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AR 600-76
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-15, Feb 82

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AR 600-76
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CHANGE }
No. 1 }

HEADQUARTERS
DEPARTMENT OF THE ARMY
WASHINGTON, DC, 1 January 1980

PERSONNEL—GENERAL

**ORGANIZATIONAL EFFECTIVENESS (OE) ACTIVITIES
AND TRAINING**

Effective 1 February 1980

This change provides guidelines for continued training and development of Organizational Effectiveness Staff Officers (OESOs) and establishes responsibilities relative to such training for DA, MA COMs, and commanders of OESOs.

Interim changes to this regulation are not official unless they are authenticated by The Adjutant General. Users will destroy interim changes on their expiration date unless sooner superseded or rescinded.

AR 600-76, 8 November 1977, is changed as follows:

1. New or changed material is indicated by a star.
2. Remove old pages and insert new pages as indicated below:

Remove pages

Insert pages

~~4-1 and 4-2~~

~~4-1 and 4-5~~

4-1 - 4-2 N/P

3. File this change sheet in the front of the publication for reference purposes.

The proponent agency of this regulation is the Office of the Deputy Chief of Staff for Personnel. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) direct to HQDA(DAPE-HRO) WASH DC 20310.

By Order of the Secretary of the Army:

E. C. MEYER
*General, United States Army
Chief of Staff*

Official:

J. C. PENNINGTON
*Major General, United States Army
The Adjutant General*

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*AR 600-76

ARMY REGULATION
No. 600-76

HEADQUARTERS
DEPARTMENT OF THE ARMY
WASHINGTON, DC, 8 November 1977

PERSONNEL—GENERAL
ORGANIZATIONAL EFFECTIVENESS (OE) ACTIVITIES AND TRAINING
Effective 1 January 1978

This regulation establishes the objectives of Army Organizational Effectiveness Activities, and establishes responsibilities for its implementation throughout the Army. Local limited supplementation of this regulation is permitted, but not required. If supplements are issued, Army Staff agencies and major Army commands will furnish one copy of each to HQDA (DAPE-HRO), WASH, DC 20316 within 60 days following the effective date of its publication; other commands will furnish one copy of each to the next higher headquarters.

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* This regulation supersedes HQDA Ltr 600-76-2, 3 May 1976, Subject: Organizational Effectiveness Activities and Training, and the following messages which supplemented or changed the above letter: DAPE-HRL-O 281821Z Feb 77 (U), subject: OE Structure and Authorization; DAPE-HRL-O 102126Z Mar 77 (U), subject: Spaces and Structure for OE; Paragraph 7a and b of DAMO-FDP-O 251810Z May 77 (U) subject: OE Structure and Authorization. Also superseded is HQDA Ltr 600-76-9, 19 Nov 1976, Subject: Organizational Effectiveness (OE) Steering Committee and HQDA Ltr 600-77-1, 3 May 77, subject: Organizational Effectiveness (OE): Activities and Training.

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CHAPTER 1

GENERAL INFORMATION

1-1. Scope. This regulation establishes Department of the Army policy for implementation of Organizational Effectiveness (OE) activities and training; the establishment of OE positions in authorization documents (MTOE/TDA); assignment and use of the Organizational Effectiveness Staff Officer (OESO) and other OE personnel; and procedures for the designation and management of personnel possessing OE skills.

1-2. Applicability. This regulation applies to military and civilian members of Headquarters, Department of the Army and Army field commands (less the Army Reserve and the Army National Guard). The application of the OE Process and the use of OE Staff Officers (OESO) within the Army Reserve and the Army National Guard are currently being examined using pilot projects. Policy decisions and guidance on use of OE in the Reserve Components will be published later.

1-3. Background. In 1969, results of the Army War College studies on leadership and professionalism, the CONARC Leadership Board, and a study of basic trainee motivation at Fort Ord, California converged to develop an awareness at the Department of Army (DA) level that the behavioral sciences were not being used to their fullest potential in the Army. An additional DA study was performed during late 1971 and early 1972 which culminated in the establishment of the following DA-funded pilot projects:

a. Survey Feedback using fifteen battalions in US Army, Europe. Data gathered from a quarterly survey of each battalion was given directly to the battalion commander to evaluate and use as desired.

b. Organization Development (OD) in a Staff Environment with a focus on a variety of OD techniques was conducted at the US Army Military Personnel Center (MILPERCEN) and was successful enough to be institutionalized with a full-time military consultant.

c. The Assessment Center at Fort Benning, Georgia was established to develop techniques for predicting later performance among junior officers. Although some aspects of the project were

incorporated into basic, advanced, and ROTC course curricula, the predictability factors were found to be low and the project was terminated because of cost effectiveness.

d. Skills in Management (SKIM) was conducted by Army Research Institute at Fort Bliss, Texas. The techniques of small-unit training focusing on performance counseling, problem solving, and management-by-objectives have been integrated into the present OE process.

e. Organizational Development at an Installation was conducted at Fort Ord, California as a continuation of the original 1969 motivation project. It slowly expanded to include a training course for mid-level managers and ended with the establishment of the Organizational Effectiveness Training Center (OETC) on 1 July 1975.

The results of the pilot projects and other similar projects in the Army supported earlier, more theoretical studies and indicated that selected behavioral science and modern management techniques are applicable to the US Army. Such findings enabled the introduction and use of Organizational Effectiveness (OE) on an Army-wide basis.

1-4. General Concepts. Organizational Effectiveness (OE) differs from the approaches to management which the Army has traditionally taken by including advanced management and behavioral science techniques which have been collectively referred to in the civilian sector as Organizational Development (OD). While Organizational Development has been used in civilian industry for several years in an attempt to solve many of the same organizational problems which face the Army today, some of the OD techniques are not applicable to a military organization. OD methods and skills which compliment core Army values and leadership principles have been selectively adapted for use and are collectively referred to as Organizational Effectiveness (OE).

Organizational Effectiveness, as indicated in the definition (see 1-5a), is a four-step process designed to improve the functioning of an organization, or unit, by applying selected behavioral

science and management concepts and techniques to the processes and structures of that organizational system. This planned, systematic, long-range effort is tailored to the unique requirements of a particular unit, is controlled by the unit commander, and is normally supported by an Organizational Effectiveness Staff Officer (OESO). As a planned, on-going process, OE should not be viewed as a one-time solution to all problems. Each step in the process is taken and the results evaluated before the next step is planned and implemented. In doing so, the commander attempts to ensure that the unit will continue to move toward improved unit performance.

A distinction must be made between viewing OE as a form of individual development of commanders or managers and of OE as a means of systems improvement. Organizational Effectiveness is a total systems approach, impacting upon both people processes and organizational structure, to improve the organization. Consequently, interventions and anticipated results at any level of the organization must be carefully considered since change in any part of the organization's system will create an effect or influence upon every other part of the system. An Organizational Effectiveness effort may include individual management development of skill, attitudes, and/or knowledge, however, its broader emphasis will be on such areas as leadership, group processes, roles, organizational goals, intergroup relationships and structures to accomplish impacts upon the organizational behavior, structure or authority relationships, objectives, and mission accomplishment.

Because OE is a commander-controlled process, the commander's discretionary choice to implement the OE process is fundamental to Army policy. However, while the implementation of the OE process is a personal choice of the commander at all levels, commanders at separate brigade (or equivalent) and higher levels have several mandatory responsibilities. These include creating OE positions and obtaining trained personnel to fill those positions, allocating funds to support OE functions, developing policy for the use of OE, and providing opportunities and/or funds for continuing professional education for assigned OE personnel. In creating and sustaining an OE capability, the staffing guideline of two OESOs per installation or division and one OESO per separate brigade (or equivalent) is a minimum.

A-5. Explanation of Terms. The following terms are explained to clarify the policies and responsibilities described in this regulation.

a. Organizational Effectiveness. Organizational Effectiveness (OE) is the systematic military application of selected management and behavioral science skills and methods to improve how the total organization functions to accomplish assigned missions and increase combat readiness. It is applicable to organizational processes (including training in interpersonal skills) and when applied by a commander within an organization, is tailored to the unique needs of the organization and normally implemented with the assistance of an Organizational Effectiveness Staff Officer (OESO).

b. Commander. Throughout this regulation the term "commander" refers to any military or civilian employee occupying a command, supervisory, or leadership position within an Army organization.

c. Organizational Effectiveness Staff Officer (OESO). An OESO is—

(1) A commissioned officer or equivalent civilian employee,

(2) Qualified by approved training or the Army alternate qualification procedure, and

(3) Appropriately designated with Additional Skill Identifier (ASI) 5Z or equivalent civilian designation. This person is assigned to a validated full-time OESO position and provides direct support to commanders implementing OE within their organizations.

d. Organizational Processes. OE views the organization as a total system and seeks improvements in the processes that occur within and between the interdependent component parts. These processes include:

- *Communications.* The content and flow of information within the organization.

- *Leadership.* The behaviors used to attain task accomplishment by the chain of command and team members themselves.

- *Decisions.* The manner in which problems are solved, goals set and decisions made.

- *Coordination.* The methods and degree of coordination and cooperation occurring in task accomplishment.

- *Control and influence.* Methods used to assess, guide and provide feedback on individual actions and unit activity.

- *Motivation.* The methods and conditions in the unit that encourage or discourage effective

individual and unit performance, morale and esprit de corps.

- *Conflict management.* Methods used to resolve and manage conflict within and between units.

- *Training and development.* Methods used in individual and team development to enhance the effectiveness of all the processes described above.

- *Interpersonal Skills.* Interpersonal skills enable supervisors, peers, and subordinates to work together responsively as interdependent, self-confident, and self-disciplined members of an organization. Examples include: active listening, personal assertiveness, time management, personal and performance counseling, giving and receiving constructive personal feedback, and the management of stress. Training in these skills typically emphasizes their actual practice within a small group such as the Leadership and Management Development Course.

f. The OE Process. The OE process is implemented in four steps—

(1) *Assessment.* Consists of a systematic appraisal of the organizational processes (see 1-5d) by which a unit accomplishes its assigned mission. The initial results are reported on a confidential and anonymous basis to the commander of the assessed unit. This information provides descriptive information on the apparent organizational strengths and weaknesses of the unit as a whole and focusses on the identification of opportunities for organizational improvement. The quality of the information generated in this step is significantly enhanced when the assessment is guided and supported by an objective third party consultant such as an OESO rather than by the unit commander regardless of the level of skill and/or training that commander may possess.

(2) *Action Planning.* This step is based upon the issues identified in the assessment step. It is normally supported by an OESO and involves

the chain of command and staff in the development of a plan containing specific objectives and courses of action for improving the unit's organizational processes during a given period of time. During this step, criteria are identified for evaluating the results of the activities planned.

(3) *Implementation.* Individuals in the chain of command apply selected OE methods or techniques in implementing the activities determined during the Action Planning step. The chain of command is assisted and advised by an OESO and other outside resources as required by the commander.

(4) *Evaluation and Followup.* Examines the impact of activities conducted during the first three steps of the process. The evaluation provides the unit commander with information on the results of the activities implemented by the organization. Appropriate followup activities recommended by the chain of command and the supporting OESO are then made to continue the cycle.

1-6. Objectives. The objective of the OE process is to develop the chain of command and leadership processes which will result in—

- a. Informed and involved personnel.
- b. Alignment of individual and command goals.
- c. Best use of individual's skills and organizational needs.
- d. Continuous two-way flow of accurate information.
- e. Increased cooperation within the command.
- f. A command climate where problems and differences are openly discussed and resolved.
- g. Management by goals rather than by coercive controls.
- h. Increased care in decision making and wider acceptance of decisions.
- i. A command flexible enough to respond efficiently to change.
- j. Built-in command capacity for continuing self-examination.

CHAPTER 2

ORGANIZATIONAL EFFECTIVENESS IMPLEMENTATION AND APPLICATION

2-1. Organizational Effectiveness (OE) Implementation. Organizational Effectiveness involves the use of new technology from management and behavioral science techniques to solve some of the long-time Army problems. The use of OE is voluntary and it will create both advocates and skeptics. Healthy skepticism to a new process is natural and will help provide needed information to ensure OE is done correctly and in a manner which continues to assist rather than hinder the Army. Commanders at all levels should be encouraged to implement the process in their units as the potential results can be significant while the resources and risk involved are minimal. Since OE is initiated at the request of a commander, he/she is free to stop the process at any point if it does not meet expectations. Experience, however, has shown that those who implement even selected OE activities or techniques, soon recognize the potential of the full process and continue to use OE in their units. When OE activities are implemented, the direct involvement and active support of the assisted unit's chain of command is required, and additionally:

a. OESOs will only implement OE activities within a particular unit at the personal request of that particular unit commander.

b. At no time will a commander attempt to impose the use of an OESO for the purpose of evaluating the performance of a subordinate organization or its commander. Subordinate commanders may be required to participate as a representative of their unit in an OE effort at the next higher organizational level; however, they may elect not to have the OE process applied within their own units.

c. Conversely, senior commanders will not prohibit subordinate commanders from using the OE process within their own commands.

2-2. OESO and Commander Relationships. The OESO, as a full-time staff officer/consultant, provides technical support to commanders requesting OE assistance. The OESO can assist the commander and unit in developing specific and realistic objectives while the OESO and the commander

work together to develop mutually understood expectations. The key elements in developing these expectations and fostering the desired OESO-commander relationship include the understandings that—

a. The commander always retains full responsibility and authority over the OE process within his/her unit and can terminate activities at any point.

b. Confidentiality and anonymity (see 2-3 and 2-4) will be respected.

c. OE processes within a unit will be initiated only upon request of that particular unit commander.

2-3. Confidentiality of Unit-Specific Information.

Unit-specific information about the assisted unit which has been developed by the OESO in any of the steps of the OE process belongs to the assisted commander. The principle of confidentiality concerning this information is not the legal equivalent of privileged communication involving lawyer-client and exceptions to such confidentiality are where illegal activities are discovered, and the revealing of the fact that an OESO is working or has worked with a specific unit. Additionally the factual information gathered about a unit could be subject to release under the Freedom of Information Act (FOIA), and the Army Functional File System within the OESOs office is subject to Inspectors General Inspection. The Inspectors General will be aware of the need for special care with respect to the release or reporting of unit-specific OE information. Likewise, since unit-specific information developed in any of the steps of the OE process belongs to the commander, the OESO will ensure that such material remains a part of the assisted unit commander's files and the OESO will maintain only the needed "working files" to facilitate the OE process within the assisted unit. It is, however, an expectation of the relationship between the OESO and the commander that unit-specific information which is gained by the OESO is not to be released by verbal or written reports or similar means to others, within or outside the organization, unless specifically approved by the assisted

commander. It is not an acceptable practice for a senior commander to utilize an OESO as an investigator and/or reporter in relation to subordinate units. However, information on command-wide trends which does not identify specific units or individuals, may be made available to senior commanders, e.g., general irritants to troop morale.

2-4. Anonymity. Personnel within a unit involved in any of the steps of the OE process have the right of offering their information in an anonymous form. When an individual indicates this is his/her choice, the OESO will ensure that any information provided by this person is not marked in any method by name, code number, or other identifying means. Voluntarily giving up this right at one time within an OE activity does not prevent a person from claiming it at a subsequent time within the OE process. This right of anonymity will be respected by all personnel including commanders and OESOs.

2-5. Host Installation—Tenant Unit Relationship. Tenant units not authorized OESOs will use the consulting capability of their MACOM whenever possible. When use of MACOM OE support is impractical, host installation OESOs will provide consulting and other OE assistance on an "as available" basis. Host installations should consider the size of tenant units not authorized an OE capability when establishing installation OESO requirements.

2-6. Budgeting. Required funds will be programmed through normal budgeting system processes. Close coordination must be maintained between OE personnel and budget and comptroller personnel of the unit or installation. Installation Program Budget Advisory Committees (PBAC) must be informed of OE objectives and needs. OE requirements will normally be funded either by the Operations and Maintenance Army (OMA) or the Research, Development, Test and Evaluation Appropriation. AR 37-100-XX *The Army Management Structure* should be used to determine which of these appropriations should fund a particular OE activity. AR 70-6 *Management of the Army Research, Development, Test and Evaluation Appropriation* provides guidance for OE activities which are developmental in nature. Other Army regulations in the 35 and 37 series guide the program/budgeting process, with AR 37-15 *Budget Development and Review* being the major document.

2-7. Coordination with Labor Organizations. Prior to the implementation of OE activities, commanders and OESOs should coordinate with employee labor organizations when any of the assisted unit's civilian employees may be members of a bargaining unit which has exclusive recognition rights.

2-8. Responsibilities. *a. Headquarters, Department of the Army.*

(1) Director of Army Staff (DAS)

(a) Provide OE consulting support to Headquarters, Department of the Army staff.

(b) Ensure instruction in use of OE activities and OESOs is provided annually for the Brigadier General Designee Course.

(2) Deputy Chief of Staff for Personnel (DCSPER).

(a) Maintain General Staff responsibility for OE.

(b) Establish general policy and planning, resources, training, and research requirements.

(3) The Army Research Institute (ARI) in coordination with ODCSPER and as a field operating agency of ODCSPER will—

(a) Support TRADOC and the US Army Organizational Effectiveness Training Center (USAOETC) requests with research in training, operation, evaluation and similar areas for continued implementation of OE Army-wide.

(b) Conduct other general research to support OE in the Army.

(4) CG, MILPERCEN will—

(a) Select and/or provide specialty clearance for OPMD-managed officers to attend the Organizational Effectiveness Staff Officer Course (OESOC) in accordance with criteria in chapter IV, paragraph 4-1 and 4-2.

(b) Certify the ASI 5Z for OPMD-managed officers.

(c) Monitor assignments of OESOs and ensure a valid requirement prior to assignment.

b. Major Commands, Commanding Generals, of MACOMs will—

(1) Establish and sustain an OE capability at MACOM and installation/division/separate brigade (or equivalent) levels.

(2) Establish procedures, such as newsletters, conferences, workshops, among subordinate units to exchange technical information and lessons learned.

(3) Develop a consulting capability to provide OE consultation services to MACOM Headquarters and subordinate unit OESOs as well as to those subordinate commanders who are not authorized or do not have an assigned OESO.

(4) Supervise the creation of spaces for OESOs, the correct assignment and use of OESOs, and the continued professional training of OESOs.

c. *TRADOC*. In addition to the MACOM responsibilities, Commanding General, *TRADOC* will—

(1) Determine training requirements and provide training for OESOs and other OE personnel to include OE supervisors and instructors.

(2) Provide instruction in use of OE activities and the OESO for all Command designees.

(3) Conduct OE and Interpersonal Skills Training at appropriate level in all officer and NCO courses of instruction.

(4) Develop and publish OE doctrine.

(5) Exercise command and control over primary OE training facilities within the Army.

(6) Conduct training development, combat development, and educational material development activities to support Army-wide OE training, including OE instruction in Service School curricula and exportable training.

(7) Evaluate OE training methods, use of OESOs, and results of OE activities Army-wide.

(8) Designate with ASI 5Z, or civilian employee equivalent, those personnel who have successfully completed requisite schooling and/or meet the requirements for alternate designation procedure.

(9) Develop quality control measures to ensure personnel designated ASI 5Z, or civilian employee equivalent, through the alternate designation procedure possess the requisite knowledge and skill equivalent to those acquired through the Organizational Effectiveness Staff Officer Course (OESOC).

(10) Provide necessary development, refinement, and training in surveys and diagnostic techniques.

(11) Coordinate data processing requirements necessary to support OETC activities.

(12) Maintain a central source of information on the application of the OE process and OE research in military and civilian organizations.

(13) Develop and maintain an Army-wide OE technical information network to include

newsletters, workshops and conferences, for professional update of OE personnel and exchange of lessons learned.

2-9. Organizational Effectiveness Review and Planning Conference.

a. The OE review and planning conference at HQDA is a systematic means of bringing together those personnel who are active in OE to discuss progress and problems. This concept is based upon staff officers meeting to evaluate the results of OE activities since the last meeting, assess what needs to be done and prepare recommendations for the General Officer Steering Committee (GOSC). After the Steering Committee meets, the staff officers will implement the GOSC decisions. The principal element of the planning conference at HQDA is the GOSC, which is organized to:

(1) Provide assistance to the DCSPER in the development of OE policies and guidance and in the staff supervision of OE activities and training throughout the Army.

(2) Provide a forum for the review of progress and the identification and clarification of significant problems in Army-wide OE implementation.

(3) Convey the importance of OE to key staff and field command elements.

(4) Review OE activities within the Army.

(5) Review OE policies, concepts, activities and major research projects.

b. The OE General Officer Steering Committee will meet at the call of the HQDA, DCSPER, or a designated representative who will also serve as chairman. The Division Chief of HQDA Organizational Effectiveness Division will serve as recorder. Other principal members will be a general officer or civilian equivalent from:

(1) Office of the Director of Management, OCSA.

(2) Office of Deputy Chief of Staff for Operations and Plans.

(3) Office of the Comptroller of the Army.

(4) MILPERCEN.

(5) FORSCOM.

(6) TRADOC.

(7) USAREUR.

(8) DARCOM.

Representatives of other major commands and staff agencies will be invited by the chairman to attend specific meetings as appropriate. All cor-

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response to this group will be addressed to
the Chairman, DA Organizational Effectiveness

Steering Committee, ODCSPER, WASH DC 1
20310.

CHAPTER 3

LOCATION AND USE OF ORGANIZATIONAL EFFECTIVENESS STAFF OFFICERS (OESO)

3-1. Converting authorizations for OESOs. MACOMs will redistribute/convert existing manpower authorizations within their commands to provide positions for OESOs. The minimum number of OESO positions is two per installation/division and one per separate brigade. These authorizations may be converted from anywhere within the organizational structure, and when converted, will be designated for an OE Staff Officer. Authorizations converted will be in grades 03, 04, or 05 and will remain the same grade upon conversion. Commands will submit to HQDA, Deputy Chief of Staff for Operations and Plans (DAMO-FD) the UIC, AMSCO, and MTOE/TDA paragraph and line number for all authorizations converted. Existing constraints on manpower spaces prevent any increase of military spaces for OE. Civilian authorizations which are to be converted for OE duties, must remain linked to the original end strength and will not increase total number of civilian positions. Appropriate TAADS documents must support all position conversions.

3-2. Designation of OESO Authorizations. *a.* Positions redistributed/converted for OESOs may be coded with the OPMS codes which support the mission of that particular unit/activity. These positions will be identified with the Additional Skill Identifier (ASI) 5Z. MACOMs will review initial and subsequent changes of OESO authorization codings within their subordinate commands to ensure standardization of coding in organizations with similar missions.

b. Commanding General, TRADOC is authorized to designate positions requiring OESOs (ASI 5Z) for the purpose of carrying out responsibilities of OE instruction, combat development, and training development. These positions will be located within the organizational structure at the discretion of the Commanding General, TRADOC; will be identified by the specialty code (SC) normally required of the position location; and will be designated with ASI 5Z.

c. Appropriate TAADS documentation must support all position identifications and validations.

3-3. Location of OESO Authorization. When the OESO authorization is established in a staff element at installation, division or separate brigade (or equivalent), it will be located within the S1/G1/DPCA/DCSPER, or Human Resources Development staff element, or within the highest staff element in the organization which is responsible for the personnel management function. OE activities focus on the involvement of personnel in organizational processes. The management of the commander's capability to implement the OE process is therefore an appropriate task of the staff element responsible for the personnel management function. Additionally, this location of the OESO authorization will provide the standardization necessary for Army-wide institutionalization of OE, and will enable Army doctrine on OE to be developed within the general scope of responsibilities of an existing principal staff function. As an exception to this policy of locating the OESO authorization within the personnel management staff element, commanders may elect to locate their OESO authorization within the Office of the Commander or Office of the Chief of Staff.

3-4. Use of OESO Personnel. Personnel who are designated ASI 5Z and have been requisitioned against and assigned to a validated ASI 5Z position will serve in one of the following duty assignments:

a. As a full-time consultant assisting commanders in increasing unit effectiveness through the four-step process.

b. As a staff officer in a variety of other assignments requiring OE expertise but not involving full-time formal consulting. These assignments will be in OE management, training development, combat development, OETC faculty, selected service school instructors, research areas, or similar situations.

3-5. OE Supervisor Assignment. An alternate assignment for Senior (05 and higher) OESO can be that of an OE supervisor. Such positions will be identified at OETC, service schools, MACOM or higher levels to provide guidance for OE activities and training within that command

structure. These positions, while not requiring USAOETC graduates, will allow a more effective utilization of OE personnel as they become senior officers within the organizational structure.

3-6. Stabilization of OESOC Graduates. *a. TDY en route to a PCS.* Upon successful completion of OE Staff Officer Course (OESOC) and designation ASI 5Z, officers in this category will be assigned to authorized ASI 5Z positions for a minimum of 18 months. Commanders must ensure that the OESO is assigned to a valid OE position and must not internally reassign or interrupt stabilization without concurrence of MILPERCEN.

b. TDY and return to parent unit. MILPERCEN concurrence to send officers in this category to the USAOETC implies that the officer, upon successful completion of OESOC and designation ASI 5Z, will be stabilized for a minimum of 12 months after graduation. However, every effort will be made, consistent with Army requirements and assignment constraints, to permit an 18 month utilization. Commanders must ensure that the OESO is assigned to a valid OE position and must not internally reassign or interrupt stabilization without concurrence of MILPERCEN.

3-7. OESO Re-Utilization Assignments. A limited number of OESO re-utilization assignments will be required. It is important that OESOs have broad organizational experience and understanding; therefore, repetitive assignments (as opposed to re-utilization assignments) will generally be discouraged.

3-8. Use of Warrant Officer, NCO and Civilian Personnel. OE training for warrant officers, senior (E7 and higher) noncommissioned officers, and Army civilian personnel has been done on a limited basis and is being evaluated. Based upon results of these evaluations, decisions will be made concerning further training and use. Guidance on selection procedure, authorization conversion, and alternate designation procedure for each of these categories of personnel will be published later.

3-9. Other Military Support. Other sources of military support are available to assist commanders and OESOs in OE activities within their

command. These include OESOs at higher HQ and additional personnel who have been involved in other behavioral science or advanced management programs, and who may have the necessary skills to assist the OESO and commander. Examples of such personnel include chaplains, EO personnel, social work consultants, Alcohol and Drug Abuse Prevention and Control Program (ADAPCP) personnel, comptroller management personnel and others. OESOC personnel who are not in duty positions as full-time OESOs may be available, based upon the needs of the organization to which they are assigned, to augment/supplement the organizational OE capability of the installation/organization.

3-10. Civilian Support. Initially, limited numbers of OESOs may prevent commands from fully implementing OE processes within their organization. Other Army requirements and the training capability of USAOETC will not allow for immediate fill of all OESO requisitions. Civilian contractual support is authorized; however, previous experience with these sources has not been totally satisfactory. The Army OE process includes only selected behavioral science concepts and management technologies of the civilian OD concept and consequently civilian consultants are often not well-versed in this difference.

An additional use of civilian support is to augment and continue training currently assigned OESOs. The selective use of civilian consultants to assist an OESO also provides a continuing means of "on-the-job" training since some civilian consultants will have acquired experienced-based skills which the OESO will not have fully developed or will not be able to develop due to the relatively short tour as an OESO.

Commanders will need to carefully examine the qualifications of any civilian consultant prior to contracting to determine that the needs of the command will be successfully met through the use of this source. Commanders will also contact their next higher headquarters to ascertain the availability of Army expertise before contracting for outside services. Contract costs will be provided from within a command/agency's available resources.

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CHAPTER 4

SELECTION AND TRAINING OF ORGANIZATIONAL EFFECTIVENESS STAFF OFFICER (OESO)

4-1. Standards of Selection. The basic selection requisites for military officers' attendance at the USA Organizational Effectiveness Staff Officer Course (OESOC) or to participate in the alternate designation procedure include:

- a. Grade of captain, major or lieutenant colonel.
- b. Assigned or projected for an assignment to an authorized OESO (ASI 5Z) position.
- c. A graduate of an officer advanced course.
- d. A baccalaureate level college degree, preferably with a major concentration in one of the behavioral or management sciences.
- e. Promotion potential to the next grade.
- f. Troop experience at platoon, company or higher level.

4-2. Selection Process. a. *OPMD managed officers.* The MILPERCEN OE Selection Board will make a thorough assessment of the prospective student's potential and motivation to perform in an OESO assignment. Using the requirements in paragraph 4-1 above, the Board will review all records to ensure that only the most highly qualified officers are selected for OESOC training.

b. *Special Branch Officers.* Selection of special branch officers (AMEDD, JAG, Chaplain) will be made by Chief of Personnel Division of the specific special branch. Selection requirements of paragraph 4-1a through 4-1e will apply for the OESOC or alternate designation procedure and the special branch will pattern its quality review measures after those used by the MILPERCEN OE Selection Board.

c. *Alternate designation procedure.* In accordance with paragraph 4-6, the MILPERCEN OE Selection Board will review the records of all OPMD-managed personnel requesting designation of ASI 5Z through alternate designation procedure. The same quality standards for OESOC selection will apply for OPMD-managed officers and special branch officers.

4-3. Categories of Students. a. *TDY en route to a PCS requires.*

- (1) A quota from TRADOC.
- (2) Selection by the Cdr, USAMILPERCEN. (MILPERCEN OE Selection Board).

(3) A validated requisition from the gaining organization.

(4) Funding from the current year Command Operating Budget Estimate (COBE) in accordance with AR 37-100-XX.

b. *TDY and return to parent unit requires.*

- (1) A quota from TRADOC.
- (2) Selection by the local commander.
- (3) USAMILPERCEN specialty clearance.
- (4) An actual or anticipated vacancy in the parent unit which requires an OESO.

(5) Funding by a parent organization/installation. Individual officers desiring to attend the Organizational Effectiveness Staff Officer Course are encouraged to communicate their desires, in writing, to their respective specialty manager within the Officer Personnel Management Directorate, USAMILPERCEN. MILPERCEN has established OE points of contact in all OPMD officer divisions. Special branch officers will contact their branch career management officer.

4-4. Quota Distribution. OE Staff Officer Course (OESOC) quotas will be periodically announced to MACOMs by TRADOC. MACOMs and Special Branch (AMEDD, JAG, Chaplain) personnel divisions will coordinate with TRADOC to ensure a school quota for each person nominated for OESOC.

4-5. Training of Organization Effectiveness Staff Officer (OESO). a. *Basic OE Skill Training.* The US Army Organizational Effectiveness Training Center (USAOETC) is a TRADOC Service School and has primary responsibility for training OESOs. The primary course of instruction for OESOs at the USAOETC is the Organizational Effectiveness Staff Officer Course (OESOC). Officers who successfully complete this course will be designated by the Additional Skill Identifier (ASI) 5Z.

b. *Continued Training and Development.* It is recognized that OESOC does not complete the education of an OESO. Commanders at all levels will provide funds for continuing professional training of OESOs. This training can be accomplished through attendance at appropriate civilian

short courses and training seminars, and/or by attendance at related training events offered by USAOETC or other appropriate military courses.

4-6. Alternate Designation Procedure. Personnel who have acquired consultant skills and/or an educational background in applied behavioral and management science may qualify to have these skills formally verified by the Commander, USAOETC. Individuals who successfully complete this alternate procedure will be designated with ASI 5Z or appropriate civilian designation without attending the entire OESOC. Requests to be considered for the alternate designation procedure should be in letter format and addressed to Commander, MILPERCEN, Respective Assignment Division, 200 Stoval Street, Alexandria, VA 22332. Supplementary documentation including educational and/or experience background should be included in the initial request. Several weeks TDY

at USAOETC may be required, depending upon each individual applicant's background and skill level. TDY costs will be the responsibility of the parent organization.

Personnel requesting consideration for participation in the alternate designation procedure will be subject to the same selection requirements and selection process (see paragraphs 4-1 and 4-2) as personnel selected for regular attendance at OESOC. USAOETC will establish measures to ensure that personnel who are approved through the alternate designation procedure will have acquired, as a minimum, the same level and quality of theoretical knowledge and consulting skill development as the regular OESOC graduate.

A summary of the steps and responsible person/organization element involved in the alternate designation procedure is—

Action

- a. Letter from individual to Commander, MILPERCEN
- b. Specialty clearance by MILPERCEN
- c. OE Selection Board approval by MILPERCEN (See para 4-1 and 4-2)
- d. Review of experience and education by OETC
- e. Development of individual plan by OETC for applicant
- f. Completion of requirements to satisfaction of OETC
- g. Designation of ASI 5Z
- h. MILPERCEN validates ASI 5Z and enter in records

Responsibility

Individual
MILPERCEN
MILPERCEN
OETC
OETC
Individual
OETC
MILPERCEN



S/S

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★b. Continued training and development. Attendance at OESOC provides the OESO with a core of basic OE skills. The mission, level of complexity, and changing needs of any given organization are likely to require new skills or enhancement of core skills for an OESO to remain fully effective in that

particular organization. The objective of continued training and development is to provide commanders with OESOs specifically trained to meet the peculiar requirements of the organization; consequently, such training should be oriented toward the development of skills which are pertinent to the present and projected needs of the command. Commanders at levels authorized assignment of OESOs will provide funds for the continuing professional training of their assigned OESOs.

(1) *Definition.* Continued training and development includes all training activities, both formal and informal, conducted subsequent to OESOC. Examples include: training conducted to impart specific skills and knowledge, such as civilian and military short courses and workshops; conferences, seminars, and other educational activities conducted for the purpose of exchanging information or introducing new concepts and techniques, such as MACOM conferences, meetings of technical and professional organizations, or civilian graduate courses; training and development derived from participating in activities conducted for other than training, such as experience gained from working with more experienced OESOs or civilian consultants.

(2) *Command responsibilities.*

(a) Deputy Chief of Staff for Personnel, HQDA.

(1) Provide general policy, guidance.

(2) Monitor Army-wide trends for training needs.

(3) Monitor Army-wide participation in continued training of OESOs.

(b) Major Army commands. Commanders of MACOMs will:

(1) Monitor command-wide participation of OESOs in continued training and development activities, both civilian and military.

(2) Conduct MACOM continuing professional training activities as appropriate.

(3) Program for short course training per instructions in AR 621-1.

(c) Organizational Effectiveness Center and School (OEC&S) will:

(1) Monitor "state of the art" for appropriate training activities.

(2) Maintain information on the availability, cost, scope of instruction, training courses potentially suitable for the OESO continuing

training program. Serve as a clearinghouse to make this information available Army-wide.

(3) Provide instruction for DA and MACOM conferences upon request subject to the availability of manpower and funds.

(d) Commanders authorized assignment of OESOs will:

(1) Provide funding for continuing training and development of OESOs, in accordance with instructions in AR 621-1.

(2) Ensure continuing training is accomplished, as appropriate to the mission of the command.

(3) Ensure OE personnel submit a written narrative critique within 10 days of the completion of any formal training activity attended within the purview of this regulation. Information included in the report should include:

(a) Course title.

(b) Presenting organization.

(c) Principal instructor(s).

(d) Cost (exclusive of travel and per diem).

(e) Location.

(f) One paragraph synopsis of course content.

(g) Comment as to applicability of material to the participant's organization.

(h) Evaluation as to potential value for other Army participants. Reports will be submitted to Commandant, US Army Organizational Effectiveness Center and School, ATTN: ATXW-RMA-TL, Fort Ord, CA 93941, with an information copy to MACOM headquarters.

4-6. *Alternate Designation Procedure.* Personnel who have acquired consultant skills and/or an educational background in applied behavioral and management science may qualify to have these skills formally verified by the Commander, USAOETC. Individuals who successfully complete this alternate procedure will be designated with ASI 5Z or appropriate civilian designation without attending the entire OESOC. Requests to be considered for the alternate designation procedure should be in letter format and addressed to Commander, MILPERCEN, Respective Assignment Division, 200 Stoval Street, Alexandria, VA 22332. Supplementary documentation including educational and/or experience background should be included in the initial request. Several weeks TDY at USAOETC may be required, depending upon each individual applicant's background and skill

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ensure that personnel who are approved through the alternate designation procedure will have acquired, as a minimum, the same level and quality of theoretical knowledge and consulting skill development as the regular OESOC graduate.

A summary of the steps and responsible person/organization element involved in the alternate designation procedure is as shown below:

<i>Action</i>	<i>Responsibility</i>
a. Letter from individual to Commander, MILPERCEN	Individual
b. Specialty clearance by MILPERCEN	MILPERCEN
c. OE Selection Board approval by MILPERCEN (See para 4-1 and 4-2)	MILPERCEN
d. Review of experience and education by OETC	OETC
e. Development of individual plan by OETC for applicant	OETC
f. Completion of requirements to satisfaction of OETC	Individual
g. Designation of ASI 5Z	OETC
h. MILPERCEN validates ASI 5Z and enter in records	MILPERCEN

The proponent agency of this regulation is the Office of the Deputy Chief of Staff for Personnel. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) direct to HQDA (DAPE-HRO) WASH DC 20310.

By Order of the Secretary of the Army:

BERNARD W. ROGERS
General, United States Army
Chief of Staff

Official:

J. C. PENNINGTON
Brigadier General, United States Army
The Adjutant General

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