should be given to those positions which have been designated command developmental.

(4) Future assignments of staff officers will emphasize greater tenure in staff and managerial positions with a view to developing a higher degree of competence.

b. Formal Identification of Commanders and Staff Officers at the Lieutenant Colonel and Colonel Levels.

(1) Selection boards for promotion to lieutenant colonel or colonel

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for each of the competitive groups will consider all officers eligible for promotion and select for promotion and designate as commanders those officers best qualified for further command development. Subsequent to the selection and designation of commanders these boards would consider all remaining eligible officers and select for promotion and designate as staff officers those officers best qualified for further staff development.

(2) The following restrictions will apply to command designations:

(a) The number of officers command designated will be closely related to command requirements. (Estimated ratios for command and staff designations are attached at Appendix A).

(b) Command designated officers will be awarded a command prefix for the appropriate MOS by DA. Field commanders will retain their prerogative to select subordinate battalion level commanders; however, only those officers possessing the command prefix may be considered when making this selection.

(c) Command designated officers will receive priority for those assignments which have been designated as command developmental.

3. RATIONALE FOR PROPOSED SYSTEM. The proposed system was designed to accomplish the following:

- a. Provide early identification of potential commanders and staff officers.
- b. Provide for development of command potential.
- c. Provide for development of staff officer competence.

- d. Provide for explicit designation of commanders.
- e. Provide for equality of opportunity for designated commanders and staff officers based on performance and potential.

APPENDIX A

1. Ratio of command/staff designations.

	<u>COL</u>	<u>LTC</u>
Combat Arms	1/4	1/2
Combat Support Arms	1/9	1/3
Material and Movements Services	1/4	1/4

2. Minimum promotion selection rates proposed in the Defense Officer Management System (DOMS).

Promotion to Lieutenant Colonel	85%
Promotion to Colonel	55%

3. An estimate of the annual requirements for command or staff designations and promotion selections for the combat arms branches is indicated below.

Other branch requirements reflect a reduced proportion of command designations.

	<u>TOTAL</u>	<u>COMMAND</u>	<u>STAFF</u>
Eligible for Promotion to LTC	714		
Selected for Promotion to LTC	660	(240)	(420)
Anticipated Losses in grade LTC	140		
Eligible for Promotion to COL	520		
Selected for Promotion	304	(57)	(247)

CONCEPTS OF SPECIALIZATION

1. CURRENT SYSTEM.

a. Special Career Programs.

(1) The Army currently has 11 special career programs. These are:

- | | |
|---|------------|
| (a) Army Aviation | AR 600-105 |
| (b) Atomic Energy | AR 614-131 |
| (c) Automatic Data Processing | AR 614-138 |
| (d) Comptroller | AR 614-136 |
| (e) Foreign Area Specialist | AR 614-142 |
| (f) Information | AR 614-140 |
| (g) Logistics | AR 614-132 |
| (h) Military Assistance | AR 614-134 |
| (i) Operations/Research/Systems
Analysis | AR 614-139 |
| (j) Procurement | AR 614-133 |
| (k) Research & Development | AR 614-135 |

(2) The officers participating in special career programs are expected to remain qualified in both their basic branch and their specialist program functional area by alternating assignments. Management of the officer remains with the basic branch and in case of conflict in basic branch versus special career program needs, the basic branch need usually prevails. Upon eligibility for promotion to colonel, special career program members may elect to serve consecutive assignments in their special career field.

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Although this alternating assignment policy is necessary to provide officers the opportunity to try to maintain qualification in both their basic branch and their special career program, this assignment pattern mitigates against full development and utilization in either functional area. Additionally, because of the demands for officers in their basic branch, the concept of alternating assignments has not been completely successful.

(3) Some of the special career programs are open to all branches but related to none (example: Information). Some programs are open only to selected branches, and are related only to a few branches (example: Aviation). Some programs overlap existing branch functions (example: Foreign Area Specialist and MI, Comptroller and Finance), although the current concept is that special career programs should develop and utilize officers who are particularly well qualified in areas of Army-wide importance which do not fall within the development pattern of any single career branch.

b. Branch Specialization. Some branches have clearly defined branch specialty career patterns (example: HUMINT and CRYPTOLOGY in MI). Other branches have no branch specialty (example: Infantry has only one career pattern). Other branches have several patterns but they are not clearly defined.

2. PROPOSED SYSTEM.

a. Specialist Corps. (A new career management branch).

(1) A Specialist Corps will be added as a basic branch of the Army

and a Specialist Branch will be established in OPD for the Management of officers possessing those skills of critical Army-wide importance which do not fall within the functional area of an existing career branch or branch group.

(2) Officers of the Specialist Corps would be assigned exclusively to positions within their specialty area and would compete for promotion with only those officers within their specialty area. Promotion quotas for each specialty area would be established to insure a promotion opportunity that is consistent with DOMS.

(3) The education of officers of the specialty area would be oriented primarily toward advanced civil schooling in their specialty area with limited or short-term military schooling to insure that these officers possess the military background and knowledge appropriate to their rank.

(4) Categories of specialization with the Specialist Corps:

(a) Full Career Specialization. Officers qualified in selected specialty areas could request and be assigned to the Specialist Corps upon entry onto active duty and would be assigned to positions within their specialty area throughout their entire career. Officers in other career branches who were also qualified in a specialist area could branch transfer into Specialist Corps at any point in their career consistent with their qualifications and the requirements of the Army. As an additional restriction for full career specialization, specialty areas must provide for at least one assignment of company grade officers within the field Army. Areas which do not meet this field Army experience requirement may be designated

as areas for mid-career specialization.

(b) Mid-career Specialization. Those specialty areas which do not provide for the assignment or utilization of company-grade officers in the field Army or those areas which, although not a functional area within a branch, require a working knowledge of an existing career branch functional area, may be designated for mid-career specialization. Officers qualified for, and electing to pursue mid-career specialization would branch transfer to the Specialist Corps after obtaining the required knowledge and experience levels. Those officers would compete for promotion as specialists and would not be required to retain qualification in their previous branch unless such qualification was required by their specialty area. When required, a branch detail to their previous branch would be provided to maintain the desired level of qualification.

b. Branch Specialties.

(1) Where branch functions encompass several fields, separate branch career patterns will be developed for officers in each of these fields.

(2) Branch officers, once qualified in a branch specialty, would receive repeated assignments in that field in accordance with the specialty career pattern. The career pattern would include the appropriate military and civil schooling, which could be different for various specialty career patterns within a given branch.

(3) Officers following these patterns continue to be managed by the basic branch.

e. Branch Group Specialties. Where functions are common to a group of

related branches a branch group specialty career pattern may be established for entry at the field grade level. Officers entering these fields would remain assigned to the basic branch, but their careers would be centrally managed at the branch group level.

d. Entry into Specialization at Branch Group or Specialist Corps Level would be by choice of the individual, consistent with the needs of the service, similar to entry into the existing special career programs. If volunteers are inadequate to fill specialist requirements in any given area, officers with requisite skills could be detailed to the appropriate management group for a period not to exceed 3 years.

MANAGEMENT OF ARMY AVIATORS

1. CURRENT SYSTEM.

a. Commissioned Army aviators are authorized in the following branches:

- (1) Air Defense Artillery
- (2) Armor
- (3) Corps of Engineers
- (4) Field Artillery
- (5) Infantry
- (6) Medical Service Corps
- (7) Military Intelligence
- (8) Military Police Corps
- (9) Signal Corps
- (10) Transportation Corps

b. All Warrant Officer aviators are managed by the Warrant Officer Aviation Branch, OPD.

c. Branch associations are found in some aviation unit designations.

For example:

- (1) Air Cavalry Troop
- (2) Airborne Rocket Artillery Battery
- (3) Military Intelligence Co (Aerial Surveillance)

(4) Aviation Co. (Radio Research)

(5) Medical Co. (Air Ambulance)

d. Some aviation positions in authorization documents specify a branch but most are branch immaterial.

e. Commissioned aviators are managed by their respective branches. They are expected to remain fully branch qualified for ground assignments as well as for aviation assignments.

2. PROPOSED SYSTEM.

a. Overall Concepts.

(1) All aviation positions will be warrant officers unless there is a command/management responsibility that requires a commissioned officer.

(2) Commissioned officer aviators will be authorized only in those branches where branch functions need be performed by an aviator. Aviators will not be authorized in branches where some branch functions are performed airborne, but by an observer or passenger rather than by a rated officer.

b. The functions of Army aviators are essentially fourfold:

(1) First, to participate, as part of the combined arms teams in ground combat by the assault landing of infantry, by providing supporting fire, by providing for tactical reconnaissance by participating in ground combat and by providing airborne command and control of the ground battle. These functions are closely associated with the traditional functions of Armor, Field Artillery and Infantry.

(2) Second, to collect intelligence from airborne sensor systems.

This function is closely associated with the traditional role of Military Intelligence.

(3) Third, to provide transportation, by air, of personnel and material. This is closely associated with the functions of the Transportation Corps in other modes (truck, rail, and marine).

(4) Fourth, to provide medical evacuation from the battlefield. This is closely associated with the functions of the AMEDD.

c. There is no branch mission requirement for aviators in Air Defense Artillery, Corps of Engineers, Military Police Corps, or Signal Corps. Officers of some of these branches perform missions while airborne, but these roles are as an observer or passenger rather than as a pilot.

(1) Engineer officers perform route reconnaissance by air.

(2) Signal officers operate airborne radio relays.

(3) Military Police officers monitor convoys and traffic.

(4) Air Defense Artillery has no identifiable branch mission requiring pilots.

d. Army aviation functions will be assigned to branches as follows:

(1) Aviation combat functions will be performed by the combat arms (less Air Defense Artillery). Unit authorization documents will call for AR, FA, IN or CA (combat arms group material-see Incl 4).

(2) Aviation intelligence functions are currently assigned to Military Intelligence (Military Intelligence Co.(Aerial Surveillance) and Aviation Company (Radio Research)). No change is contemplated.

(3) Aviation transportation functions and the aircraft materiel management function will be performed by Transportation Corps officers.

(4) Aviation medicine functions (including medical evacuation) remain with the AMEDD.

e. All branches authorized aviators will provide support to aviation training functions.

f. Army aviation will be phased out of AD, EN, MP and SC.

g. Within the branches authorized aviators, officer aviators will be developed to achieve competence both in aviation and in selected non-aviation assignments. Within branches the aviator is not characterized as a specialist in the traditional sense, but rather as an officer possessing a special skill.

h. Aviators may branch transfer into the Research and Development career field of the Specialist Corps and retain their aviator status. Other career fields of the Specialist Corps will not be authorized aviators.

i. Aviators entering a field grade branch group specialty (Recruiting/Initial Training, Military Assistance, and Logistics Generalist) will retain their aviation status and be used in jobs within these career fields requiring aviators.

j. Two materiel management functions indirectly related to aircraft materiel are assigned to Ordnance Corps officers which is not authorized aviators. These are avionics (a part of communications-electronics materiel) and aircraft weapons systems (a part of weapons systems



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materiel). Transportation Corps aviators in the aircraft materiel management field will provide the interface between the aviation user and the supporting non-aviator materiel manager.

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SPECIALIST FIELDS WITHIN BRANCH GROUPINGS

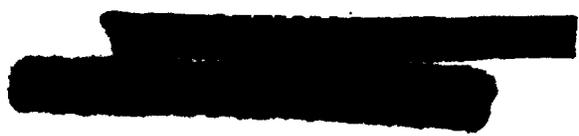
1. GENERAL. The concept of branch group specialization is discussed in Inclosure 6.

2. COMBAT ARMS.

a. Proposed System. Establishment of separate management groups at the combat arms group level for the management of field grade officers pursuing careers which are related to all combat arms branches. Within the combat arms group two branch group specialties have been identified. Field grade officers electing to concentrate their development in either of these two areas would receive the majority of their assignments in their chosen field with outside assignments restricted to those necessitated by the needs of the service or required to preclude overspecialization.

(1) Recruiting/Initial Training. This specialty encompasses those functions that provide the interface between the civilian community and the Army. These functions include recruiting, basic combat training, officer candidate schools, and the reserve officer training corps. All field grade requirements in these functions will be filled by this group specialty.

(a) Under the concept of the modern volunteer Army, maximum effort must be expended in the procurement and initial training of accessions if we are to maintain a combat-ready force. Officers engaged in ROTC, OCS, recruiting, and basic training must be extremely well qualified; must be



expressly trained for these assignments; and must be maximumly utilized to be effective.

(b) As the officers primarily involved in providing an orderly transition from civilian to military life, these officers may be characterized as the backbone of the Army Instructional System. In addition to 13 brigadier general positions, there are 1,884 field grade requirements in this career field. Subsequent to attaining field grade, combat arms officers will be permitted to pursue careers and receive consecutive assignments in this career field in accordance with career patterns designed specifically to develop expertise within this area. This career field will be managed at the combat arms group level (See Inclosure 6) and officers pursuing this career field will be provided an equitable opportunity for promotion.

(2) Military Assistance. The Military Assistance Officer Program has also been identified as a field grade career field for combat arms officers. The success of the PSA Program as well as the overwhelming acceptance of the recently established DSA Program have highlighted the requirement for development of a career field for officers possessing qualification and experience in this area. Officers in this field would receive consecutive assignments in accordance with appropriate career patterns, centralized management at the combat arms group level, and equitable opportunity for promotion.

b. Alternative Considered. Retain Recruiting/Initial Training and/or Military Assistance assignments as normal career assignments for all combat arms officers. While this broadens the range of assignments of combat arms

officers it dilutes the professional expertise that would be developed by the special management described in the proposed system.

3. COMBAT SUPPORT ARMS. No group specialties have been identified in the combat support arms.

4. MATERIEL AND MOVEMENTS SERVICES. Group specialties are discussed in Inclosure 9.

5. OTHER OPD MANAGED BRANCHES. No group specialties have been identified in these branches. Specialty areas within the new Specialists Branch are discussed in Inclosure 12.

MANAGEMENT OF LOGISTICIANS

1. BACKGROUND.

a. Reorganization of the Army under Project 80 in 1962 removed the materiel oriented missions from the technical services (with the exception of medical materiel remaining with the Surgeon General).

b. In the same time frame combat service support, under the COSTAR II and TASTA-70 concepts was functionalized. As a result it has been increasingly difficult for officers of the Ordnance Corps and Quartermaster Corps and to a lesser extent the Chemical Corps and Transportation Corps to identify branch Material positions in field Army authorization documents.

c. Within AMC, the logistics R&D, testing, procurement, and wholesale logistics functions were organized generally along commodity lines. However, individual branches are no longer specifically associated with particular materiel commodities.

d. Since 1962, logistics MOS have been revised primarily along functional lines. Branch identity with supply and maintenance MOS in the 4000 series has almost disappeared.

2. CURRENT SYSTEM.

a. The Logistics Officer special career program is intended to provide the Army with broadly trained logisticians. This program is open to officers of all branches of the Army.

b. Most officers of the Ordnance Corps, Quartermaster Corps and

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Transportation Corps are in logistics jobs.

c. About 10% of Chemical Corps officers and about 20% of Corps of Engineers and Signal Corps Officers are in logistics jobs.

d. Most TOE positions that call for a 4000 series MOS specify either "SM", Service Material, or "NO", Branch Immaterial.

e. While the Ordnance School and the OPD Ordnance Branch have gravitated somewhat toward fulfilling the maintenance function and the Quartermaster School and the OPD Quartermaster Branch have gravitated somewhat toward fulfilling the supply function, most of the supply and maintenance positions are designated SM in authorization documents. Thus, clearly identifiable branch material positions are not clearly visible to officers of these branches, although mission and function statements for these branches (AR 10-6) imply materiel management (R&D, Procurement, Supply and Maintenance) for designated commodity groupings.

f. There are requirements in the field Army, ODCSLOG and in AMC for a variety of skills; however, there is no clearly defined path to produce these officers:

- (1) Commodity Materiel Specialists.
- (2) Multicommodity Materiel Specialists.
- (3) Functional Specialists.
- (4) Functional Generalists (Logisticians)

3. PROPOSED SYSTEMS

a. Alternative 1. Retention of the present branches.

- (1) Proponency for all 4000 series MOS will be given to the Materiel

and Movements branches (See Inclosure 4). This consolidates responsibility for developing materiel managers, movements managers, service support managers and logisticians in a designated group. Officers of the Corps of Engineers, Chemical Corps and Signal Corps (branches originally classed as technical services) would no longer fill 4000 series MOS positions.

(2) The Logistics Officer Career Program would be abolished. With responsibility for developing logistics officers assigned to the Materiel and Movements branches; that group of branches will accomplish the objectives of the LOP. Likewise, the Procurement Officer Program would be absorbed and performed by officers of the Materiel and Movements branches.

(3) Within each branch, career patterns will be structured to permit development of either a specialist or a generalist in the materiel commodity or service functions assigned to that branch. Branch associations with functions are shown in Appendix A.

(4) The true logistical generalist, at the field grade level, would be identified and managed centrally at the branch group level. (See Incl 6).

b. Alternative 2. The recent study of the Parker Panel recommended the merger of the Chemical, Ordnance, Quartermaster and Transportation Corps to create a Logistics Corps. This approach is compatible with the career patterns developed for the existing branches and is a feasible alternative. Management by MOS grouping within the Logistics Corps would replace management by the existing branches within the Materiel and Movements Group. Appendix B shows the proposed development of both specialists and generalists in a Logistics Corps.

c. Evaluation of Alternatives. The existing MOS structure in the 4000 series is functionally oriented. However, regardless of how the Army is organized in the field, the best overall approach to developing logisticians appears to be initial training in a narrow area of expertise (a single materiel commodity, a single mode of transportation or a single support service), utilization in the specialty in which trained, followed by continued development in the specialty (for a limited number), or additional training (for most officers) to broaden their expertise (to multiple commodity, multiple mode, multiple service), followed by assignments of broader responsibilities in these areas, with the ultimate development of a few officers into true logisticians (officers versed in materiel management, movements management and service support management) for assignment to positions of highest responsibility within the Army. The existing 4000 series MOS structure and logistics organizations should be reviewed in depth before a final evaluation of the two alternatives is made and ODCSLOG has been requested to make such a review to support the OPMS. Certain features are common to the two alternatives, however. They are:

(1) All officers in logistics functions are grouped into a single management competitive group. Officers of this group are competitive only with other officers of this group (See Incl 2).

(2) One management group is responsible for developing both specialists and generalists in materiel management, movements management, and support services management as well as the broad logistician. (See Incl 4).

APPENDIX A

1. Ordnance Corps Officers will develop expertise in one or more of the following areas:

a. Materiel Management.

- (1) Tank-Automotive Materiel
- (2) Construction Equipment
- (3) Missile Systems
- (4) Armament Systems
- (5) Ammunition (Including Chemical & Nuclear)
- (6) Communications - Electronics Materiel

b. Support Services. Explosive Ordnance Disposal

2. Quartermaster Corps Officers will develop expertise in one or more of the following areas.

a. Materiel Management.

- (1) POL and POL Equipment
- (2) Aerial Delivery Equipment
- (3) Material Handling Equipment
- (4) Individual Clothing and Equipment (including protective items)
- (5) Office Machines
- (6) Construction Materials
- (7) General Supplies
- (8) Subsistence and Field Water Supply

b. Support Services.

(1) Graves Registration

(2) Retail Sales (PX, Commissary, Clothing Sales)

3. Transportation Corps Officer will develop expertise in one of the following areas:

a. Materiel Management.

(1) Aviation Materiel

(2) Rail Materiel

(3) Marine Materiel

b. Movement Services.

(1) Highway Operations

(2) Rail Operations

(3) Marine Operations

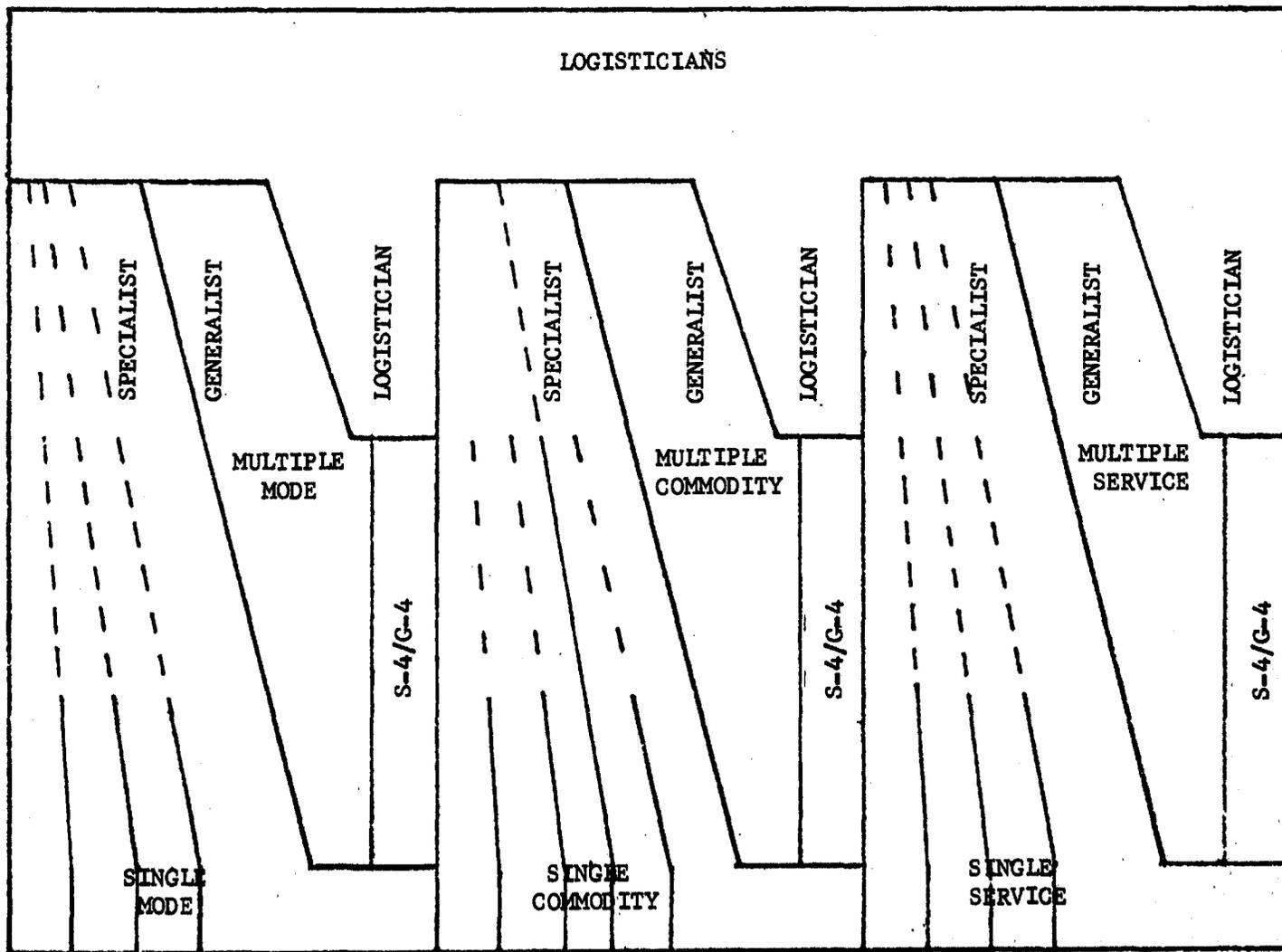
(4) Air Operations

(5) Terminal Operations

APPENDIX B
CAREER DEVELOPMENT OF
SPECIALISTS/GENERALISTS/LOGISTICIANS

C-9-B-1

30 YEARS
LOGISTICIAN DEVELOPMENT
20 YEARS
FUNCTIONAL UTILIZATION
10 YEARS
FUNCTIONAL DEVELOPMENT
SUB-FUNCTIONAL DEVELOPMENT



MOVEMENTS
MANAGEMENT

MATERIEL
MANAGEMENT

SUPPORT SERVICES
MANAGEMENT

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THE CHEMICAL CORPS PROBLEM

1. CURRENT SYSTEM.

a. Functions. The primary function of Chemical Corps officers is to support all elements of the Army, and the DOD as required, in chemical, radiological, riot control agents and equipment, smoke and flame operations, and biological defense. This field of activity encompasses planning, organization, training, operation, research and development, intelligence, weapon and agent demilitarization, supply and maintenance related to providing such support. Chemical officers are assigned to both branch material and branch immaterial positions within all Army, joint and combined commands and staff.

b. Management. Chemical Corps officers are managed as a career branch within the Officer Personnel Directorate. Chemical Corps officers compete for promotion, schooling and selected assignments with officers of all the basic branches of the Army. Chemical Branch duties include combat, combat support and logistic orientations and, as a result, branch assignments tend to become quite varied so that Chemical officers develop a broad background in the several aspects of chemical support.

2. DISCUSSION.

a. The proposed officer career management system was designed to foster greater competence within the officer corps. Fundamental to the development of the proposed system is the assignment of MOS proponency,

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the grouping of related MOS into career fields, the consolidation of functional responsibility in those branches having primary interest in the functional area and the grouping of related branches for management purposes. One of the results of this development was the transfer of the current materiel functions, of the Chemical, Engineer and Signal Branches to the materiel and movements service. See Inclosures 2,3 & 4.

b. An analysis of the projected personnel requirements remaining in the Chemical Corps, after transferring the chemical personnel intelligence and materiel requirements to the branches primarily concerned with these functional areas, revealed that a relatively small number of officers will be required to support the operational (approximately 600 positions) and branch common (approximately 150) functions of the Chemical Corps. An analysis of the grade distribution associated with these requirements indicates that the grade structure will adequately support desired promotion progression. In the development of the proposed career management system, no consideration was given to the adoption of the Chemical Corps or any other existing branch into the structure simply because it now exists. A branch was retained in the proposed system when it could be clearly shown that projected branch materiel requirements would support establishment of a viable career field and a separate management structure.

c. The following alternatives were considered in developing the system that would best support requirements for officers competent in the chemical career field:

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(1) Establish the chemical career field as a separate management branch of the combat support arms. The operational missions of the existing Chemical Corps are closely related to those of the combat support arms. However, there are only 750 projected requirements for both the operational and branch common MOS in this career field and some of the branch common requirements may not, in fact, require chemical expertise. Without the addition of the majority of these branch common requirements, the resultant grade structure, as determined by projected requirements designated to the chemical career field, will not provide for desired promotion progression. Additionally, there may be significant management problems in maintaining equitable promotion and year group distribution in a major management grouping of this small size.

(2) Establish the chemical career field as a separate management branch within the materiel and movements competitive grouping. This would increase the requirements for chemical officers by an additional 150; however, this increase will not significantly alleviate the promotion and year group distribution problems. The operational missions of the Chemical Corps are primarily combat support and are not fully related to the functional orientation of the logistical branches. Assignment of the operational missions to the materiel and movements services could detract from the development of logisticians as well as the development of those officers who desire to pursue careers in the operational function of the Chemical Corps. The incorporation of unrelated functions in a management group is in direct opposition to the objectives and prin-

principles of the proposed system.

(3) Establish the chemical career field as an area for full career specialization within the Specialist Corps.

(a) Areas proposed for specialization are oriented most closely to staff and administrative specialties (Computer Science, Information, Comptroller, ORSA, R&D) and do not include command positions. Sufficient requirements exist at all grade levels (with some minor adjustments) to support desired promotion progression. These fields support requirements common to all existing branches and continuous assignment within the specialty area is required to maintain the desired level of competency. Officers in the specialty areas will not serve in those MOS which are common to the other basic branches.

(b) The functions of the chemical career field, on the other hand, are primarily combat support and this field does have requirements for commanders. Without the addition of requirements in those MOS which are common to the existing basic branches, a major adjustment in the grade authorization of the presently identified, purely branch materiel MOS would be required to support promotion progression and provide for continuous assignment in positions directly related to a chemical specialty field.

(4) Establish the chemical career field as a career field within one of the branches of the combat support arms.

(a) Among the combat support arms, Engineer branch functions are most closely related to the operational functions of the Chemical Corps.

By transferring the chemical operational and branch common requirements to the Engineer branch and establishing the "Chemical Engineering" career field as outlined in Inclosure 13, effective management of this career field can be achieved. Engineer officers desiring to pursue the Chemical Engineering career field will be developed in consonance with career patterns designed to optimize competence in CBR operations.

(b) Objections to this proposal include the possible degradation of CBR expertise within the Department of Defense and a possible loss in the credibility of the free world's chemical deterrence, as viewed by the Soviets, because of the loss of a visible career branch consisting of officers dedicated solely to the CBR mission. While these objections are worthy of consideration, degradation of expertise and loss of credibility will not necessarily result from the abolishment of the Chemical Corps any more than the absence of a nuclear career branch has prevented the development of a high degree of expertise and a credible deterrent force in nuclear weapons.

3. PROPOSED SYSTEM.

a. Assign the chemical materiel function to the materiel and movements services as indicated in Inclosure 9.

b. Establish Chemical Engineering as a career field within the Engineer branch as indicated in Inclosure 13.

c. Abolish the existing Chemical Corps as a branch of the Army.

THE FINANCE CORPS/COMPTROLLER PROBLEM

1. CURRENT SYSTEM.

a. Missions and functions of the Finance Corps officers are found in AR 10-6.

b. The Comptroller special career program is described in AR 614-136.

2. INTERDEPENDENCE OF COMPTROLLER SPECIAL CAREER PROGRAM AND THE FINANCE CORPS.

a. There is a prevailing rationale that commanders prefer Comptrollers with a combat arms background as being better qualified as Comptrollers than Finance Corps officers. This rationale is not supported by past and current assignment patterns for Finance Corps officers. Although the Finance Corps is a small branch, Finance Corps officers have occupied and are occupying on a repetitive basis a disproportionately large number of key Comptroller positions, implying commanders' acceptance or desire for a Comptroller with a strong financial background. Currently, 30 out of 70 Comptroller positions in the Army calling for grade of colonel are filled by Finance Corps officers. It would appear from the foregoing that the financially oriented Finance Corps officer is highly qualified and acceptable and in many instances preferred by commanders as Comptrollers.

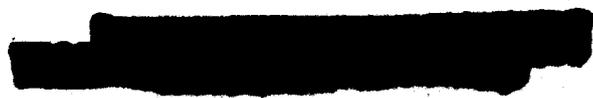
b. The primary area of Comptroller responsibility is financial management to include budgeting, disbursing, accounting and entitlements (military/civilian pay and commercial accounts). The latter three functions are exclusively the responsibility of the Finance Corps. Finance Corps officers
Incl 11 to Annex C

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currently occupy more than half (206 out of 402) of the spaces authorized in the Comptroller Officer Program. These represent a very top level, in terms of quality, of officers in the Finance Corps. It is contended that the requirements for Comptroller expertise in the Army could not presently be met without these officers nor could the Finance Corps long survive as a viable branch without them or the opportunity for progression that the related Comptroller positions offer for the career Finance Officer.

3. PROPOSED SYSTEM. Recognizing the interdependence of the existing Finance Corps and the existing Comptroller Officer Programs, these functions will be combined into the Comptroller Career Field, Specialists Corps. This field is suitable for full specialization. Since its requirements are heavy in the field grade level, officers will be encouraged to transfer from other branches into the comptroller program at the field grade level. This combination of the Finance Corps and Comptroller Officer Program will accomplish the following:

- a. Responsibility for all comptroller functions, including financial management, will be centralized in one branch.
- b. Maximum utilization of financial expertise of present Finance Corps officers.
- c. An attractive career development program will be offered career officers in the comptroller field.
- d. Officers in other branches, who are comptroller oriented, can be afforded the opportunity to transfer to the Comptroller Career Field, Specialists Corps, at any point in their career thus satisfying their



desire and providing a means for the Army to utilize their expertise in the comptroller field.

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DISPOSITION OF CURRENT SPECIAL CAREER PROGRAMS

1. CURRENT PROGRAMS. The current special career programs are discussed in Inclosure 6.

2. PROPOSED DISPOSITION.

a. Automatic Data Processing. This field is appropriate for full specialization. Current requirements for all MOS 2401, 2402 and Prefix 9 (where prefix is the governing factor) would come from Specialist Branch (Computer Science). Prefix 9 would be dropped from MOS designations in the future. Entry into this field may be in grades 2LT to LTC.

b. Information. This field is appropriate for full specialization. This field would be expanded from the present MOS 5505 to include related MOS 2421, 2548, 5522, 8500, 8510, 8511 and 8521. Entry into the field may be in grades 2LT to LTC.

c. Comptroller. This field is appropriate for full career specialization. The present program would be expanded to include all of the current Finance Corps MOS. Entry into this field may be in grades 2LT to LTC.

d. Operations Research/Systems Analysis. This field is appropriate for entry in the grade of captain for training and subsequent field grade specialization. Current requirements for MOS 8700 and Prefix H (where prefix is the governing factor) would come from the Specialist Corps. Prefix H would be dropped from MOS designations in the future.

e. Logistics. This program would become a field grade branch group
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specialty of the materiel and movements branches.

f. Procurement. This program would become a part of the field grade Logistics branch specialty of the materiel and movements branches.

g. Research and Development. This field is appropriate for entry in the grades of CPT-LTC.

h. Foreign Area Specialist. This program would become part of a branch career field, Military Intelligence.

i. Military Assistance. This program would become a field grade branch group specialty of the combat arms.

j. Atomic Energy. This program has only 59 key positions. This field is closely related to R&D and the function would be absorbed in the Specialist Corps (R&D).

k. Army Aviation. See Inclosure 7.

CAREER PATTERNS

1. CURRENT SYSTEM. Current career patterns are found in DA Pam 600-3.
2. PROPOSED SYSTEM. Sample career patterns are attached for:
 - a. Branches. Appendix A
 - b. Branch Group Specialties. Appendix B
 - c. Specialist Branch. Appendix C
3. These sample career patterns will be further developed subsequent to concept approval and will be staffed in a revision of DA Pamphlet 600-3, Career Planning for Commissioned Officers. Sample career patterns for Ordnance, Quartermaster, Transportation Corps and the Logistics Generalist Management Group are subject to change as a result of a detailed review of both the organization documents and the MOS structure associated with logistics.
4. Two scales of ranks at bottom of each page reflect anticipated minimum/maximum promotion periods.

APPENDIX A

Career patterns for the following branches are attached:

- a. Air Defense Artillery
- b. Armor
- c. Field Artillery
- d. Infantry
- e. Corps of Engineers
- f. Military Intelligence
- g. Military Police Corps
- h. Signal Corps
- i. Ordnance Corps
- j. Quartermaster Corps
- k. Transportation Corps
- l. Adjutant General's Corps
- m. Women's Army Corps

Those positions which are essential in the development of commanders are indicated by an asterisk.

COMBAT ARMS
(Branch Group)

AIR DEFENSE ARTILLERY
(Branch)

CAREER DEVELOPMENT OBJECTIVES

COMPANY GRADE	FIELD GRADE	SENIOR OFFICERS.
MANAGEMENT BY OPD CAREER BRANCHES	MANAGEMENT BY GROUPINGS AND/OR BRANCHES	MANAGEMENT BY COLONELS DIVISION
<p>Provide and develop fundamental Branch knowledge by:</p> <ul style="list-style-type: none"> a. Attendance at the basic and advanced course. b. Rotated troop duty at battery level. c. Troop staff duty at battalion and ADA operational control level. d. Technical training in a specific weapons system. e. Battery command duty. f. Service school instr duty. g. Civilian component duty. h. Instructor, ROTC, USMA. 	<p>Improve military stature and broaden professional competence through:</p> <ul style="list-style-type: none"> a. Troop staff and command duty at Battalion level. b. Staff duty at Group and higher level. c. Technical training in a different ADA weapons system. d. Attendance at CGSC or AFSC for selected officers. e. Service school instr duty. f. Civilian component duty. g. Instr duty, USMA. 	<p>Maximum contribution in key command and staff positions at the highest levels through utilization of the officers' professional and technical competence developed through training and duty assignments in earlier periods. Selected officers attend SSC.</p>

2LT			1LT		CPT		MAJ					LTC					COL												
2LT			1LT		CPT		MAJ					ETC					COL												
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30

COMBAT ARMS: BRANCH
(Branch Group)

AIR DEFENSE ARTILLERY
(Branch)

ALL
(Career Field)

TYPICAL ASSIGNMENTS

COMPANY GRADE	FIELD GRADE	SENIOR OFFICERS
MANAGEMENT BY OPD CAREER BRANCHES	[REDACTED]	MANAGEMENT BY COLONELS DIVISION
<p>*Platoon Leader ADA Control Expert Battery XO Assistant Staff Officer Advanced Course Technical Training 1174 1176 1177 1178 1181 *Battery CO Asst S-3 or Technical Staff *OPNS Officer/S-3 Service school instr Civilian component duty Recruiting officer Instr USMA, ROTC Aide-de-camp Service Test officer Non-tactical unit officer</p>	<p>Gp/Bde or S-Staff Civilian School *Bn XO *Bde/Regnt/Higher OPNS Staff Tech Tng *Bn CO Service school instr Civilian component duty Instr duty, USMA</p> <p>[REDACTED]</p>	<p>*Bde/GP Commander *DOD/DA/Joint/Field Army Staff Service School Instructor Reserve component advisor Post commander *Chief of Staff</p>

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2LT	1LT	CPT	MAJ			LTC			COL																				
2LT	1LT	CPT	MAJ			LTC			COL																				
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30

COMBAT ARMS
(Branch Group)

ARMOR
(Branch)

CAREER DEVELOPMENT OBJECTIVES

COMPANY GRADE										FIELD GRADE										SENIOR OFFICERS									
MANAGEMENT BY OPD CAREER BRANCHES										[REDACTED] AND/OR BRANCHES										MANAGEMENT BY COLONELS DIVISION									
Provide and develop fundamental knowledge and broaden professional competence by: a. Attendance at the basic and advanced course. b. Troop command duty at platoon and company level. c. Troop staff duty at battalion and brigade level. d. Service school instructor duty e. Civilian component duty (NG, USAR) f. Instructor duty ROTC OR USMA										Broaden professional competence and demonstrate potential in positions of high responsibility through: a. Troop staff and command duty battalion level. b. Staff duty at brigade, division and higher level. c. Service school instructor duty 1/ d. Civilian component duty 1/ e. Attendance at CGSC or AFSC for selected officers. 1/If not accomplished earlier.										Demonstrate potential in positions of high responsibility through utilization of the officer's professional and technical competence developed through training and duty assignments in earlier periods. a. Command duty at brigade level (SSC Graduates). b. Higher level staff duty. c. Service school staff and faculty duty. d. Civilian component duty. e. Attendance at senior service college for selected officers.									
2LT		1LT		CPT		MAJ				LTC					COL														
2LT		1LT		CPT		MAJ				ETC					COL														
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30

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COMBAT ARMS (Branch Group)										ARMOR (Branch)										AVIATOR (Career Field)									
TYPICAL ASSIGNMENTS																													
COMPANY GRADE										FIELD GRADE										SENIOR OFFICERS									
MANAGEMENT BY OPD CAREER BRANCHES										GROUP AND/OR BRANCHES										MANAGEMENT BY COLONELS DIVISION									
*Ground Duty, Plt/Co *Avn Duty, Co/Bn/Sqdn Staff & Command Ground duty, Co, Bn/Bde TOE Unit or BCT Unit S&F - Service School ROTC USMA Civilian Components (NG, USAR) Flight Instructor, Instrument Examiner Safety Officer										*Troop/Co Cmdr *Sqdn/Bn S3 *Sqdn/Bn XO *Sqdn/Bn Co Aviation Unit Staff Div and higher staff S&F - Service School Civilian Components (NG, USAR)										* Brigade command (selected officers). * Staff duty at higher level Civilian component duty. Service School S&F * Chief of Staff									
2LT										1LT										CPT									
2LT										1LT										CPT									
MAJ										LTC										COL									
MAJ										LTC										COL									
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30

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COMBAT ARMS
(Branch Group)

ARMOR
(Branch)

NON-AVIATOR
(Career Field)

TYPICAL ASSIGNMENTS

COMPANY GRADE	FIELD GRADE	SENIOR OFFICERS
MANAGEMENT BY OPD CAREER BRANCHES	[REDACTED] GROUP AND/OR BRANCHES	MANAGEMENT BY COLONELS DIVISION
*Command, Plt & Co/Troop *XO, Co/Troop Civilian Components (NG, USAR) S&F - Service School ROTC USMA Non-TOE Unit Command Service Test Officer Recruiting and Induction Officer	*S3, Bn/Sqdn *XO, Bn/Sqdn *CO, Bn/Sqdn Bde/Div & higher level staff asgmts other than S3 Civilian Components (NG, USAR) S&F - Service School Non-TOE Unit Command Service Test Officer Inspector General	* Brigade command (selected officers). * Staff duty at higher level. Civilian component duty. Service School S&F * Chief of Staff

2LT			1LT			CPT			MAJ						LTC						COL								
2LT			1LT			CPT			MAJ						LTC						COL								
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30

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COMBAT ARMS
(Branch Group)

FIELD ARTILLERY
(Branch)

CAREER DEVELOPMENT OBJECTIVES

COMPANY GRADE

FIELD GRADE

SENIOR OFFICERS

MANAGEMENT BY OPD
CAREER BRANCHES

MANAGEMENT BY
COLONELS DIVISION

Provide and develop fundamental knowledge by:

- a. Attendance at the basic and advanced course. Airborne and/or Ranger training for RA officers
- b. Battery Level branch qualification assignments.
- c. Attendance at Flight school for those officers choosing to branch specialize in FA aviation followed by FA aviation assignment.
- d. Troop staff assignments at Bn/GP/DIVARTY level.
- e. OCS/ROTC/TNG/Military Asst. and service school asgmts.
- f. FA Br. aviators alternate ground & FA aviation qualifying asgmts.
- g. Reserve component & other assignments in MOS within CA group or common to all branches.

Improve military status and broaden professional competence through:

- a. Continued rotating FA command and staff assignments at Bn/GP/DIVARTY/Corps Arty level.
- b. Service school instructor duty.
- c. Attendance at CGSC/AFSC for those selected.
- d. High level staff.
- e. Bn command for those selected.
- f. Reserve component and other assignments in MOS within CA group or common to all branches.
- g. Attendance at SSC for those selected.

Maximum contribution through:

- a. Attendance at SSC for those selected.
- b. High level staff assignments.
- c. DIVARTY/GP command duty.
- d. Reserve component and other assignments in MOS within CA group or common to all branches.
- e. Service school duty.

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2LT			1LT		CPT		MAJ					LTC					COL												
2LT				1LT			CPT			MAJ					ETC			COL											
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30

COMBAT ARMS
(Branch Group)

FIELD ARTILLERY
(Branch)

ALL
(Career Field)

TYPICAL ASSIGNMENTS

COMPANY GRADE	FIELD GRADE	SENIOR OFFICERS
MANAGEMENT BY OPD CAREER BRANCHES	GROUP AND/OR BRANCHES	MANAGEMENT BY COLONELS DIVISION
Forward Observer Btry Asst. Executive Officer Platoon Commander Battery Exec Officer* Battery Commander* Bn/Gp/Div. Arty/Corps Arty Asst S3* Liaison Officer* Recon & Survey Officer Training Officer Service School instructor Reserve Component Advisor	Battalion/Group/DIVARTY/Corps ARTY S3 Executive Officer* Asst S3* Liaison Officer* Asst. Fir Support Coordinator* Battalion Commander* Service Sch Instructor Reserve Component Advisor High Level Staff at DA, Field Army, Corps, USACDC	DIVARTY/Group Commander* High level DA/Joint/Field Army/DOD Staff* Service School Instructor Reserve Component Advisor Post Commander Chief of Staff

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2LT				1LT		CPT			MAJ						LTC						COL								
2LT				1LT		CPT			MAJ						LTC						COL								
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30

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COMBAT ARMS (Branch Group)							INFANTRY (Branch)							AVIATOR (Career Field)															
TYPICAL ASSIGNMENTS																													
COMPANY GRADE							FIELD GRADE							SENIOR OFFICERS															
MANAGEMENT BY OPD CAREER BRANCHES							GROUP AND/OR BRANCHES							MANAGEMENT BY COLONELS DIVISION															
* RW Aviator FW Aviator * Avn Unit XO and Cmdr Ground Unit Cmdr * Avn Bn Staff Avn Staff Officer Avn Safety Officer Service School Instr							* Avn Co Cmdr * Avn Bn S-3. * Avn Bn XO * Avn Bn Cmdr Avn Gp and Bde Staff Corps and higher level Staff Avn Safety Officer Major Dept Chief/Director Service School Instr Chief of Staff							* Bde Cmd'r/Avn Gp Cmd * DA/Joint/OSD Staff * Chief of Staff Service College Faculty Staff Positions at JT and Combined Cmts and Field Army and Post Level ROTC/Recruiting Post Commander															
2LT			1LT		CPT		MAJ				LTC			COL															
2LT			1LT		CPT		MAJ				LTC			COL															
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30

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COMBAT ARMS (Branch Group)										INFANTRY (Branch)										NON-AVIATOR (Career Field)															
TYPICAL ASSIGNMENTS																																			
COMPANY GRADE										FIELD GRADE										SENIOR OFFICERS															
MANAGEMENT BY OPD CAREER BRANCHES										GROUP AND/OR BRANCHES										MANAGEMENT BY COLONELS DIVISION															
* Platoon Leader Co Executive Officer * Company Cmdr HQs Cmdt Tng Officer Tng Center Unit Officer Non-tactical unit Officer * Other Bn, Bde & Div Staff Service Sch Instr Aide-de-Camp ROTC Recruiting										* Bn S-3 * Bn XO Other Bde, Div Staff (10%) * Bn Cmdr Corps and higher Staff Positions Service Sch Instr HQs Cmdt Post Cmdr Tng Officer Chief of Staff Major Dept Ch/Director Inspector General										* Bde Cmd'r/Avn Gp Cmd * DA/Joint/OSD Staff * Chief of Staff Service College Faculty Staff Positions at JT and Combined Cmts and Field Army and Post Level ROTC/Recruiting Post Commander															
2LT			1LT			CPT			MAJ			LTC			COL			2LT			1LT			CPT			MAJ			LTC			COL		
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30						

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COMBAT SUPPORT ARMS (Branch Group)										CORPS OF ENGINEERS (Branch)										COMBAT ENGINEER (Career Field)									
TYPICAL ASSIGNMENTS																													
COMPANY GRADE										FIELD GRADE										SENIOR OFFICERS									
MANAGEMENT BY OPD CAREER BRANCHES										GROUP AND/OR BRANCHES										MANAGEMENT BY COLONELS DIVISION									
<ul style="list-style-type: none"> * Engr Equipment Officer * Armored Engr Unit Cmdr * Combat Engr Unit Cmdr * Portable Bridge Unit Cmdr * Amphibious Engr Unit Cmdr Major Departmental Unit Chief or Director Aide-de-Camp Service Test Officer Nontactical Unit Officer * Operations and Training Staff Officer R&D Coordinator Technical Operations Officer Training Officer Nonmilitary Subjects Instruction Officer Military College Faculty Member Headquarters Unit Cmdr Engineer Staff Officer Nuclear Weapons Effects Officer OR/SA Camouflage Officer 										<ul style="list-style-type: none"> Engr Equipment Officer * Armored Engr Unit Commander * Combat Engr Unit Commander * Amphibious Engr Unit Commander Chief of Staff Congressional Liaison Officer * Post Commander * Major Departmental Unit Chief or Director Nontactical Unit Officer * Operations and Training Staff Officer * School Commandant Advisor Group Commander Training Officer Organization and Equipment Planning Officer Nonmilitary Subjects Instruction Officer Military College Faculty Member Hq Unit Commander * Engineer Staff Officer Nuclear Weapons Effects Officer 										<ul style="list-style-type: none"> Engr Equipment Officer * Combat Engineer Unit Commander * Chief of Staff * Post Commander * Major Departmental Unit Chief or Director Service Test Officer Nontactical Unit Officer ** Operations and Training Staff Officer * School Commandant Training Officer Nonmilitary Subjects Instruction Officer Military College Faculty Member * Engineer Staff Officer Nuclear Weapons Effects Officer 									
2LT			1LT			CPT				MAJ						LTC						COL							
2LT			1LT			CPT				MAJ						LTC						COL							
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30

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COMBAT SUPPORT ARMS
(Branch Group)

CORPS OF ENGINEERS
(Branch)

CONSTRUCTION/FACILITIES ENGINEER
(Career Field)

TYPICAL ASSIGNMENTS

COMPANY GRADE	FIELD GRADE	SENIOR OFFICERS
MANAGEMENT BY OPD CAREER BRANCHES	GROUP AND/OR BRANCHES	MANAGEMENT BY COLONELS DIVISION
<ul style="list-style-type: none"> * Engineer Equipment Officer * Engineer Construction Unit Commander - Aide-de-Camp * Operations and Training Staff Officer - Headquarters Unit Cmdr - Real Estate Officer * Division Engineer * Engineer Staff Officer - Public Works & Utilities Officer - Construction Engineer - Facilities Engineer - Highway Engineer - Port and Dock const Engr - Marine Diver - Air Conditioning and Refrigeration Engineer - Electrical Engineer - Civil Engineer - Soils Engineer - Pipeline Engineer - Fire Protection Officer 	<ul style="list-style-type: none"> - Special Assignment - Engineer Equipment Officer * Engineer Construction Unit Commander - Major Departmental Unit Chief or Director * Operations and Training Staff Officer * Training Officer - Organization and Equipment Planning Officer - Military College Faculty Member * Headquarters Unit Commander - Real Estate Officer * Division Engineer * Engineer Staff Officer - Construction Engineer - Highway Engineer - Port and Dock const Engineer - Civil Engineer - Pipeline Engineer - Geologist - Inspector General 	<ul style="list-style-type: none"> * Engineer Construction Unit Commander * Chief of Staff * Post Commander * Major Departmental Unit Chief or Director * Operations and Training Staff Officer - Military College Faculty Member * Division Engineer * Engineer Staff Officer - Construction Engineer - Civil Engineer ** Inspector General

2LT

1LT

CPT

MAJ

LTC

COL

2LT

1LT

CPT

MAJ

LTC

COL

1

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4

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COMBAT SUPPORT ARMS (Branch Group)										CORPS OF ENGINEERS (Branch)										FACILITIES ENGINEER (Career Field)									
TYPICAL ASSIGNMENTS																													
COMPANY GRADE										[REDACTED]										SENIOR OFFICERS									
MANAGEMENT BY OPD CAREER BRANCHES										MANAGEMENT BY OPD BRANCH GROUP AND/OR BRANCHES										MANAGEMENT BY COLONELS DIVISION									
										Public Works and Utilities Officer Facilities Engineer										Public Works and Utilities Officer Facilities Engineer									
										Other assignments in construction career field as permitted.										Other assignments in construction career field as permitted.									
2LT		1LT		CPT		MAJ						LTC						COL											
2LT		1LT		CPT		MAJ						LTC						COL											
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30

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COMBAT SUPPORT ARMS
(Branch Group)

CORPS OF ENGINEERS
(Branch)

TOPOGRAPHIC ENGINEER
(Career Field)

TYPICAL ASSIGNMENTS

COMPANY GRADE	[REDACTED]	SENIOR OFFICERS
MANAGEMENT BY OPD CAREER BRANCHES	MANAGEMENT BY OPD BRANCH GROUP AND/OR BRANCHES	MANAGEMENT BY COLONELS DIVISION
<p>* Topographic Engineer -Geologist -Geographer</p> <p>Other assignments in Combat Engineer field as permitted.</p>	<p>* Major Departmental Unit Chief -or Director * Topographic Engineer -Geographer</p> <p>Other assignments in Combat Engineer field as permitted.</p> <p>[REDACTED]</p>	<p>* Major Departmental Unit Chief -or Director * Topographic Engineer</p> <p>Other assignments in Combat Engineer field as permitted.</p>

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2LT		1LT		CPT		MAJ				LTC				COL															
2LT		1LT		CPT		MAJ				LTC				COL															
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30

COMBAT SUPPORT ARMS
(Branch Group)

CORPS OF ENGINEERS
(Branch)

CHEMICAL ENGINEER
(Career Field)

TYPICAL ASSIGNMENTS

COMPANY GRADE	[REDACTED]	SENIOR OFFICERS
MANAGEMENT BY OPD CAREER BRANCHES	MANAGEMENT BY OPD BRANCH GROUP AND/OR BRANCHES	MANAGEMENT BY COLONELS DIVISION
<ul style="list-style-type: none"> * Chemical Combat Support Unit Commander Congressional Liaison Officer Aide-de-Camp Service Test Officer Non-tactical Unit Officer * Operations and Training Staff Officer Training Officer Nonmilitary Subjects Instruction Officer Headquarters Unit Commander * Chemical Staff Officer * Chemical Combat Service Support Officer Nuclear Weapons Effects Officer 	<ul style="list-style-type: none"> * Chemical Combat Support Unit Commander Chief of Staff * Post Commander * Major Departmental Unit Chief or Director Service Test Officer * Operations and Training Staff Officer Training Officer Nonmilitary Subjects Instruction Officer Military College Faculty Member * Headquarters Unit Commander * Chemical Staff Officer * Chemical Combat Service Support Officer Nuclear Weapons Effects Officer Inspector General 	<ul style="list-style-type: none"> * Chief of Staff * Post Commander * Major Departmental Unit Chief or Director * Operations and Training Staff Officer * School Commandant Training Officer Nonmilitary Subjects Instruction Officer * Chemical Staff Officer

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2LT		1LT		CPT		MAJ				LTC				COL															
2LT		1LT		CPT		MAJ				LTC				COL															
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30

COMBAT SUPPORT ARMS
(Branch Group)

MILITARY INTELLIGENCE
(Branch)

CAREER DEVELOPMENT OBJECTIVES

COMPANY GRADE	[REDACTED]	SENIOR OFFICERS																											
MANAGEMENT BY OPD CAREER BRANCHES	MANAGEMENT BY GROUPINGS AND/OR BRANCHES	MANAGEMENT BY COLONELS DIVISION																											
<p>Provide and develop fundamental knowledge by:</p> <p>a. Attendance at basic, MOS, language and advanced courses.</p> <p>b. Command at platoon, detachment and company level.</p> <p>c. Staff duty at battalion and higher level.</p> <p>d. A utilization tour in the initial intelligence functional area.</p> <p>e. Service School instructor duty</p>	<p>Improve military stature and broaden professional competence through:</p> <p>a. Attendance at CGSC/AFSC for selected officers.</p> <p>b. Command and staff duty.</p> <p>c. Training and utilization in other intelligence functional areas.</p> <p>d. Selected branch immaterial assignments.</p> <p>e. MAAG, Mission, Attache' duty.</p> <p>f. Special program participation:</p>	<p>Demonstrate potential in positions of high responsibility and continue professional development through:</p> <p>a. Refinement of developed skills.</p> <p>b. Higher level command and staff assignments.</p> <p>c. Attendance at senior service college for selected officers.</p> <p>d. Assignment to key intelligence positions.</p> <p>e. Service school instructor duty.</p>																											
2LT	1LT	CPT	MAJ	LTC	COL																								
2LT	1LT	CPT	MAJ	ETC	COL																								
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30

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COMBAT SUPPORT ARMS (Branch Group)							MILITARY INTELLIGENCE (Branch)							TACTICAL/STRATEGIC INTELLIGENCE (Career Field)															
TYPICAL ASSIGNMENTS																													
COMPANY GRADE							[REDACTED]							SENIOR OFFICERS															
MANAGEMENT BY OPD CAREER BRANCHES							MANAGEMENT BY OPD BRANCH GROUP AND/OR BRANCHES							MANAGEMENT BY COLONELS DIVISION															
*Platoon or Sec Ldr in MI Det or Bn *Comdr, SSG or MI Det *Tactical Intel Staff Officer, S-2 at Bn & Bde Level Asst Tactical Intel Staff Officer, S-2 at Div & Corps Level *Aerial Survl Officer at Div or below *S-2 Air at Separate Bde Strat Intel Staff Officer MAAG/Mission Advisor Instructor Staff & Faculty Service School Liaison Officer Translation Officer Interpreter Censorship Officer Installation Intelligence Officer Assistant Attache. Plt Ldr in Cbt Arms for Officer on RA Detail Asst General or Special Staff Off in Other than the Intel Field							*Cmdr, SSG or MI Det or Rgn Cmdr MI Bn *Tactical Intel Staff Off, G-2 at Div Asst Tactical Intel Staff Off, G-2 at Corps, Fld & Theater Army Level. *Tactical/Strat Intel Staff Off at DOD, DA, Joint and Combined Level *Aerial Survl Off G-2 Air at Div, Corps, Fld & Theater Army *Aerial Survl Off at DOD, DA, Joint & Combined Level MAAG/Msn Advisor *Cross Utilization of MI Off in other than Primary functional area Instructor Staff & Faculty Serv Sch. Instructor/Asst Dept Dir or staff at USAINTS FASP Attache or Asst Attache *General Staff Off at DOD, DA, Joint & Combined Level *General/Special Staff Off in other than Intel Cnds USMA Instructor Special Program Participation							*Cmdr, Fld Army MI Bn, SSG Gp or MI Special Det, Cmdr Imagery Interpretation or Interrogation Ctr, Comdt, USAINTS *Key Tactical or Strat Intel Staff Off at the DA, National, Joint & Combined level Dept Chief or Principal Staff Off at USAINTS or other serv schools *Maj Cmd G-2/DCSI Senior MAAG/Mission Adv F FASP Army Attache *General Staff Off at DOD, Joint & Combined level Senior Service College Instructor Special Program Participation															
[REDACTED]							[REDACTED]							[REDACTED]															
2LT			1LT		CPT		MAJ				LTC				COL														
2LT			1LT		CPT		MAJ				LTC				COL														
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30

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COMBAT SUPPORT ARMS
(Branch Group)

MILITARY INTELLIGENCE
(Branch)

AREA/INTELLIGENCE RESEARCH
(Career Field)

TYPICAL ASSIGNMENTS

COMPANY GRADE										[REDACTED]										SENIOR OFFICERS									
MANAGEMENT BY OPD CAREER BRANCHES										MANAGEMENT BY OPD BRANCH GROUP AND/OR BRANCHES										MANAGEMENT BY COLONELS DIVISION									
*Plt or Sec Ldr in MI Bn *Cmdr of MI Company, Det or Fld Off or Team Chief *Opns or Other Staff Off of MI Bn, Det or Fld Off (1) Area Intel Officer (2) Intel Research Officer *Staff Off of Special Opns Units Asst Staff Off at MI Rgn, Gp or Higher Hq Instr Staff & Faculty Serv School Liaison Officer MAAG/Mission Advisor Installation Intel Officer Translation Officer Interpreter Censorship Officer Assistant Attache Plt Ldr in Combat Arms for Officers on RA Detail Asst Gen or Special Staff Officer in other than the Intel field										*Cmdr MI Det, Company, Region or Bn *Cmdr Special Opns Units *Opns or other Principal Staff Off at MI Rgn, Gp ro Higher Hq *MI Staff Officer at DOD, DA, Joint & Combined Level *Cross utilization of MI Off in other than primary functional area Instructor or Staff Off at Serv Schs Instructor/Asst Dept Dir or Staff at USAINTS MAAG/Mission Advisor FASP Attache or Asst Attache *General Staff Off at DOD, DA, Joint & Combined Level *General or Special Staff Off in other than Intel MOS USMA Instructor Special Program Participation										*Cmdr Fld Army, MI Bn, MI Gp, Special Det, or Opns Unit. *Commandant USAINTS *Key Intel Staff Officer at the DA, National, Joint and combined level. Director of MI Staff Element at HQ USAINTS Dept Chief or Principal Staff Officer at USAINTS or other Service School Senior MAAG/Mission Advisor FASP Army Attache *General Staff Officer at DOD, DA, Joint & Combined Level Senior Service College Instr Special Program Participation									
2LT		1LT		CPT		MAJ		LTC		COL		2LT		1LT		CPT		MAJ		LTC		COL							
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30

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COMBAT SUPPORT ARMS (Branch Group)										MILITARY INTELLIGENCE (Branch)										CRYPTOLOGY (Career Field)															
TYPICAL ASSIGNMENTS																																			
COMPANY GRADE										FIELD GRADE										SENIOR OFFICERS															
MANAGEMENT BY OPD CAREER BRANCHES										MANAGEMENT BY OPD GROUP AND/OR BRANCHES										MANAGEMENT BY COLONELS DIVISION															
*Plt Ldr USASA Bn, Fld Station or Special Opns Units *Company or Det Cndr USASA Bn Fld Station or Special Opns Unit *Staff Off USASA Bn, Fld Station or Special Opns Units (1) Electronic Ctms Officer (2) C-E Intel Officer (3) C-E Security Officer Asst Opns Or Staff Off at USASA Gp or Higher Hq Crypto Staff Officer NSA *EW/Crypto Staff Off at Div or Service School Instructor or Staff Officer at USASA Tng Ctr & School Liaison Officer Plt Ldr in Combat Arms for Officers on RA detail										*Cndr USASA Bn, Fld Station or Special Opns Unit *Opns, SIGSEC or other Principal Staff Officer at USASA Gp, Field Station or Higher USASA Hq Crypto Staff Officer NSA *EW/Crypto Staff Officer at Div, Corps, Army or Higher Hq EW/Crypto Instructor or Staff Off at Service Schools Instructor/Asst Dept Chief or Staff at USASA Tng Center & School Liaison Officer Attache or Asst Attache *Cross utilization of Cryptologic Off in Tactical/Strat Intel Pns *General Staff Off at DOD,DA,Joint & Combined Level *General or Special Staff Officer in other than USASA Commands USMA Instructor Special Program Participation.										*Cndr USASA Gp, Fld Station or Theater Hq *Comdt USASA Tng Ctr & School *Chief of USASA Staff Ele at Theater or Hq USASA Chief NSA Staff Element *EW/Crypto Staff Off at the DA, National Joint, and Combined Level Dept Chief of Principal Staff Off USASA Tng Center & School EW/Crypto Officer on Staff and Faculty of Service Schools Attache *General Staff at DOD,DA,Joint & Combined level Senior Service College Instructor Special Program Participation															
2LT			1LT			GPT			MAJ			LTC			COL			2LT			1LT			GPT			MAJ			LTC			COL		
7	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30							

C-13-A-21

COMBAT SUPPORT ARMS
(Branch Group)

MILITARY POLICE
(Branch)

CAREER DEVELOPMENT OBJECTIVES

COMPANY GRADE	FIELD GRADE	SENIOR OFFICERS																											
MANAGEMENT BY OPD CAREER BRANCHES	MANAGEMENT BY COMPANIES AND/OR BRANCHES	MANAGEMENT BY COLONELS DIVISION																											
<p>Provide fundamental knowledge by:</p> <p>a. Selected asgnts and military schooling.</p> <p>b. Developing command and leadership ability through varied command assignments.</p> <p>c. Advanced civil schooling for selected officers.</p>	<p>Improve military stature & broaden professional competence. Demonstrate potential in positions of high responsibility & continue professional development.</p> <p>a. Selected comd asgnts & progressive br material & br immaterial staff asgnts.</p> <p>b. Applying basic professional skills.</p> <p>c. Attendance at CGSC or AFSC for selected officers.</p> <p>d. Advanced civil schooling for selected officers.</p> <p>e. Duty on higher level staffs</p> <p>f. Qualifications for highest comd positions through selective comd asgnts.</p> <p>g. Attendance at senior service College for selected officers.</p>	<p>Maximum contribution in key comd and staff positions at the highest levels through utilization of the officer's professional and technical competence developed through training and duty assignments in earlier periods.</p>																											
2LT	1LT	CPT	MAJ	LTC	COL																								
2LT	1LT	CPT	MAJ	ETC	COL																								
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30

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COMBAT SUPPORT ARMS
(Branch Group)

MILITARY POLICE
(Branch)

MILITARY POLICE OFFICER
(Career Field)

TYPICAL ASSIGNMENTS

COMPANY GRADE	FIELD GRADE	SENIOR OFFICERS
MANAGEMENT BY OPD CAREER BRANCHES	MANAGEMENT BY OPD BRANCH GROUP AND/OR BRANCHES	MANAGEMENT BY COLONELS DIVISION
*Platoon Leader Detachment Commander *Company Commander Stockade PM Staff Officer *BN/Bde Staff Officer PM (Depot, Small Post) USDB or CTF Staff Off USAMPS (Staff or Faculty) CI (Staff Officer) Dog Handling Officer (Sentry)	*Battalion Commander *PM (Division/Corps/Army/Theatre) *Staff Officer (DOD/JCS/DA/CONARC/ Field Army) Senior Service School/USEMPS Staff and Faculty	CG (PW Command/Brigade/PW Camps) Group Commander CO (USAMPS/USACDCMBA) PM (Field Army/Theatre) DOD Staff JCS Staff DA Staff

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2LT		1LT		CPT		MAJ					LTC					COL													
2LT		1LT		CPT		MAJ					LTC					COL													
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30

COMBAT SUPPORT ARMS
(Branch Group)

MILITARY POLICE
(Branch)

PROVOST MARSHAL
(Career Field)

TYPICAL ASSIGNMENTS

COMPANY GRADE										[REDACTED]										SENIOR OFFICERS									
MANAGEMENT BY OPD CAREER BRANCHES										MANAGEMENT BY OPD BRANCH GROUP AND/OR BRANCHES										MANAGEMENT BY COLONELS DIVISION									
*Platoon Leader Detachment Commander *Company Command Stockade *PM Staff Officer Bn/Bde Staff Officer *PM (Depot, Small Post) USDB or CTF Staff Officer USAMPS (Staff or Faculty) CI (Staff Officer) Dog Handling Officer (Sentry)										*PM (large depot/post) *PM Staff Officer (large depot/post) *Staff Officer (DA/CONUS Army/CONARC Major Command Senior Service School/USAMPS Staff and Faculty										PM (CONUS Army/CONARC/ AMC) PM Staff Officer - DA/Major Command Commandant USAMPS									
[REDACTED]										[REDACTED]										[REDACTED]									
2LT		1LT		CPT		MAJ						LTC						COL											
2LT		1LT		CPT		MAJ						LTC						COL											
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30

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COMBAT SUPPORT ARMS (Branch Group)							MILITARY POLICE (Branch)							CORRECTION (Career Field)															
TYPICAL ASSIGNMENTS																													
COMPANY GRADE										FIELD GRADE										SENIOR OFFICERS									
MANAGEMENT BY OPD CAREER BRANCHES										[REDACTED] GROUP AND/OR BRANCHES										MANAGEMENT BY COLONELS DIVISION									
*Platoon Leader Detachment Commander *Company Commander *Stockage PM Staff Officer *Bn/Bde Staff Officer PM (Depot, Small Post) *USDB or CTF Staff Off USAMPS (Staff or Faculty) CI (Staff Officer) Dog Handling Officer (Sentry)										*USDB, CTF, Stockage, Staff Officer USAMPS Staff or Faculty *Stockage Confinement Officer *BN Commander (CTF) DA (OPMG), CONARC, CONUS Army Staff [REDACTED]										USDB CTF, Commander DA Staff (OPMG) Group CO Bde CO Commandant USAMPS									
2LT			1LT		CPT		MAJ			LTC							COL												
2LT			1LT		CPT		MAJ			LTC							COL												
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30

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COMBAT SUPPORT ARMS (Branch Group)							MILITARY POLICE (Branch)							CRIMINAL INVESTIGATION (Career Field)															
TYPICAL ASSIGNMENTS																													
COMPANY GRADE							FIELD GRADE							SENIOR OFFICERS															
MANAGEMENT BY OPD CAREER BRANCHES							GROUP AND/OR BRANCHES							MANAGEMENT BY COLONELS DIVISION															
*Platoon Leader Detachment Commander Company Commander Stockade PM Staff Officer *Bn/Bde Staff Officer PM (Depot, Small Post) USDB or CTF Staff Off USAMPS (Staff or Faculty) *CI (Staff Officer) Dog Handling Officer (Sentry)							*DA, CONARC, Army Staff *USACIDA Staff Staff and Faculty USAMPS *CI Group Staff PM Staff Officer *Commander CID Detachment							Commander USACIDA Commander CI Gp DA Staff USACIDA Staff Commandant USAMPS															
2LT			1LT		CPT		MAJ				LTG			COL															
2LT			1LT		CPT		MAJ				LTC			COL															
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30

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COMBAT SUPPORT ARMS (Branch Group)										SIGNAL CORPS (Branch)																			
CAREER DEVELOPMENT OBJECTIVES																													
COMPANY GRADE					FIELD GRADE					SENIOR OFFICERS.																			
MANAGEMENT BY OPD CAREER BRANCHES					AND/OR BRANCHES					MANAGEMENT BY COLONELS DIVISION																			
Provide and develop fundamental knowledge by: a. Basic Schooling b. Branch qualifying schooling in a communications-electronics skill area. c. Developing an understanding of Communications-Electronics needs of combat forces and Signal Officer's role as a member of the combined arms team. d. Developing an understanding of fixed and semi-fixed communication electronics equipment needed to support tactical forces.					1. Improve military stature and broaden professional competence through: a. Developing multi Communications-Electronics skills. b. Command and staff assignments at Div, Corps, Army and Joint levels. c. Developing the ability to manage resources with emphasis on Communications-Electronics requirements. 2. Demonstrate potential in positions of high responsibility and continue professional development through: a. Maximum contribution in command, staff and technical assignments. b. Developing comprehensive Communications-Electronics qualification. c. Broadening leadership and managerial ability.					Maximum contribution in key command and staff positions at the highest levels through utilization of the officer's professional and technical competence developed through training and duty assignments in earlier period																			
2LT		1LT		CPT		MAJ			LTC					COL															
2LT		1LT		CPT		MAJ			ETC					COL															
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30

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COMBAT SUPPORT ARMS
(Branch Group)

SIGNAL CORPS
(Branch)

COMMUNICATIONS SYSTEMS
(Career Field)

TYPICAL ASSIGNMENTS

COMPANY GRADE										FIELD GRADE										SENIOR OFFICERS									
MANAGEMENT BY OPD CAREER BRANCHES										GROUP AND/OR BRANCHES										MANAGEMENT BY COLONELS DIVISION									
*Plt Ldr *Det Cmdr *Co Cmdr * Communication-Electronics Staff Officer Telephone Digital Communications Officer Radio Systems Officer Area Signal Ctr Officer Communication Ctr Officer Bn Staff Officer										*Bn Cmdr (Div, Corps, Army, Sig Bn) Battalion/Brigade Staff Officer *C-E Staff Officer (Div, Corps, Army) *C-E Staff Officer (Major Cmd e.g., STRATCOM, CDC, AMC, ACSC-E, DCA, JCS, OSD)										*Communication-Electronics Staff Office (Corps, Army) *Communications-Electronics Staff Officer (Major Command, Joint & DA Staff, DCA, OSD) *Signal Brigade Commander									
2LT		1LT		CPT		MAJ						LTC						COL											
2LT		1LT		CPT		MAJ						LTC						COL											
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30

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COMBAT SUPPORT ARMS (Branch Group)										SIGNAL CORPS (Branch)										COMMUNICATIONS ENGINEERING (Career Field)															
TYPICAL ASSIGNMENTS																																			
COMPANY GRADE										FIELD GRADE										SENIOR OFFICERS															
MANAGEMENT BY OPD CAREER BRANCHES										[REDACTED] GROUP AND/OR BRANCHES										MANAGEMENT BY COLONELS DIVISION															
*Pit Ldr *Det Cmr *Co Cmr Radio Systems Officer *C-E Staff Officer (Strategic Communications Cmd, Post Signal) Communications Center Officer Telephone-Digital Communications Officer										*Bn Cmr (LongLine Bn, SHAPE Spt units) Communications-Electronics System Engineer(Major Command) Radio Frequency Engineering Officer Major Command) * Post Signal Officer * Communications-Electronics Staff Officer (Major Command, Joint Activities)										*Group Commander * Communications-Electronics Staff Officer (Bde, Major Cmd, Joint & DA Staff)															
[REDACTED]										[REDACTED]										[REDACTED]															
2LT			1LT			CPT			MAJ			LTC			COL			2LT			1LT			CPT			MAJ			LTC			COL		
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30						

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COMBAT SUPPORT ARMS
(Branch Group)

SIGNAL
(Branch)

COMMUNICATIONS-ELECTRONICS EQUIPMENT
SYSTEM (Career Field)

TYPICAL ASSIGNMENTS

COMPANY GRADE										FIELD GRADE										SENIOR OFFICERS									
MANAGEMENT BY OPD CAREER BRANCHES										MANAGEMENT BY OPD BRANCH GROUP AND/OR BRANCHES										MANAGEMENT BY COLONELS DIVISION									
Communications Electronics Staff officer (Strategic Field Office, Support Agencies) Communications-Electronics Staff Off (SAFEGUARD, NORAD, ARADCOM, DCA)										OIC, CEEIA Field Office C-E Staff Officer (CSA) C-E Staff Officer (NORAD, ARADCOM, SAFEGUARD Major Cmd) Proj Manager Staff Officer										Proj Manager Director of CEEIA (STRATCOM) CO, Communications Systems Engineer and Management Agency (STRATCOM)									
2LT		1LT		CPT		MAJ				LTC					COL														
2LT		1LT		CPT		MAJ				LTC					COL														
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30

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MATERIEL & MOVEMENTS (Branch Group)	ORDNANCE BRANCH (Branch)	
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CAREER DEVELOPMENT OBJECTIVES

COMPANY GRADE		SENIOR OFFICERS.
MANAGEMENT BY OPD CAREER BRANCHES	MANAGEMENT BY GROUPINGS AND/OR BRANCHES	MANAGEMENT BY COLONELS DIVISION
<p>Provide and Develop Fundamental Knowledge by:</p> <ol style="list-style-type: none"> 1. Basic Schooling. 2. MOS schooling (in a specific commodity group). 3. Developing a working knowledge of the integrated commodity group; i.e. Electronics materiel, Tank-automotive materiel, Armament materiel, Munitions materiel, Missile materiel, General Support Equipment materiel. 4. Attain a high degree of proficiency in leadership, command and management at the company, battalion staff and/or equivalent managerial levels. 5. Selected civilian advanced schooling. 6. Advanced course schooling. 7. Selected military specialist schooling. 	<p>Improve military stature and broaden professional competence through:</p> <ol style="list-style-type: none"> 1. <ol style="list-style-type: none"> a. Develop in depth expertise in the integrated materiel management of a specific commodity group, or b. Develop in depth expertise in areas of functional specialization, or c. Develop a working knowledge in the integrated materiel management, with multi-commodity generalization. 2. Attaining a high degree of proficiency in command and management at the battalion and higher level staff or equivalent managerial levels. 3. Selected military specialist schooling. 4. Selected civilian advanced schooling. 5. Attendance at C&GS or equivalent schooling. 	<p>Attain proficiency in high level management of resources and systems' by:</p> <ol style="list-style-type: none"> 1. Attending selected executive level courses. 2. Attending SSC 3. Developing executive competence by contributing to the operation and design of the Army's logistical system. 4. Expanding managerial knowledge of commodity life cycle development at the national and theater levels. 5. Participating in the formulation and decision making processes relative to logistics doctrine and systems development.



2LT			1LT		CPT		MAJ					LTC					COL												
2LT		1LT			CPT		MAJ					LTC			COL														
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30

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MATERIEL & MOVEMENTS (Branch Group)								ORDNANCE BRANCH (Branch)								MATERIEL OFFICER (Career Field)																			
TYPICAL ASSIGNMENTS																																			
COMPANY GRADE								[REDACTED]								SENIOR OFFICERS																			
MANAGEMENT BY OPD CAREER BRANCHES								[REDACTED] OPD BRANCH GROUP AND/OR BRANCHES								MANAGEMENT BY COLONELS DIVISION																			
*Commodity Plt Leader, DS/GS CO *Supply Officer, DS/GS CO *Co Cmdr, Maintenance CO, DS/GS *Co Cmdr, S&S CO DS/GS Commodity Materiel Officer, Bn ICC or MMC Storage/Distribution Officer DS/GS CO S2/S3 DS/GS Bn *S4 DS/GS Bn *S4 Combat Arms or Combat Spt Bn Unit Training Officer Service School Instructor *Procurement Officer, DSA District Installation, Arsenal *Materiel Management Officer NIGP or NMP Materiel Officer, Installation *R&D Coordinator, AMC, CDC, TECOM Test Officer, TECOM								*Battalion Cmdr, DS/GS *Depot Cmdr *Agency Cmdr *Activity Cmdr *One of the Following: Materiel Staff Officer, HQ CONARC Materiel Staff Officer, HQ CDC Materiel Staff Officer, HQ DSA Materiel Staff Officer, HQ Gp, Bde or Spt Cnds Materiel Staff Officer, HQ os Cnds *One of the Following: P&P Officer, DSA P&P Officer, AMC P&P Officer, Commodity Cnds *One of the Following: Research & Development Coordinator, DA Research & Development Coordinator, AMC Research & Development Coordinator, CDC *S4/G4 Bn, Gp, Bde, Dir and Spt Cnds Logistical Staff Officer, Major Cnds Logistical Staff Officer, Instl, Depots, Arsenals, Service Schools *Materiel Management Officer NIGP or NMP *Project Manager Staff Officer								*Commodity Cmdr, AMC *Proving Ground Cmdr, TECOM *Arsenal Cmdr, AMC *Agency Cmdr, DA *District Cmdr, DSA Key Logistics Dept, Directors/Chiefs, DA, DOD, DSA & Joint Staffs, AMC, CDC *Director of Procurement, DSA, DA, AMC, & Commodity Cmdr *Director of R&D, AMC Commodity Cnds *Director of Supply & Maint, AMC Commodity Commands ACofS Materiel, Overseas Cnds ACofS Services, Overseas Cnds ACofS Supply, Overseas Cnds ACofS Logistics, Overseas Cnds, CONARC Armies *Project Managers *Support Cmdr Cmdr Group, Div, Bde, FASCOM, TASCOM *R&D Laboratories and Activities Cmdr																			
2LT		1LT		CPT		MAJ		[REDACTED]		LTC		[REDACTED]		COL		[REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]	
2LT		1LT		CPT		MAJ		LTC		COL		[REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]	
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30						

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MATERIEL & MOVEMENTS
(Branch Group)

QUARTERMASTER
(Branch)

CAREER DEVELOPMENT OBJECTIVES

COMPANY GRADE	[REDACTED]	SENIOR OFFICERS.
MANAGEMENT BY OPD CAREER BRANCHES	MANAGEMENT BY GROUPINGS AND/OR BRANCHES	MANAGEMENT BY COLONELS DIVISION
<p>Provide and develop fundamental knowledge by:</p> <ol style="list-style-type: none"> 1. Basic Br. schooling. 2. MOS schooling (In a specific Commodity gp or specific support services functional area) to: 3. Develop a working knowledge of the integrated commodity support of a specific commodity group; i.e.; subsistence materiel, petroleum products & general equipment materials or, 4. Develop a working knowledge of the areas of functional specialization in providing support services. 5. Attain a high degree of proficiency in leadership, command and management at the company, bn staff and/or equivalent managerial levels 6. Selected civ. adv schooling. 7. Adv course schooling 8. Selected military specialist schooling. 	<p>Improve military stature & broaden professional competence through:</p> <ol style="list-style-type: none"> 1. <ol style="list-style-type: none"> a. Develop in depth expertise in areas of functional specialization, b. Develop in depth expertise in the integrated materiel management of a specific commodity group, or c. Develop a working knowledge in the integrated materiel management with multi-commodity generalization 2. Attain a high degree of proficiency in command and management at the battalion and higher staff level or equivalent managerial level. 3. Selected civilian advanced schooling. 4. Selected military specialist schooling. 5. Attendance at C&GS or equivalent schooling. 	<p>Attain proficiency in high level management of resources and systems by:</p> <ol style="list-style-type: none"> 1. Attending selected executive level courses. 2. Attending SSC 3. Developing exec. competence by contributing to the operation & design of the Army's logistical sys. 4. Expanding managerial knowledge of commodity life cycle development at the national & theater levels. 5. Participating in the formulation & decision making processes relative to logistics doctrine & systems development.

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2LT			1LT			CPT			MAJ						LTC						COL								
2LT			1LT			CPT			MAJ						LTC						COL								
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30

MATERIEL & MOVEMENTS
(Branch Group)

QUARTERMASTER
(Branch)

MATERIEL OFFICERS
(Career Field)

TYPICAL ASSIGNMENTS

COMPANY GRADE							FIELD GRADE														SENIOR OFFICERS								
MANAGEMENT BY OPD CAREER BRANCHES							MANAGEMENT BY OPD BRANCH GROUP AND/OR BRANCHES														MANAGEMENT BY COLONELS DIVISION								
*Cmdty Plt Leader, DS/GS CO *Supply Off, DS/GS CO *Co Cmdr, Maintenance CO, DS/GS *Co Cmdr, S&S CO DS/GS Cmdty Materiel Off Bn ICC or MMC Storage/Distr Off DS/GS CO S2/S3 DS/GS Bn *S4 DS/GS Bn *S4 Combat Arms or Combat Spt Bn Unit Training Off Service School Instructor *Procurement Off, DSA District, Installation, Arsenal *Materiel Mgt Off NICP or NMP Materiel Off, Instal *R&D Coordinator, AMC, CDC, TECOM Test Officer, TECOM *Commanders of Development of commander* and senior managers							*Bn Comdr, DS/GS *Depot Comdr *Agency Comdr *Activity Comdr *One of the following: Materiel Staff Off, HQ CONARC Materiel Staff Off, HQ CDC Materiel Staff Officer, HQ DSA, AMC Materiel Staff Off, HQ Gp, Bde or Spt Cnds Materiel Staff Off, HQ Overseas Cnds *One of the following: P&P Officer, DSA P&P Officer, AMC P&P Off, Cmdty Cnds *One of the following: R&D Coordinator, DA R&D Coordinator, CDC *S4/G4 Bn, Gp, Bde, Dir & Spt Cnds Logistical Staff Off Maj Cnds, AMC, DA Logistical Staff Off, Instl, Depots, Arsenals, Serv Schools *Materiel Mgt Off NICP or NMP *Proj Manager Staff Off														*Cmdty Comdr, AMC *Proving Ground Comdr, TECOM *Arsenal Comdr, AMC *Agency Comdr, CDC *Agency, Comdr, DA *District Comdr, DSA Key Log Dept, Dir/Chiefs, DA, DOD, DSA & Joint Staffs, AMC, CDC *Dir of Procurement, DSA, DA, AMC, & Cmdty Comdr. * Dir of R&D, AMC Cmdty Commands *Dir, of Supply & Maint, AMC Cmdty Cnds ACofS Materiel, Overseas Commands ACofS Services, Overseas Commands ACofS Supply, Overseas Commands ACofS Logistics, Overseas Commands, CONARC Armies *Project Managers *Support Command Comdr Gp, Div, Bde, FASCOM, TASCOM *R&D Laboratories and Activities Commander								
2LT		1LT		CPT			MAJ					LTC					COL												
2LT		1LT		CPT			MAJ					LTC					COL												
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30

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MATERIEL & MOVEMENTS (Branch Group)								QUARTERMASTER (Branch)								SUPPORT SERVICES (Career Field)													
TYPICAL ASSIGNMENTS																													
COMPANY GRADE								FIELD GRADE								SENIOR OFFICERS													
MANAGEMENT BY OPD CAREER BRANCHES								GROUP AND/OR BRANCHES								MANAGEMENT BY COLONELS DIVISION													
Staff & Faculty-Service Schools S4 - Combat Arms/Cmbt Spt Bns S4 DS/GS Bn * SAL-PDO Officer Spt Svc Off - Instal, Mgr Activities Asst S2/3 - Sup, Bde* Fld Svc Off - Gp, Spt Bde Co Commander, S&S Co DS/GS* Bn Staff - DS/GS Bn Fld Svc Off - Co & Bn Level-DS/GS Svc Plt Ldr - DS/GS Co*								Regional Exchange Staff Off ACOS-SVCS, FASCOM, TASCOS* Staff & Faculty Serv School SAL-PDO Off, S&S Bn, Gp, Spt Bde Test Officer Procurement Off-Instal Depot Fld Svc Off - Sup/Spt Bde Bn CO* BN XO-S&S Bn DS/GS * Asst S4, Log Off-Gp/Spt Bde Bn S2/3, DS/GS Bns* Logistics Staff Officers- 1. O/S Commands, CONUS Army/CONARC 2. AMC, DA								School Commandant ACOS Svcs - Overseas Commands/CONUS Armies * Manager Dept/C/Div-DA, DO, DOD, Joint Staffs * Div of Fld Svcs-CDC, CSSG Dir of Spt Svcs-Depots, Instl Dir of Procurement, -DSA, DA CO/Dir Regional Exchange DISCOM Commander*													
2LT		1LT		CPT		MAJ				LTC				COL															
2LT		1LT		CPT		MAJ				LTC				COL															
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30

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MATERIEL & MOVEMENTS
(Branch Group)

TRANSPORTATION CORPS
(Branch)

CAREER DEVELOPMENT OBJECTIVES

COMPANY GRADE

FIELD GRADE

SENIOR OFFICERS

MANAGEMENT BY OPD
CAREER BRANCHES

AND/OR BRANCHES

MANAGEMENT BY
COLONELS DIVISION

Provide and develop fundamental knowledge by:

1. Basic branch schooling.
2. MOS schooling (in a specific commodity group or specific transportation functional-area) to
 - a. Develop a working knowledge of the integrated commodity support of a specific commodity group, e.g., aviation materiel, or
 - b. Develop a working knowledge of the areas of functional specialization in providing transportation services.
3. Attain a high degree of proficiency in leadership, command and management at the company, battalion, or group staff and/or equivalent levels.
4. Selected Civilian advanced schooling.
5. Advanced course schooling.
6. Selected military specialist schooling.
7. Entry into specialist program (a).

Improve military stature and broaden professional competence through:

1. Development of in-depth expertise in:
 - a. Areas of functional specialization, or
 - b. Integrated materiel management of a specific commodity group, or
 - c. Develop a working knowledge in integrated materiel management, with multi-commodity generalization.
2. Attain a high degree of proficiency in command and management at the battalion and higher level or equivalent managerial levels.
3. Selected civilian advanced schooling.
4. Selected military specialist schooling.
5. Attendance at C&GSC or equivalent schooling.

Attain proficiency in high level management of resources and systems, by:

1. Attending selected executive level courses.
2. Attending SSC.
3. Developing executive competence by contributing to the operation and design of the Army's logistical system.
4. Expanding managerial knowledge of commodity life cycle development at the national and theater levels.
5. Participating in the formulation and decision making processes relative to logistics doctrine and systems development.
6. Command Transportation or Logistical activity.

2LT

1LT

CPT

MAJ

LTC

COL

2LT

1LT

CPT

MAJ

LTC

COL

1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30

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MATERIEL & MOVEMENTS

TRANSPORTATION CORPS

MOTOR TRANSPORT

(Branch Group)

(Branch)

(Career Field)

TYPICAL ASSIGNMENTS

COMPANY GRADE	FIELD GRADE	SENIOR OFFICERS
MANAGEMENT BY OPD CAREER BRANCHES	GROUP AND/OR BRANCHES	MANAGEMENT BY COLONELS DIVISION
<p>1. Entry: MOS 0660 Basic schooling in motor pool-highway transport operations and employment; vehicle loading; convoy movements; introduction to highway transport planning.</p> <p>2. Initial Development: *Pit ldr in truck company. *Operations Officer in TMP. *OIC of small TMP. *Pit ldr of separate truck platoons.</p> <p>3. Initial Utilization: *CO, Commands. *OIC of TMP. Bn, Group level staff.</p>	<p>1. Mid-range utilization: *Highway transportation planning. Army, Corps, Division level staff. *Battalion XO/S-3. *Cross fertilization assignments.</p> <p>2. Senior Utilization: *Battalion Command Major Command/DA level staff.</p>	<p>1. Major Professional Contribution: * Group Commander. * Major Departmental Chief, DA Staff (DAT). Senior Army Advisor USARNG.</p>

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2LT			1LT		CPT		MAJ				LTC				COL														
2LT			1LT		CPT		MAJ				LTC				COL														
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30

MATERIEL & MOVEMENTS
(Branch Group)

TRANSPORTATION CORPS
(Branch)

RAIL OPERATIONS
(Career Field)

TYPICAL ASSIGNMENTS

COMPANY GRADE	FIELD GRADE	SENIOR OFFICERS
MANAGEMENT BY OPD CAREER BRANCHES	MANAGEMENT BY OPD BRANCH GROUP AND/OR BRANCHES	MANAGEMENT BY COLONELS DIVISION
<p>1. Entry: MOS 0706, 0720, 0730, 4851, 4857, 4862. Basic schooling in rail operations and maintenance.</p> <p>2. Initial Development; Trainmaster. Road Forman, Locomotives. Yardmaster. Car Repair Superintendent. Machine Shop Superintendent. Diesel Locomotive Shop Superintendent.</p> <p>3. Initial Utilization: *Railway Dispatcher. Railway Supply Officer Car Service Superintendent. Equipment Superintendent Bn, Gp or equivalent level staff. Procurement Officer *Company Commander.</p>	<p>1. Mid-range Utilization: *Rail Operations Superintendent *Battalion XO and S-3. Army, Corps, Div level staff Cross fertilization. Supply Management Officer</p> <p>2. Senior Utilization: *Battalion Cmd Major Cmd/DA level staff.</p>	<p>Major Professional Contributions: Major Departmental Chief, MIMTS. Senior Army Adv., USARNG</p>

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2LT		1LT		CPT		MAJ					LTC					COL													
2LT		1LT		CPT		MAJ					LTC					COL													
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30

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MATERIEL & MOVEMENTS (Branch Group)								TRANSPORTATION CORPS (Branch)								TERMINAL OPERATIONS (Career Field)													
TYPICAL ASSIGNMENTS																													
COMPANY GRADE								FIELD GRADE								SENIOR OFFICERS													
MANAGEMENT BY OPD CAREER BRANCHES								GROUP AND/OR BRANCHES								MANAGEMENT BY COLONELS DIVISION													
1. Entry: MOS 0804, 0825, 4804. Basic schooling in cargo, marine maintenance or harbor craft operations. 2. Initial Development: Cargo Officer Stevedore Officer. *Plt Ldr - Terminal Service or Harbor Craft Unit. Marine maintenance and shop officer. 3. Initial Utilization: Procurement Officer. Cargo Officer. *Stevedore Officer.								1. Mid-range Utilization: * Terminal Operations Officer Amphibious Craft Officer Cargo Planner Master or Mate Army, Corps, Division level staff. * Bn, XO, and S-3. Cross fertilization. 2. Senior Utilization: Major Command/DA level staff. * Battalion Command								Major Professional Contribution: *TOE Terminal Group Commander. *TD Terminal Commander *Major Departmental Chief, MTMS. Senior Army Advisor, USARNG.													
2LT								MAJ								COL													
2LT				1LT				CPT				MAJ				LTC				COL									
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30

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MATERIEL & MOVEMENTS
(Branch Group)

TRANSPORTATION CORPS
(Branch)

COMBAT SUPPORT AVIATION OPERATIONS
(Career Field)

TYPICAL ASSIGNMENTS

COMPANY GRADE	FIELD GRADE	SENIOR OFFICERS
MANAGEMENT BY OPD CAREER BRANCHES	GROUP AND/OR BRANCHES	MANAGEMENT BY COLONELS DIVISION
<p>1. Entry: MOS 1980-1981 Flight School.</p> <p>2. Initial Development: Aircraft Pilot in combat spt units. *Plt Ldr in combat spt units.</p> <p>3. Initial Utilization: XO, Combat Support Company. *CO, Combat Spt Detachment. Bn, Gp or equivalent level staff. Airfield Commander.</p>	<p>Mid-range Utilization *Company Commander. Army, Corps, Division level staff *Battalion XO and S-3 Aviation Safety Officer Cross fertilization.</p> <p>b. Senior Utilization: *Battalion Command. Major Command, DA level staff</p>	<p>Major Professional Contribution: *Group Commander. *Major Command Aviation Staff Officer. *Aviation School Brigades. Senior Army Advisor, USARNG.</p>

2LT				1LT		CPT			MAJ				LTC				COL												
2LT				1LT		CPT			MAJ				LTC				COL												
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30

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MATERIEL & MOVEMENTS (Branch Group)							TRANSPORTATION CORPS (Branch)							AIRCRAFT MATERIAL (Career Field)															
TYPICAL ASSIGNMENTS																													
COMPANY GRADE							FIELD GRADE							SENIOR OFFICERS															
MANAGEMENT BY OPD CAREER BRANCHES							GROUP AND/OR BRANCHES							MANAGEMENT BY COLONELS DIVISION															
1. Entry: MOS 1980, 1981, 4823 Basic schooling in flight training, aircraft maintenance and supply. 2. Initial Development: * Plt Ldr in aviation maintenance company. * Plt Ldr in combat spt aviation (Svc Plt). Unit maintenance officer. 3. Initial Utilization: * CO, Aircraft Maintenance Unit * Bn Aviation Maintenance Off Bn, Gp or equivalent level staff. Procurement Officer Production Control Officer Aeronautical Engineer							1. Mid-range Utilization: *Aircraft Maintenance Officer *Army, Corps, Div level staff Battalion XO, S-3. Cross fertilization. Experimental Test Pilot Program Procurement 2. Senior Utilization: Battalion Command/equivalent. Major Command/DA level staff.							Aircraft Material Maintenance & Supply Major Professional Contributions: *Group Command. * Plant Activity Commander. Major Departmental Chief, Transportation School. *Major Departmental Chief, AVSCOM.															
2LT							MAJ							COL															
2LT			1LT				CPT			MAJ				LTC			COL												
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30

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MATERIEL & MOVEMENTS
(Branch Group)

TRANSPORTATION CORPS
(Branch)

TRANSPORTATION MOVEMENTS/TRAFFIC MANAGEMENT
(Career Field)

TYPICAL ASSIGNMENTS

COMPANY GRADE	FIELD GRADE	SENIOR OFFICERS
MANAGEMENT BY OPD CAREER BRANCHES	GROUP AND/OR BRANCHES	MANAGEMENT BY COLONELS DIVISION
<p>1. Entry: MOS 0612, 0694, 2640 Basic schooling in freight, passenger movements.</p> <p>2. Initial Development: Freight Transportation Officer (Post) * Movement Control Team, Leader or Officer. * Troop Movement Officer Household Good Officer</p> <p>3. Initial Utilization: Movement Officer Passenger-Freight Transportation Officer. * Troop Movement Officer ITO of small installation * Company Commander Bn, Gp or equivalent level staff.</p>	<p>1. Mid-range Utilization: ITO *Operations Officer, Movement Control Center *Traffic Management Officer Field Transportation Officer Highway Traffic Engineer Army, Corps, Division level staff. Cross fertilization. *Movements Officer</p> <p>2. Senior Utilization: ITO Transportation Staff Officer Major Command/DA Staff. *Region Movements Cmdr</p>	<p>Major Professional Contributions: Group Commander.</p>

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2LT			1LT			CPT			MAJ						LTC						COL								
2LT			1LT			CPT			MAJ						LTC						COL								
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30

(Branch Group)

ADJUTANT GENERAL CORPS

(Branch)

ADMINISTRATION

(Career Field)

TYPICAL ASSIGNMENTS

COMPANY GRADE	FIELD GRADE	SENIOR OFFICERS
MANAGEMENT BY OPD CAREER BRANCHES	GROUP AND/OR BRANCHES	MANAGEMENT BY COLONELS DIVISION
Courier Officer Report/Statistics Officer Statistical Control Officer Publications Officer Printing Officer Records Control Officer Classified Control Officer Editorial Officer Recorder Assistant Admin Officer Assistant Secretary of General Staff Postal Officer Assistant Postal Officer	Commerce Officer Statistician Publications Officer Printing Officer Administrative Officer Secretary of General Staff Postal Operations Officer Postal Officer	Statistician Administrative Officer Secretary of General Staff Postal Officer

2LT			1LT			CPT			MAJ						LTC						COL								
2LT			1LT			CPT			MAJ						LTC						COL								
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30

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ADJUTANT GENERAL CORPS (Branch Group)										PERSONNEL MANAGEMENT (Branch)										PERSONNEL MANAGEMENT (Career Field)									
TYPICAL ASSIGNMENTS																													
COMPANY GRADE										FIELD GRADE										SENIOR OFFICERS									
MANAGEMENT BY OPD CAREER BRANCHES										GROUP AND/OR BRANCHES										MANAGEMENT BY COLONELS DIVISION									
Adjutant/S1 Personnel Management Officer Personnel Actions Officer Replacement Control Officer Assistant G1 Personnel Staff Officer Assistant Classification & Assignment Officer Chief, Awards & Decorations Chief, Casualty Reporting Redeployment Officer Assistant Labor Relations Officer Management Analyst Command Replacement Detachment Replacement Company, Personnel Service Company										Adjutant /Adjutant General Personnel Officer Personnel Management Officer Replacement Control Officer Assistant G1/G1 Director of Community Affairs Personnel Staff Officer Manpower Control Officer Labor Relations Officer Special Services Officer Command Replacement Company, Bn Personnel Service Company, Bn										Adjutant General Personnel Officer Personnel Management Officer G1/J1 Assistant Chief/Deputy Chief/Director Personnel & Administration Personnel Staff Officer Manpower Control Officer Chief, Welfare and Morale Services Command Personnel Center or Reception Station.									
2LT		1LT		CPT		MAJ				LTC				COL															
2LT		1LT		CPT		MAJ				LTC				COL															
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30

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APPENDIX B

Career patterns for the following branch group specialties are attached:

a. Combat Arms

(1) Recruiting/Initial Training

(2) Military Assistance

b. Materiel and Movements Services

Logistics Generalist (includes Procurement)

C-13-B-1

COMBAT ARMS (Branch Group)							N/A (Branch)							RECRUITING/INITIAL TRAINING (Career Field)															
TYPICAL ASSIGNMENTS																													
COMPANY GRADE							FIELD GRADE							SENIOR OFFICERS															
MANAGEMENT BY OPD CAREER BRANCHES							MANAGEMENT BY OPD BRANCH GROUP AND/OR BRANCHES							MANAGEMENT BY COLONELS DIVISION															
Management by: Air Defense Artillery Branch Armor Branch Field Artillery Branch Infantry							Asst PMS Staff Officer, Basic Training Unit Staff Officer, Recruiting Cmd Staff Officer, OCS Unit Cmdr BCT Bn Cmdr OCS Bn Cmdr AFES Cmdr Recruiting Main Station							PMS Staff Officer Basic Tng Ctr Staff Officer Recruiting Cmd Cmdr BCT Regt/Bde Cmdr OCS Regt/Bde Cmdr Recruiting District															
[REDACTED]							[REDACTED]							[REDACTED]															
2LT			1LT		CPT		MAJ					LTC					COL												
2LT			1LT		CPT		MAJ					LTC					COL												
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30

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Combat Arms
(Branch Group)

N/A
(Branch)

Military Assistance
(Career Field)

TYPICAL ASSIGNMENTS

COMPANY GRADE	FIELD GRADE	SENIOR OFFICERS
MANAGEMENT BY OPD CAREER BRANCHES	GROUP XXXXXX	MANAGEMENT BY COLONELS DIVISION
<p>Management by: Air Defense Artillery Branch Armor Branch Field Artillery Branch Infantry Branch</p>	<ol style="list-style-type: none"> 1. Masters level and MAOP training prior to being assigned to a MAOP position. 2. MAOP instructor at Service School 3. CA/PSYOPS Detachment & Company commander. 4. CA/PSYOPS Staff Officers at battalion Group & DA & DOD level. 5. Deputy and ACS G-5 Division and Corps level. 6. Advisors in MAAGS, MISSIONS and MILGPS. 7. XO and CO's CA and PSYOPS Battalions and Groups. 	<ol style="list-style-type: none"> 1. Chiefs of Joint MAAGS and Army Sections in MAAGS, MISSIONS & MILGPS. 2. Chiefs of Directorates at the Army, DA and DOD Staff levels. 3. CA and Psyops Gp Commanders. 4. Service with other agencies outside of DOD.

C-13-B-3

2LT			1LT			CPT			MAJ						LTC						COL								
2LT				1LT				CPT				MAJ						LTC						COL					
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30

MATERIEL & MOVEMENT
(Branch Group)

(Branch)

LOGISTICS GENERALIST
(Career Field)

TYPICAL ASSIGNMENTS

COMPANY GRADE	[REDACTED]	SENIOR OFFICERS
MANAGEMENT BY OPD CAREER BRANCHES	MANAGEMENT BY OPD BRANCH GROUP AND/OR BRANCHES	MANAGEMENT BY COLONELS DIVISION
Management by: Ordnance Branch Quartermaster Branch Transportation Branch	Battalion Commander Field Depot Commander Battalion XO P&P Officer, DSA, AMC, cmdty cmds. R&D Coordinator, DA, AMC, CDC, Logistics Staff Officers, Maj Cnds Project Manager Staff Officer ACofS - Services Bde S4/G4 Gp, Div, Corps ACofS - Supply Bde ACofS - Materiel Bde [REDACTED]	Key Logistics Directors/Chiefs, DOD, JCS, DA, DSA, Joint/combined & Major Commands Project Manager Support Command Commanders ACofS Logistics, CONUS Armies, O/S Cnds ACofS Materiel ACofS Services ACofS Supply ACofS Maintenance Dist Cmdr, DSA Director of Procurement, DSA, Cmdty Commands

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2LT			1LT		CPT		MAJ				LTC					COL													
2LT			1LT		CPT		MAJ				LTC					COL													
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30

APPENDIX C

Career patterns for the following Specialist Corps career fields are:
attached:

- a. Computer Science
- b. Comptroller
- c. Information
- d. Operations Research/Systems Analysis
- e. Research and Development

C-13-C-1

(Branch Group)

Specialist
(Branch)

Computer Science
(Career Field)

TYPICAL ASSIGNMENTS

COMPANY GRADE	FIELD GRADE	SENIOR OFFICERS
MANAGEMENT BY OPD CAREER BRANCHES	MANAGEMENT BY OPD BRANCH GROUP AND/OR BRANCHES	MANAGEMENT BY COLONELS DIVISION
<p><u>ENTRY AT:</u> 2LT or later</p> <p><u>ENTRY SCHOOLING REQUIREMENT:</u></p> <p>Bachelor's degree in a related discipline.</p> <p>Advanced civil schooling in a related discipline prior to promotion to major.</p> <p>Assignment to or command of mobile data processing activity or data processing detachment shift supervisor, team chief or branch chief of Army data processing activity.</p>	<p>Commander or executive officer of major command data processing activity.</p> <p>Information system officer at Army or major command.</p> <p>Action officer or team chief of Army or major command.</p> <p>DA activity.</p>	<p>Director, Management Information Systems at DA, Joint, DOD or Major Command.</p>

2LT			1LT			CPT			MAJ						LTC						COL								
2LT			1LT			CPT			MAJ						LTC						COL								
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30

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<u>(Branch Group)</u>		<u>SPECIALISTS</u> <u>(Branch)</u>										<u>(COMPTROLLER)</u> <u>(Career Field)</u>																							
TYPICAL ASSIGNMENTS																																			
COMPANY GRADE										FIELD GRADE										SENIOR OFFICERS															
MANAGEMENT BY OPD CAREER BRANCHES										MANAGEMENT BY COLONELS DIVISION GROUP AND/OR BRANCHES										MANAGEMENT BY COLONELS DIVISION															
Comptroller Separate Activity Deputy Comptroller Installation Depot Finance Officer Finance Section Finance & Accounting Officer Installation Depot Budget & Management Officer Major Command Installation Depot Staff & Faculty Service School Internal Review Installation Depot Major Command Assistant Finance Officer Division Brigade Installation Depot Major Command Finance Section Cost Analyst Installation Depot Accounting Officer Installation Depot										Comptroller Installation Depot Major Subordinate Command Separate Activity Budget & Management Officer Army Major Command DA Logistical Command Finance Officer Division Brigade FI Section Finance & Accounting Officer Installation Depot Finance Staff Officer Army DA Joint & Combined Staff DA Staff Activity Major Command Staff & Faculty Service School Accounting Officer DA Major Command Public Finance Officer Cost Analyst DA Major Command										Comptroller Army Major Commands Joint & Combined Staff Corps Logistical Command DA Staff Activity Budget Officer DA Major Command Joint & Combined Staff Management Officer DA Major Command Joint & Combined Staff Staff & Faculty Service School School Commandant Career Branch Chief CO, DA Staff Activity Cost Analyst DA Major Command Executive Officer AGS Finance Staff Officer Army DA Joint & Combined Staff DA Staff Activity Major Command															
2LT			1LT			CPT			MAJ			LTC			COL			2LT			1LT			CPT			MAJ			LTC			COL		
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30						

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(Branch Group)		Specialist (Branch)	Operations Research/Systems Analysis (Career Field)																										
TYPICAL ASSIGNMENTS																													
COMPANY GRADE		FIELD GRADE	SENIOR OFFICERS																										
MANAGEMENT BY OPD CAREER BRANCHES		GROUP AND/OR BRANCHES	MANAGEMENT BY COLONELS DIVISION																										
<p><u>ENTRY AT:</u> CAPTAIN or later</p> <p><u>ENTRY SCHOOLING REQUIREMENT:</u></p> <p>Masters Degree OR/SA</p> <p>Operations research analyst, weapons systems analysts at branch or division level in AMC or CDC Commands or Activities.</p> <p>Project Officer, AMG or CDC Command or activity.</p>		<p>Program analyst, management analyst or research analysts at major commands DA, Joint or DOD level.</p> <p>Branch Chief or Staff Officer, OCRD, DA.</p>	<p>Deputy, Director of Defense Research and Engineering for various programs (TWP) Division Operations Research Analyst JCS. Member special studies group JCS.</p> <p>Chief, Systems Group, OAVCS, DA.</p>																										
2LT		LTC																											
1LT		COL																											
CPT																													
MAJ																													
2LT		LTC																											
1LT		COL																											
CPT																													
MAJ																													
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30

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(Branch Group)										Specialist (Branch)										Research and Development (Career Field)									
TYPICAL ASSIGNMENTS																													
COMPANY GRADE										FIELD GRADE										SENIOR OFFICERS									
MANAGEMENT BY OPD CAREER BRANCHES										MANAGEMENT BY OPD BRANCH GROUP AND/OR BRANCHES										MANAGEMENT BY COLONELS DIVISION									
<p><u>ENTRY AT:</u> CAPTAIN or later</p> <p><u>ENTRY SCHOOLING REQUIREMENT:</u></p> <p>Masters degree in a scientific discipline.</p> <p>Assignment to a laboratory or activity engaged in research and development of material, concepts or doctrine related to the officers' basic branch.</p>										<p>R&D coordinator, major command R&D project officer, technical assistant, engineer, physicist, chemist, etc., R&D laboratory or test activity.</p> <p>Project or test officer, technical or tactical board R&D staff officer, OCRD, Office of Secretary of the Army, or Secretary of Defense.</p>										<p>R&D Division Chief, OCRD. Commander, R&D Laboratory or Test Activity Branch Chief, Project Manager, ARPA Member, Standardization Group.</p>									
2LT			1LT			CPT			MAJ				LTC						COL										
2LT			1LT			CPT			MAJ				LTC						COL										
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30

96

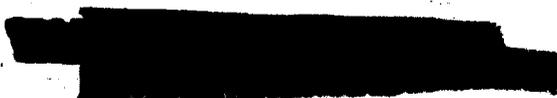
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MILITARY AND CIVILIAN SCHOOLING OPPORTUNITIES

1. GENERAL. As the result of the branch and functional restructuring it has become necessary to review the schooling opportunities which would logically be available to officers pursuing a career in any of the branches or specialist fields. The first consideration was to reduce the time spent in school for all officers, thus making them available for longer periods of time for duty with troops or serving in their specialty, whichever course they had chosen. The decision point for specialization (i.e, OR/SA, R&D, MAOP, etc) should be made between the 5th and 7th year of service to preclude, to the maximum extent possible, attendance at both CGSC long course and fully funded civil schooling. It is recognized that exceptions will have to be made to the above. The second consideration was to train officers in the military schooling system maintaining a balance between student load and the capacity of the training facilities being considered. An increase in student capacity at CGSC to 1680 was assumed based on increasing the number of 60-man classrooms to 28. No assumed increase in student capacity at AFSC, or other schools of the same level were considered; however, it was assumed that a CGSC equated course would be recognized at USAIMA, USALMC and at the Defense System Management School. Civil schooling opportunities were based on AERB requirements as they currently exist, but were apportioned to conform to the functionalized branch groupings. Because of this apportionment,

Incl 14 to Annex C

C-14-1



schooling opportunities for officers following the Air Defense Armor, Field Artillery or Infantry career fields are limited to the cooperative degree programs, AERB requirements at the US Military Academy, the Advanced Degree Program for ROTC Instructor Duty (company grade), and limited participation in the Degree Completion Program (Bootstrap). The total number of Army less AMEDD officers who possess advanced degrees has been constrained by manpower and budget considerations, but is compatible with the DCSPER proposal that at least 20% of all officers will possess an advanced degree.

2. DISCUSSION. The chart at Inclosure 1 gives a graphic view of the overall military schooling opportunities expressed in terms of annual output. Inclosure 2 depicts the estimated percentage of officers in grade 0-6 possessing an advanced degree. It was assumed that the Army had achieved a 20% level of officers possessing advanced degrees.

a. Military Schooling. Military schooling opportunities are assumed to consist of CGSC or equivalent long courses, a CGSC short course at Fort Leavenworth, the Military Assistance Officer Command and Staff Course (MAOCS) at USAIMA, Fort Bragg, and two logistics oriented CGSC equated courses; one at ALMC, Fort Lee, and one at the Defense Systems Management School (DSMS) at Fort Belvoir. These latter two courses would be available primarily to officers of the Materiel and Movements Services. Initially, the ALMC course would accommodate approximately 50 officers and the DSMS course, 30 officers annually. It is anticipated that an increase in annual input to these courses will be realized as facilities are made

available. It is visualized that some cross-fertilization between branch and specialist group officers will take place in all courses. To qualify for long course or equivalent selection, officers must have served a minimum of one year at division or lower level.

b. Civil Schooling. Civil schooling opportunities consist of a mix of fully funded and degree completion programs to meet AERB requirements, partially funded Coop-Degree programs, the Advanced Degree Program for ROTC Instructor Duty (ADPRID), and a one year degree completion program at the advanced degree level (GED only). Tuition assistance and undergraduate programs will be available, but only to the extent necessary to meet general educational development requirements. Academic disciplines for field grade officers associated with the Coop-Degree programs and ADPRID are shown below. Company grade officers, other than the combat arms, may be schooled in any discipline of functional value to their branches prior to an ROTC assignment, or in an ADPRID discipline if specialization in this field is desired. Company grade officers of the combat arms assigned to ROTC will have the option of schooling in the ADPRID disciplines if they desire to pursue a later career in recruiting and initial training, or schooling in any discipline listed below if they do not intend to specialize in the field of recruiting and initial training.

COOP-DEGREE PROGRAM

ADPRID

Business Admin

Personnel Management

Public Admin

Anthropology

History

Education

Foreign Affairs

History

Internation Relations

Psychology

Political Science

Sociology

Educational Guidance

Psychological Counseling

3. CONCLUSIONS.

a. The schooling model optimizes the amount of time officers spend in normal duty assignments.

b. That the decision to specialize will normally be made at the five to seven year point in an officer's career.

c. That there is a requirement to establish a short course at CGSC and equivalent courses at USAIMA, ALMC and DSMS to facilitate optimization of military schooling opportunities.

d. Civil schooling opportunities for the pure combat arms officers to meet AERB requirements will be limited, but overall opportunities are adequate to insure that 50% of the O-6s will possess an advanced degree.

APPENDIX A

SUMMARY OF SCHOOLING OPPORTUNITIES

(ANNUAL OUTPUT - MILITARY)

<u>BRANCH GROUPINGS</u>	<u>CGSC LONG¹</u>	<u>CGSC SHORT²</u>	<u>MIL SCH % OPP 04-06³</u>	
	<u>ANNUAL #</u>	<u>ANNUAL #</u>	<u>CGSC LONG⁴</u>	<u>CGSC SHORT</u>
COMBAT ARMS	590	94		
AD	60	-	60%	-
AR	91	-	60%	-
FA	153	-	60%	-
IN	272	-	60%	-
MIL ASSIST	14	-	60%	-
RECRUITING	-	94	-	50%
COMBAT SUPPORT ARMS	415	0		
EN	114	-	60%	-
MI	164	-	60%	-
MP	44	-	60%	-
SC	93	-	60%	-
MATERIEL & MOVMTS SERV	385	0		
OD	59	-	60%	-
QM	78	-	60%	-
TC	73	-	60%	-
LOG FUNCTIONAL	175	-	60%	-
AG,WAC & SPECIALISTS	151	169		
AG	147	-	60%	-
WC	4	-	-	-
SPECIALISTS	0	169	-	-
COMPUTER SCI	-	36	-	50%
INFO	-	20	-	50%
COMPT	-	42	-	50%
R & D	-	59	-	50%
OR/SA	-	12	-	50%
TOTALS	<u>1541</u>	<u>263</u>		

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1. Long Course - Figures include:

AFSC - 160

DSMS - 30

ALMC - 50

SISTER SVC - 38

USAIMA - $\frac{14}{292}$

2. Short Course - Fort Leavenworth only

3. All computations based on 10 year retention rate of graduates.

4. Long course figures indicate annual input to achieve 60% of 0-4 thru 0-6 strength with CGSC level school with exception of WAC Branch (fixed). Short course figures indicate annual input to achieve 50% of 04 thru 0-6 strength with CGSC level school.

APPENDIX B

SUMMARY OF SCHOOLING OPPORTUNITIES

(CIVILIAN)

PERCENTAGE OF O6s WITH ADVANCED DEGREES*

COMBAT ARMS	61%
ADA, AR, FA, INF ONLY	50% XX
COMBAT SUPPORT ARMS	71%
MATERIEL & MOVEMENTS SERVICES	66%
AG, WAC & SPECIALISTS	59%
TOTAL OPD	64%

NOTES:

*As of mid-November 1970 the percentage of O6s possessing advanced degrees (including AMEDD) is 36%.

**50% is the minimum level within all the branch groupings.

C-14-B-1



ELIGIBILITY & SELECTION FOR SENIOR SERVICE COLLEGE

1. GENERAL.

a. Senior service colleges are designed to prepare officers for key command and staff positions at the highest levels. These colleges, at the very apex of the military school system produce the pool of officers from which most general officer selections are made.

b. Requisitioning agencies specify requirements for SSC graduates. A review of requisitioning documents reveals that requirements for SSC graduates in the grade of colonel exceed the number of SSC graduates currently on active duty. Annual output of the senior service colleges closely approximates anticipated annual losses of graduates.

c. OPMS visualizes validation of positions requiring SSC graduates (see Incl 16). These validated positions will be limited to positions authorized the grade of colonel.

2. CURRENT SYSTEM.

a. Eligibility.

(1) Have completed a minimum of 15 and not more than 23 years of service by 31 August of the year of attendance for which selected.

(2) Be in the grade of lieutenant colonel or colonel as of the convening date of the Screening Board.

(3) Be a graduate of, or have credit for attendance at a command and staff level college.

(4) Have not attended or declined to attend a US senior service college or an equated foreign college.

(5) Other than Regular Army officers on extended active duty are eligible provided they have at least two years of service remaining following graduation.

(6) All officers are considered to be available for attendance at SSC if selected. Officers serving as province senior advisors in RVN and those serving in stabilized command positions are automatically deferred from attendance until completion of prescribed tour.

b. Selection. The Officer Personnel Directorate and the special branches review the records of all officers in the zone of eligibility and nominate a list of officers equal to $2\frac{1}{2}$ times the number of senior service college spaces available for the next academic year. A DA Screening Board reviews the records of all eligible officers (except special branches) and nominates a list of officers $2\frac{1}{2}$ times the number of SSC spaces available to the Army during the next academic year. A consolidated list of nominees is then prepared and forwarded to the Senior Service College Selection Board. The Selection Board determines from this consolidated list, the officers to attend the senior service colleges and also selects a list of alternates. Each branch is allowed to submit to the selection board for consideration, an order of merit list of the top 15% of its SSC proportional share. The following is general guidance provided to the selection board.

(1) The best qualified officers from among those nominated are to be

selected regardless of grade, branch or current assignment.

(2) No branch minimums are to be established.

(3) The special branches will be limited to a maximum number of selectees as indicated below:

<u>Branch</u>	<u>Limit</u>
AMEDD	8
CH	1
JA	3
WAC	1

3. PROPOSED SYSTEM.

a. Eligibility.

(1) Be eligible for selection to colonel (primary or secondary zone) or have been selected for promotion to colonel by the most recent promotion selection board.

(2) Be a graduate of or have credit for attendance at a command and staff level college.

(3) Have not attended or declined to attend a US Senior Service College or equated foreign college.

(4) All eligible officers are considered to be available for attendance. Attendance of officers serving as province senior advisor or occupying stabilized command positions will however be automatically deferred in order to complete prescribed tour length.

b. Selection.

(1) Separate DA boards will be convened annually to consider eligible officers of each of the management groupings. If no validated positions exist within the management grouping then SSC selection for the branch or branch grouping will be deferred and officers will be programmed for SSC attendance upon selection for promotion to general officer.

(2) Quotas for each management group will be established for those branch groupings with validated SSC positions.

(3) Selection boards will be informed of the requirements for commanders within the appropriate management group and will be advised that neither command experience nor command potential need be a consideration for selection of officers in excess of the command requirements.

(4) To provide for early identification and development of the most outstanding officers, selection boards will be advised of the following general guidelines:

(a) 50% of selections should be made from the secondary promotion zone.

(b) 33% of selections should be made from the primary promotion zone.

(c) 17% of selections should be made from officers on the current promotion list.

4. RATIONALE FOR PROPOSED CHANGE.

a. Promotion to colonel is projected to occur at approximately 20½ years of service. Officers receive primary consideration for selection for promotion to general officers during their 22 - 26 years of active commissioned service. Under the proposed system officers will be provided three opportunities for SSC selection; first when eligible for secondary

zone promotion to colonel (approximately 18 years service); second when eligible for primary zone selection for colonel (approximately 19 years service); and final consideration subsequent to selection for promotion to colonel (20 - 21 years service).

b. The proposed system relates completion of SSC to time of promotion to colonel, provide for optimum utilization of SSC graduates and provides all SSC graduates an equitable and adequate opportunity for assignment to G. O. developmental and testing positions.

c. Designation of quotas for each of the management groupings will insure that requirements for SSC graduates are met.

d. Advising selection boards of command requirements will insure that sufficient commanders are selected to meet command requirements and will provide for selection of the most outstanding officers without regard to command potential.

e. Officers who are not selected for attendance for SSC will be eligible to apply for enrollment in the AWC non-resident course.

5. ALTERNATIVE SYSTEMS CONSIDERED.

a. Continuation of Current System. This system provides an excessively long eligibility zone and produces graduates who are not yet in the zone of eligibility for promotion to colonel and are consequently unacceptable for assignment to the majority of positions requiring SSC graduates.

b. Continuation of current system with initial eligibility beginning at 17 years ACFS: This alternative reduces the period of time when SSC

graduates would have limited utilization. It does however, produce graduates who will not be eligible for assignment to validated positions until their selection for promotion to colonel (one or possibly two years subsequent to completion of SSC).

C-15-6



MANAGEMENT OF COLONELS

(INCLUDING SPECIAL MANAGEMENT OF SSC GRADUATES)

1. CURRENT SYSTEM.

a. The management of active duty colonels and promotable lieutenant colonels is the responsibility of Colonels Division, OPD. Exceptions are colonels in the Judge Advocate General Corps, Chaplain Corps, and the Army Medical Department.

b. There is no recognized list of colonel positions requiring SSC graduates.

c. There is no formalized system for special management of SSC graduates.

2. PROPOSED SYSTEM.

a. Colonels Division will accomplish all personnel management functions for active duty colonels for whom OPD is responsible, with the exception of those colonels assigned to the Specialist Corps. Personnel management of these colonels will be accomplished by those personnel responsible for management of the specialty area.

b. Management of SSC Graduates.

(1) Validation of SSC positions. OPMS visualizes the validation of approximately 1,000 positions as requiring SSC graduates. Validated positions will be limited to those key positions which have a requirement for the knowledge acquired at SSC or those which are considered to be

required for the development and/or evaluation of general officer potential. Initial evaluation of positions will be accomplished by a board of colonels which will be convened to identify approximately 1500 positions for further evaluation. Subsequent to this pre-screen and annually thereafter, a general officer board will be convened to validate SSC positions. Only SSC graduates will be assigned to these validated positions.

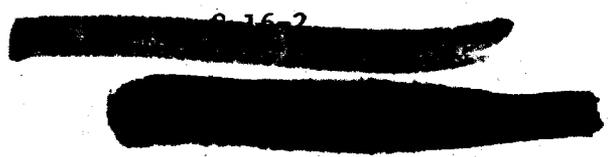
(2) SSC graduates will be specially managed until the time the officers year group has passed through its period of primary consideration for promotion to brigadier general. Management will be in accordance with the personnel policies applicable to general officers assignment, rather than those which apply to the rest of the Army. Automatic fill for SSC validated positions will be provided and field commanders may reassign these officers only upon relief for cause. Priority of assignment to these validated positions will be given to the most recent graduates and remaining graduates will be assigned to those positions considered to be most beneficial to their individual career development.

3. RATIONALE FOR PROPOSED CHANGE.

a. Management of colonels will continue to be based on the policy that this phase of an officer's career is one of maximum utilization of acquired skills.

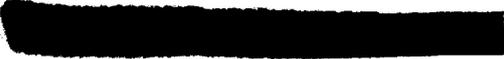
b. Validation of SSC positions is required to provide maximum utilization of SSC graduates.

c. Special management of SSC graduates will enhance their utilization and insure that these officers are assigned to those positions which are



3
considered to be most beneficial in the development and evaluation of
general officer potential.

C-16-3



ROLES OF OPO AND THE FIELD COMMANDER IN ASSIGNMENTS

1. CURRENT SYSTEM.

a. The field commander submits a personnel requisition specifying the Branch, Grade, and MOS/ASI authorized in the authorization documents.

b. OPD selects an officer to fill the requirement and issues assignment instructions assigning the officer to the garrison at a CONUS location or to the major commander of an overseas command (or to a Class II activity at a CONUS or overseas location).

c. The actual position to which the officer is assigned is determined by the field commander. This assignment may or may not be compatible with the officer's career pattern, training, and special skills.

d. OPD provides field commanders with recommendations for the command at the LTC and COL level. The field commander may consider or ignore this recommendation.

2. PROPOSED SYSTEM.

a. The proposed MOS proponency (Incl 4) will be formalized and incorporated into AR 611-101, Manual of Commissioned Officer Military Occupational Specialties.

b. The proposed career patterns (Incl 13) will be formalized and incorporated in DA Pam No 600-3, Career Planning for Army Commissioned Officers.

c. Except for an unusual requirement which cannot be met otherwise,

OPD will assign an officer against a requirement which is compatible with his career field.

d. Field commanders will be restricted to assign an officer to a position which calls for the branch of the officer concerned (see Incl 4). As an exception to the foregoing, when a position is vacant and no officer of the branch which is proponent for the position's MOS is available, the field commander may assign the best qualified officer of any branch to fill the vacancy until an officer of the proper branch is available.

e. Field commanders will be further restricted in the assignment of majors who have been identified by DA as potential commanders. These officers will be given priority for assignment to those positions designated in DA Pam 600-3 as command developmental.

f. Field commanders will also be further restricted in the assignment of LTC and COL who are command designated by DA. These officers will continue to receive priority for assignment to command developmental positions as designated in DA Pam 600-3. Further, once placed in command, officers will remain in command for the normal command tour unless relieved for cause (the efficiency report must document the unsatisfactory performance leading to relief) or unless promoted to a higher grade than that authorized for that particular command.

g. Field commanders will also be restricted in the assignment of members of the Specialist Corps. Specialist Corps members will not be assigned outside positions calling for their specialty.

MANAGEMENT OF THE SPECIAL BRANCHES OF THE ARMY

1. GENERAL. Most of the aspects of the Officer Career Management System set forth in the inclosures to Annex C apply only to the OPD managed branches of the Army. The special branches will develop their own career management systems that are compatible with DOMS and the OPMS Annex C inclosures set forth below.

2. OPMS ANNEX C INCLOSURES APPLICABLE TO THE SPECIAL BRANCHES.

- | | |
|-----------------|---|
| a. Inclosure 2 | Competitive Groupings |
| b. Inclosure 4 | MOS Proponency |
| c. Inclosure 6 | Concepts of Specialization |
| d. Inclosure 7 | Management of Aviators |
| e. Inclosure 15 | Eligibility and Selection for Attendance at SSC |
| f. Inclosure 16 | Management of Colonels |

CAPABILITY FOR EXPANSION

1. GENERAL. Much is said about the flexibility of the current system and the flexibility of the proposed system. Flexibility is desirable, but flexibility is purchased at the expense of other desirable traits such as technical and professional competence. The question is how much flexibility is required versus how much competence is desired. The proposed system is not as flexible as the current system. Some flexibility has been traded to enhance the following aspects of officer personnel management.

- a. Development of officers who are professionally qualified to assume high command and heavy managerial responsibility.
- b. Development of officers who are professionally qualified to assume assignments requiring in-depth expertise in specialty areas.
- c. Optimum utilization of individual skills, aptitudes, interests, and desires.
- d. Greater individual control of the officer over his career choices and therefore utilization, thus enhancing career satisfaction.

2. How much flexibility is required? The DOMS Officer Management System provides for a stable field grade officer force to support end strength fluctuations from below baseline to 50% above the baseline strength. With a fixed number of field grade officers an expansion within the 0-50% above baseline will mean either there will be less field grade officers serving on staffs away from troops during the expansion, or the expanded troop units will be manned largely by officers in lower grades. The latter is the most probable course

of action since headquarters also tend to grow during an expansion. The constraints of DOMS are loud and clear. Any expansion without mobilization of reserve components will be accomplished without an increase in field grade officer strength. Instead, the junior officer supply would be expanded through additional procurement to meet the total demand and the ratio of junior officers in the Army would increase at all levels.

3. How does OPMS support this DOMS position of a fixed field grade strength during an expansion? The division into separate competitive groups and the assignment of MOS proponency is directed at improving professional competence in all fields; to make a more professional infantryman, engineer, materiel manager, or administrator. The narrowing of assignment ranges to insure in-depth experience in the career specialty which an officer is following should enhance the ability of junior officers to step into jobs normally filled by officers who are two grades their senior. These officers should be better prepared to assume these heavy responsibilities than officers developed under the current system where, due to the variety of unrelated assignments, professional expertise is diluted. A senior infantry captain following an OPMS infantry career pattern would have more infantry battalion/brigade experience than many infantry lieutenant colonels today.

4. How do the branch strength changes caused by assignment of MOS proponency impact on expansion capability? First to clarify the changes in branch strength, OPMS did not change the requirements of the Army for given functions - combat, combat support, and combat service support. It did, however, give visibility to the true relationship of today's requirements by

eliminating the combat arms officer from supporting and administrative functions. An analysis of the branch strengths, the number of officers in combat arms battalion, and the number of officers in the training base during the Vietnam expansion experience shows that the percentage of combat arms officers in battalion units and training centers did not significantly change during the expansion phase. In other words, an expansion, across the board of the officer corps managed under OPMS would permit a growth of assets in balance with the growth in requirements.

5. The OPMS concept appears to provide adequate flexibility, striking a proper balance between professional competence and flexibility.

ANNEX D

Promotion System

1. **PURPOSE:** This annex outlines the proposed concept for the officer promotion system under the Officer Personnel Management System (OPMS) and presents the phasing plan for implementation of the promotion system.

2. **SCOPE:**

a. General. The present officer promotion system has been reevaluated in order to determine responsiveness to the concept of OPMS. This analysis considered various alternative methods for the promotion of officers and the feasibility of early implementation of the revised promotion system.

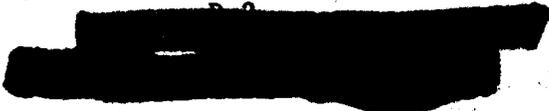
b. Special Considerations.

(1) Officer promotions have their basis in law. Title 10, USC prescribes the procedures for permanent promotion and establishes the authority for the current temporary promotion system. Any substantive change to the officer promotion system must be preceded by legislative change to applicable sections of Title 10, USC.

(2) The Defense Officer Management System (DOMS) is an ongoing effort by DOD to establish uniform promotion procedures for all the services. The OPMS promotion system must be compatible with the DOMS promotion system.

(3) The OPMS promotion system is contingent on the officer career management system (Annex C) which envisions career patterns that require change in current selection procedures and competitive configurations for promotion.

c. Concept of the Promotion System. Promotion under OPMS will be by a single system. There will be no requirement to compete for permanent and temporary promotion as is currently the case. The current Army Promotion List (all officers less WAC, Chap, and AMEDD) will be divided into four groups for promotion to MAJ, LTC, and COL. Officers in each group will compete only among officers in their respective competitive group for promotion. The four groups are: combat arms, combat support arms, materiel and movements services, other OPD branches. Officers designated as having command potential will, in the ninth through eleventh year of service, be given special assignment consideration. Selection boards for promotion to LTC and COL for each of the competitive groups would consider all officers eligible for promotion. The board is given a dual set of instructions, i.e. select a certain number of officers closely related to requirements using command potential as the major factor. The officers selected are those best qualified for command and further commander development. They may be from the previously designated command group or from the staff group and they are identified as commanders. The board then selects for promotion a specific number of officers from those remaining without regard to command potential. These officers are designated staff officers. Another major change to our current system is that OPMS promotion will not result in any tenure guarantee. An officer (Regular or Reserve) who is twice nonselected to any grade will be mandatorily separated or retired. As an example, current procedures allow an RA officer selected for permanent major to remain on active duty until twice nonselected for permanent LTC, in spite of intervening nonselections to temporary LTC and colonel.



A system of managed tenure under OPMS will determine who remains on active duty after promotion to colonel. The attrition system associated with promotion envisions annual continuation boards that will select out officers who do not remain qualitatively competitive with their contemporaries.

3. ESSENTIAL ELEMENTS OF ANALYSIS (EEA): An examination of the following EEA was conducted. The OPMS promotion system is designed around these features.

a. Optimum Promotion Points.

(1) Under current procedures, time of promotion is a function of authorized field grade strength and based on TO/TD requirements for the grade of captain. Field grade promotions are constrained by the Officer Grade Limitation Act. This policy has resulted in rapid promotion during a buildup period and curtailment of promotions during a phasedown. Figure D-1 shows the trend from 1965 to date:

FIGURE D-1
PROMOTION POINTS
1965 - May 1971

TIME IN SERVICE (YRS)
UPON PROMOTION

	<u>1965</u>	<u>1967</u>	<u>1969</u>	<u>1970</u>	<u>May 1971</u>
<u>TO</u>					
COL	22.3	21.7	21.0	20.5	20.5
LTC	17.0	15.1	13.9	14.2	14.0
MAJ	10.7	8.2	7.5	7.1	7.5
CPT	4.0	2.6	2.0	2.0	2.0
1LT	1.5	1.2	1.0	1.0	1.0

TIME IN GRADE (YRS)
UPON PROMOTION

	<u>1965</u>	<u>1967</u>	<u>1969</u>	<u>1970</u>	<u>May 1971</u>
<u>TO</u>					
COL	5.6	5.0	5.3	4.8	5.3
LTC	4.2	3.4	3.8	4.2	4.8
MAJ	5.2	3.9	3.2	4.1	4.7
CPT	2.5	3.8	1.0	1.0	1.0
1LT	1.5	1.2	1.0	1.0	1.0

(2) The DOMS establishes a range of years in which promotion should occur. These phase ranges are shown in Figure D-2:

FIGURE D-2

PROMOTION POINTS

DEFENSE OFFICER MANAGEMENT SYSTEM

<u>Promotion To</u>	<u>Not earlier than 1st day of</u>	<u>Not later than last day of</u>
COL	19th year AFCS	24th year AFCS
LTC	13th year AFCS	18th year AFCS
MAJ	7th year AFCS	10th year AFCS
CPT	5th year AFCS	7th year AFCS
1LT	3d year AFCS	4th year AFCS

(3) Promotion to a higher grade is based on evaluation of an officer's potential to perform the duties and exercise the responsibilities of the higher grade. Although individuals reach this level of competence at different service points, in the main, there is a range of years in which the majority of quality officers have the requisite expertise and experience to warrant promotion. Early promotion opportunity will allow for outstanding officers to move ahead of their contemporaries.

(4) The concept for promotion under the OPMS envisions promotion points constrained until requisite experience is attained by eligible officers. It also will contain provisions and procedures which will reduce the fluctuations in promotion points that have been experienced over the last several years. Promotion point consistency among year groups is considered desirable. The optimum promotion points for OPMS are as outlined in Figure D-3:

FIGURE D-3
OPMS PROMOTION POINTS

<u>Promotion To</u>	<u>Years of AFCS</u>
COL	20 - 23
LTC	16 - 17
MAJ	10 - 11
CPT	5
1LT	2

These promotion points were determined based on the time necessary to accumulate experience and be assigned one or more duties in a serving grade. Consideration was given to meaningful career progression and predictable promotion opportunity throughout a full career. The importance of each grade and tenure in that grade are emphasized. These promotion points are also in line with historical promotion points to these grades in the Army and in the other services.

b. Criteria for fair and relatively equitable promotion opportunity.

The OPMS promotion system will provide for the following:

- (1) Selection of the best qualified officers within related skill areas.
- (2) Motivation for continued high level of performance throughout a full career.
- (3) A recognition of individual differences, aptitudes, interests, and values.
- (4) Separation of lower quality performers at critical points of service.

(5) Reduction of unnecessary and unproductive competition by limiting promotion competition to officers with similar career patterns.

(6) Separate boards for competitive groupings composed of highly qualified officers with backgrounds in respective career groups.

(7) Boards will receive guidance appropriate for the competitive grouping being considered.

(8) Early promotion opportunity based on a uniform and predictable schedule.

(9) Predictable career progression.

c. Legislation Required. Legislation is required for the OPMS promotion system. This will require the following:

(1) Elimination of the current Regular Army promotion system statutes pertaining to promotion procedures, tenure and separation.

(2) Incorporation of necessary statutes to implement the OPMS promotion system.

(3) Coordination with other services and approval by DOD.

The passing of required legislation is a long lead time action. Hence, the envisioned changes to the current promotion system cannot be implemented in their entirety for several years.

d. Policies and procedures for OPMS promotion system.

(1) Instructions to Selection Boards. Guidance appropriate for each competitive group will be given. The OPMS will not place reliance on an arbitrary determination of the importance or weight of assignments. The proven method of having highly qualified officers as board members and reliance on selections made based on their professional judgement will be continued.

Selection for promotion will be based on an officer's total file and his qualitative competitiveness compared to the other officers in the zone of consideration. Instead of evaluating the specialized or generalized nature of an officer's assignments, he will be evaluated and selected for promotion based on his demonstrated ability and indicated potential in his career field.

(2) Incentives for Outstanding Officers. OPMS will provide for early advancement of proven outstanding officers. Policy will allow for all officers to have equal opportunity for early promotion. Progression rates for early promotion will be comparable to those currently being used, i.e., 10 percent to COL and LTC and 7½ percent to major.

(3) Peer/Subordinate Ratings. This area is currently under study and if incorporated into the officer evaluation system will also become an integral part of consideration for promotion. The extent of future use of these ratings in both evaluation and selection procedures is still undetermined.

(4) Test Prerequisites. The use of tests as a feature of the OPMS promotion system is still under study. The increase in the use of psychological and stress testing by industry and business for executive positions indicates that there may be validity in their use by the military for promotion to senior grades. The use of tests for promotion to junior officer grades was considered; however, it has been concluded that the use of tests would not significantly increase the validity of the current selection process for promotion to 1LT and CPT.

(5) Visibility and Credibility of the Promotion System. The increase in competitive groupings and possible variation in promotion points and annual selection rates among groups means that the officer corps must be kept fully informed of appropriate aspects of the promotion system.

An intensive and continuing information program is an essential feature of the OPMS promotion system. Officer corps acceptance and understanding of the new promotion system is necessary prior to implementation. The new system will require different frames of reference by different categories of officers, i.e., the Transportation Corps officer will have to compare his progress to that of officers of the Materiel and Movements Group and not with officers in the combat arms or various specialist functions. It is accepted that this change in orientation will be most effective if values are established upon entry on active duty and as these officers grow in the new system.

(6) Period of Eligibility and Selection. Various alternatives were considered pertaining to this feature of the OPMS promotion system; however, alternatives are closely tied to a desired attrition system and hence were limited to accommodate the quality control measures.

(a) Alternatives.

(1) A spanned zone. This system spreads promotion over several years and provides a fixed distribution of promotions during years in the zone, e.g., promotion to major could be in the eight through twelfth year of service. If there were 1,000 officers in a particular year group and 90 percent were to be selected, promotions would occur according to the following schedule

<u>Year</u>	<u>8th</u>	<u>9th</u>	<u>10th</u>	<u>11th</u>	<u>12th</u>
Number Selected	100	200	300	200	100

(2) Primary and secondary zone system. This is the current procedure and allows for a specified percentage to be selected from the secondary zone and from the primary zone.

The preponderance of selections are in the first year of primary zone eligibility.

(b) Discussion of alternatives. Alternative (1) above deviates from procedures that the officer corps has lived with and accepts; hence, it would require extensive reorientation, is not in keeping with our system of progression and will not appreciably contribute to increased morale, motivation, or quality control. Alternative (2) is of proven worth and is psychologically more acceptable for OPMS.

(c) Conclusion. Continuation of the current zone system is the more feasible course of action.

(7) Implementation Plan for OPMS Promotion System. Phased implementation starting on a designated future date and gradually incorporating each grade from major through colonel. The lead time associated with legislative change (1-2 years) precludes early implementation of the OPMS promotion system. In addition, implementation must allow adequate time for the development of career patterns in each grade to justify separate selection processes to each grade by competitive groupings. The officer corps in being must be acclimatized to the new system; hence, simultaneous across the board implementation appears undesirable. Phasing allows for logical progression into the new promotion system. The following schedule for implementation of the promotion system is feasible:

Phase I (FY 72 and 73)

Prepare and staff enabling legislation

Submit legislation to 92d Congress - 1 Jan 1972

Legislation passed - 1 Jul 1973

Phase II (FY 74 and 75)

Promotion to MAJ by competitive groups

Promotion to other grades by current system

Phase III (FY 76 and 77)

Promotion to MAJ and LTC by competitive groupings

Promotion to COL by current system

Special consideration for commander group to LTC

Quotas for specialists to MAJ and LTC

Phase IV (FY 78 and later)

Promotion system to MAJ, LTC, and COL

4. CONCLUSIONS: The proposed promotion system supports OPMS, provides for competition for advancement within related skill areas, contributes to an increase in professionalism, provides requisite quality control, incorporates features essential to an effective and valid selection process and provides for meaningful career progression, proper career incentives and relatively equitable promotion opportunity.
5. RECOMMENDATION: Implementation of the proposed OPMS promotion system as indicated.
6. FUNDING IMPACT: To be determined.
7. IMPLEMENTATION CONSIDERATIONS: See applicable paragraphs above.

ANNEX E
(Officer Evaluation System)

1. PURPOSE: To insure that officer evaluation functions, plans, and programs support the Officer Personnel Management System.

2. SCOPE: Continuation of actions to revise the officer efficiency reporting system (OERS) resulting from a 1969 ODCSPER study and the broadening of the system to include all areas of officer evaluation.

3. ESSENTIAL ELEMENTS OF ANALYSIS:

a. EEA 1. What actions are required to update the approved 1969 OERS study findings and recommendations?

b. EEA 2. Establish new milestones for implementation of the 1969 OERS study recommendations.

c. EEA 3. Identify long and short term goals for ongoing improvements to the system.

d. EEA 4. Provide for necessary coordination and support to other OPMS projects.

e. EEA 5. Determine the need for a professional counseling system to better inform the individual officer of career development opportunities/requirements and channel his ability and potential into productive assignments that satisfy his interests and the Army's needs.

4. BACKGROUND:

a. The 1969 OERS study to analyze officer evaluation systems of the Army and those of the sister services and industry as well as related

areas of psychology, psychometrics, and automation and to develop recommendations for revising the system made four principal findings:

(1) There exists a serious lack of confidence by officers in the value and usefulness of the report form. This condition, in large part, is due to the mystery which surround the use of report data and is the principal cause for inflating ratings by raters.

(2) The indorsing officer adds no significant value to the report. In greater than 90% of reports, there exists little or no difference between the judgments of the rater and indorser.

(3) There exists a need for a program of rater and user education and training to support the system.

(4) There is a powerfully felt need for career and performance counseling services within the officer corps, particularly in the grades of lieutenant colonel and below.

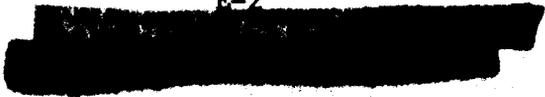
b. The study concluded that while the OER was providing the necessary information for assignment and selection decisions, the system needs:

(1) Organization for effective management and officer corps acceptance.

(2) Research base and development planning upon which evolutionary revision can take place to meet changing needs for evaluative data.

(3) Automation support, a crucial requirement for effective system supervision, research and correlation activities with other officer evaluation management tools.

c. The study recommended early action to draw the functions of super-



vision, research, development and long-term planning under a single organization and to introduce automated systems to support it. These were approved by the DCSPER in July 1969.

d. Necessary system policy and procedural revision, to include a new report form, is now completed and the revisions are being prepared for field test. Organizational, automation, research, education, and training plans remain to be established.

5. ALTERNATIVES AND DISCUSSION:

a. EEA 1: What actions are required to update the approved 1969 OERS study recommendations?

DISCUSSION: Review of study findings indicated no updating actions are required. Each remain valid and form the basis for guiding system development for the foreseeable future. Implementation of the recommendations is proceeding within the context of OPMS. Revisions of existing organization and functions directives for OPO and ODCSPER now clearly assign OPO operational responsibilities for officer personnel evaluation to include developing improved systems for evaluating officers for selection and assignment purposes and for the management of the officer efficiency reporting system. DCSPER retains the broad general staff policy responsibilities in the area of personnel evaluation. With the introduction of a revised officer efficiency report, extensive automated support is planned. Development is programmed during FY 72.

b. EEA 2: Establish new milestones for implementation of the 1969 OERS study recommendations.

DISCUSSION: Milestones are addressed as a part of EEA 3.

c. EEA 3: Identify long and short term goals for ongoing improvements to the system.

DISCUSSION: The short and long term goals are based on a review and analysis of the 1969 study and follow-on actions occurring during the process of revising current policy and procedures. These goals with estimated milestones are at inclosures 1 (short term) and 2 (long term).

d. EEA 4: Provide for necessary coordination and support to other OPMS projects.

DISCUSSION: Developments in implementing of study recommendations and in revision to the current OERS are now coordinated with the OPMS steering committee are now being responded to promptly. In this regard, the requirement was established to develop better and more valid measures of officer's interests, aptitudes, motivation, and potential and to relate these measures to personnel actions in a manner which will increase the accuracy of personnel management decisions and to improve officer utilization and career satisfaction. A priority research and development effort has been initiated to meet the requirement for early implementation into OPMS.

e. EEA 5: Determine the need for a professional counseling system to better inform the individual officer of career development opportunities/ requirements and channel his ability and potential into productive assignments that satisfy his interests and the Army's needs.

ALTERNATIVES:

- (1) No requirement determined.
- (2) Requirement established.



DISCUSSION:

a. The 1969 OERS study and the Franklin Institute study of Junior Officer Retention strongly pointed to the absence of an effective career and performance counseling system as a major cause for officer dissatisfaction with the military service. At present there is no central source of accurate, up-to-date career guidance information available to officers. Information is fragmented in many regulations, in officers' career branches and other sources not available to all officers and tends to change rapidly. Officers are largely dependent on their own resources, opinions of others, and guidance obtained from a variety of sources by individual effort to evaluate themselves and make personal career decisions. This procedure tends to bring about inefficient personal decisions and poor use of officer capabilities and interests. The costs of this condition in terms of utilization of valuable resources and motivation, while not quantifiable, are unacceptable for the modern volunteer Army. The wide diversity of career options, rapid change, lack of a systematic approach to counseling demand that the Army apply available knowledge and conduct research to develop an effective counseling system.

b. The magnitude and importance of this aspect of officer career management, and knowledge of extensive studies in the area by civil and government agencies strongly point toward an out-of-house effort conducted by experts in the field of counseling.

6. CONCLUSIONS:

a. No updating actions concerning the findings of the 1969 OERS study

are required.

b. Revisions of the ODCSPER and OPO missions and functions will provide effective supervision of future officer evaluation activities and will insure implementation of the study recommendations within the context of OPMS.

c. The short and long range goals and milestones provide needed direction for evolutionary improvement in officer evaluation activities for the foreseeable future.

d. A professional counseling system is needed. The development of concepts and plans to meet the need is best and most expeditiously accomplished by an out-of-house effort.

7. RECOMMENDATIONS:

a. Note conclusions 6a and 6b.

b. Approve short and long term goals for officer evaluation system.

c. Approve the study and development of a professional counseling system by out-of-house effort through OCRD.

8. FUNDING: No funding implications beyond those already allocated or planned for allocation has been identified.

9. IMPLEMENTATION CONSIDERATION: Milestones for long and short goals should be included in the implementing plan. (See Incls 1 and 2)

OPMS
OFFICER EVALUATION POLICY AREA
SHORT-TERM GOALS

1. Introduce an initial system supervisory organization (ECD: 4th Qtr, FY 71)
2. Test revised report form and administrative system (ECD: 1st Qtr, FY 72)
3. Refine current research supporting officer evaluation to more directly support long-range goals (ECD: 1st Qtr, FY 72)
4. Develop and test automated support systems (ECD: 3d Qtr, FY 72)
5. Establish separate automated OER data base (ECD: 3d Qtr, FY 72)
6. Design suitable instructional support program for service schools at all levels (ECD: 3d Qtr, FY 72)
7. Devise effective on-going supervisory controls for system (ECD: 2d Qtr, FY 72)
8. Prepare publicity for revised system (ECD: 3d Qtr, FY 72)
9. Revise system in response to test results (ECD: 3d Qtr, FY 72)
10. Submit revised system and implementing plan for CSA approval (ECD: 3d Qtr, FY 72)
11. Introduce revised system into active use (ECD: 4th Qtr, FY 72)
12. Design and introduce aids to assist raters in more effectively accomplishing their duties (ECD: 4th Qtr, FY 72)

OPMS
OFFICER EVALUATION POLICY AREA
LONG-TERM GOALS

1. Reduce the heavy dependency on the single OPR instrument for personnel management decision by introducing reporting forms which more directly relate to the uses of the data thereby (ECD: on-going)
2. Introduce standardized instructional material for use by schools and other activities (ECD: FY 73)
3. Expand capacity of supervisory organization to conduct indepth research and development activities to support system (ECD: FY 73)
4. Expand the automated OER data base to include other indices of officer performance, aptitudes, and potential (ECD: FY 73)
5. Revise the Academic Performance Reporting System (ECD: FY 73)
6. Combine officer and enlisted evaluation system supervisory organizations (ECD: FY 74)
7. Establish and conduct a comprehensive R&D program toward a top-to-bottom restructuring of the personnel evaluation/counseling/selection system by the end of the decade (ECD: FY 79)

ANNEX F
COUNSELING TRAINING

1. PURPOSE: To provide formal instruction on the subject of career counseling to officers in the basic, advance and Command and General Staff College courses to prepare and assist them in performing their career counseling responsibilities.

2. SCOPE: Incorporation of formal instruction into existing Programs of Instruction (POI) of the officer basic and advance courses and at the Command and General Staff College. Development of each level of instruction will be designed to progressively broaden the officers knowledge of counseling responsibilities and to provide him with proven techniques to assist in discharging them. Instruction at each level will build-on and make maximum use of previous knowledge and experience.

3. ESSENTIAL ELEMENTS OF ANALYSIS:

a. Establish necessary criteria for effective counseling training.

(1) Where, how and when should counseling training be conducted?

(2) Develop counseling training plans to include refresher training if necessary.

(3) What type and to what extent should officer personnel be trained in formal counseling?

b. Establish plans to monitor the effectiveness of counseling training.

c. What policies and procedures are required to implement the plan

for counseling training.

4. DISCUSSION: Inherent in any management system is the requirement for affording adequate visibility to the governing policies and procedures. In the case of a personnel management system, it is imperative that the managed, as well as the managers, thoroughly understand and appreciate those procedures that apply to them and the tools available with which to influence the operation of the system. Toward this end, the following was developed as a major tasking under OPMS:

"To analyze and develop viable education and training programs to prepare and assist officers in performing their career counseling responsibilities."

In addressing this requirement, assistance was solicited from agencies having officer training responsibilities. Additionally, the conclusions and recommendations of the Franklin Institute Study on Career Motivation and the Army War College Study on Military Professionalism were considered. This action revealed a consensus that formal instruction in counseling is feasible and highly desirable. It was determined that this instruction is required at the pre-commissioning, basic, advance and CGSC levels of officer training.

Concurrently, a survey was conducted to identify existing instruction that impacted directly or indirectly in the area of counseling training. This action revealed that the subject was well-covered in all variations of pre-commissioning training to include USMA, ROTC and OCS. One deficiency noted was that while the material presented during pre-commissioning

training was integrated into and/or associated with allied subject matter, no effort was devoted to expanding this material during the officer basic course. Another finding was that while instruction was presented at the advance and CGSC course level in allied areas of communication and leadership, little if any was directed specifically to career counseling.

5. CONCLUSIONS: As a result of this study and survey effort, it was determined that additional formal instruction was needed at the basic, advance and Command and General Staff College courses. Moreover, the instruction should be progressive, based on previous knowledge and experience, and related to the appropriate level of career development.

6. RECOMMENDATION: None. In that the results of this effort were conclusive and supported by findings of previous studies, the OPMS Steering Committee approved the concept at Inclosure 1 for immediate implementation as a separate action apart from the final OPMS plan.

7. IMPLEMENTATION: Implementing instructions were dispatched on 21 April 1971 in accordance with existing training policies and procedures. As the final OPMS plan materializes, instruction will be revised and updated to accommodate required changes.

OUTLINE FOR COUNSELING TRAINING

Purpose: Present formal instruction on the subject of career counseling to officers in the basic, advance and CGSC courses to prepare and assist them in performing their career counseling responsibilities.

Concept: Proposed concept envisions incorporation of formal instruction into existing Programs of Instruction of the Branch Officer Basic and Advance courses and at the Command and General Staff College. Development of each level of instruction will be designed to progressively broaden the students knowledge of counseling techniques and responsibilities using previous instruction and experience as a base. Objectives and scope of training at each level are:

a. Officer Basic Course

(1) Objectives:

(a) To instill in the newly commissioned officer an early recognition of the need for career counseling.

(b) To develop in the newly commissioned officer an understanding of his career counseling responsibilities.

(c) To train newly commissioned officers in the techniques of counseling and being counseled.

(2) Scope of Training

Emphasis will be placed on motivating the student by establishing the relationship of previously learned leadership methods to career counseling techniques. Instruction at this level will integrate pre-commissioning

training in related subjects and orient it specifically toward counseling. The importance of two-way communication and the "How-to-do-it" aspects of career counseling will be highlighted. Development of this instruction will consider and relate to instruction in allied subjects such as Officer Career Management and the Officer Efficiency Reporting System.

b. Officer Advance Course.

(1) Objectives

(a) To develop in the officer student an understanding of the broader aspects of developing and establishing an active career counseling program.

(b) Train captains and junior majors to supervise subordinates in the discharge of their career counseling duties.

(c) To develop in the officer student an understanding and appreciation of the importance of career counseling as a management tool.

(2) Scope of Training

Using previous instruction as a base, instruction at this level will be directed towards assisting and supervising subordinates in the discharge of their career counseling responsibilities. Material presented will be designed to develop in the officer a thorough understanding of counseling techniques and their application by the career officer.

c. Command and General Staff College.

(1) Objectives.

(a) To instill in the officer student a thorough knowledge of his career counseling responsibilities.

(b) To instill in the officer student a basic understanding of human

relations factors as they impact on and influence counseling of subordinates.

(c) To develop in the officer student an understanding of the requirement for establishing communications and insuring free exchange of ideas, both among subordinates and in the senior subordinate relationship, as a necessity to effective career counseling.

(2) Scope of Training.

Instruction at this level will include a review of previous training on this and related subjects and will be designed to relate to career counseling at battalion and higher level command. Throughout this instruction the commanders role as a counselor and counseling supervisor will be highlighted. Emphasis will be placed on contemporary problems facint the present day officer in discharging his career counseling responsibilities.

ANNEX G
(TITULAR HEADS)

1. PURPOSE. To investigate the feasibility and desirability of the titular head concept and if appropriate to determine an appropriate basis for implementation.

2. SCOPE. The titular head concept would apply to existing branches and OPMS career groupings.

3. BACKGROUND.

a. CSM 71-126 dated 2 April 1971 (Officer Personnel Management System) establishes a need to investigate the titular branch chief concept. This concept was further defined to connote a titular head for each branch or career grouping whose functions would not include personnel management but rather emphasize morale, tradition and doctrine.

b. The current system centralizes personnel management under COPO. Branches do not identify a titular head nor do they coordinate personnel management with a particular agency other than the following branches which maintain informal links with agencies related to branch functions:

<u>BRANCH</u>		<u>RELATED AGENCY</u>
EN	-	COE
MP	-	PMG
AG	-	TAG
WC	-	DWC
MI	-	ACSI, CG USASA, CG US Army Intelligence Command



c. Other agencies, U. S. and foreign, use a variety of approaches:

(1) U. S. Navy. Officers are organized into "communities"

for coordination in personnel management. While the Chief of Naval Personnel has responsibility for and authority over personnel management, coordination/ consultation is done with designated "community" sponsors on policy within their areas of interest. Sponsors are two-hatted and are identified with major command/staff assignments, e.g.

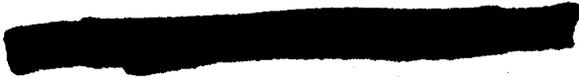
<u>Community</u>	<u>Sponsor</u>
Engineering Duty	Commander, Naval Ship Systems Command
Aeronautical Engineering Duty	Commander, Naval Air Systems Command
Geophysics	Oceanographer of the Navy
Supply	Commander, Naval Supply Systems Command

These sponsors provide a channel through which personnel policy requirements are surfaced and provide advice and coordination on implementation. Areas of concern include strengths, billets, career patterns, assignments and promotions.

(2) British Army. While broad policy development together with assignments and personnel management functions are carried out by the Adjutant-General Branch ("DCSPER") at British Army Headquarters, implementation is coordinated by Corps Directors/Chiefs e.g.

- Royal Armoured Corps - Director, Royal Armoured Corps
- Corps of Military Transport - Transport Officer-in-Chief

These directors are single-hat appointments. Examples of their functions



are:

Personnel Policy (in coordination with Army headquarters)

Training

Professional Education

MOS Structure

Authorization documents (coordination with Army headquarters)

Combat development/doctrine

Equipment development (input)

(3) Canadian Armed Forces. All aspects of personnel and management policy in the unified force are carried out by the Chief of Personnel at Canadian Forces Headquarters. Related officer classifications and enlisted MOS's are grouped together into "branches" each of which has a designated "Branch Adviser" who is double-hatted with a related staff assignment position, e.g.

Land Ordnance Engineering Branch - Director General Ordnance Systems

Military Engineering Branch - Deputy Chief Construction Engineering

Functions of the Branch Advisers are limited to consultation and informal branch association, e.g.

- (a) Advice on professional standards
- (b) Advice on career patterns; trade structure, standards and training.
- (c) Advice on assignments and careers
- (d) provision of a focal point for professional and group identity.

d. Functions of titular heads. As derived from the CSM guidance and analysis of similar systems in other services, titular heads should perform the following functions:

- (1) Serve as a focal point for group identity.
- (2) Act as a consultant on:
 - (a) Personnel management matters of a long range nature:
 1. Professional standards
 2. Career patterns
 3. MOS structure
 4. Training and education
 - (b) Doctrine
 - (c) Organization
 - (d) Equipment

They would not be involved in day-to-day career management or officer assignments.

4. ESSENTIAL ELEMENTS OF ANALYSIS

- a. Determine the feasibility of establishing titular heads for branches and career groupings.
- b. Determine the desirability of establishing titular heads for branches and career groupings.
- c. If feasible and desirable, determine how titular heads should be established.

5. DISCUSSION

a. Feasibility.

(1) Introduction of titular heads similar to those in existence in other services would not require any changes to existing organization nor require any additional resources. Designated heads would be

"double hatted" assuming titular duties in addition to those demanded by their official assignment. In a few instances it may simply require formalizing existing relationships between branches and heads of related outside agencies, e.g., Engineer Career Branch and COE. On this basis, the concept is feasible.

b. Desirability.

(1) Advantages.

- (a) Clarifies and gives visibility to existing relationships.
- (b) Provides a consultative channel in cases where one does not now exist.
- (c) Provides a single point of contact for consultation and advice on all matters concerning the grouping (doctrine, organization and equipment as well as personnel matters). In this regard the concept should facilitate coordination.
- (d) Provides a focal point for group identity. The titular head would be able to foster a common bond and feeling of comradeship among personnel of similar career interests and professional outlook.

(2) Disadvantages.

- (a) May tend to blur the responsibility and authority for personnel management now vested in COPO.
- (b) Opens the possibility of titular heads trying to assert some degree of control over day-to-day management of personnel.

(3) Discussion.

The weight of advantages tends to override the potential for

interference by titular heads in the efficient operation of COPO's personnel management responsibilities. Yet by a clear statement of functions this danger can be minimized. Emphasis of the purely consultative role of the titular head by appropriate Chief of Staff regulation would add further support. On balance the concept is sound and desirable.

c. Establishment of titular heads. Two variables require consideration; the level at which they should be established, and identification of the positions which should carry the title.

(1) Level. There are two choices; branch or specialty level, (CAG, FA, etc); or career grouping level (e.g. combat arms).

(a) Branch or specialty level

1. Advantages

a. - Provides continuity with current group identification and loyalties, traditions.

b. - Conforms with present informal arrangements for advice and coordination, minimizing disruption

c. - Smaller groupings facilitate individual visualization and identification with the branches.

d. - Facilitates closer familiarization of the titular head and the specialized problems and needs of the branch

e. - Not affected by subsequent reorganization of composition of management groups

2. Disadvantages

a. - Tends to formalize and so limit the scope for branch

advice, e.g., MI Branch now coordinates informally as necessary with one or all of ACSI, USASA and USAINTC.

b. - May weaken effectiveness where the position identified to act as titular head of a branch is occupied by an officer with a different branch background.

c. - Advice is likely to be more parochial as a result of the titular head occupying lower level positions in the Army structure.

d. - Tends to perpetuate branch identify as opposed to the larger less structured identify.

(b) Career grouping level

1 Advantages

a. - The more generalized area of concern provides a broader scope for advice/consultation.

b. - Permits identification of the titular head at ~~more~~ senior levels where relationships between functions and broader policy implications of advice can be discerned.

c. - Branch background of the titular head is less critical.

d. - Overcomes compartmentalizing effect of branch emphasis

2 Disadvantages

a. - Would disrupt current informal relationships, many of which have been built up over many years through the old branch chief system.

b. - Would tend to degrade or dilute current group identification, loyalties and traditions now focused at branch level.

c. - Larger groups hamper individual visualization and identification with the group.

d. - Titular heads would tend to lack detailed background and understanding of the problems and requirements of the grouping, thus degrading their ability to advise.

e. - Some difficulty may be experienced in selecting appropriate heads.

f. - Restricts flexibility in the event of future reorganization.

(c) Discussion. The above analysis indicates that on balance identification of titular heads at the branch/specialty level would best provide for accomplishment of the desired functions.

(2) Positions. There are three general alternatives, i.e., use branch school commandants; use senior field commanders/heads of staff agencies where identifiable; or a combination of the two.

(a) School Commandants

1. Advantages

a. - Provides maximum expertise and currency in the areas of technical knowledge, doctrine and training requirements.

b. - Provides intimate contact with the "grass roots" thinking and problems in the field.

c. - Facilitates coordination with CDC agencies and OPD career branches on a one-to-one basis.

d. - Facilitates identification as a focal point for group loyalty since branch schools are a common denominator for all branch personnel who tend to think of them as their professional "home".

2. Disadvantages

a. - Fails to provide for titular heads for specialists, e.g., ADP.

b. - Weakens coordination where branch functions overlap

(b) Field commanders/heads of staff agencies

1. Advantages

a. - Provides identifiable heads for specialists

b. - Facilitates coordination where branch functions overlap.

2. Disadvantages

a. - Heads may lack expertise and currency with doctrine and requirements.

b. - Heads would tend to be remote from the "grass roots"

c. - Coordination with CDC agencies would be more difficult.

d. - Heads would be more remote and less identifiable as a focal point for branch loyalty.

(c) Combination of school commandants and field commanders/heads of staff agencies

1. Advantages: combination of those for (a) and (b) above

2. Disadvantages: None

(d) Discussion. The analysis indicates that a combination of school commandants and field commanders/heads of staff agencies most closely

related to branch/specialty functions offers the best basis for determining positions to be identified as titular heads.

6. CONCLUSIONS

a. Establishment of the titular head concept is both feasible and desirable.

b. Titular heads should be established at the branch/specialty level and should be identified from school commandants, field commanders and heads of staff agencies, as best suited to carry out the functions of the office for the branch or specialty concerned.

7. RECOMMENDATION. That titular heads be established as follows:

a. School Commandants

IN	OD
AR	QM
ADA	TC
FA	

b. Health, Scientific, Legal and Religious

<u>Branch</u>		<u>Head</u>
AMEDD Branches	-	TSG
JAG	-	TJAG
Chaplains	-	CCH

c. Field Commanders/Heads of Staff Agencies

<u>Branch</u>		<u>Head</u>
MP	-	TPMG
EN	-	COE
MI	-	ACSI



WC	-	DWC
AG	-	TAG
SIG	-	ACSC-E

d. Other Titular Heads

<u>Branch</u>		<u>Head</u>
MA	-	DCSOPS
Recruiting and Initial Training	-	DCSPER
Logistics Generalist	-	DCSLOG
ADP	-	AVCS
Information	-	CINFO
ORSA	-	ACSFOR
R&D	-	CRD
Comptroller	-	COA

8. FUNDING. There are no funding implications.

9. IMPLEMENTATION CONSIDERATIONS. The titular head concept should be implemented in conjunction with implementation of OPMS career groupings - see Annex C.

ANNEX H
(Implementation Plan)

1. **PURPOSE:** To provide a time phased plan to implement the Officer Personnel Management System (OPMS) concept.
2. **SCOPE:** Analyze the alternatives available for implementing the OPMS concept and develop a time phased schedule based on the optimum alternative.
3. **ALTERNATIVES:**
 - a. Consider an evolutionary implementation plan.
 - b. Consider a revolutionary implementation plan.
 - c. Consider a combination of a and b above.
4. **DISCUSSION OF ALTERNATIVES:**
 - a. Consider an evolutionary implementation plan:
 - (1) Advantages:
 - (a) Allows a methodical transition to a new management system.
 - (b) Permits phasing as required legislation is approved.
 - (c) Causes minimum impact in officers careers during transition.
 - (d) Permits officers to continue under the present management system until retirement.
 - (e) Facilitates modification of management policies to reduce turbulence and possible inequities.

(2) Disadvantages:

(a) Implementation time is excessive and could result in loss of continuity.

(b) Requires the administration of two management systems with conflicting policies.

(c) Fails to revise management policies in practice that require short term action.

b. Consider a revolutionary implementation plan:

(1) Advantages:

(a) Requires the shortest period of time to implement.

(b) Immediately corrects management policies requiring short range action.

(c) Maintains continuity of implementation.

(d) Affords a clean break with the old management system and requires the administration of only one system.

(2) Disadvantages:

(a) Allows no time phasing from the old system to revise management policies as they are developed.

(b) Is traumatic and would cause maximum turbulence and career inequities.

c. Consider a combination of evolutionary/revolutionary implementation plan:

(1) Advantages:

(a) Allows a time phased methodical transition to a new

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management system causing minimum turbulence and career inequities.

(b) Permits phasing as required legislation is approved.

(c) Corrects management policies requiring short range action yet recognizes commitments made under the old management system.

(d) Maintains continuity of implementation.

(2) Disadvantages:

(a) Requires judgment regarding evolutionary/revolutionary policy implementation.

(b) Invites slippage of revolutionary actions to evolutionary actions causing changes to the implementation plan.

(c) Requires administration of two management systems in decreasing intensity.

5. DISCUSSION:

a. An evolutionary implementation plan envisions a 20 year time span. Officer accessions would be grouped and managed under the new system upon entry. As the officer progresses the system is changed to accommodate the new management policies. At the 20 year point the new system has completely replaced the old management system. The primary objections to this plan is the time required. The new management system has its impetus in the middle-management career period from 10 - 20 years. Selection of this alternative would delay major portions of the OPMS concept for approximately 10 years.

b. The revolutionary implementation plan is traumatic in that the entire OPMS concept is implemented upon approval during an estimated

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period of approximately 1 year. The major difficulties with this alternative are the resulting inequities and turbulence created. Restructuring within the personnel management system would cause confusion and possible career management errors which could in turn discredit the acceptability of the new system. Although revolutionary implementation provides a clean break with the old system, the impacts are considered too traumatic for acceptance.

c. A combination of revolutionary/evolutionary implementation would combine the desirable features of both alternatives and ameliorate most disadvantages. This alternative envisions a time span from 0 - 10 years with short, medium and long range implementation dates for the OPMS concept.

The alternative recognizes certain policies requiring immediate implementation yet accedes to those policies requiring extensive development, i.e., legislation and the incumbent congressional response time. Additionally officers primarily in senior grades will require training and development to perform effectively in functional areas related to their respective branch. The combination implementation plan can be applied to all groups of officers (initial accessions, mid-career development and senior grades) in a sequence of events that is logical and appropriate. It further affords ample opportunity to review the system during implementation and revise future policies accordingly. A network analysis schema of this alternative is at inclosure H-2-1.

6. CONCLUSION: The combination revolutionary/evolutionary implementation plan is the desired method to implement the OPMS concept.

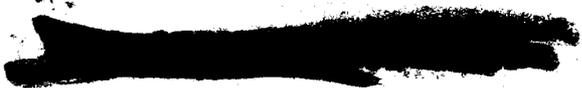
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7. RECOMMENDATION: The time phased implementation plan at inclosure H-1-1
be adopted.

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<u>POLICY AREA/POLICY</u>	<u>PHASE I</u> 0 - 2 YEARS (FY-72 TO FY-73)	<u>PHASE II</u> 3 - 6 YEARS (FY-74 TO FY-77)	<u>PHASE III</u> 7 - 10 YEARS (FY-78 TO FY-81)
1. PROFESSIONALISM:			
a. Distribute "The Military Professional" poster	X		
b. Professionalism definition	X		
2. GRADE STRUCTURE:			
a. Determine optimum officer content for career groupings	X		
b. Prepare and staff enabling legislation for single component officer corps	X		
c. Implement single component officer corps legislation	X		X
3. PROMOTION SYSTEM:			
a. Prepare and staff enabling legislation for a single promotion system	X		
(1) Eliminate the current RA system	X		
(2) Revise current temporary promotion statutes	X		
b. Implement single promotion system procedures and policies	X		X

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- [REDACTED]
- (1) Establish policies and procedures for promotion to Major by career groupings X
 - (2) Establish policies and procedures for promotion to LTC by career groupings X
 - (3) Establish policies and procedures for special consideration for commander group to LTC X
 - (4) Establish policies and procedures relating to quotas for specialists to Major and LTC X
 - (5) Revise as necessary current promotion system for Colonel X
 - (6) OPMS promotion system to Major, LTC and Colonel

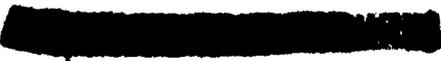
4. EVALUATION SYSTEM:

- a. Establish an initial supervisory organization X
- b. Field test revised performance report and administrative system X
- c. Refine evaluation research X
- d. Develop and test automated systems X
- e. Establish separate automated OER data base X

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- f. Design instructional support program for service schools X
- g. Devise supervisory controls for OER system X
- h. Prepare publicity for revised system X
- i. Revise system based on field test results X
- j. Submit revised system to CSA for approval X
- k. Implement revised system into active use X
- l. Design and implement aids to assist raters X
- m. Reduce dependency of OER for personnel management decisions X
- n. Introduce standardized instructional material for service schools X
- o. Expand supervisory organization for research activities X
- p. Expand automated data base to include other indicies of the officer X
- q. Revise Academic Performance Reporting System X
- r. Combine officer and enlisted evaluation system supervisory organizations X



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s. Conduct a comprehensive R&D program of the evaluation system

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5. COUNSELING TRAINING SYSTEM:

a. Develop POI's, policies and procedures for formal counseling training at basic, advanced and C&GSC schools

X

b. Implement counseling training

X

c. Monitor, revise and expand counseling training program as OPMS concept is implemented

X

X

6. INFORMATION PLAN:

Prepare, coordinate and dispatch appropriate CSA weekly summary articles, news items for military and press media as OPMS is implemented

X

X

X

7. MANAGEMENT SYSTEM:

a. Publish TAG LOI

X

b. Publish DA Pam "Officers Call-OPMS"

X

c. Revise AR 10-6

X

d. Revise AR 611-101

X

e. Revise DA Pam 600-3

X

f. Management of Commanders and Staff Officers

(1) Screen majors for tentative command identification

X

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- (2) Restrict assignment of majors in command program X
- (3) Provide formal DA designation of LTC Cmdrs X
- (4) Restrict assignments of LTC Cmdrs X
- (5) Provide formal DA designation of COL Cmdrs X
- (6) Restrict assignments of COL Cmdrs X

g. Special Management of Senior Service College (SSC) graduates

- (1) Validate SSC positions X
- (2) Provide special mgmt of SSC graduates X
- (3) Implement phased reduction in SSC eligibility period X X
- (4) Implement OPMS concept for SSC selection X

h. Management of Specialists

- (1) Sec Army Establish Specialist Corps X
- (2) Terminate entry into special career programs X
- (3) Transfer Logistics & Procurement Programs to Materiel & Movements Services X

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(4) Transfer Foreign Area
Specialty Program to Military
Intelligence Branch X

(5) Transfer Military Assistance
Program to Combat Arms X

(6) Establish ADP, Comptroller,
Information Research & Development (to
include Atomic Energy) and Operations
Research and Systems Analysis as
Specialist Corps Career Fields X

(7) Solicit branch transfers to
Specialist Corps X X

(8) Establish Assignment
Restrictions on Specialists X

(9) Provide promotion quotas to
specialty fields (all grades) X

(10) Phase out existing special
career program members X X

1. Management of Group Materiel
Career Fields

(1) Revise TOE/TDAs X

(2) Develop appropriate career
patterns X

(3) Establish separate management
organization for group materiel career
fields X

(4) Implement centralized
management X

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(5) Establish "Titular"
heads of Career Groups

X

j. Abolish Chemical Corps

(1) Transfer Chemical
Materiel functions to Materiel and
Movements Services

X

(2) Obtain Congressional Approval

X

(3) Transfer Chemical Operational
functions and officers to Engineer Branch

X

X

(4) Revise AR 10-6, AR 611-101
and DA Pam 600-3

X

X

k. Abolish Finance Corps

(1) Obtain Congressional
Approval

X

(2) Transfer Finance Corps
functions and officers to Specialist
Corps

X

(3) Revise AR 10-6, AR 611-101
and DA Pam 600-3

X

l. Functionalize Army Aviation

(1) Identify Aviation units with
branch

X

(2) Transfer Aviation requirements
to AR, FA, IN, MI, MSC or TC

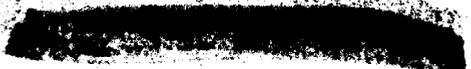
X

(3) Stop entry of AD, EN, MP & SC
officers into Army Aviation

X

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(4) Encourage branch transfer
of AD, EN, MP and SC Aviators



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(5) Phase out AD, EN, MP &
SC Aviators X X X

m. Implement Staff Functionalization

(1) Revise TDA/TOE X

(2) Revise branch procurement
quotas X

(3) Encourage branch transfer to
balance branch strengths X

(4) Assign officers in accordance
with branch functions X X

n. Civil Schooling

(1) Redistribute AERB requirements
by career fields X

(2) Implement revised Civil
Schools Selection criteria X X X

o. Military Schooling

(1) Revise service school POI to
support OPMS X

(2) Establish CGSC short course X

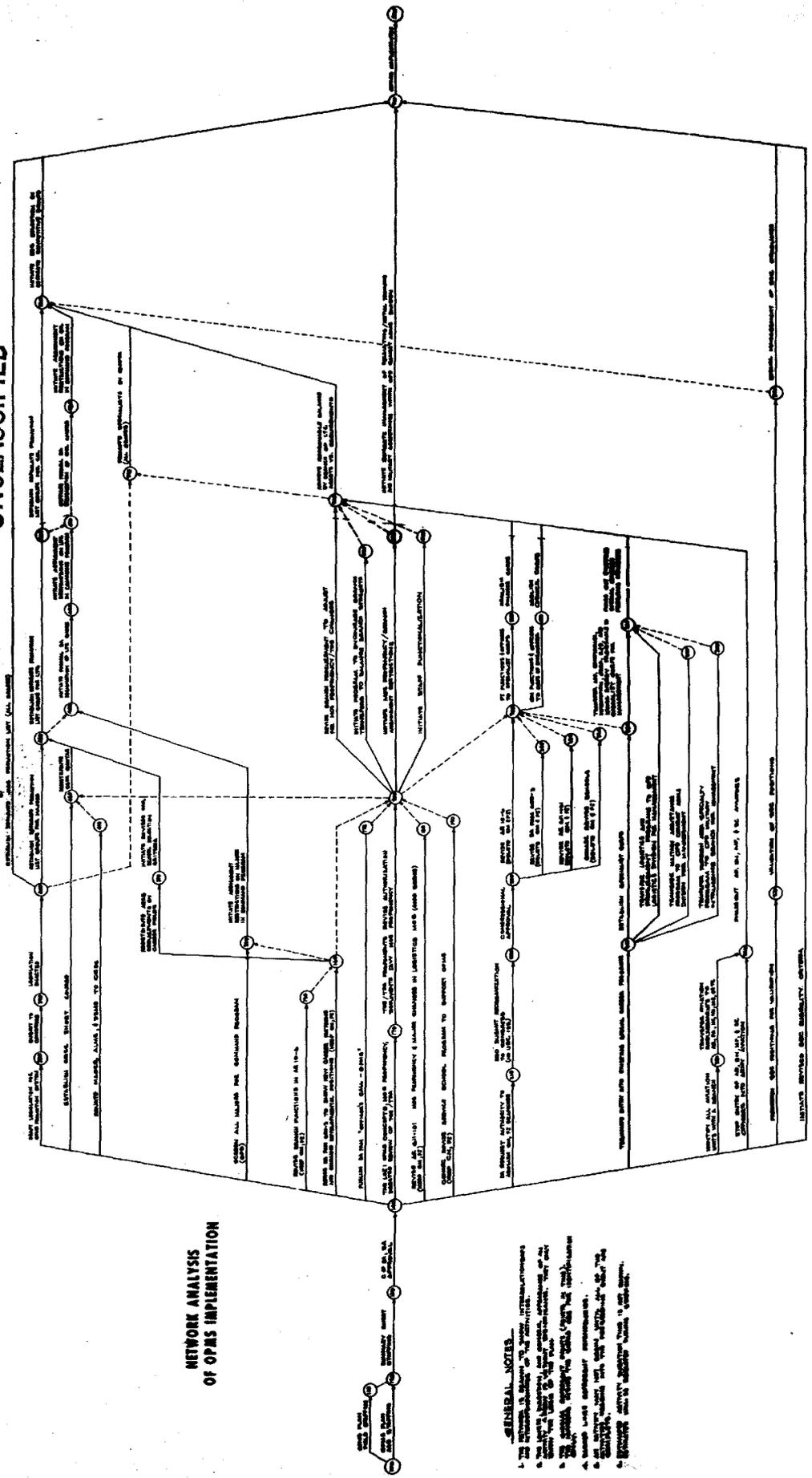
(3) Equate ALMC, DSMS, & MAOCS to
CGSC X

(4) Redistribute CGSC quotas X X X



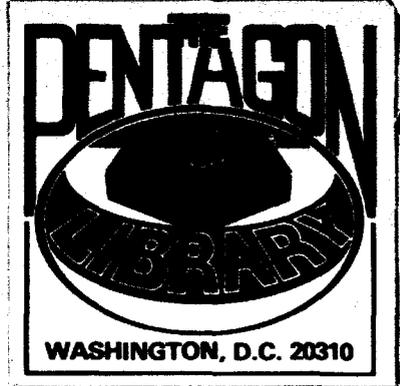
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NETWORK ANALYSIS OF OPMS IMPLEMENTATION

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BOOK B



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United States. Adjutant
General's Office.

The officer personnel
management system (OPMS).