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DEPARTMENT OF THE ARMY PAMPHLET

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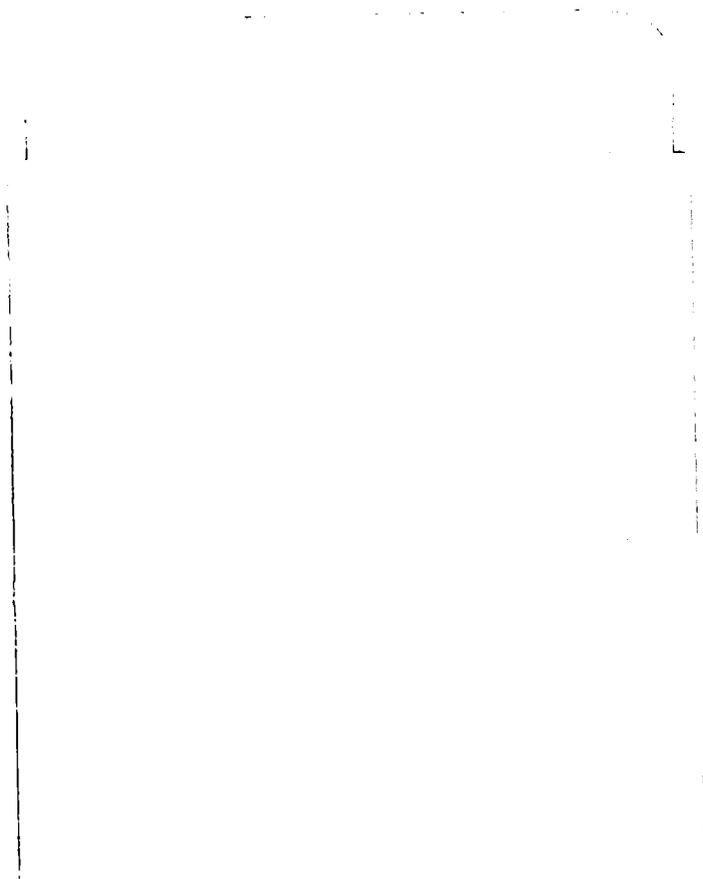
CAREER PLANNING FOR ARMY OFFICERS

DEPARTMENT OF THE ARMY

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DEPARTMENT OF THE ARMY
WASHINGTON 25, D. C., 15 October 1956

CAREER PLANNING FOR ARMY OFFICERS

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SECTION I

INTRODUCTION

1. Purpose and Scope

a. This pamphlet is a guide in career planning for all officers. It outlines career plans for Army officers which make provisions for the maximum development of their interests, inherent abilities, and aptitudes, as well as for the best utilization of their acquired skills and accumulated knowledge.

b. Career planning deals with matters of principle and with the desire of the Department of the Army to maintain a highly competent officer corps qualified to serve the Nation most effectively in the event of a future national emergency. Further, and more practically, it seeks to develop assignment patterns that will integrate the desires and qualifications of individual officers with the needs of the Army and the country.

(c. The career program consists essentially of "on the job" practical training, supplemented by formal school training, and is designed to take advantage of available and appropriate duty positions to train the maximum number of officers in command and staff functions.) Successful administration of the program is dependent upon the energetic cooperation of all officers in carrying out the planned rotation in assignment designed to produce well-rounded, practically experienced, and versatile officers capable of filling responsible positions in time of emergency. The program will eliminate repeated assignments to the same type of duty unless specialization is indicated, and will substitute therefor greater opportunity for deserving officers to gain experience in broad practical command and staff duties. In short, this program will give permanence to assignment patterns that have long been acknowledged as right and proper.

d. To assure success of this program, the policies and plans outlined herein must be administered in such a manner as to guarantee—

- (1) The development of the professional capacities of officers to the highest ability levels that can be achieved by intelligently planned and progressive rotation of assignment.
- (2) That all officers have equal opportunity for selection, promotion, and significant assignments on the basis of demonstrated merit.
- (3) That officers are classified according to their qualifications and that such qualifications are a matter of record.
- (4) The development of an administrative plan that will be ready, in the event of a national emergency, to insure the procurement and proper allocation of personnel in accordance with their qualifications and in proportion to the relative need for each task.

2. Leadership and Command

There is no type of human endeavor where it is so important that the leader understand all phases of his job as that of the profession of arms. A military commander is vested with a high degree of authority which extends into matters normally considered individual and personal. Everything concerning a soldier's existence, ability, potentiality, professional knowledge, as well as those matters which influence his personal life such as his food, clothing, comfort, promotion, and in time of war his very life, depends upon his commander's knowledge and appreciation of the importance of all phases of his work.

3. Basic Elements of Career Planning

a. The development of an officer's capacity for responsibility in high command or staff positions is dependent to a large degree on his aptitude, ability and the duty assignments he receives during the development stage of his career. Duty assignments are dependent on—

- (1) Availability of position vacancies as dictated by current needs of the service.
- (2) Current availability of officers in need of the particular "on the job" training offered by currently existing position vacancies.

b. Effective career planning demands that available positions and available officers be correlated to the maximum to provide for—

- (1) Formal training in schools.
- (2) Rotation of assignments in varied types of duty.
- (3) Development of capacity by performance of duty in progressively higher echelons of responsibility.

4. Definitions

The following definitions will apply where hereafter used in this manual:

a. *Troop Command.* This term includes all duty in a command capacity with a tactical, administrative, training, or supply unit not to exceed a regiment, combat command, or group in size. (Any higher command will be as a general officer, and career planning normally will be completed before an officer attains this grade.)

b. *Troop Staff.* This term includes all staff duty with a tactical, administrative, training, or supply unit not to exceed a regiment, combat command, or group in size.

c. *Student Duty.* This term includes all duty

as a student at a service or civilian school, domestic or foreign.

d. *Instructor Duty.* This term includes all duty as a member of a staff or faculty of a service school, domestic or foreign.

e. *Reserve Component Duty.* This term includes all duty with the National Guard, Organized Reserve, and ROTC.

f. *Staff Duty.* This term includes all duty as a member of a general or special staff of a headquarters of all echelons higher than a regiment, combat command, or group, or as a member of an arm or service staff, or as a military attaché.

g. *Technical Duty.* This term includes those assignments necessary to fulfill the technical and functional missions of the various technical services which are not included within the types of duty defined in a through f above; e.g., duty with technical boards, research activities, engineer civil works, repairs and utilities, military construction, etc.

h. *Administrative Duty.* This term includes all duties not properly classified under the preceding subdivisions.

i. *ARWAF.* The Army will be required to furnish personnel to the United States Air Force to carry out certain common functions. The term "ARWAF" refers to Army personnel on duty with the Air Force.

j. *"Professional" or "Career" Officer.* A Regular Army Officer, or an officer of the Reserve components who plans to remain on active duty and make the Army his career.

SECTION II

CAREER POLICIES

5. General

a. Equitable career opportunity will be afforded to every career officer through proper assignment guidance. Restrictions will often be placed on assignment because of operational necessity and Department of the Army quotas. However, the broad policies and plans are intended to be such that over a period of years assignments in conformance with the career pattern will achieve the most practical and beneficial results.

b. There are a large number of detailed personnel policies and rules which in operation serve as the tools through which career planning is developed. The manner of their application determines the success or failure of career planning as applied to the individual. This section lists the latest announced Department of the Army career policies and rules. It will be revised from time to time to keep abreast of changing conditions as experience and future development dictates.

c. The career pattern of the branch-qualified Professional Reserve officer will closely follow the principles outlined for the Regular Army officer. Career control of assignments for the Professional Reserve officer will normally close upon completion of 15 years' service. Professional Reserve officers will receive training in the Associate Basic and Advance Courses at their respective service schools. In addition, approximately 12 percent of these officers will be selected to attend the Associate Command and General Staff College Course following which only the most outstanding will then be considered for attendance at the Armed Forces Staff College or War College level schools.

6. Elimination of Personnel from Career Program

It is appreciated that the capacities, even of well-qualified officers, to assimilate and profit

by planned rotation of assignment will vary. Other factors being equal, priority in assignment must be given to officers whose past performance has demonstrated that they and the service alike will benefit most from responsible assignments which cannot be enjoyed by all officers. At the lower extreme, it will develop inevitably that certain officers will fail to achieve the minimum level of the high standards expected of Army officers. These officers must be eliminated as early as possible in their careers, in order that their vacancies in the officer corps of the Army may be filled by more able career officers whose training will prove profitable to the Nation in time of emergency.

7. Release for Assignment

In many cases an agency will not wish to release an officer for reassignment. This interferes with the career branch's responsibility for career planning and jeopardizes the full development of an officer's career. All agencies must cooperate wholeheartedly in subordinating peacetime operating efficiency to the objective of furthering the career development program by releasing officers for the assignments which their branches consider necessary for proper career development.

8. Recurrent Assignment

Long continued or recurrent assignments of individuals to certain specialized, though common, military duties such as mess officer, supply officer, information and education officer, aide, adjutant, inspector general, etc., must be avoided if the officer is to have a balanced career. Consecutive or repetitive duty assignments in any single capacity during the first 20 years of service will be avoided. Though an officer may be reassigned to a field of specialization from time to time, such repeat tours will not be so frequent as to narrow the outlook of the officer. After the 21st year of service offi-

cers will be assigned to those duties for which they are best fitted by experience and ability.

9. Rotation of Duties

Rotation of duties within installations, and the imposition of additional duties when necessary, will be normal practice to the end that each officer, at one time or another, will have performed a variety of tasks appropriate to the grade in which he is serving.

10. Requesting Officers by Name

a. Experience has shown that the requisitioning of officers by name has prevented many superior officers from developing their potentialities because they have been kept on one type of assignment for many years. At the same time this has excluded other deserving officers from consideration for desirable assignments and consequent development of their abilities. The practice of requesting officers by name, except in exceptional cases, is discontinued.

b. Normally, requests for officer personnel to fill key positions will be submitted showing—

- (1) MOS, grade, and branch required.
- (2) Nature of duties to be performed.
- (3) A statement of experience and training required for the position.

c. When the requesting agency feels that it is imperative to ask for individuals by name, it will submit the names of at least two officers for each vacancy to be filled, and in addition will show the information listed in *b* above.

d. Examples of positions for which officers might be asked for by name are—

- (1) Positions filled by general officers.
- (2) Chief of staff positions.
- (3) Aides to general officers.
- (4) Positions as instructors for certain special subjects at the various service schools.

11. Tour of Duty

a. Normal tour of duty will be 3 years except for foreign service. Foreign service tours will vary with climatic and living conditions and will be changed from time to time as directed by the Secretary of the Army.

b. Normal tour of duty for ARWAF officers will be 3 years.

c. Length of detail to another arm or service will be 3 years, except for detail to the combat arms of newly commissioned officers of the service, which will be for 2 years.

12. Detail of Newly Appointed Regular Army Officers to the Combat Arms

a. To provide for the training essential to a well-rounded military career and to afford to all newly appointed Regular Army officers an opportunity to obtain first-hand knowledge of the combat soldier's needs and requirements, officers newly appointed in the Regular Army in certain services will be detailed to one of the combat arms.

b. All officers appointed in the Regular Army in the grade of second lieutenant whose branch assignment is in the Military Police Corps, Chemical Corps, Ordnance Corps, Transportation Corps, Quartermaster Corps, and Finance Corps will be detailed for their first 2 years' service, inclusive of time spent in a service school, in one of the combat arms and will serve at least 1 year of the detail in a rifle company or comparable unit.

13. Assignment to Reserve Components

In any war or national emergency the officers and men of the Reserve components will comprise the bulk of the Army. Since the professional soldier must weld all these components into an effective fighting force he should be familiar with the problems, state of training, and psychological outlook of these components. Accordingly, all professional Army officers will, so far as practicable, be required to serve one tour of duty with one or more of the Reserve components, i.e., the Army Reserve, Reserve Officers' Training Corps, and the National Guard, except that this policy does not constitute a requirement on the Chaplains' Branch. Repeat assignments will not be ordered with the same Reserve component, and, so far as availability of personnel qualified for this type of duty will permit, second assignments with Reserve components will be avoided in the same level of duties.

14. Troop Duty

All officers will be given frequent troop duty,

decreasing with length of service and varying with the officer's branch. Except for schooling, the first 5 years' duty will consist mainly of troop duty.

15. Command

A command assignment is the most important assignment that an officer can obtain during his career. The proven ability to command can influence many personnel actions, such as selection to certain high level schools, special assignments, and promotion for those not specialists. Amount of command will vary in each branch and will be dependent on command positions available. It must not be assumed that a potential battalion commander must have actual command experience at the battalion level. His successful completion of a tour of duty as a company commander, coupled with his other duty assignments in time of peace, should make him a potential battalion or even regimental commander in time of emergency. By the same token the actual command positions at the battalion and regimental level will be filled by those officers whose records have been so outstanding as to indicate they are potential divisions, corps, and army commanders.

16. Preference

So far as practicable, within career limitations, assignments will be in accordance with express preferences. Special assignments will be made in accordance with records of performance and demonstrated merit.

17. Efficiency Reports

a. The single most important periodic contribution to the officer's record is the official rating and description provided by the efficiency report, and its impact and importance cannot be overemphasized. This report is most important to the individual as well as to the Department of the Army, since it is used in all personnel actions, such as promotions, selections for schools, categories and elimination from the service. Unless an officer's capabilities and deficiencies are accurately reflected in his efficiency reports, intelligent assignments and evaluation cannot be accomplished. Each efficiency report must contain a comprehensive objective appraisal of an officer's abilities and capabilities. These ap-

praisals should form the basis for a complete and descriptive picture of the officer. Clear, simple sentences are most effective and generally present the rated officer most accurately. Stilted, stereotyped expressions should be avoided, and physical characteristics, unless directly bearing on an officer's effectiveness, should be described only minimally.

b. The efficiency report is a time tested vehicle for presenting a reasonably valid reflection of an officer's performance and potential. It requires careful consideration and thorough preparation on the part of all rating officers. The fullest use of the report is made for recording career recommendations. It enables each branch to monitor intelligently and impartially the career of each individual officer when considered with records of qualifications, expressed assignment preferences and the long-range officer needs of the Army.

18. Specialization

This subject is so frequently controversial and misunderstood, that it is desirable to further elaborate on this phase of career planning to insure a better understanding of the Department of the Army's point of view.

a. The term specialist is best defined as an individual highly skilled, trained, and channeled in one rather narrow field. Formally recognized fields of specialization are Army aviation, intelligence, atomic energy, research and development, logistics, and civil affairs and military government. Informal fields, developed chiefly through individuals expressing an interest in repetitive assignments, are in the fields of comptrollership, legislative liaison, and information. The military specialist of greatest value to the Army is primarily qualified in his basic branch and secondarily qualified in one of the specialist career fields. The officer who develops into a true specialist by receiving continuous assignments in a field of specialization thereby failing to remain qualified in his basic branch is usually of limited potential as a future senior commander. This is true since a commander must have diversified experience in administration, intelligence, operations, and logistics in order to be able to weld into fighting units the groups called into service in time of emergency.

b. In general the typical specialist career

pattern requires an officer to acquire a firm basic military foundation in his basic branch through approximately his first 7 years of service. During the next 5 to 7 years, the officer becomes qualified in a field of specialization by virtue of the civil schooling program or on-the-job training. Thereafter, through his 21st year of service, the officer will receive from time to time branch material assignments to insure continued branch qualification. As career planning is less flexible for the specialist, assignments outside of the field of specialization must be carefully selected in order to assure maximum value to branch qualification.

c. Efficient management procedures require the Department of the Army to maintain rosters of the potential possessed by officers of the Army in each of these fields of specialization. Officers who have stated a desire for repetitive tours in a specialist field and who have been accepted for specialization are considered first in filling personnel requisitions. In cases where the list of approved specialists cannot provide a replacement, selection is made from the list of potential specialists.

d. A specialist who has maintained qualification in his branch need not be apprehensive about his opportunities for promotion and attendance at senior service schools provided his

overall record compares favorably with his non-specialist contemporary. The present method of selection for senior service schools recognizes the fields of specialization and gives consideration to the fact that the specialist has not had equal opportunities with the nonspecialist officer for diversified assignments in positions of command, instructor and advisor capacity, and troop duty.

e. Specialization is more marked in the services than in the combat arms; however the same principles apply. Some officers of the combat arms who have specialized in technical subjects, beyond the needs of their branch, have transferred to the branch of the service responsible for a fuller utilization of that particular speciality. A typical example would be a combat arms officer who has received a degree in Automotive Engineering transferring to the Ordnance Corps.

f. Within the scope of their knowledge and abilities, maximum dependence must be placed upon officers serving on short periods of active duty, warrant officers, enlisted men, and civilian specialists. In an emergency, wholesale reliance will have to be placed upon specialists drawn from civilian pursuits with the specialist professional officer organizing and intelligently directing their efforts.

SECTION III CAREER PLAN

19. Outline of Plan

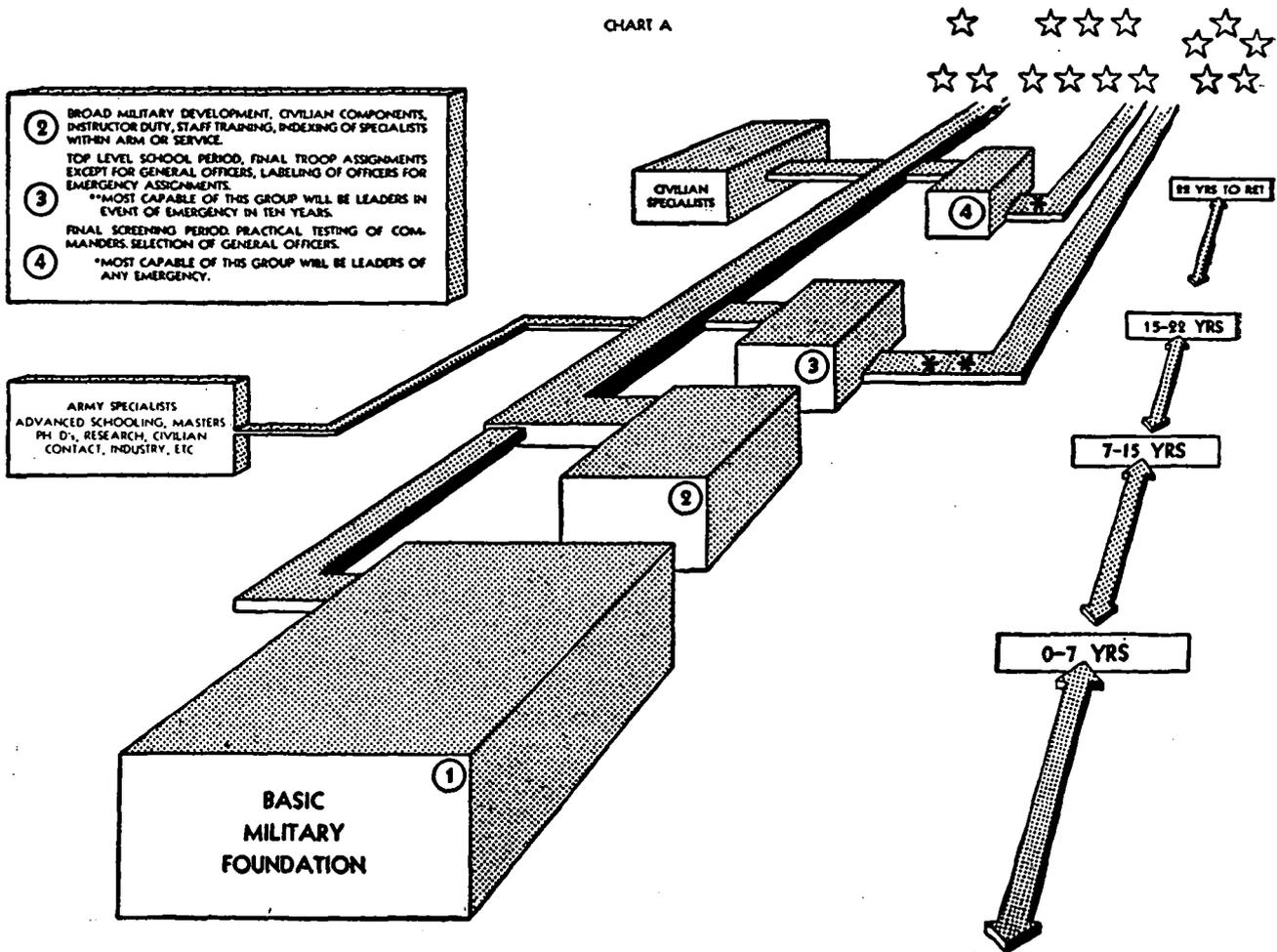
a. The difference in mission and organization of each branch makes it impractical to designate a single career pattern which applies to all officers. Accordingly, a general plan has been developed for each branch to use as a guide in drawing its own detailed plan. Though the various detailed plans may differ slightly from each other, the policies which control assignments to schools, foreign service, and other duties are uniform in their effect.

b. Chart A outlines the general plan on which the career program is based.

- (1) *Junior officer period* (chart B). In this period an officer will receive his basic military foundation. Experience in the direct leadership of men and broad experience in his branch must be afforded an officer in this period. This will be accomplished through assignment to troop command and schooling.
- (2) *Command and staff period* (chart C). Upon attaining the grade of captain,

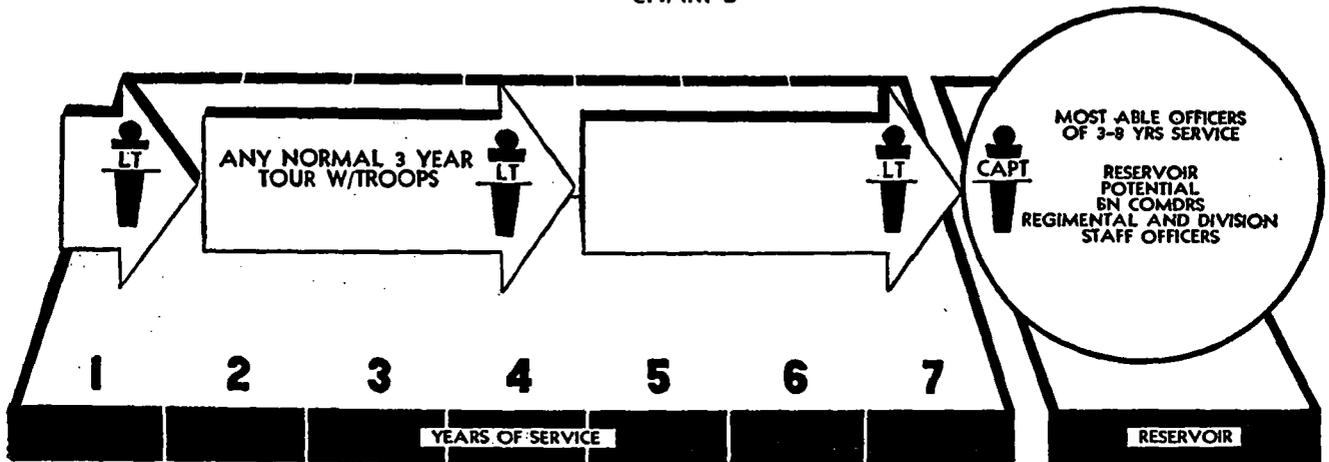
OVERALL PLAN ON WHICH CAREER PROGRAM IS BASED

CHART A



**JUNIOR OFFICER PERIOD (0-7 YEARS)
FIRST PHASE**

CHART B



1 BASIC BRANCH SCHOOL

2 COMPANY BATTERY TROOP EXPERIENCE

3 SPECIAL WEAPONS, TRANSP, SUP ARMS EXPERIENCE

4 STAFF, SUPPLY, COMMUNICATIONS EXPERIENCE

5, 6, 7

ADDITIONAL SCHOOLING TRAINING INDICATED IN CAREER PLAN OF RESPECTIVE ARM OR SERVICE

ADDITIONAL COMMAND OR STAFF DUTY

an officer will be given assignments to broaden his development, such as civilian component duty, staff training, instructor duty, additional troop command, and further schooling. By this time the records should clearly indicate an officer's ability and special qualifications. Specialization normally will begin during this period.

- (3) *Field grade period* (chart D). Upon attaining the grade of major, some officers will complete the top level military schools. Assignments to troop command will be less frequent while assignments to staff duty, instructor duty, and similar assignments will be more frequent. Return assignments to responsible positions in the fields of specialization will be made. Most important will be the indexing of these field officers for emergency assignments. Normally career patterns will not extend beyond the 21st year of service.

- (4) *War leaders* (chart E). Beyond the career monitoring period some few select officers will be assigned to important positions of primary responsibility. These will be the officers who are considered potential leaders in any immediate emergency. This is a final screening and testing period for potential high commanders.

c. It must be understood from the outset that career planning applies to officers in general. Circumstances will, in certain individual cases, dictate departure from basic career patterns in the best interests of the service. For this reason some officers will bypass certain steps. This should not, in any manner, jeopardize their total career.

20. Junior Officer Period

(1st Phase (0-7 years) (see chart B))

During this period an officer must have the opportunity to develop and practice direct leadership of men. He will be afforded an opportunity for broad experience in his branch.

This is the period for the young officer to serve his practical internship and establish the foundation on which his future will be built. This is the time for the young officer to learn how much an individual can endure and to evaluate the strength and weaknesses of the individual soldier. In brief, he must learn the psychology of men, of human relations, and of wise management. It is also the time to learn the potential that exists in army materiel. During this period all officers should have finished the basic course and the advanced course of their respective branch. Selected officers will attend civilian schools. Assignment will generally be to troop command and troop staff duty.

21. Command and Staff Period

(2nd Phase (8-14 years) (see chart C))

An officer will be given assignments such as troop command duty, schools, civilian component duty, staff duty, instructor duty, technical duty, etc., to broaden his experience. During

this period officers will indicate their desires for specialization along certain lines such as radiological safety, electronics, public relations, fiscal, business administration, personnel administration, etc., and further will establish their qualification for certain specialized assignments by actual performance of duty. Officers will be selected to attend the Command and General Staff College. A small percentage will attend the Armed Forces Staff College, and all will have had an opportunity to establish their qualifications for both school, troop, and staff assignments.

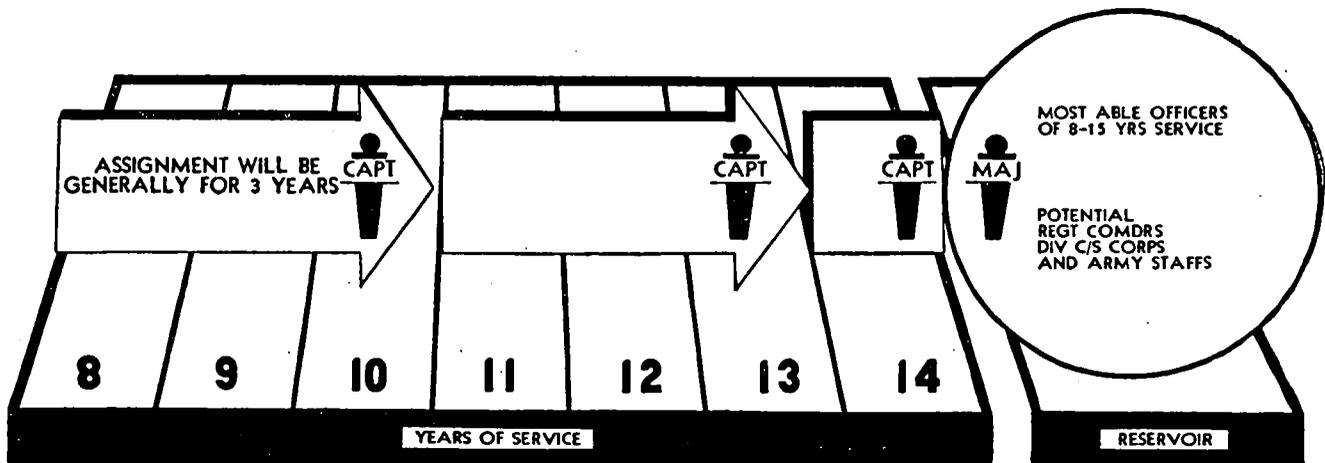
22. Field Grade Phase

(3d Phase (15-21 years) (see chart D))

During this period, with the officer advancing to the field grades, his career is determined by his interest and background, but subject to the limitations of position vacancies. Through planned consecutive assignments, on-the-job training, special school courses, and tours of

COMMAND AND STAFF PERIOD (8-14 YEARS) SECOND PHASE

CHART C



8-14 -- ADDITIONAL SCHOOLING, C&GSC, ROTC, ORC, NG ASSIGNMENTS.
 INSTRUCTOR DUTY IN SERVICE AND CIVILIAN SCHOOLS.
 ADDITIONAL PRACTICAL EXPERIENCE W/TROOPS.
 ADVANCED STAFF. WEAPONS, MATERIEL, TRANSPORTATION, AIR TRANSPORT, AMPHIBIOUS.

temporary duty with allied industries, he will receive specialized training in certain fields. Concurrently, during this phase of the officer's career, with assignment to more responsible positions, his military knowledge will continue to expand with his higher level experience, broadened contacts and with duty in assignments common to all arms and services. Some officers will complete the top level military schools. A small number of highly selected individuals will attend one of the War Colleges. Most important will be the indexing of these officers for emergency assignments. Career monitoring of assignments will cease for most officers on completion of 21 years of service. The majority of officers with this amount of service will have established themselves in the Army and their capabilities will be recognized and made a matter of official record. These officers will be utilized for the many assignments in which their maturity and experience will be invaluable and which will lend prestige in keeping with their grades.

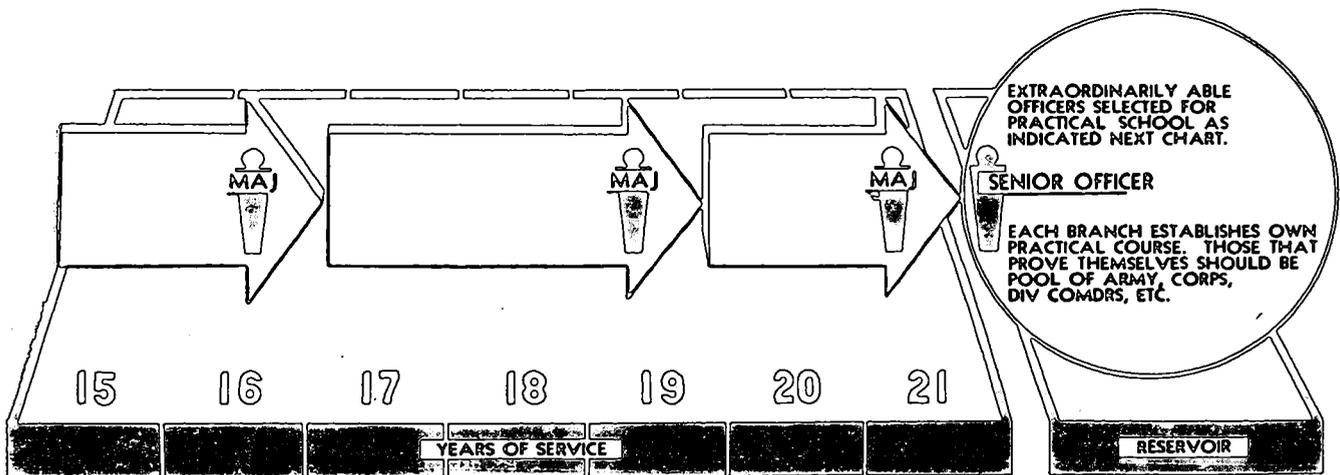
23. Final Career Period

(War Leaders (see chart E))

a. The officers whose careers will be influenced by this last monitoring period are relatively few in number. They represent the extraordinarily able officers who are screened from the field grade period for additional tests and training. This period is especially designed to afford an opportunity for the ablest of our officers to be tested and trained in the all-important qualifications of troop command and high level staff and to give selected officers a final opportunity to check their knowledge of the possibilities of Army materiel. It is from this group of officers that the program proposes to "graduate" the war leaders of tomorrow. Not the least important reason for this final controlled assignment period is to establish firmly the prestige of command. An officer who is picked for such an assignment should be selected with as great care as that exercised in choosing officers to attend the War College. To have been



CHART D



15-21 -- ADDITIONAL SCHOOLING. AFSC—WAR COLLEGE, INSTRUCTOR DUTY. CIVILIAN COMPONENT DUTY. ADVANCED STAFF AND COMMAND. (A CERTAIN DEGREE OF SPECIALIZATION BASED ON PREVIOUS SERVICE VERY LIKELY IN THIS PERIOD.)

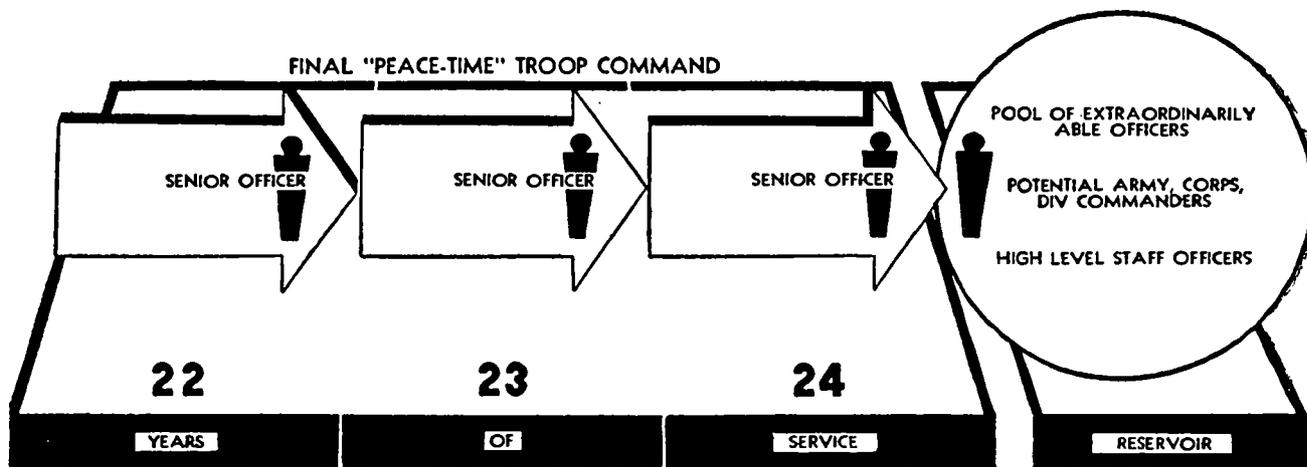
a successful graduate of this practical course in training will mean that the officer's records are indelibly marked to designate them as potential war leaders available to serve the needs of the country.

b. It is just as important for these selected officers to demonstrate their ability in high level

staff assignments, but this will no doubt be evident. There are many staff assignments in the Army and relatively few command assignments so that an officer selected for this last phase of career management will in all likelihood have served already in several responsible staff positions.

**WAR LEADERS
(COMBAT ARMS POSSIBILITY)**

CHART E



22 BATTALION COMMANDERS

23 REGIMENTAL EXECUTIVES—DIVISION STAFF

24 REGIMENTAL COMMANDERS—DIVISION CHIEF OF STAFF—ARMY STAFF

NOTE:
PROBABLE AVERAGE OF 23 YEARS SERVICE—ONLY THE OUTSTANDINGLY ABLE OFFICERS WOULD RECEIVE SUCH ASSIGNMENTS.

SECTION IV

CAREER PATTERNS AND ASSIGNMENT INSTRUCTIONS

24. Career Patterns

a. The career patterns outlined for the officers of each branch are designed basically for application to the newly commissioned second lieutenant. They are adaptable, however, to use as a guide for the career development of any officer regardless of his length of service, by integrating his previous service into the assignment pattern shown, without regard to any advanced temporary grade he may have held or now holds.

b. While the pattern is necessarily intended primarily for direct application to professional officers, every consideration compatible with operational requirements will be given to its application to Reserve component officers on active duty for limited periods, to the end that they also will receive the utmost benefit from scientific personnel management to better qualify them for service in time of emergency.

c. The career pattern contemplates the progressive development of the individual officer so that he will be qualified to perform creditably either command or staff duties, and capably assume the responsibilities of high command in time of emergency. Properly controlled assignments and planned education will accomplish the purpose of the pattern. The overall control of career assignments is, of necessity, exercised in the career sections of each branch, where a complete case history of each officer is maintained for use in the determination of his successive assignments.

d. It is emphasized, however, that the ultimate successful application of career planning will depend in the very largest measure upon the wise rotation of assignments by responsible local commanders. The correct discharge of this important responsibility by every officer who has officers serving under him will require the careful exercise of proper personnel man-

agement and the exercise of close command control. To effect the above, commanders must overcome the tendency to fill position vacancies with only the highest qualified personnel in that particular field. The assignment of relatively inexperienced officers to such positions must be regarded as an additional training requirement for the commander and his staff. In short, the satisfaction of command must be expanded to include the feeling that all personnel of the command have advanced their professional qualifications under the commander's guidance.

e. It would be unrealistic to expect local commanders to welcome and enthusiastically support a program requiring frequent rotation of assignment duties among their officers if such a program were to have a detrimental effect on the efficiency of their respective units. It is recognized that the commander has responsibilities of his unit as well as to his officers. If the practice of rapid rotation of duty assignments were to lower the unit's efficiency markedly, then it is the commander's duty to regain a satisfactory status as quickly as possible. This might require a temporary stabilization of duty assignments, but as soon as satisfactory conditions return, the officer rotation practice as envisaged by the program must be reinstated.

25. Career Pattern Applications

The career patterns have two direct applications as follows:

a. To those officers now in a branch who at this time possess varying degrees of skill and potential in that particular branch.

b. To the annual intake of new second lieutenants. These latter pose no problem; their careers will simply follow progressively the pattern outlined.

26. Responsibilities of Commanders

Assignments to the duties outlined in the career pattern will be made by each branch after a careful analysis of each officer's record. No permanent change of station assignment will be effected without a careful review of the officer's records. These major assignments will be to troop staff, troop command, Reserve component duty, instructor duty, etc. The proper assignment by the branch to a certain field is most important; but beyond that the burden of carrying on personnel planning within these assignments must be borne by and is the responsibility of the commanders. Opportunities for rotation of assignments within headquarters, staffs, and units is available to commanders. These opportunities are so vast, and can be so complex under certain conditions, that it is neither practical nor desirable to outline them in this manual. However, instructions to assist commanders in making rotation of assignments within the scope of their authority are given with each career pattern in paragraphs 27 through 51. A review of these instructions will illustrate clearly the intent of each branch and will serve as a guide for rotation of duties that are not given herein.

27. Combat Arms Pattern

a. The career pattern of Combat Arms officers is designed to provide guidance in the assignment of officers throughout their careers. It is the responsibility of the field commander as well as the Combat Arms to assign officers in conformance with this guidance. It is especially important to an officer's career that service as shown for the first 8 years be followed as closely as possible in order to establish the basis for a balanced career in preparation for higher level duties with increased responsibility. Career planning includes the various schools and other type duties to insure integration of appropriate military education as the career develops.

b. Upon completion of the branch basic course, an officer should be assigned to company level duties within a TOE troop unit. During the first 3 years, he should remain at company level and be rotated by the unit commander through the different type companies and/or platoons within the unit. After completion of 3 years at

company level, an officer may be rotated to battalion or regimental level staff until ordered to attend the branch advanced course. Upon completion of 5 years of service, the officer should be well grounded in all types of arms and equipment within the unit and be prepared to pursue branch advanced schooling.

c. Except for Army aviation, officers should not be allowed to specialize until completion of their branch advanced course. Those officers who desire to specialize will be assigned to appropriate duties in their specialist fields, and such assignments will be fitted into the career pattern to develop well qualified technical specialists who are primarily branch qualified Combat Arms officers.

- d. (1) During the first 15 to 20 years of a professional officer's career, emphasis should be placed on insuring that the officer receives a balanced sequence of assignments and that his potential is developed to the maximum.
- (2) In the latter part of an officer's career, the emphasis should be placed on proper utilization of an officer's capabilities and at the same time continue to develop those officers who indicate outstanding potential.
- (3) To insure proper development, time spent in various assignments for the first 15 years of service could include—
- 2 years school (Advance & C&GSC)
 - 2—3 years—Instructor type assignment including MAAG or Mission duty.
 - 4—6 years—Troop duty (regiment or lower level).
 - 3—4 years—Staff duty at Division level or higher.

e. Combat Arms Career Duty Assignment Pattern:

<i>Years service</i> <i>Captain—2d Lieutenant 1-8 Years</i>	Basic Branch Officer Course or Associate Company Officer Course
	Line Company or Battery
	Troops—rotated in different type units in Regiment, Combat Command, Group
	Company/Battery Commander
	Advanced Course (Min 5 years service)
	Troops—Regimental or Battalion Staffs
	Instructor Service School*

Years
service

Lt Colonel—Captain
9-15 Years

Troops—Company Commander, Battalion Commander, or Regimental level Staff
Command and General Staff College (8-15 years)
Regimental, Division, or Corps Staffs
Reserve Components*
Armed Forces Staff College (10-21 yrs) (not Mandatory for later War College attendance)
Instructor Service School; CONARC, Army, Corps, or Div Staff*
Joint Staff including MAAG or Mission duty*

Years
service

Colonel—Lt Colonel
16-25 Years

Battalion and Regimental Command
Instructor Service School; CONARC, Army, Corps, or Division Staff*
Reserve Components—Senior Advisor or District Chief*
Army War College, National War College or Industrial College of the Armed Forces (15-25 years)
GSUSA: SSUSA: CONARC, Army, Corps or Division Staff
Joint or Combined Staff

* Officer may receive one or more of these assignments in a different capacity or grade during his career. However, repetitive assignments to the same duty or to the same school as an instructor are to be avoided.

28. Corps of Engineers Career Pattern

The engineer pattern shown in chart 2 coupled with the detailed information in other sections of this manual, is self-explanatory.

29. Ordnance Career Pattern

a. The Ordnance Officer Career Program is designed to provide progressive long range development of each officer member of the Corps through appropriate training and on-the-job experience. Ordnance officers serve on a wide variety of assignments, from duty as troop unit commanders in an active theater to commanders of research facilities in the continental United States. Common to all these assignments is the availability of competent career specialists under the control of the officer—career noncommissioned and warrant officer specialists in theaters of operation, career civil service engineers and scientists at continental United States installations. Ordnance officers are not expected to possess a high degree of competence in all the technical aspects of the activity which they command. Instead they are expected to have basic and fundamental knowledge of the operations of the activity sufficient to manage

and coordinate, effectively, the work of their specialist subordinates. Officer contributions stem from a thorough knowledge, gained through experience on a variety of assignments, of the mission and operation of the Corps as a whole, which enables them to guide a particular activity in consonance with the overall Corps mission, as well as a general managerial and leadership competence applicable to any activity which they are assigned to command.

b. The Ordnance Career Program consists of four major periods:

- (1) *The military development period.* This period consists of 3 years devoted to providing the junior officer with training and experience in the command of troops in the field. Upon commission in the Regular Army the officer attends the Company Officer Course of the Combat Arm to which he is detailed; he then joins a troop unit of that arm either overseas or in the continental United States. During this period the future Ordnance officer gains first-hand experience in the needs and the mission of the combat arm. He becomes fully acquainted with the capabilities, limitations and desired characteristics of Ordnance materiel through the user viewpoint. Most important he develops the art of leadership of troops. After a 2-year tour with a combat arm the officer is automatically relieved from detail in the combat arm and reverts to Ordnance Corps control. If overseas at the time of relief from detail he will be assigned to Ordnance duty until completion of his overseas tour.
- (2) *Ordnance development period.* The Ordnance officer's development continues with attendance at the Ordnance Company Officer Course at The Ordnance School, Aberdeen Proving Ground. This training broadens and deepens the officer's knowledge of basic Ordnance subjects, and with the mission and operations of the Ordnance Corps. This course also provides the officer with a basic knowledge of the four materiel areas of concentration (Automotive, Ammunition, Guided

COMBAT ARMS CAREER PATTERN

OBJECTIVES FOR PERIODS INDICATED	YRS SVC	SCHOOL ELIGIBILITY*	TRAINING ASSIGNMENTS	
			TRAINING AND COMMAND	GENERAL STAFF
To afford an opportunity for the very ablest officers to be testing in the all important qualifications of troop command and other positions of great responsibility.	30-		TRAINING FOR POSITIONS OF HIGHEST RESPONSIBILITY After 20 years of service, extraordinarily able officers will be given tours of duty in positions of great responsibility. Available troop assignments will be used to capacity to give practical command experience to outstanding officers.	
	29			
	28			
	27			
	26			
PREPARATION FOR FUTURE HIGH LEVEL STAFF AND COMMAND ASSIGNMENTS BY: a. Attendance at AWC, NWC, or ICAF (selected officers). b. Duty on Division or higher staff. c. Instructor duty at Service Schools. d. Civilian Component duty.	25-	OTHER SCHOOLS (NAVY, AIR FORCE, MARINE, PERSONNEL RESEARCH, INTELLIGENCE, LANGUAGE, FOOD SERVICE, ETC) UNDER ESTABLISHED QUOTAS (Selected Officers)	TROOP COMD AND STAFF (ARMY AND DIV STAFF, ETC) TO INCLUDE AT LEAST 1 YEAR EACH (Min. 3 years)	CIVILIAN COMPONENTS AND INSTRUCTOR GEN OR SPECIAL SERVICE SCHOOLS
	24			
	23			
	22			
	21-			
	20			
	19-			
	18			
	17			
	16			
BROADENING OF BASIC KNOWLEDGE TO INCLUDE UNDERSTANDING OF INTER-RELATION OF ALL BRANCHES BY: o. Troop command duty. b. Attendance at C&GSC and AFSC (selected officers). c. Instructor duty at Service Schools. d. Civilian Component duty. e. Recruiting duty. f. CIC duty.	15-	WAR COLLEGE LEVEL, INCLUDES ICAF (Selected Officers)	TROOP COMD AND STAFF (ARMY AND DIV STAFF, ETC) TO INCLUDE AT LEAST 1 YEAR EACH (Min. 3 years)	CIVILIAN COMPONENTS AND INSTRUCTOR GEN OR SPECIAL SERVICE SCHOOLS
	14			
	13			
	12			
	11			
	10			
	9			
	8			
	7			
	6			
DEVELOPMENT OF BROAD KNOWLEDGE OF BASIC BRANCH BY: a. Troop staff duty. b. Rotated troop duty. c. Attendance at Basic and Advanced Branch schools.	5-	ARMED FORCES STAFF COLLEGE (Selected Officers)	TROOP COMD AND STAFF (ARMY AND DIV STAFF, ETC) TO INCLUDE AT LEAST 1 YEAR EACH (Min. 3 years)	CIVILIAN COMPONENTS AND INSTRUCTOR GEN OR SPECIAL SERVICE SCHOOLS
	4			
	3			
	2			
	1			
		BASIC COURSE—ALL OFFICERS	FOLLOWED BY AIRBORNE AND/OR RANGER TRAINING OR AVIATION	

The types of duties listed are considered desirable for all officers. Officers will necessarily receive other types of assignments, but every effort will be made within the limits of operational necessity to assign officers to the duties listed during the periods indicated.

*See DA Pamphlet 20-21.

Chart 1.

OFFICERS OF THE CORPS OF ENGINEERS CAREER PATTERN

CAREER PHASES (Related to Years of Service)	YRS SVC	SCHOOL ELIGIBILITY (Related to Years of Service)	NOTES:										
EXPLOITATION PERIOD: OBJ: To assign to positions of increasing responsibility—progress determined by demonstrated ability. Assignments solely for development purposes are generally not made after 21st year.	30		1. This pattern is a general guide only. All officers should seek responsibility without regard to any general pattern particularly in time of war or national emergency. 2. All officers should have troop experience and be at least partially qualified in one of the other functional fields. Conversely, early specialization in any one field should be avoided. In general, officers should alternate tours between the troop field and one or more of the other fields shown below. 3. This guide is furnished primarily for Regular Army officers. Reserve officers on EAD will be assigned in accordance with the principles of career development whenever military requirements will permit; however, most Reserve officers will be more or less specialized in one of the functional fields.										
	29												
	28												
	27												
	26												
	25												
	24												
	23												
	22												
	21												
DEVELOPMENT PERIOD: OBJ: To improve military stature and round out general professional knowledge through schooling and tours in two or more functional fields; to provide an understanding of the purpose and relationship of training, operations, logistics, research and development, intelligence and security, construction and maintenance, and administrative procedures; and to thoroughly qualify in two or more functional fields.	20	CIVIL SCHOOL ADV MANAGEMENT (Selected Officers)	WAR COLLEGE LEVEL INCLUDES ICAF (Selected Officers)	TYPICAL ASSIGNMENTS AND FUNCTIONAL FIELDS (Not Related to Years of Service)									
	19			CIVIL SCHOOL SCH CRS FOR ALL OFFICERS	BUSINESS ADMIN (Selected Officers)	TROOPS & TROOP CONSTRUCTION	CONTRACT CONSTRUCTION	INSTALLATION MAINTENANCE	RESEARCH & DEVELOPMENT	SUPPLY	TOPOGRAPHY		
	18					COMMAND AND GENERAL STAFF COLLEGE (Selected Officers)	ARMED FORCES STAFF COLLEGE (Selected Officers)	General Staff G-1, -2, -3	General Staff Dep Log	General Staff Dep Log	General Staff Dep Log	General Staff Dep Log	General Staff G-2
	17							OCE—Troop Opns Divisions	OCE—Civil Works or Military Construction Divisions	OCE—R&U Div Engineer Staff, R&U, Theater and Army level	OCE—R&D Div	OCE—Military Supply Divs	OCE—Intelligence Div
	16							Staff—Theater, Army, Corps and Division level in Engineer or branch immaterial positions	Civil Works—Duty at Division, District, Area or Project level	Post Engineer Utilities Officer	ERDL	Engineer Staff—Supply, Theater and Army level	Army Map Service Foreign Mission Duty with Topo troops
	15							Instructor—Service School, USMA, ROTC, ORC, or NG			Duty with AEC, AFSWP, SIPRE, WES, Army Reactor Group, etc	Supply Control duty	
	14							Troop Duty—Brigade, Group, Battalion and Company level in combat, construction, aviation, and/or am- phibious type units. (Officers should re- ceive repeated assign- ments of increasing responsibility in this area)			Special Schooling	Procurement duty	
	13											Duty with supply or maintenance units	
	12												
	11												
10													
9													
8													
7													
6													
5													
4													
3													
BASIC PERIOD: OBJ: To gain knowledge of soldiering, ground elements of the military team, and obligations and responsibilities of the officer.	2		BASIC COURSE, RANGER OR AIRBORNE TRAINING AND TROOP DUTY FOR ALL OFFICERS										
	1												

Chart 2.

Missiles and Fire Control Systems, and Armament). Officers will then be permitted to select the materiel area in which they desire to concentrate and, consistent with overall requirements, these selections will determine the technical course of instruction they next attend. In lieu of a technical course at The Ordnance School certain selected officers will be sent to civilian universities for graduate training. Following this school training, the program provides that during the next 9 years officers will serve tours in each of the two functional areas—Research and Manufacturing, and Field Service—and at least one tour of duty with troops. Throughout this 9-year period the officer remains in his materiel area of concentration. For example, an officer who studied ammunition in his basic technical course would serve his research and manufacturing tour at an ordnance installation primarily concerned with ammunition. Troop duty would be with Ammunition Units. During this period the officer will normally attend the Officer Advanced Course at The Ordnance School. This course emphasizes management concepts and techniques involved in ordnance operations at all levels. It also serves to bring each officer up to date with progress made in the materiel areas other than that in which he has concentrated during the previous period.

- (3) *Command and Staff, Intermediate Level.* The Ordnance Development period provides the opportunity to gain experience and understanding of all functional areas of ordnance operations. The officer should now be ready to assume positions of increasing importance and responsibility within the Corps. During this Command and Staff period, Intermediate Level, an officer would normally serve two tours of duty, one in the Field Service area and one in the Research and Manufacturing area. The Field Service area tour will consist of Ordnance manage-

ment “across the board” and will not be confined to a particular materiel area of concentration and may include, for example, duties as Battalion Commander, Division Ordnance Officer or on the staff of a Corps or Army. The Research and Manufacturing tour will be in a materiel area other than that in which the officer has heretofore concentrated. This tour will normally be in a related area and is designed to test the ability of the officer to apply the principles and techniques acquired in his materiel area of concentration, in another but related area.

- (4) *Command and Staff period.* Assignments during this period, which extend until retirement, consist of Command of Ordnance Installations, service as staff officers of major commands in theaters of operation and in the continental United States, both within the Ordnance Corps and on Department of the Army level or higher.
- (5) *Schooling.* In addition to attendance at the Ordnance Basic and Advanced Courses at The Ordnance School, which is mandatory for all Ordnance officers, selected individuals are assigned, each year to the Army-wide courses at the Command and General Staff College, Armed Forces Staff College, Army War College, Industrial College of the Armed Forces, and National War College. In addition each year from ten to twenty junior officers who have graduated from the Ordnance Company Officer Course are chosen to attend the 2-year course in Ordnance Technology at the graduate level in one of the leading civilian technological educational institutions. The course normally leads to a Master of Science degree in Engineering.

c. It is intended that ordnance supply principles and techniques will be accentuated throughout each officer's career; during his training in Ordnance schools, each assignment in each functional area, and by compulsory extension courses. Supply is of such paramount importance throughout all materiel areas of concen-

ORDNANCE CAREER PATTERN

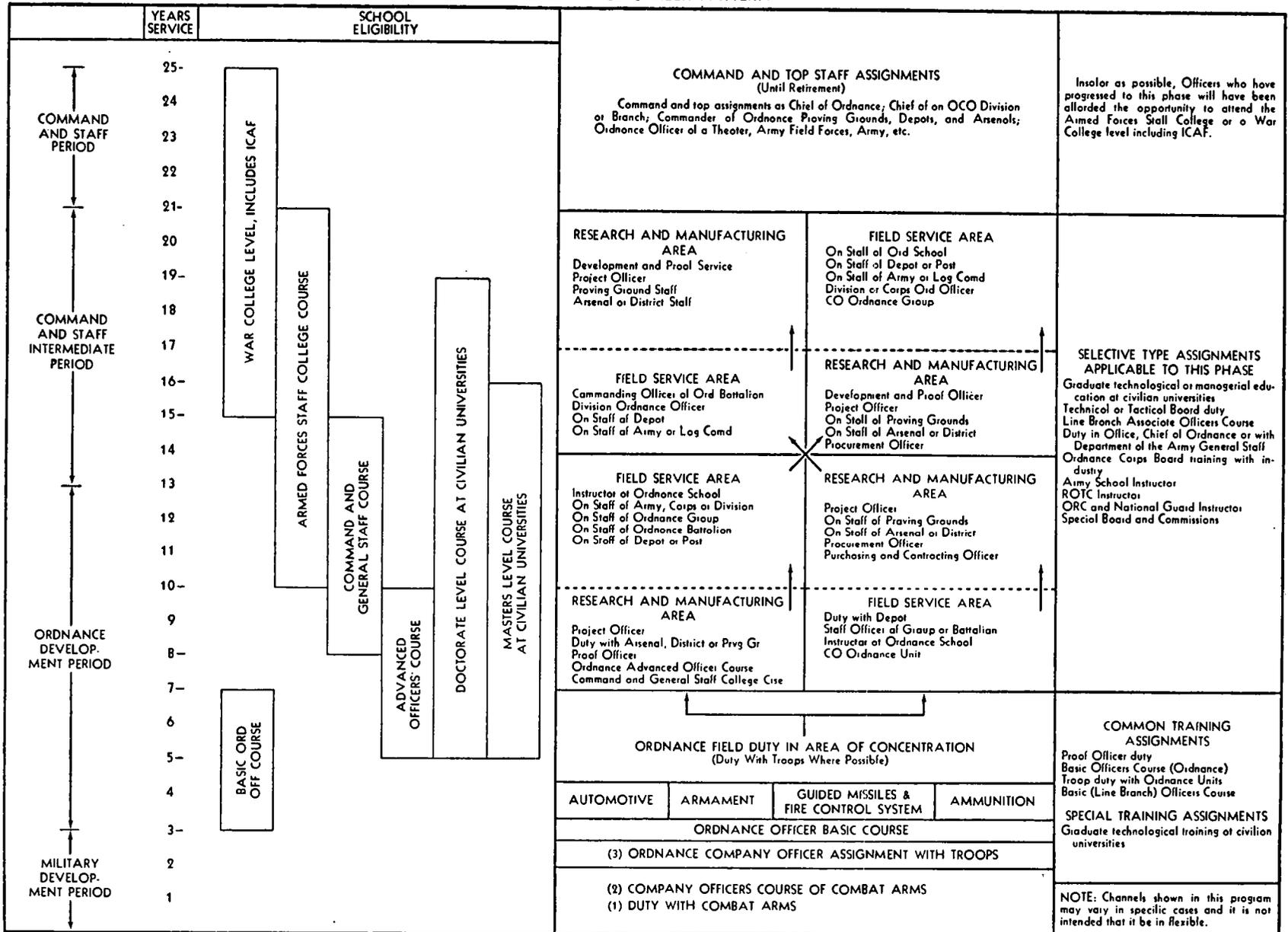


Chart 3.

tration and to the success of the Ordnance mission that knowledge of supply must be acquired concomitantly with the knowledge of the functional areas pertaining to materiel.

30. Signal Corps Career Pattern

a. The first 5 years of the Signal Corps career pattern are quite rigid. It is important that each professional Signal Corps officer complete all of the prescribed assignments for this period.

(1) *Division signal company.* Each Signal Corps lieutenant will, during the period of his assignment to this organization, be rotated throughout the company on all duties commensurate with his grade. Some of these duties are as follows:

- (a) Supply and Headquarters platoon transportation officer.
- (b) Administrative officer -----Do.
- (c) Message center officer -----Do.
- (d) Radio officer-----Operations platoon
- (e) Telephone and telegraph officer-----Do.

(2) *Signal battalion.* Each Signal Corps lieutenant assigned to duty with a signal battalion will be rotated as indicated above on the different assignments calling for lieutenants in the battalion. These assignments are as follows:

- (a) *Headquarters and headquarters company.*
 - 1. Battalion adjutant.
 - 2. Traffic analysis officer.
 - 3. Traffic control officer---Radio intelligence platoon.
- (b) *Field operations company.*
 - 1. Supply and maintenance officer -----Headquarters platoon
 - 2. Carrier officer----Carriers platoon
 - 3. Installations Installations and local and local maintenance platoon. maintenance officer.
 - 4. Message Message center platoon center officer.

5. Radio officer-----Radio platoon.

6. Wire officer-----Wire platoon.

(c) *Light construction company.*

1. Supply and Headquarters platoon. maintenance officer.

2. Telephone Construction platoon. and telegraph line construction officer.

b. Selection of officers to specialize in the various fields of Signal Corps activities between the fifth and seventeenth year will be made by the Chief Signal Officer, consideration being given to the number of officers required in each field, to each officer's qualifications and to each officer's individual preference as indicated on his annual preference card, along with the remarks shown on the Officer's Efficiency Report (DA Form 67-3).

31. Quartermaster Corps Career Pattern

a. The Quartermaster Corps career pattern contains a general pattern and eight specialized patterns applicable to the first 25 years of an officer's service. Assignment to one of these patterns is initially made by the Career Management Division, Department of the Army, upon recommendation of The Quartermaster General. Oversea assignments in accordance with the patterns are controlled by the oversea commanders. Through the use of a system of planned rotation of assignments within a particular pattern and through rotation between patterns, each quartermaster officer will receive the broadest experience possible commensurate with the requirements for Quartermaster Corps officers in their varied fields of responsibility.

b. Upon completion of their tour with combat arms and the basic course at the Quartermaster School, assignment of junior quartermaster officers is made to the various patterns. The major portion of the officers will be assigned initially to the general pattern which covers the basic quartermaster duties. Those assigned to specialized training may be integrated with the mission of the branch. Examples or rotation in the general pattern are as follows:

(1) *Installation.* A company grade officer who is assistant quartermaster at an

SIGNAL CORPS CAREER PATTERN

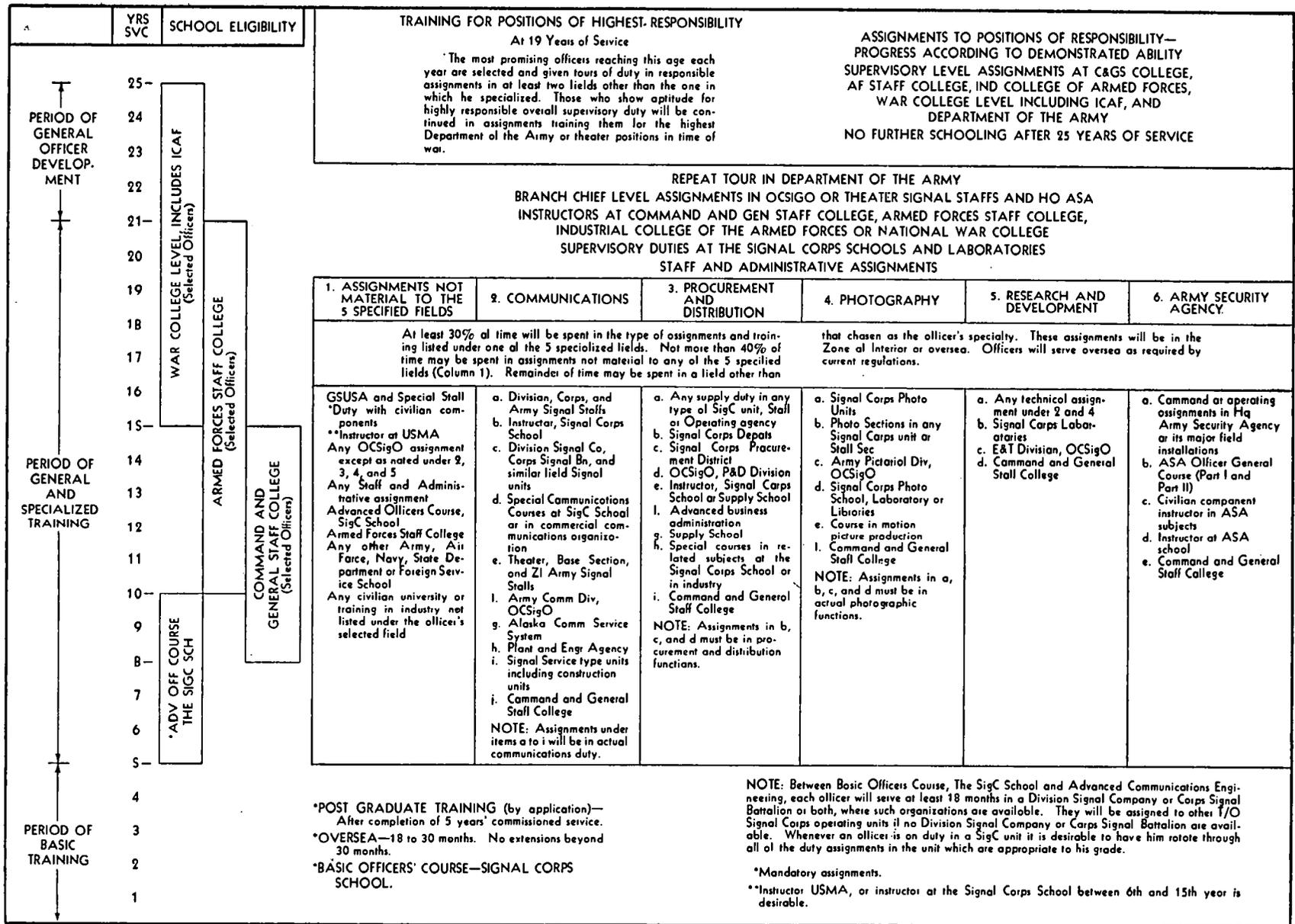


Chart 4.

QUARTERMASTER CORPS CAREER PATTERN

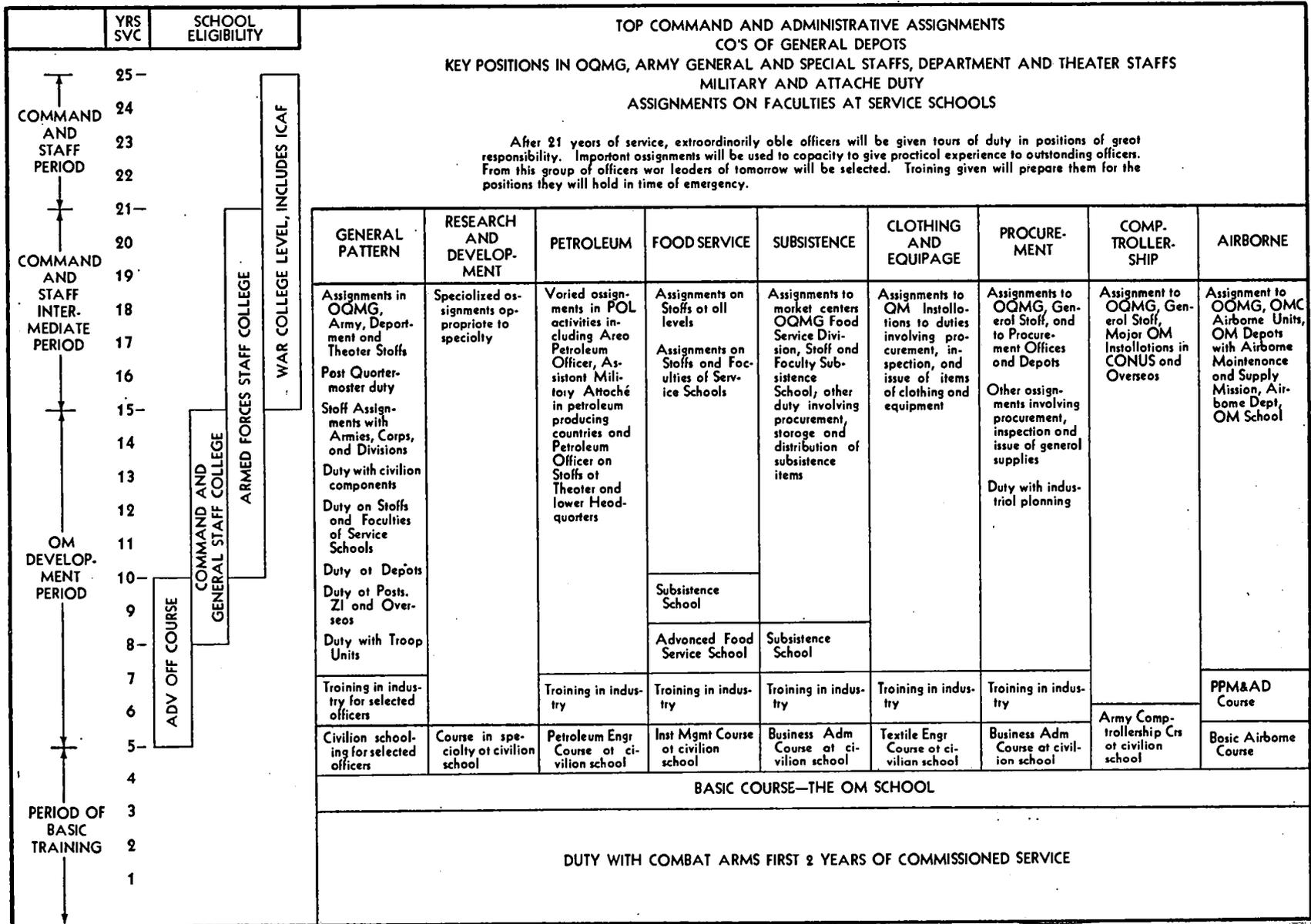


Chart 5.

Army installation during a 3-year tour of duty should be assigned to four of the following jobs each for a period of 9 months:

- (a) Assistant quartermaster property officer.
 - (b) Assistant purchasing and contracting officer.
 - (c) Sales or assistant sales officer.
 - (d) Salvage or reclamation officer.
 - (e) Officer in charge of warehousing.
 - (f) Quartermaster detachment commander.
- (2) *Quartermaster company, infantry division.* A captain assigned to the quartermaster company of an infantry division for a period of 3 years should be assigned for a period of 1 year to any three of the following jobs:
- (a) Administration and supply.
 - (b) Division quartermaster supply.
 - (c) Purchasing and contracting.
 - (d) Troop duty with quartermaster company.
- (3) *Quartermaster units.* The company grade officers should be rotated among the various units. The period of time on each assignment should not exceed 1 year. Many combinations of assignments commensurate with the grade and experience of company grade officers are available to commanders of battalions comprising units similar to the following:
- (a) Headquarters and headquarters detachment.
 - (b) Quartermaster service company.
 - (c) Quartermaster gasoline company.
 - (d) Quartermaster depot supply and sales company.
 - (e) Quartermaster salvage repair company.
 - (f) Quartermaster laundry company.
 - (g) Quartermaster refrigerator company.
 - (h) Quartermaster bakery company.
 - (i) Quartermaster sales company.
 - (j) Quartermaster railhead company.

(k) Quartermaster fumigation and bath company.

c. Examples of assignment in the specialized patterns are as follows:

- (1) *Petroleum.* (a) After completion of the 1-year course in petroleum engineering at a civilian institution and 1 year of training with petroleum industry, the quartermaster officer will be rotated periodically to positions involving procurement, storage, distribution, and research in petroleum products. Examples of this duty are as follows:
 1. Troop duty with a gasoline supply company.
 2. Duty as area petroleum officer overseas.
 3. Duty as petroleum officer on army and higher level staffs.
 - (b) As the officer is increased in grade he will be qualified then to fill jobs such as—
 1. Duty in Petroleum Division, OQMG.
 2. Duty with ASPPA or Petroleum Logistical Division.
 3. Duty with General Staff, Office of Asst. Sec. of Defense and Joint Staffs.
 4. Duty as Assistant Military Attaché in petroleum producing countries.
 5. Instructor in petroleum courses at a service school.
- (2) *Food service and subsistence.*
- (a) After completion of basic training in food service and subsistence schools, officers will be rotated among the following assignments:
 1. Food service supervisor for a troop unit or post.
 2. Procurement duty in subsistence at market centers and depots.
 3. Instructor at food service school or subsistence school.
 4. Oversea assignment for subsistence duty or food service supervisor.
 5. Duty with quartermaster refrigeration company.

- (b) At higher level, officers in the field will be rotated among the following assignments:
1. Commandants of food service schools.
 2. Food Service Division, OQMG.
 3. General Staff, U. S. Army.
 4. Duty at Food and Container Institute for the Armed Forces.
 5. Commanding officers of market centers.
 6. Food service supervisors at Army or oversea command level.
- (3) *Clothing and equipage.*
- (a) After completion of basic training in this field, officers will be rotated in the following assignments:
1. Quartermaster purchasing officer for procurement of textiles.
 2. Quartermaster inspection service for textile items.
 3. Philadelphia Quartermaster Depot for experience in textile manufacture.
 4. Procurement duty in oversea theaters.
- (b) At higher levels, officers in this field will be rotated among the following assignments:
1. Distribution Division, OQMG.
 2. General Staff, U. S. Army.
 3. High level positions in any of the installations mentioned in (a) above.
- (4) *Procurement.*
- (a) Upon completion of basic training for procurement activities as shown in the chart, duty at the following installations should serve for training purposes for company grade officers:
1. Quartermaster purchasing offices.
 2. Office of Comptroller, OQMG, or Bud. & Funds Control, QM, Cl. II & III installations.
 3. Procurement quartermaster depots.
 4. Purchasing and contracting officer with infantry divisions and armies.
 5. Procurement Div., OQMG.
6. Instructor at the Quartermaster School.
- (b) At higher levels, officers may perform in more responsible positions in the installations listed in (a) 1, 2, 3, and 5 above.
- (5) *Research and development.* Officers in this field will be rotated periodically among the following installations:
- (a) Research and Development Officer, OQMG.
 - (b) General Staff, USA.
 - (c) Food and Container Institute for the Armed Forces.
 - (d) Quartermaster R & D Command.
 - (e) Technical observer overseas.
- (6) *Comptrollership.* Officers in this field will be assigned to staff duty with major QMC installations in the CONUS and overseas for utilization in following activities:
- (a) Management.
 - (b) Budget and Funds Control.
 - (c) Programs review and analysis of QM financial and statistical reports.
- (7) *Airborne.* Upon completion of the Parachute Packing, Maintenance and Aerial Delivery Course, officers will be rotated among the following assignments:
- (a) Field Service Division, Military Personnel and Training Division, OQMG.
 - (b) Airborne Divisions and separate QM Airborne Units.
 - (c) Airborne Department, QM School.
 - (d) QM Depots with airborne maintenance and supply mission.
 - (e) Duty with general and joint staff.
- d. The examples set forth in c above should not be considered complete. They are cited to illustrate possible combinations of jobs which a Quartermaster Corps officer should fill in order to gain well-rounded experience in his job. As the requirements of the Army change the career patterns must be adjusted accordingly. The career plan must be flexible in order to meet these changing requirements.

32. Transportation Corps Career Pattern

The following comments amplify the Transportation Corps Career Pattern, and used in conjunction with chart 6, will serve to guide rotational assignment action at all command levels. The pattern consists of the Company Grade, Field Grade, and Senior Officer periods.

a. Company Grade Officer Period.

- (1) *First 7 years of service.* A 2-year period will be devoted to providing the junior officer with training and experience in the command of troops in the field. When commissioned in the Regular Army, the officer will attend the Basic Officer Course of the combat arm to which he is detailed. He is then assigned to a troop unit of that arm, either overseas or in continental United States. During this period, the Transportation Corps officer gains first-hand understanding of the needs and missions of the combat arms. The art of leadership is developed. Upon completion of his 2-year tour, the officer is relieved from detail in the combat arm and reverts to Transportation Corps control. If overseas at the time of relief from detail, he will be assigned to Transportation Corps duties for the remainder of his oversea tour. Normally, the first half of the third year will be spent as a student in the Company Officer Course at The Transportation School. Upon completion of the Company Officer Course, the officer will be assigned for a period of approximately 3 years to command duty with Transportation Corps troop units (Battalion S-3, company officer, platoon leader, etc.), either in continental United States or overseas. During this period, the officer will be given varied assignments in order to acquire two or more different and, if possible, unrelated military occupational specialties. In order to insure that the officer receives the required troop experience, there will be careful selection and utilization of directed military occupational specialties in determining assignments. Extended or repetitive

assignments to the same type of duty will be avoided. He will be given a wide range of appropriate miscellaneous additional duties throughout the period. Selected officers who meet the eligibility requirements may commence specialized training at civilian educational institutions beginning in the fourth year. While the officer is undergoing duty with Transportation Corps troop units, he may receive specialist course training in air, highway, marine or rail subjects incident to the performance of his duty. This will be particularly true if the officer is selected for the Air Program, covered separately as shown in the chart, where more extensive specialist schooling is required. The officer will normally attend the Transportation Officers Advanced Course during the seventh year. The development of the officer's career during this period will be rigidly adhered to within the scope of the pattern enumerated above.

- (2) *Eighth to fourteenth year of service.* Upon completion of the Transportation Officers Advanced Course, assignments will be made to direct the officer into at least one of the broad fields of transportation operations (air, transportation Corps comptrollership, highway, marine, movement control, rail, and traffic management). During this period, the officer receives his intensive specialized training, followed by an extended period of duty on assignments within his special field. Selected officers, who have previously completed training at a civilian educational institution, will continue to develop their fields of specialization in the training with industry program. Officers not selected for such training will continue in the general career pattern as outlined in the chart. This is intended to develop in the officer full knowledge of a special Transportation Corps field and should qualify him professionally to direct, supervise, and coordinate the operations involved. By the end of the fourteenth year, the

officer will be fully qualified in his specialized field. Certain officers will be assigned to a tour of duty as a member of the staff and faculty of the Transportation School. Other officers may be assigned to duty with civilian components. Expansion of general military knowledge will continue in order to promote professional self-reliance.

b. Field Grade Officer Period—Fifteenth to Twenty-First Years. This is the final period of career monitoring during which the officer's education and training are developed to the point where he is ready for the most important assignments. The officer will spend the greatest portion of his time in the special fields of transportation with which he has become identified. However, his assignment experience must be broadened sufficiently to qualify him for any position that he may be called upon to fill. In most cases, officers will have their final troop assignments during this period. Top level schooling and formalized training will normally be completed during this span of service. Dependent upon their aptitudes, interests, and experience, officers will pursue one of two training "ladders" in achieving full career development. The first approach, the "command ladder," embraces completion, in order, of the Command and General Staff College, the Armed Forces Staff College, and the Army War College or the National War College. Those following the "industrial ladder," after having completed advanced civil schooling and training with industry during the company grade period, will continue appropriate duty assignments in their specialized fields, and if selected, attend the Industrial College of the Armed Forces. Attendance at the Command and General Staff College should be completed not later than the fifteenth year of service. Selections of officers for the Army War College, National War College, or the Industrial College of the Armed Forces will preferably be from the lower age groups. These schools represent the apex of their respective educational ladders. In consideration for higher level schooling, grade will be no bar to attendance. By the end of this period, the officer must be qualified to head any principal subdivision in the Office of the Chief of Transportation or in a major Transportation Corps field installation, to act as a staff transportation officer, to

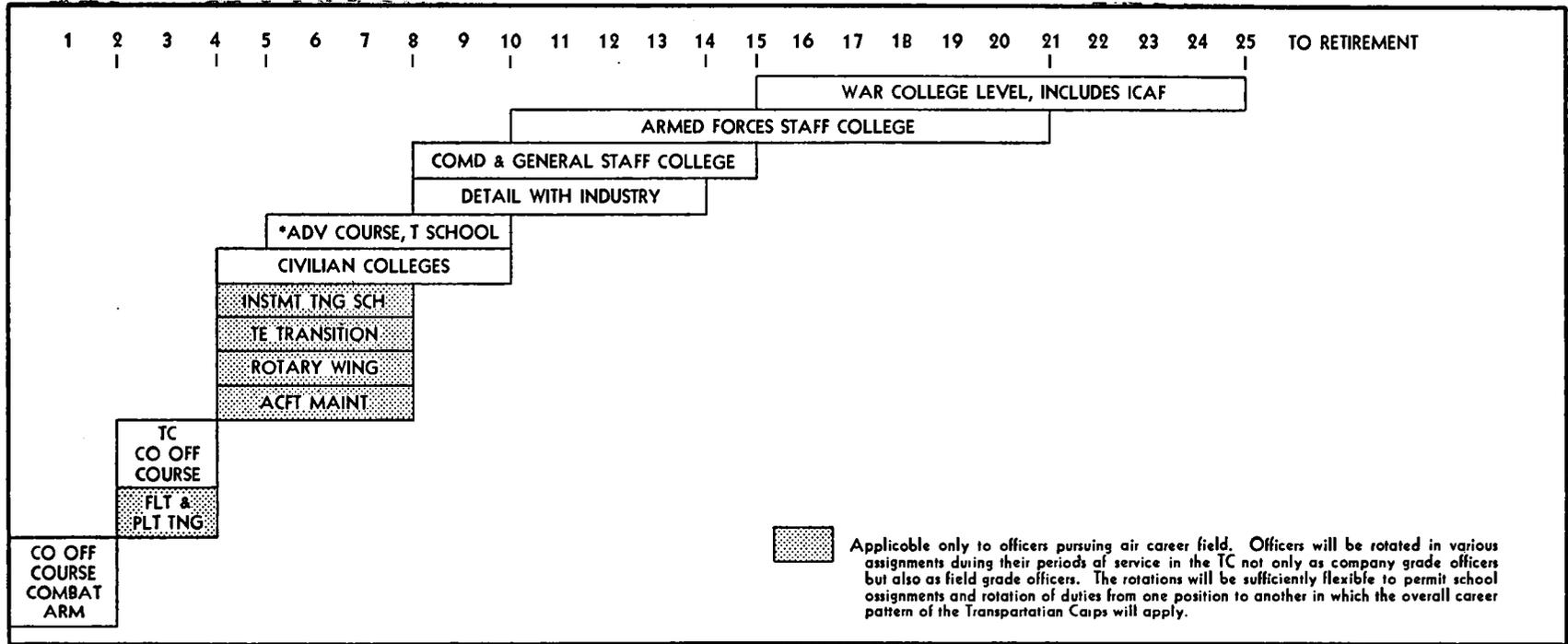
fill a key position on the General Staff, United States Army, or in a large joint command. Throughout this period, officers will be labeled for mobilization assignments with the most capable of the group becoming earmarked for leadership at the highest levels.

c. Senior Officer Period—Twenty-Second Year to End of Service. The officer having been guided during the formative years of his career qualifies during this period for assignment to positions of responsibility commensurate with demonstrated ability. These assignments include staff positions in the Department of Defense, Department of the Army and other governmental agencies, positions in major commands in CONUS and overseas theaters, commanders of Class II installations, and division chiefs, OCOFT. These assignments will continue until retirement and utilize the practical and educational experience gained by the officer during previous years of service. From this group of officers, Transportation Corps leaders will be obtained in the event of national emergency. Included among them will be officers qualified for high level branch immaterial assignments within the Army logistical structure. For those individuals possessing General Officer qualifications, final preparation is made during this period for selection to General Officer grade.

33. Chemical Corps Career Pattern

a. In the period of basic training (0 through 7 years service) the first 2 years of the officer's service is spent with a combat arm. The assignments indicated in this 2-year period are mandatory. The officer comes to the Chemical Corps at the beginning of his third year, at which time he will attend the Basic Officers Course of the Chemical Corps School. The purpose of the period of basic training is to give the officer a basic all-round knowledge of the Chemical Corp and to determine the specialized field that he is best fitted for based on his own personal inclinations and the knowledge and experience gained by him during this period. In view of this, a commander to whom an officer in this grade is assigned will rotate the officers assignments in all the specified fields and activities possible so that he may obtain a varied knowledge and experience. For example, an officer assigned to an arsenal might spend 1 year in a chemical unit such as a service company. His

TRANSPORTATION CORPS OFFICER CAREER PATTERN



FIELD	AIR	COMPTROLLER-SHIP	HIGHWAY	MARINE	MOVEMENT CONTROL	RAIL	TRAFFIC MANAGEMENT
Civilian Schooling (4th-10th yr)	Aeronautical engineering	Fiscal Public fin Pers mgmt	Bus odm (Transp hwy opns) Trf engr (Hwy ond safety)	Bus adm (Transp mar apns) Mech engr (Mar) Naval arch and ship design	Bus adm (Transp)	Bus odm (Transp rail opns) Civil engr (Moimt of way) Mech engr (Moimt eqpmt)	Bus odm (Transp) Transp trf mgmt
Detail with Industry (9th-14th yr)	Asg to civ hcptr company for tng in hcptr opns and manufacture	Asg to industries in management departments	Asg to civ trucking firms and bus lines in trk ond bus opns ond maintenance	Asg to civ ond connected w/small boat moimt and repair, inland waterways, terminal ond steve opns	Asg to ind for mvmt control functions including pipelines	Asg to civ RR in maint of equip, maint of way and rwy opns	Asg to trf dept to include frt and passenger trf mgmt
Duty Assignments (7th-14th yr)	Asg within oir program	Asg within comptrl fld	Asg within hwy field	Asg within marine lld	Asg within mvmt cntl fld	Asg within rail fld	Asg within trf mgt fld

*Eligible officers who meet the qualifications for tng with civilian schooling and industry will be guided into one particular field of specialization at end of 7th year or upon completion of Adv Off Course. Other officers will continue to follow the general pattern.

Chart 6.

second year could be spent in the technical command or research and engineering division. The third year of his tour could be spent at the proving ground, or depot, etc. This rotation of assignment will give the officer a basic knowledge and a broad training in the Chemical Corps.

b. When an officer finishes the period of basic training he will enter a period of specialized training (8 through 17 years service). At this point in his career it will have been determined in what specialized field or activity the officer is best fitted. The number of years to be spent in each activity will be as noted on the chart. When an officer in this period of training is assigned to an installation, the commander will become familiar with the officer's background and previous assignments and with the possible assignments within the officer's specialized field. He will rotate the officer's assignments within his field so that the officer will receive the maximum training and experience possible. For example, an officer assigned to an arsenal whose specialized field is troops and staff could be rotated among assignments such as Chemical Corps service units, instructor at the Chemical Corps School, attendance at special troop courses at the school, etc.

c. Upon completion of the period of specialized training, the officer enters into a period of general training (18 through 20 years service). Commanders will rotate the officers in this service group among branch chief level assignments; executive officer assignments; important supervisory duties at the Chemical Corps School; supply and procurement, and research and engineering installations; and staff and administrative assignments.

d. When the officer reaches the period of general officers training, the service should receive the most benefit from his training and experience. The officer should be assigned to positions of high responsibility, in accord with demonstrated ability. Such positions would be division chief level assignments in the Office of the Chief Chemical Officer, executive and commanding officers of arsenals, depots, etc.

e. Assignments within the training periods and specialized fields are not to be considered as rigid or mutually exclusive. Each group requires some experience in the other groups. Opportunities for advancement will be the same for all officers, regardless of career category.

34. Medical Corps Career Pattern

a. *Period of Constructive Credit.* Under the provisions of Public Law 381, 80th Congress (Bul. 18, WD, 1947), each person appointed in the Medical Corps of the Regular Army shall at the time of appointment be credited with an amount of service equal to 4 years. This service credit is given as compensation for the additional years of education required for the degree of Doctor of Medicine, and allows for an internship which is a prerequisite to such appointment. By reason of this credit each medical officer enters the Regular Army in a grade not lower than first lieutenant.

b. *Period of Basic Training.* The period of basic training is fixed at 3 years, which brings the officer to the grade of captain. During this period each officer receives basic military-medical training and becomes acquainted with the Army and the Army Medical Service. He will attend the Army Medical Service Company Officer Course at the Army Medical Service School and will serve in general duty assignments either in the continental United States or overseas with a fixed installation, table of organization hospital, dispensary, or field unit. He will be rotated through various professional assignments while on duty in a hospital and learn, under the supervision of senior officers, such administrative procedures concerning patients and their records as are consistent with his assignment. During this period the officer's potentialities for specialization will be studied and he will be given the opportunity to state his interests and preference for a particular career pattern.

c. *Period of Specialization.* Upon the completion of the period of basic training, the medical officer is ready to enter a field of specialization. There are four avenues of progress open to him: Command and Staff, Professional Specialty, Research, and Preventive Medicine. Assignment to these fields will be made by The Surgeon General according to the specialty requirement and the individual's demonstrated ability. When a career pattern has been established for the individual medical officer, he will be developed by training and experience to become competent in this field to the extent of his abilities. He will be classified in his field by The Surgeon General and given progressively higher assign-

CHEMICAL CORPS CAREER PATTERN

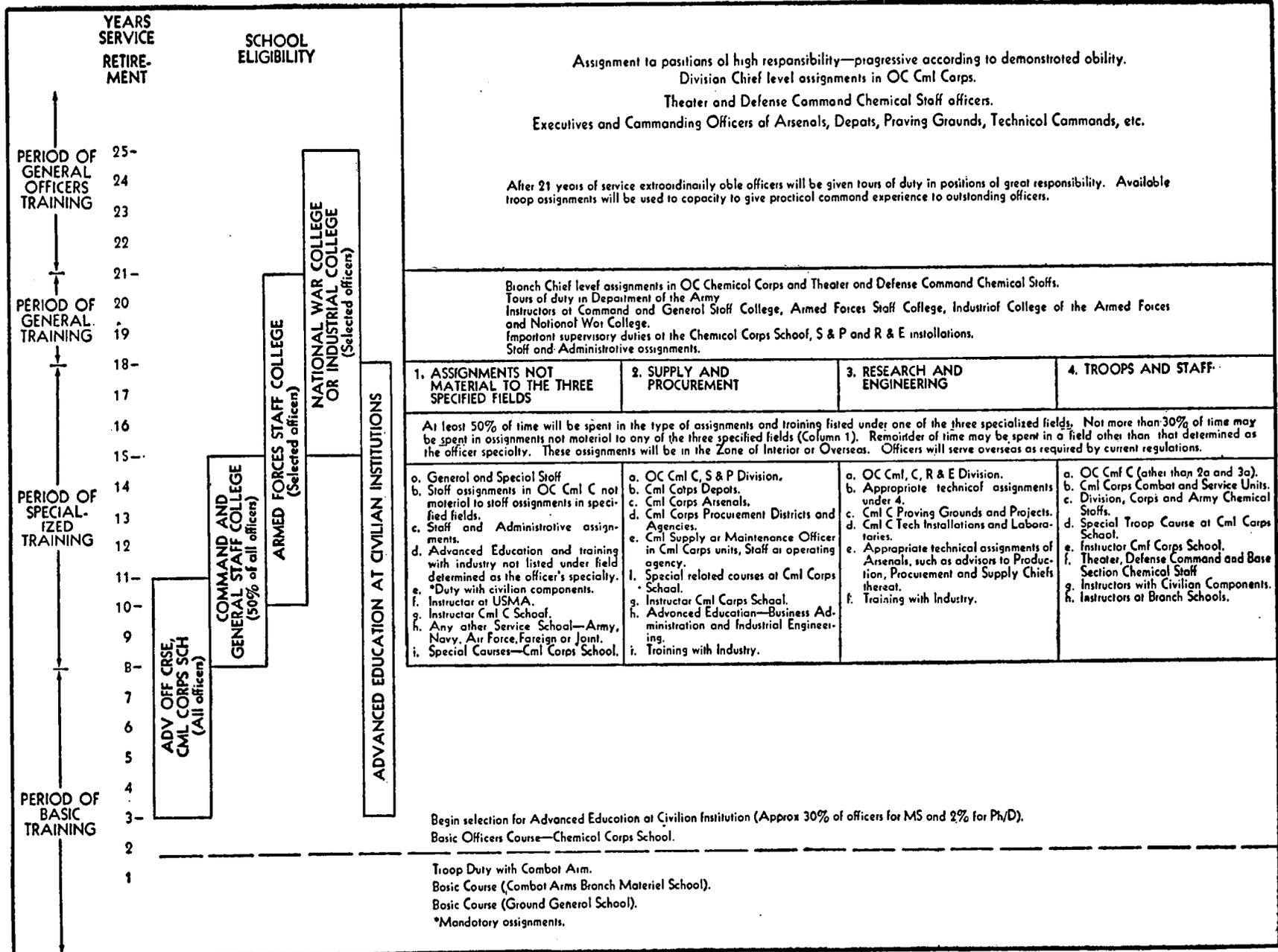


Chart 7

ments in his specialty field according to his demonstrated competence. While an officer normally will not be diverted from one principal avenue to another during the specialization period, a transfer is sometimes permitted when it is in the best interest of the medical service or the individual officer. These four primary fields of specialization are of equal importance to the efficient functioning of the medical service in the accomplishment of its mission:

(1) *Command and Staff.* During the period of basic training a few officers will show a particular aptitude for administrative or command duties or demonstrate unusual potentialities as medical staff officers. Because these are such important qualities in an Army officer, it is desirable that they be recognized quickly and fostered even though the age and grade of the officer preclude independent assignment. Since position vacancies in these areas are relatively scarce for company grade officers, assignments will be planned on a rotational basis. Until these officers reach field grade the majority of the time will be spent in professional duties as general medical officers but as many as possible will have tours as instructors at the Army Medical Service School and in various field units both in the continental United States and overseas. After attaining field grade they will assume progressively higher and more responsible medical command and staff positions. Some will represent the Army in military attaché and foreign mission assignments. Early in their careers they will attend the AMEDS Officer Advanced Course at the Army Medical Service School, and it is from this group that selections will be made for attendance as students at civilian institutions offering courses in hospital administration, personnel management, and radiological defense, and at the higher Army and Armed Forces general service schools. Short professional refresher courses will be available to them throughout their careers.

(2) *Professional specialist.* If selected for

residency training in a particular specialty in an Army hospital, the officer will be assigned as a resident for a 1-year period and receive specific training in accordance with instructions issued by The Surgeon General. If the officer's performance justifies continuance of training, he will remain in residency status until he has completed formal training requirements of 2, 3, 4, or 5 years as prescribed by the American Board of his specialty. Upon completion of formal training, he will be reassigned to a position permitting him to complete his associate training and thus establish his eligibility for examination for certification by the board. He will be given the MOS number of the specialty with a prefix indicating the degree of proficiency he has attained and assigned in accordance with his MOS number as long as he demonstrates professional competence. It is from the top of this group that the chiefs of services in teaching hospitals, professional consultants to The Surgeon General, and oversea command and Army surgeons will be selected. Throughout this period of specialization, officers in this group will be afforded the opportunity to attend short professional courses at both military and civilian institutions and encouraged to participate in national professional meetings and conferences and engage in part-time clinical research. After he attains field grade, the officer will be given the opportunity to attend the AMEDS Officer Advanced Course, or by assignment for short periods of time to command and staff duties to keep abreast of the military requirements of the medical service, demonstrate his military leadership qualities, and earn the award of a secondary MOS number in either staff or command. Short military refresher courses will also be available to him. This group will contain the largest proportion of Medical Corps officers.

(3) *Research.* As military medicine must

keep pace with the rapid technological advances of new weapons and the global nature of modern warfare, a small group of selected and interested medical officers will be permitted to enter the research field and continue in it throughout the major portion of their military careers. The period of specialization in this field generally will start earlier and continue longer than in other fields. Some of these officers will complete residency training prior to entering the field of research. They will be encouraged to engage in individual research relating to military needs and will have the opportunity of participating as members of research teams in the various Army research centers in the United States and at outposts throughout the world in times of peace and on battlefields in times of war. They will assist with the teaching programs in the hospitals and at the Army Medical Service Graduate School, Army Medical Service School, and Armed Forces Institute of Pathology.

- (4) *Preventive medicine.* The concept of global warfare has also accentuated the difference between civilian and military preventive medicine and necessitated the establishment of a separate career group in this field for the Medical Corps. The Army preventive medicine officer must continually study the health problems and disease hazards in all of the areas throughout the world where American troops are stationed or are likely to serve and must be able to advise the proper Army authorities on the best means and methods of solving medical problems and preventing and counteracting disease. He must also be prepared to advise the civil authorities in occupied territories on matters relating to the health of the civilian population so as to insure adequate protection for the health of the occupying troops. The preventive medicine officer is also concerned with medical intelligence, atomic, biological, psychological and

chemical warfare, and industrial medicine. Entrance as a specialist into this field after a period of basic training normally is through a course in preventive medicine for a period of approximately 1 year at the Army Medical Service Graduate School or a civilian institution offering a course leading to a masters degree in public health. This is followed by planned on-the-job training in general preventive medicine duties at posts, camps, or industrial stations. Later the officer has an opportunity for additional civilian training leading to the degree of Doctor of Public Health, participating in research with emphasis on a chosen phase, or serving as an instructor and eventually head of a department in either the Army Medical Service Graduate School or Army Medical Service School. This group also is given assignments with Army units in the field and may later be considered for the higher level Army schools.

d. Definitive Period. Normally there will be little monitoring of careers in this last period. Due to the complexity of the professional duties of medical officers and the necessity for conforming to the specialist training and practice standards of civilian medicine, rotation of assignments beyond the 3-year period of basic training will not generally have been followed. Consequently, most of the officers will continue in their specialized pattern and assume the top positions related to that field. However, there is still opportunity in this period for special development of those officers whose leadership qualities have previously been established, by selecting and controlling their assignments in such a way as to permit them to continue to demonstrate their capacity for the few top positions of responsibility.

35. Dental Corps Career Pattern

a. General. Under the provisions of Public Law 381, 80th Congress, each person appointed in the Dental Corps of the Regular Army shall at the time of appointment be credited with an amount of service equal to 3 years. This service credit is given as compensation for the additional years of education required for the degree

MEDICAL CORPS CAREER PATTERN

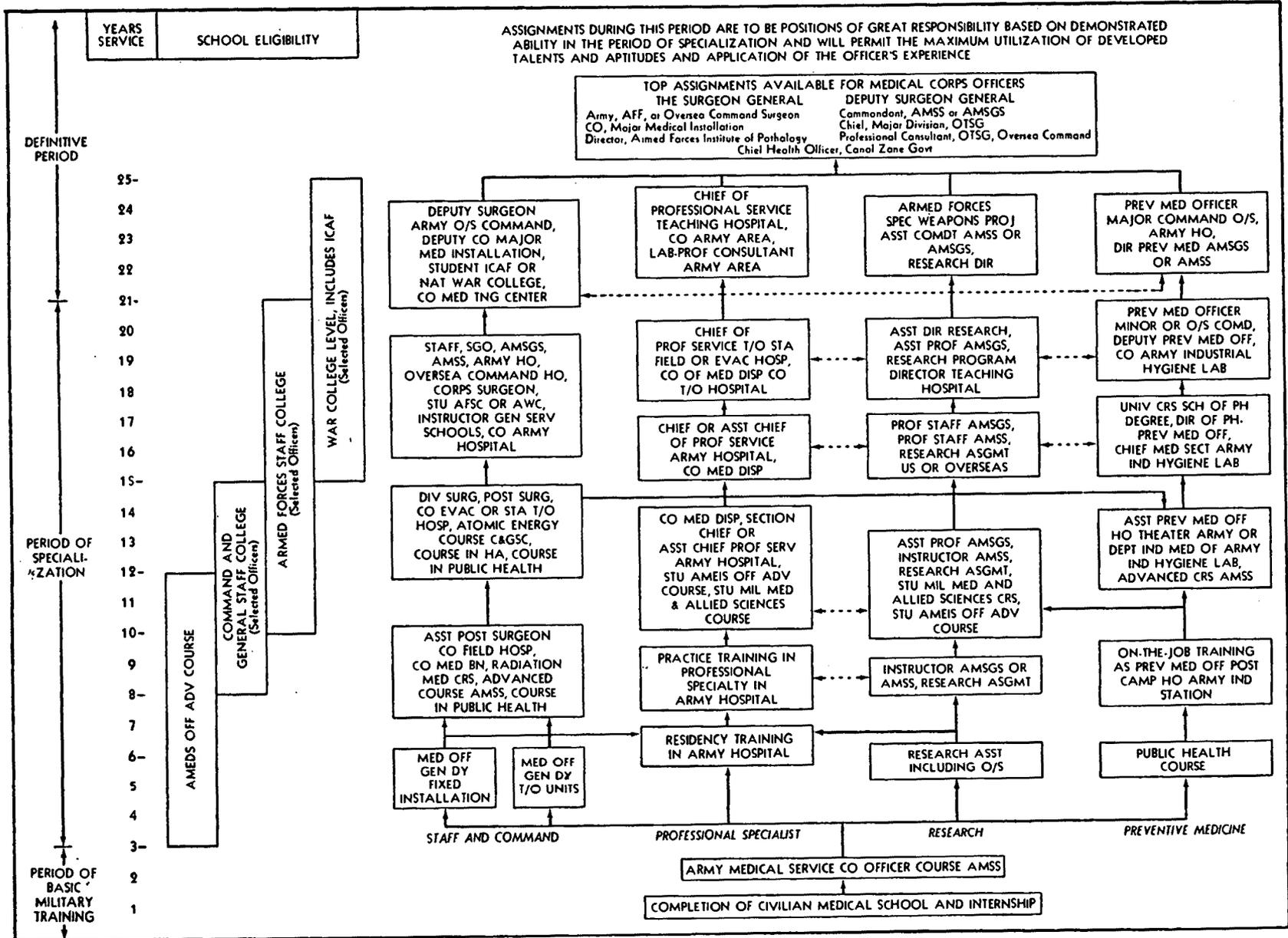


Chart 8.

of Doctor of Dental Surgery, which is a prerequisite to such appointment. By reason of this credit each dental officer enters the Regular Army in a grade not lower than first lieutenant.

b. Basic Training. The period of basic training is fixed at 3 years. During this period each officer will receive basic military-medical training to include the AMEDS Company Officer Course at the Army Medical Service School. He will serve in general duty assignments either in the continental United States or overseas with a fixed installation, table of organization unit, hospital, post dental clinic, or field unit. He will be rotated on various professional assignments at his station and learn, under the supervision of senior officers, such administrative procedures concerning patients and their records as are consistent with his assignment. During the basic training period, the officer's potentialities for professional specialization will be studied and he will be given an opportunity to state his interests and preferences toward entrance into a particular career pattern.

c. Period of Specialization. Upon completion of the basic training period, or 3 years of service, the dental officer is ready to enter a period of specialization. Although each dental officer will be given the opportunity of stating a choice as to which field he desires for specialization, the determination will be made by The Surgeon General according to the specialty requirement and the individual's demonstrated ability. While an officer will not normally be diverted from one field to another during the specialization period, the opportunity is provided for transfer when it is indicated that such a transfer is in the best interest of the dental service or the individual officer.

d. Staff and Administration. It is desirable that dental officers who show a particular aptitude for administrative or staff duties be recognized quickly and their capabilities fostered, even though their age and grade preclude independent assignment. Since position vacancies in these areas are relatively scarce for company grade officers, assignments will be planned on a rotational basis. Until these officers reach field grade, the majority of the time will be spent in professional duties as general dental officers in field units, both in the continental United States and overseas. Early in their careers they will

attend the AMEDS Officer Advanced Course at the Army Medical Service School, and from this group selections will be made for attendance at Army and Armed Forces general service schools.

e. Professional Specialist. If selected for civilian institution training or residency training in a particular specialty in an Army hospital, the officer will be assigned for a 1-year period to receive specific training in accordance with instructions issued by The Surgeon General. If his performance justifies continuance of training he will be allowed to continue until he has completed the formal training requirements of the American Board of his specialty. Upon completion of formal training, he will be reassigned to a position permitting him to complete his associate training and thus establish his eligibility for examination for certification by the specialty board. It is from the top of this group that the chiefs of services in teaching hospitals will be selected.

f. Research. A small group of selected and interested dental officers will be permitted to enter the research field and continue in it throughout the major portion of their military career. The specialization period for this group generally will start earlier and continue farther into the normal definitive period of their careers. They will assist with the teaching program in hospitals, the Army Medical Service Graduate School, the Army Medical Service School, and the Armed Forces Institute of Pathology.

g. Definitive Period. Normally there will be little monitoring of careers in this period. The officers will continue in their specialized pattern and assume the top positions related to that field. However, to a certain extent, those officers whose leadership qualities have previously been established will have their assignments selected and controlled in such a way as to permit them to continue to demonstrate their capacity for the few positions of top responsibility.

36. Veterinary Corps Career Pattern

a. Period of Basic Training. This period will normally extend from entry into the service to attainment of the grade of captain. During this period each officer will receive initial military-veterinary training at the Army Medical Service School and at the AMEDS Meat and Dairy Hygiene School. Duty assignments in the continental United States and overseas will afford

DENTAL CORPS CAREER PATTERN

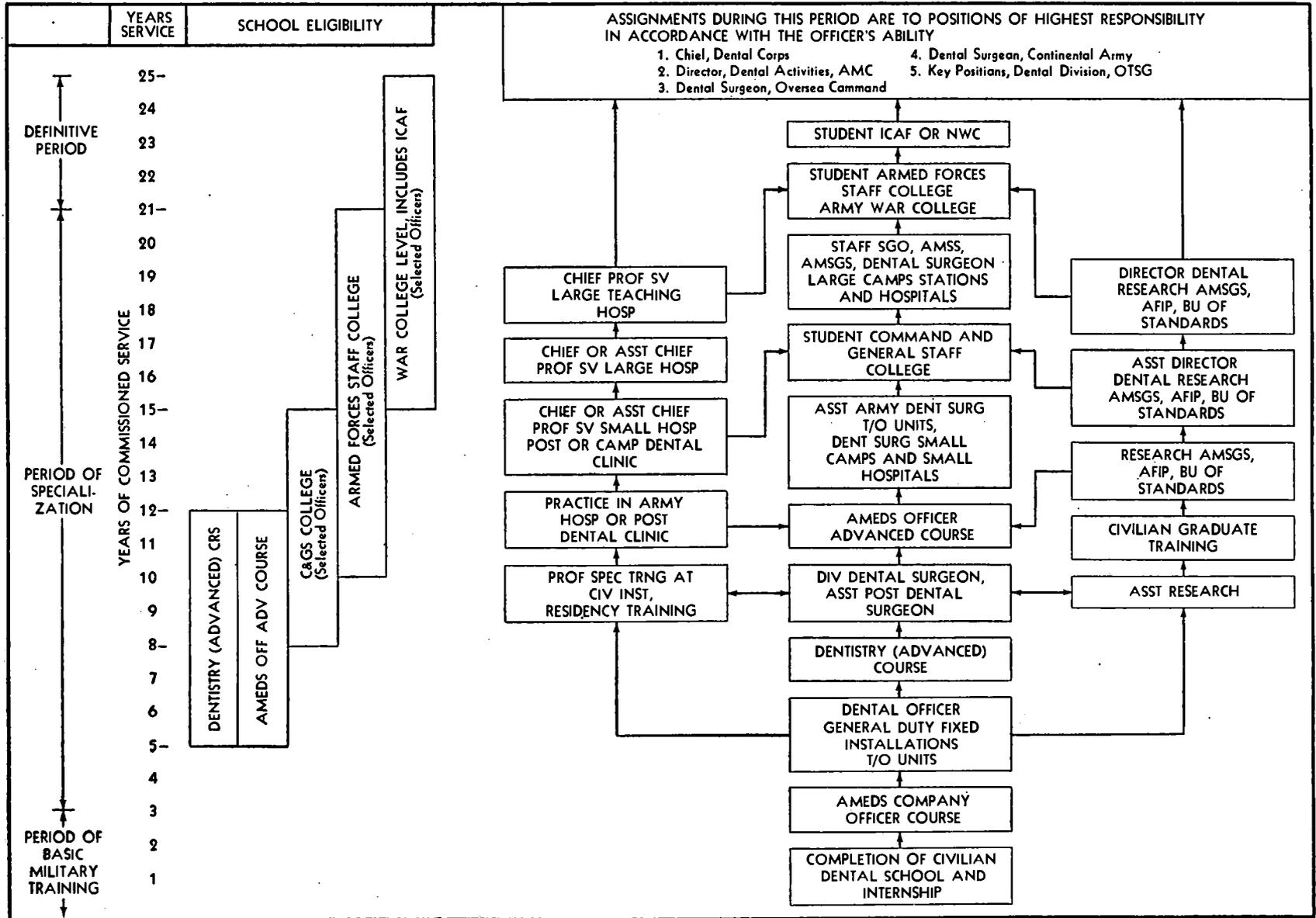


Chart 9.

VETERINARY CORPS CAREER PATTERN

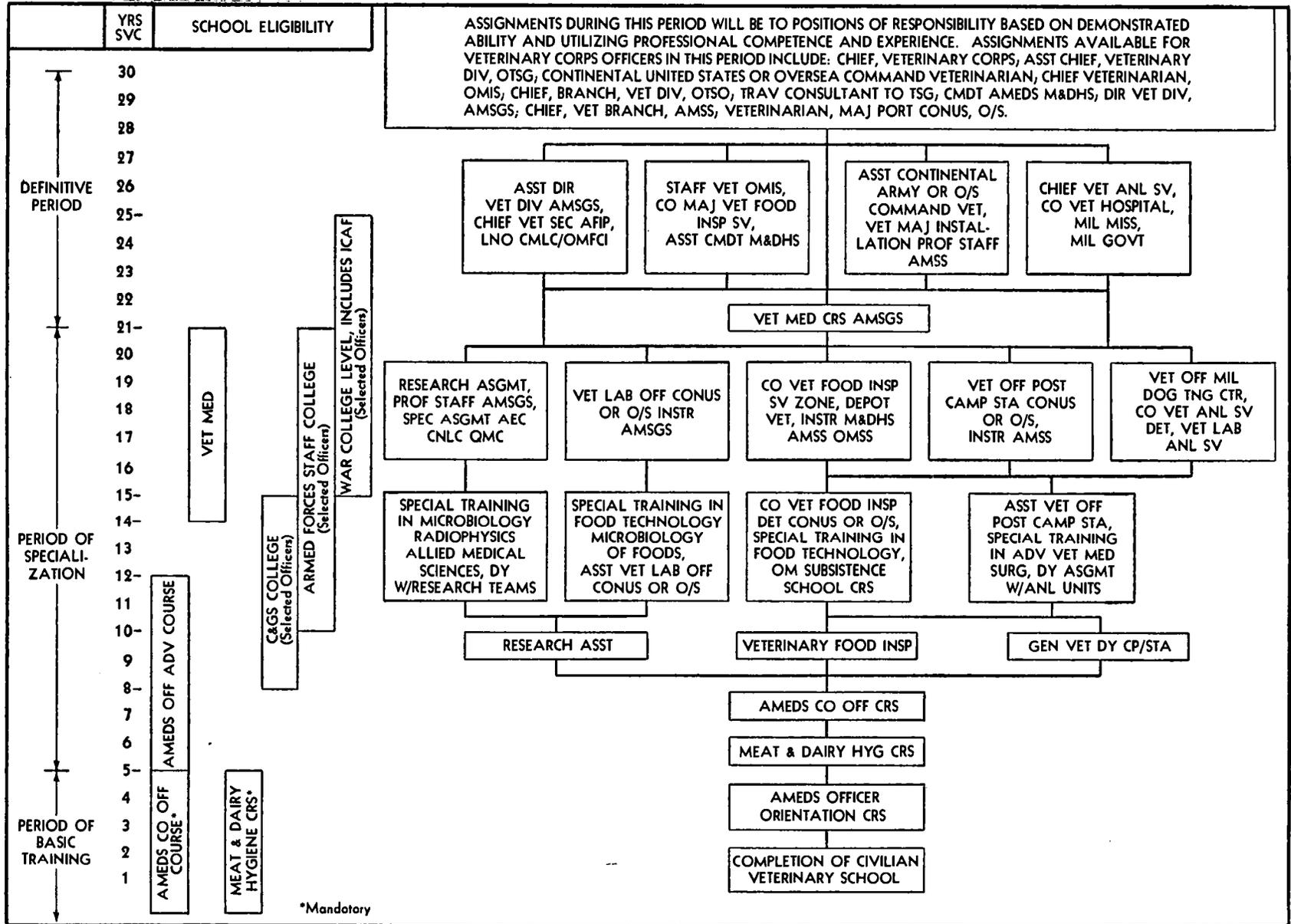


Chart 10.

acquaintance with the Army and the Army Medical Service through supervision by senior officers and by rotation of duties.

b. Period of Specialized Training. Upon completion of the period of basic training, the veterinary officer will enter a period of specialized training as outlined in the Veterinary Corps career pattern chart. Determination of the fields of specialization will be made by The Surgeon General according to the requirements for the several specialties and the demonstrated ability of the individual.

c. Definitive Period. There will be little monitoring in this period under normal conditions. Most officers will continue in their specialized pattern. However, the opportunity for some special development will be provided for those officers who have demonstrated outstanding leadership and professional competence to permit them to demonstrate their capacity for the few positions of top responsibility.

37. Medical Service Corps Career Pattern

a. General. The Medical Service Corps is composed by law of four sections: Pharmacy, Supply, and Administration Section; Medical Allied Sciences Section; Sanitary Engineering Section; and Optometry Section. Upon initial commissioning, each officer is evaluated, classified, and identified by MOS number in one of these sections. Thereafter, he is developed within his section, equal opportunity being given to officers of all sections to reach full maturity in their chosen fields.

b. School Eligibility. Schools authorized are listed in the Medical Service Corps career (chart 10). However, not all officers will attend all schools shown. Restrictions on the number of schools to which an officer may be sent are largely attributable to the following:

- (1) The Department of the Army limits the Army Medical Service quota at Command and General Staff College and higher level schools, and
- (2) Specialized training is offered only to develop the officer in his specialty.

It is appropriate, therefore, to consider those officers who follow a general military pattern more for the general military schools and those officers who follow a professional or scientific pattern more for specialized training in their fields.

c. Assignments. The type of assignments shown on chart 10 indicate the career pattern a Medical Service Corps officer may normally expect. The terms "medical installation" and "medical unit" should be considered in light of the officer's specialty. *For example:* An officer in the Pharmacy, Supply, and Administration Section may serve in a medical installation such as a depot or hospital, while an entomologist in the Allied Sciences Section may serve in an installation such as a laboratory. Similarly, the Pharmacy, Supply, and Administration officer may serve in a medical unit such as a regimental medical company, while the Allied Sciences entomologist may serve in a medical unit such as a malaria control detachment. In like manner, where other general terms are used, such as section chief, branch chief and instructor, they should be interpreted to be within the normal limits of the applicable specialty area.

38. Army Nurse Corps Career Pattern

a. The Army Nurse Corps career program is designed to provide progressive long-range development of each officer, keeping in mind military needs, as well as current and extended plans for the transition taking place in the nursing profession. Nursing today is essentially a group activity with emphasis being placed on utilization of assisting personnel for tasks not requiring professional judgment and competence. In a group activity, where the complex array of assisting personnel has varying degrees of preparation, teamwork is essential and a premium is placed on leadership. The purpose of the program is to develop greater competency in the technical, instructional, supervisory, and administrative skills on the part of the Army Nurse Corps. Opportunities for service are available in a wide variety of assignments carrying out duties which fall within the broad nursing areas as indicated in the career pattern.

b. The Army Nurse Corps Career Pattern consists of three major periods.

- (1) *Period of military and clinical nursing development.* During this period the nurse makes the transition from civilian to military nursing and develops clinical nursing competence. So that officers may make this transition as smoothly as possible, they are assigned

MEDICAL SERVICE CORPS CAREER PATTERN

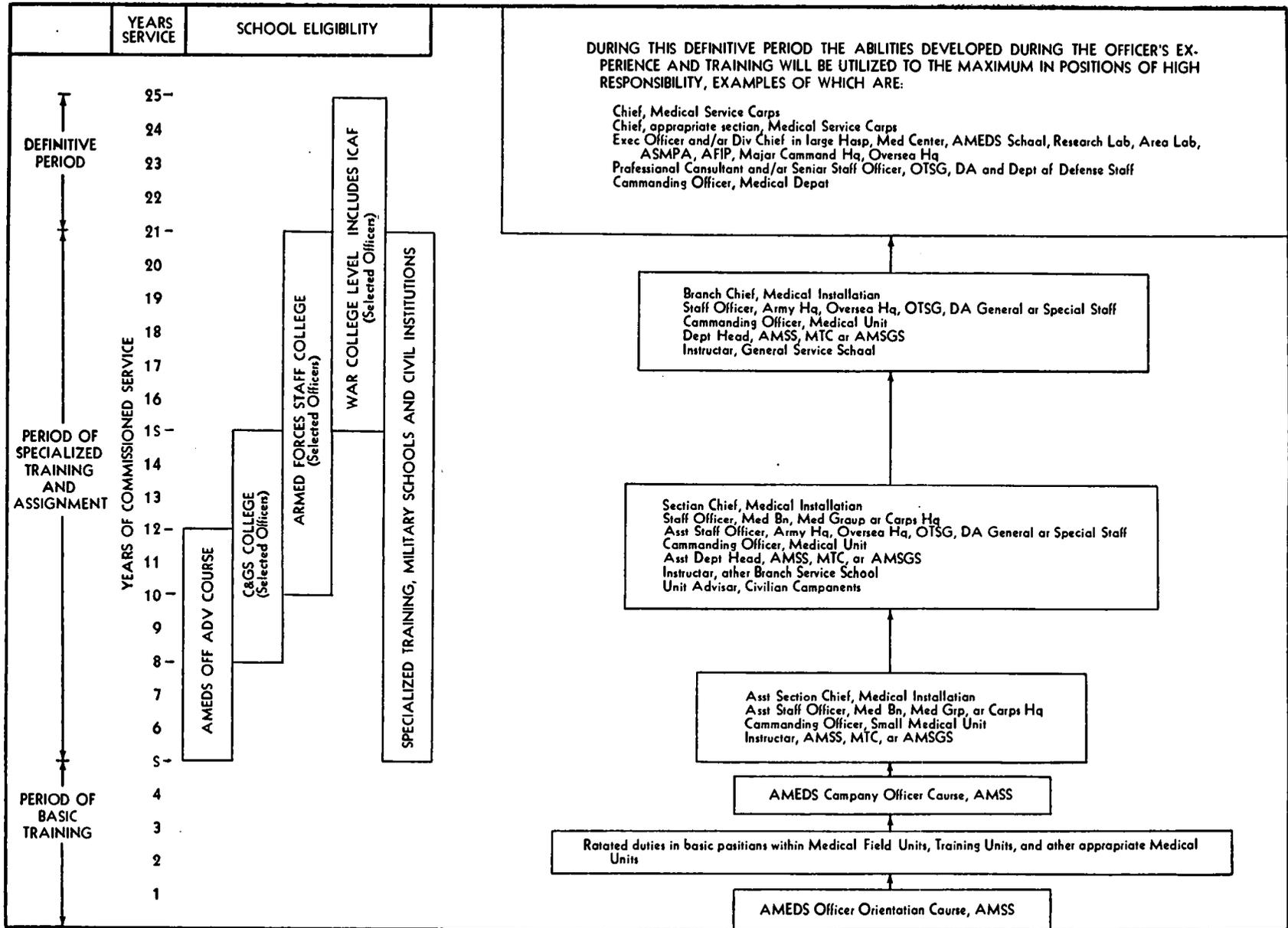


Chart 11.

to the AMEDS Officer Orientation Course at the Army Medical Service School. Whenever practicable, initial nursing assignments will be to large Army hospitals or specialized treatment centers which provide broad experience under supervision and guidance to promote maximum development.

(2) *Period of professional specialty development.* Sound career planning requires that officers of the Army Nurse Corps gain a firm professional background early in their career, upon which they may later build more generalized training. It is during this period that each officer selects a clinical career field and pursues advanced clinical nursing courses. Since the fields of general medical and surgical nursing cut across the career fields of all officers, the advanced instruction in these areas is contained in the career courses given at the Army Medical Service School, rather than having specific specialty courses established in these areas. Development in the specialty area is extended as the officer makes practical application of knowledge gained by giving direct care to patients, or through teaching and supervision in relation to the clinical area. Ample opportunity is provided officers to rotate between nursing educational and service assignments. In this way officers enrich their teaching and keep it realistic and practical in terms of advances being made in military-medical science and nursing. Assignment of selected officers to the advanced career courses during this period will be in anticipation of the officer embarking on the next phase of the career program adequately prepared. Generally, the Nursing Administration Course will be considered the advance branch course for Army Nurse Corps officers. A few officers will be selected each year to attend the Army Medical Service Officers Advanced Course and/or the Hospital Administration Course. These officers

must be well versed in nursing service, being able to fully interpret nursing philosophy and trends to officers of the other corps attending the courses, as well as to grasp the broad overall administrative viewpoint as it pertains to the entire hospital system of the Army Medical Service.

(3) *Period of general development.* Assignments during this period will be made with the thought of properly developing understudies for Army Nurse Corps key positions which only the most capable may fill. Following the general development, it is assumed officers will be assigned to positions of highest responsibility in accordance with demonstrated capabilities.

c. The educational opportunities open to Army Nurse Corps officers are designed specifically to properly equip the officer with the necessary military nursing competence, in consonance with the broad areas of the type of nursing duties which they will be called upon to perform in nursing service. The courses available to Army Nurse Corps officers in the service schools are designed to enable the military nurse to keep abreast of changing nursing philosophy fostered through the combined efforts of nursing education and service leaders, together with officials from colleges and universities and philanthropic agencies, who are assuming responsibilities for improving the preparation of nurses, with resultant improved patient care and service. In addition to service school courses, a certain percentage of junior officers are chosen each year to attend civilian universities to prepare them for the numerous teaching responsibilities Army Nurse Corps officers are called upon to assume. While some of the civilian education accorded will be at the special level, general practice will be to select officers for graduate level education.

39. Women's Medical Specialist Corps Career Pattern

a. Upon acceptance of their commissions, all officers of the Women's Medical Specialist Corps will attend the AMEDS Officer Orientation Course at the Army Medical Service School.

ARMY NURSE CORPS CAREER PATTERN

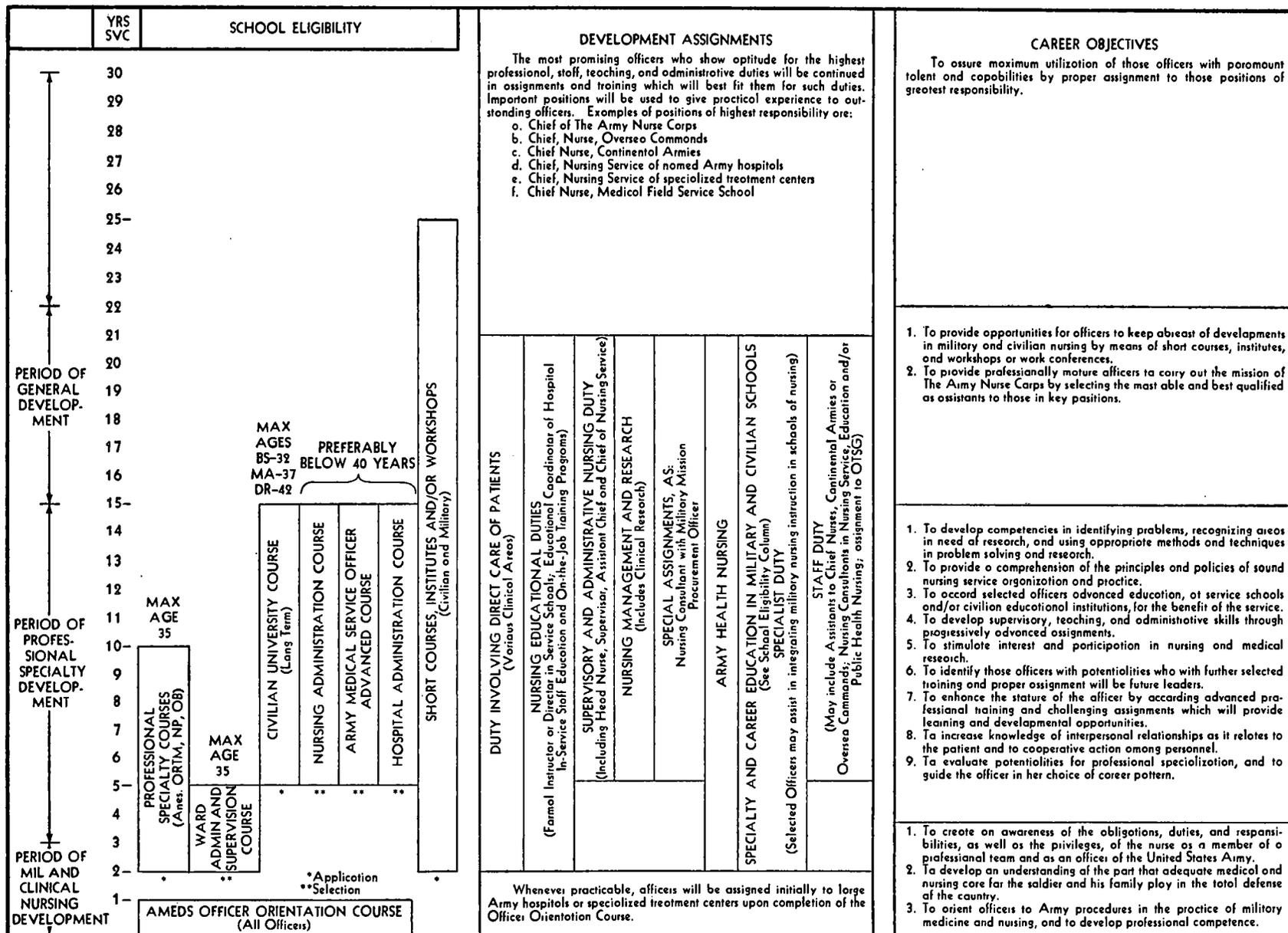


Chart 12.

Upon the completion of this course, officers qualified in their professional specialty will be assigned to class II or large class I installations for supervised experience for a period of one or more years. Those officers who were commissioned for the purpose of participation in the Army Medical Service Dietetic Internship, Physical Therapy Course, Occupational Therapy Course, or Occupational Therapy Affiliation will be assigned, following the completion of the AMEDS Officer Orientation Course, to the Army Medical Service School or to one of the selected teaching hospitals, whichever is applicable.

b. Following the successful completion of one of the professional education courses mentioned in *a* above, graduates are assigned to class II or large class I installations for supervised experience for a period of one or more years.

c. Assignment of individual officers to professional and related duties including administration, supervision, teaching, research, and special projects will be made on a planned, rotating, and progressive pattern through large and small installations both in the continental United States and in oversea commands in accordance with demonstration of increased ability and acceptance of responsibility.

d. Officers may be assigned to a normal oversea tour of duty after two years of military experience in accordance with the requirements of the service, eligibility, and individual requests.

e. Upon the completion of 4 years of military experience, specialization within the officer's professional specialty may begin. Such specialization should at no time in the officer's career preclude the development and maintenance of knowledge and skill required for full acceptance of any of the many professional and supervisory responsibilities included in the officer's military occupational specialty.

f. Officers will be eligible for attendance at short professional courses, both military and civilian, after 2 years of military service.

g. After 5 years of military service officers will be eligible for attendance at advanced military courses and graduate degree courses in their professional field and in administration, supervision and education at civilian institutions. Selection of candidates for these courses

will be made with consideration given to age, interest, educational and work experience, demonstrated proficiency, and probable future assignments.

h. Those who have demonstrated outstanding professional and supervisory qualifications may be assigned as chief or assistant chief of a food service division, physical therapy section or occupational therapy section in positions of progressively increasing responsibility, or as director of one of the professional education programs available to the three sections of the Women's Medical Specialist Corps through the Army Medical Service.

i. Officers who have demonstrated outstanding administrative ability in addition to other qualifications may be assigned as corps and section consultants to headquarters, continental armies, or oversea commands, or to the Office of The Surgeon General.

40. Military Police Corps Career Pattern

a. The Military Police officer appointed in the Regular Army is detailed to Infantry for his first 2 years of service. The tour of duty with the arm commences with the officer's assignment to the basic course at the Infantry School. Upon completion of the basic course, the officer is assigned to a rifle company or comparable unit for approximately 1 year. The remaining portion of the 2-year detail should be spent in an assignment in a headquarters company and/or Troop Staff duty with the combat arm.

b. Having completed the 2-year Infantry detail, the junior officer should attend The Military Police Associate Company Officer Course. In the event the officer is overseas, he will enter The Associate Company Officer Course upon his return to the zone of interior. The first Military Police assignment normally will be a platoon leader, or detachment commander, of a military police unit. The officer's immediate commander should rotate the junior officer through all the types of duties performed by The Military Police platoon, or detachment. Troop Staff duty should normally be performed during the fourth year. In the fifth year, the officer should be reassigned to duty as a troop commander. The following are some examples:

- (1) Assignments with ground type (Tactical) units—the duties should be; 1 year

WOMEN'S MEDICAL SPECIALIST CORPS CAREER PATTERN

	YRS SVC	SCHOOL ELIGIBILITY	ASSIGNMENTS	OBJECTIVES	YRS SVC
<p>DEFINITIVE PERIOD</p> <p>SPECIALIZED AND GENERALIZED DEVELOPMENTAL PERIOD</p> <p>BASIC MILITARY AND PROFESSIONAL PERIOD</p>	25			To make maximum utilization of the knowledge, experience, and capabilities of officers.	25
	24				24
	23				23
	22				22
	21				21
	20				20
	19				19
	18				18
	17				17
	16				16
	15				15
	14				14
	13				13
	12				12
	11				11
	10				10
	9				9
	8				8
	7				7
	6				6
	5				5
	4				4
	3				3
	2				2
	1		DIETETIC INTERNSHIP (12 mos), PT CRS (12 mos), OT CRS (18 mos), OT AFFILIATION (9 mos), OFFERED BY THE ARMY MEDICAL SERVICE	SUPERVISED EXPERIENCE IN CLASS II OR LARGE CLASS I INSTALLATIONS AS DIETITIAN, PT OR OT	1. To provide sound basic military foundation and an opportunity for well-rounded professional experience. 2. To stimulate interest of officers in further professional study and in military career.
		ARMY MEDICAL SERVICE OFFICER ORIENTATION COURSE—(All Officers)			
		SHORT PROFESSIONAL COURSES (Military and Civilian)	Professional and related duties including administration, supervision, teaching, research, and special projects according to a planned, rotating, and progressive pattern through large and small installations based on demonstration of increased ability and acceptance of responsibility.		
		ADVANCED MILITARY COURSES	Specialization within professional specialty in combination with developing and maintenance of knowledge and skill required for acceptance of any of the professional and occupational specialties included in the officer's military occupational specialty.		
		GRADUATE DEGREE COURSES AT CIVILIAN INSTITUTIONS IN PROFESSIONAL SPECIALTY, ADMINISTRATION, SUPERVISION AND EDUCATION	Assignment as chief or assistant chief of a food service division, physical therapy or occupational therapy section in positions of progressively increasing responsibility or as director of one of the professional education courses available to the three sections of the Women's Medical Specialist Corps through the Army Medical Service.		
			Assignment as corps or section consultants to the headquarters, continental armies or overseas commands or to the Office of The Surgeon General.		
				1. To encourage specialization and at the same time to develop and maintain the knowledge and skill essential for full acceptance of any of the professional or supervisory responsibilities included in the MOS. 2. To develop a professionally and administratively mature officer capable of assuming responsibilities commensurate with age and grade. 3. To groom officers for positions in progressively higher echelons of responsibility.	

Chart 13.

with a police platoon, 1 year with a traffic platoon, and 1 year with a headquarters company and/or Troop Staff duty.

- (2) Assignments to installational units—the duties should be; 1 year with a dismounted patrol section, 1 year with a criminal investigation section, and 1 year with Troop Staff and/or post stockades.
- (3) Assignments to Military Police separate companies or companies of separate battalions—the duties performed should be; 1 year as a platoon leader, and 1 year on Troop Staff duty.
- (4) During the 6th and 7th year of service, the officer may be assigned to attend The Military Police Officer Advanced Course and/or an assignment as Assistant Professor of Military Science and Tactics at a civilian educational institution.

c. During the second and third career phases (command and specializations development), the Military Police officer not selected, to develop specialized qualifications, should be assigned to a military police unit other than that with which he served his qualification tour, for the purpose of broadening his military police experience. If the officer is assigned to a third troop tour, it would be to his benefit and would further his future potential to the corps if the assignment is to a type military police unit with which he has not previously served.

d. An officer desiring to develop specialized assignment qualifications should indicate his preferences on his annual preference statement, after completion of the Military Police qualification tour of service. When an officer has been selected and has received training in a specialty, his initial assignment should be in a duty characterized by the required operational application of the acquired specialty. This action should be taken to insure that the officer may obtain positive on-the-job-training as well as the opportunity to test and develop his technical skills. Succeeding assignments in the specialized field should be in duties which require technical supervision, troop command, and coordination of the specialty with additional generalized military police operations.

41. Finance Career Pattern

a. Finance Corps officers are being called upon to assume a major role in the financial management program of the Army. The Finance Corps career pattern is therefore designed to meet not only the anticipated mobilization needs in strictly Finance Corps activities, but to train officers to serve effectively in all service positions related to financial management. The accompanying career pattern chart depicts the ideal progression of a Finance Corps officer up to the career ladder and will be adhered to as closely as staffing requirements or other unavoidable encumbrances will permit.

b. During Phase I (0–10 years) training will be the predominant factor in making officer assignments. In Phase II (11–20 years) equal emphasis will be accorded to training and utilization. Assignments during the final 10 years of service will be predicated wholly on the utilization factor except for officers who are potential general officers. This group may be placed in assignments where grooming rather than maximum utilization is the primary objective.

42. Chaplains

a. *Period of Constructive Credit (0–3 years).* Each clergyman appointed as a chaplain in the Regular Army shall at the time of appointment be credited with an amount of service equal to 3 years. This service credit is to compensate for the additional years of education that a person is required to spend in a theological seminary or school of religion to prepare himself as a priest, minister, or rabbi. This credit is used for promotion, seniority, and promotion-list-position purposes. Each chaplain, therefore, enters the Regular Army in the grade of a first lieutenant.

b. *Period of Basic Training and Professional Performance (3–8 years).* During this period in his career, the chaplain is required to complete the Chaplain Officer Basic Course in residence at The Chaplain School. This course is designed to provide the newly commissioned chaplain with a working knowledge of the military establishment and with sufficient information to enable him to perform a satisfactory ministry to the personnel of the unit to which his is initially assigned. His first assignment or assignments within the first 2 years of active service will be to units or instal-

MILITARY POLICE CORPS CAREER PATTERN

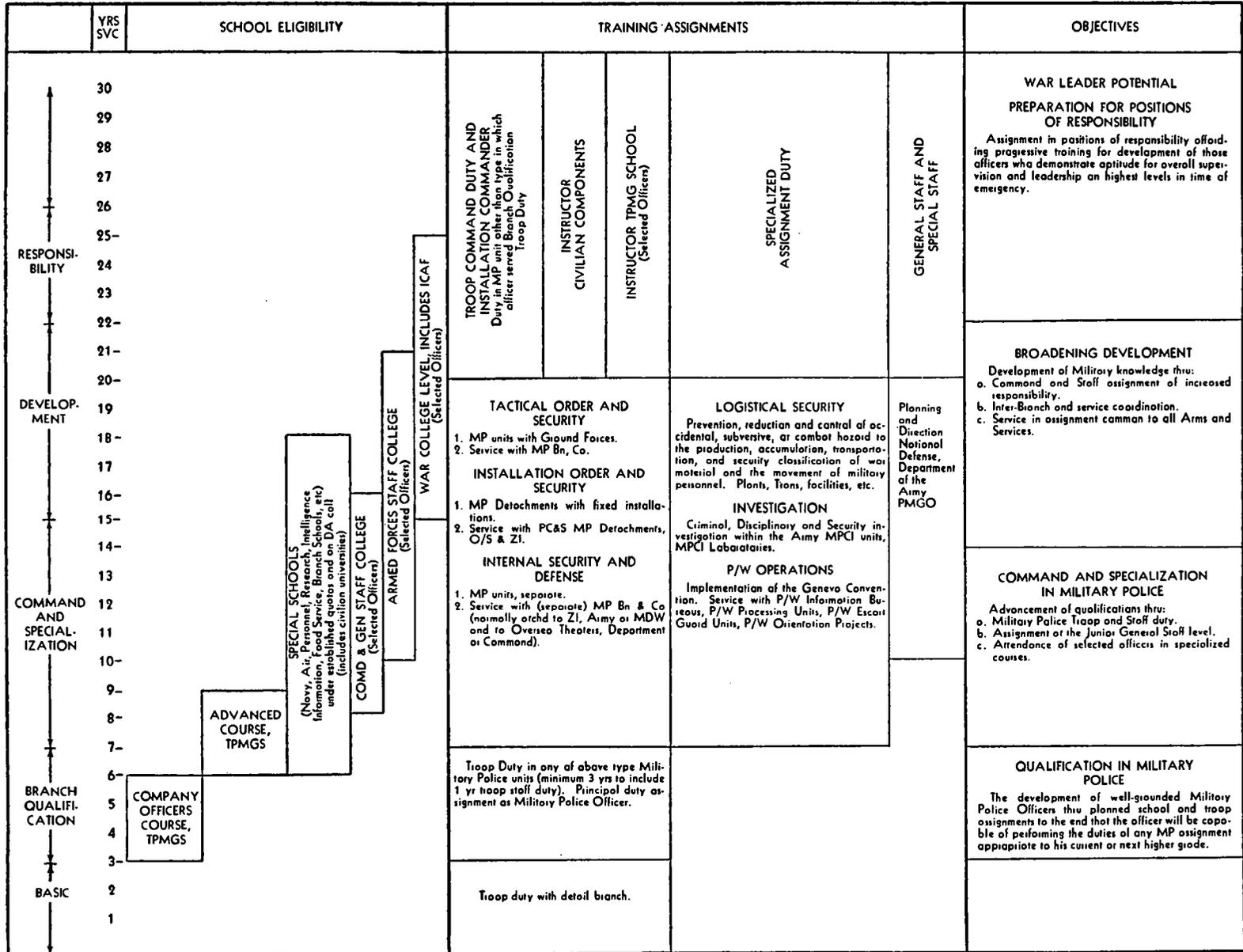


Chart 14.

FINANCE CORPS CAREER PATTERN

	PHASE I										PHASE II										PHASE III										
YEARS SERVICE	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	
DUTY WITH COMBAT ARM	FINANCE OFFICER BASIC COURSE					GRADUATE CIVILIAN SCHOOLING					FINANCE OFFICER ADVANCED COURSE					COMMAND & GEN STAFF COLLEGE (Selected Officers)					ARMED FORCES STAFF COLLEGE (Selected Officers)					WAR COLLEGE LEVEL, INCLUDES ICAF (Selected Officers)					
	EDUCATION																														
	DUTY WITH COMBAT ARM	Assistant Finance Officer (TO&E) Unit. Assistant Finance and Accounting Officer. Accounting (Auditing) Officer.										Finance Officer (TO&E) Unit, Installation Finance and Accounting Officer, S&F FSUSA, Installation Comptroller, Branch Chief FCUSA, Staff Off Maj Commds, Budget Off, DA Staff.										Div Chief, FCUSA, Regional Dir AAA, Finance and Accounting Office Maj Commd, Comptroller Maj Commd, DA Staff Off, Commandant, Finance School, US Army.									
		ASSIGNMENTS																													
		To familiarize all officers with the problems of the combat soldier and with the tactical operation of the combat elements of the Army	To provide officers with a technical background for positions of responsibility by school training (military and civilian) and by rotating their assignments in the various functional areas of the Finance Corps and in appropriate branch immaterial activities.										To further broaden officers in the functions of the Finance Corps and its relation to the overall operation of the Army by higher military schooling and progressive assignments in positions of increased responsibility.										To effect maximum utilization of officers' developed talents through application of their experience in positions of highest responsibility.								
OBJECTIVES																															

Chart 15.

lations where he may perform his duties under the close supervision of an experienced chaplain. After the first 2 years of active service, the chaplain will be assigned to troop units, hospitals, confinement facilities, and other installations where he may work under the supervision of senior chaplains or in separate units. After 2 years of active service but not more than 5 years, the chaplain will return to The Chaplain School to take the Chaplain Company Officer Course. This course is to assist him in clarifying problems which have confronted him during his early years of service and in providing him with information and insight, primarily, to improve his professional competence and, secondarily, to introduce him to the responsibilities of chaplains in administrative positions.

c. Period of Professional and Administrative Performance (8–21 years). During this period, but before completing his 12th year of active service, the chaplain will complete the Chaplain Officer Advanced Course at The Chaplain School. This course is primarily designed to equip the chaplain to perform the functions of an administrative chaplain on division level and higher. He will be thoroughly grounded in all phases of administrative methods and staff procedures. After completing the advanced course, a few chaplains who indicate outstanding supervisory ability will be selected to attend the Command and General Staff College. A small number will attend the Army War College or the Industrial College after completing the Command and General Staff College. Chaplains who complete these schools normally will be assigned to The Chaplain School, to the Office of the Chief of Chaplains, to other higher headquarters or given special assignments. A few other chaplains who show outstanding professional competence will be selected for training in civilian universities to prepare them to teach professional and allied subjects in The Chaplain School or for special assignments. Chaplains, who display, either by interest or training and experience, that they are particularly qualified for professional duties will be assigned to hospitals as staff chaplains, to major confinement facilities, or to posts. It is not intended that chaplains will be given assignments exclusively in one of the three groups indicated on chart 16. They will normally move from one group to the other to provide them a well-rounded and versatile career.

d. Period of Higher Administrative and Professional Performance (21–30+ years). This is the final period in the chaplain's career. The training he has received in his branch school, in higher Army schools, in a civilian university, and/or in selected assignments, has prepared him to assume positions of great responsibility. Types of assignments are indicated on chart 16.

e. Objectives. The objectives of chaplain career training are listed on the chart. These objectives are implicit at all stages in the planning of a chaplain's career. One or several objectives may be more explicit at one period in a chaplain's career than others but all objectives are implied. The difference is not in kind but in degree of emphasis.

43. Adjutant General's Corps Career Pattern

a. Officers of the Adjutant General's Corps will be rotated in assignments by the Adjutant General's Corps Branch, Career Management Division, The Adjutant General's Office in accordance with the career pattern and as position vacancies occur.

b. The basic policy governing the rotation in assignments will be to train each officer in the following primary Military Occupational Specialties which encompass the major missions and responsibilities of The Adjutant General:

- (1) MOS 2110—Adjutant or adjutant general.
- (2) MOS 2210—Personnel management officer.
- (3) MOS 0030—Postal officer.
- (4) MOS 2401—Machine records officer.

c. One through 7 years: Upon termination of the mandatory 2-year detail to troop duty with a combat branch, officers normally will immediately attend the Associate Adjutant General Company Officer's Course. The initial duty assignment subsequent to completion of the basic branch course should afford a minimum 1 year tour of duty as Adjutant or Adjutant General MOS 2110 or Personnel Management Officer MOS 2210 and experience in another of the four primary Military Occupational Specialties. Rotation of duty assignment is essential to establish a basic military foundation during the first 7 years of commissioned service.

CHAPLAINS CAREER PATTERN

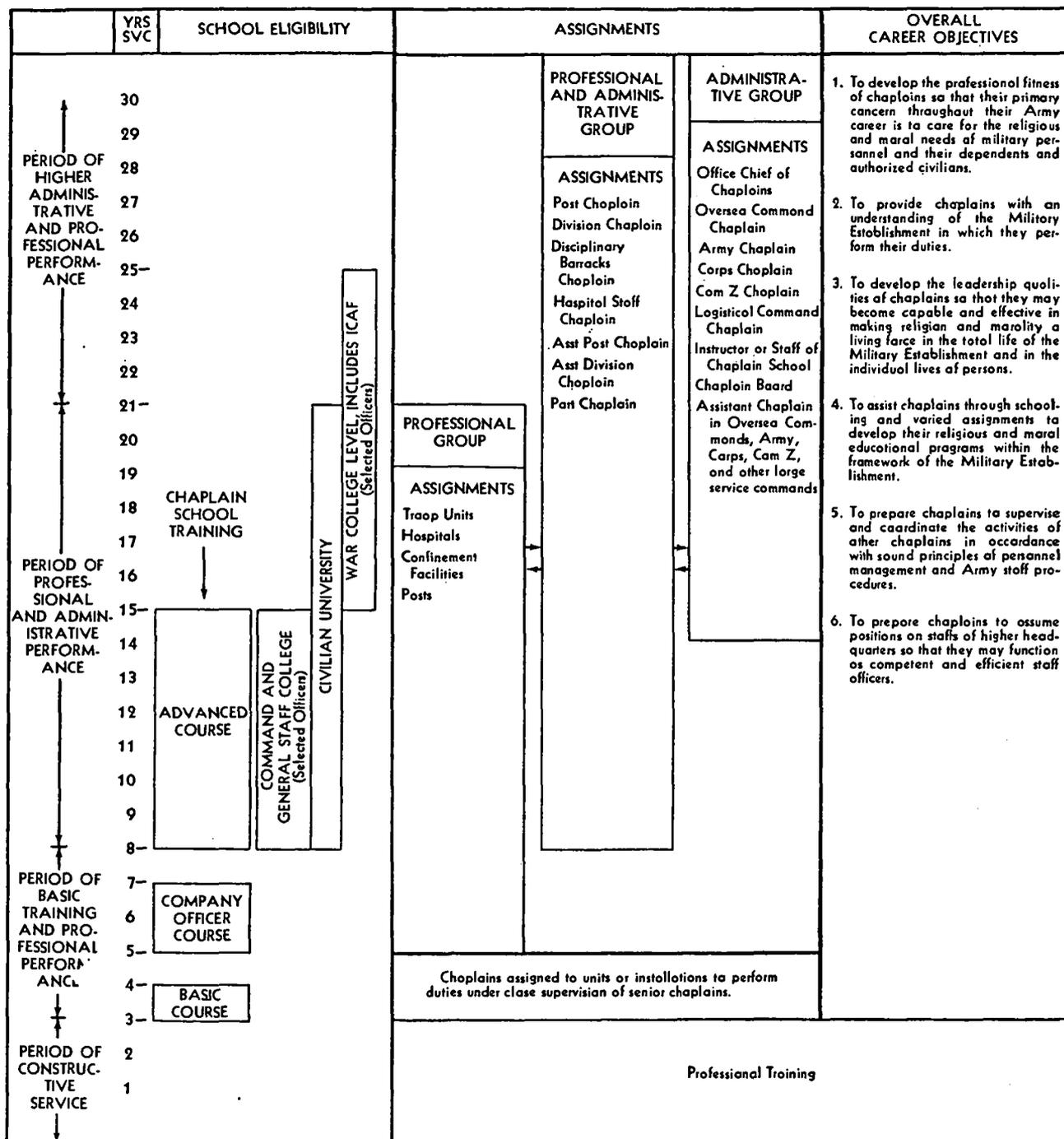


Chart 16.

d. Eight through 15 years: The school program for this period includes the Advanced Adjutant General Officer's course, the Command and General Staff College, the Armed Forces Staff College, training at civilian educational institutions in the field of business administration or personnel management, and training in civilian industry. Special attention is given to the selection of well-qualified officers nearing the maximum age limit for these schools. Assignments for this period may include duty as an adjutant or assistant adjutant general in a field force unit, assistant adjutant general in a major command, duty in The Adjutant General's Office, or duty with Reserve components. The duty MOS during this period may be in any one of the four primary Military Occupational Specialties of the Adjutant General's Corps. Consideration is given near the end of this period to broadening the knowledge of an adjutant general by assignment to a duty carrying a third Military Occupational Specialty of the four primary Military Occupational Specialties.

e. Sixteen through 21 years: During this period of service officers are normally selected to attend the Army War College, Industrial College of the Armed Forces, and the National War College. Duty assignments include the rotation of additional officers for duty with field forces, in The Adjutant General's Office, assistant adjutant general of major commands, adjutant general of a division or comparable unit, adjutant general's executive officer of a corps or army, and duty with Reserve components. New career assignments during this period may be with the staff and faculty, The Adjutant General's School, with the General and Special Staffs, United States Army, and the general staff with troops. By the time an officer completes 21 years service he should have acquired a working knowledge of the four primary Adjutant General's Corps Military Occupational Specialties.

f. Twenty-Two through 30 years: The most capable officers are assigned to the positions of highest responsibility in the Office of The Adjutant General, major commands, The Adjutant General's School, the General and Special Staffs, United States Army, important miscellaneous administrative assignments on high level staffs, and with the Reserve components.

44. Judge Advocate General's Corps Career Pattern

a. *General.* First lieutenant is the lowest grade in which lawyers are appointed in the Regular Army for assignment in the Judge Advocate General's Corps. The chart, therefore, indicates in the first column that a judge advocate's career begins after 3 years service. There are two sources from which new members of the Corps are secured: officers already commissioned in the Regular Army and civilian lawyers.

b. *Training Regular Army Officers of Other Branches.* When funds are available a limited number of especially qualified officers are selected annually to attend civilian law school. Officers assigned to branches other than the Judge Advocate General's Corps may apply for such training and for transfer to this Corps. After graduation from law school and admission to practice, such officers may be transferred to the Judge Advocate General's Corps upon recommendation of The Judge Advocate General.

c. *Training Officers in Military Duties.* Appointments in the Regular Army for assignment in the Judge Advocate General's Corps will be made from qualified lawyers with or without experience in the practice of law and with or without prior active commissioned service. Lawyers may be appointed in the Regular Army and assigned to this Corps directly if they are qualified or after an active duty tour during which they have demonstrated that they are qualified. In order that those without prior active commissioned service may be of value to this Corps, it is essential that they receive training as officers. Such training in military duties will not exceed 1 year.

d. *Preliminary Legal Training.*

- (1) A number of officers assigned to duty with the Judge Advocate General's Corps will lack experience in the practice of law. These officers will receive legal training in law offices of the United States Government to obtain trial experience and will then attend the regular course of instruction at the Judge Advocate General's School. Such training in law offices and at the school will not exceed 2 years.

ADJUTANT GENERAL'S CORPS CAREER PATTERN

YEARS SERVICE	SPECIAL TRAINING	NORMAL ASSIGNMENTS	YEARS SERVICE
30			30
29			29
28			28
27			27
26			26
25-			25
24			24
23			23
22			22
21-			21
20			20
19			19
18			18
17			17
16			16
15-			15
14-			14
13			13
12			12
11			11
10-			10
9			9
8-			8
7			7
6			6
5			5
4			4
3-			3
2	DETAIL TO TROOP DUTY WITH COMBAT BRANCH		2
1			1

Chart 17.

- (2) Officers newly assigned to the Judge Advocates General's Corps who have had training in military duties and experience in the practice of law will attend the regular course of instruction at the Judge Advocate General's School. Assignments to the judge advocate duties will be made after graduation from the school.

e. "Groups of Assignments" include "Major Fields of Duty." The "major fields of duties" and the "groups of assignments" as indicated in chart 18 extend throughout an officer's entire career. These two lists necessarily overlap, except for those assignments in group I. Assignments in group I, although requiring utilization of the specialized legal knowledge and ability of a judge advocate, may not necessarily include a major field of duty. Assignments within group I are therefore ordinarily limited to officers with more than 8 years of service. All assignments listed in group II are staff judge advocate offices in the higher headquarters and ordinarily include all or most of the major fields of duties within the scope of activities of such an office. Assignments listed in group III are intended to include offices of all other commands exercising general court-martial jurisdiction and other assignments requiring a member of the Judge Advocate General's Corps and usually include within their scope activities of four or more of the major fields of duties.

f. Graduate Study. In the Army, as in civilian life, the practice of law is a continuing process of study. Subject to availability of funds, officers will be assigned to pursue graduate study based upon their ability, desire, inclination, and the needs of the Corps.

- (1) The wide fields of legal activities of the Judge Advocate General's Corps require, in addition to the basic general knowledge of law, an extensive knowledge of most of the many specialized fields of law, the most obvious of which are those dealing with patents, international, constitutional, criminal, administrative, and labor law, contracts, torts, admiralty and legislation.
- (2) Full time graduate study in fields other

than legal will be authorized so that judge advocates handling matters requiring such preliminary training may be fully qualified for such assignments.

- (3) Immediately after completing full time graduate studies, judge advocates will be assigned to duties requiring utilization of such knowledge for a period ordinarily not exceeding 3 years.
- (4) The breadth, scope, and number of major fields of duties involved in judge advocate assignments normally increase directly with the length of service and higher grade of the officer. Despite the need for legal specialists, limitations in the number of officers available at any time and the demands of assignment require training in other fields in which an officer might be assigned to duty.
 - (a) Concurrently with the training received within the major fields of duties, it is expected that over a period of years judge advocates will be able to pursue part-time graduate studies which will broaden their legal knowledge. The purpose of such study is not primarily that the officer secure another degree, although there is no objection if one is obtained, nor is it intended to restrict the study solely to courses available at law school. If the subject matter of a course in an accredited college or university is closely allied to, and of particular value in dealing with matters which a judge advocate handles or is likely to handle, it will be approved under this program. Study at a foreign school by those overseas is not precluded.
 - (b) Approval will be granted for study at any law school which is a member of the Association of American Law Schools or is approved by the American Bar Association. Part-time study at any other law school will be approved only if there is no approved law school geographically available.

g. Assignment and Duty Policies.

- (1) There must be a proper balance between

specialization and general knowledge. Sufficient time is available within the requirements designated on chart 18 under "Policies on Assignments and Rotation of Duties" so that an officer may receive a broad background of training and still exercise at least one specialty among the many fields of specialization available. An officer should be trained to handle problems in as many of the major fields and in as many of the component parts of each major field as is practicable. To this end, certain limitations on length of time in a particular field have been set forth in chart 18.

- (2) Officers assigned within groups II and III should be rotated at least once every 12 months among the major fields of duties at such station and it is desirable that the officer's duties be varied within each major field during that time. Exceptions may have to be made because of operational requirements or the nature of the specific duty being performed, but such exceptions should be kept to a minimum.

45. Inspectors General

a. Officers assigned on higher level staffs and detailed as inspectors general will have the opportunity in this capacity to become familiar with matters affecting the efficiency, operations, and administration of the command, thus developing a greater potential for future higher command and staff responsibilities.

b. While it is understood that the detail of inspectors general is a function of command, the practice of re-detailing officers as inspectors general limits the opportunity of other officers to receive such experience and in time will limit the future value of those who have repeatedly been detailed as inspectors general.

c. Recurrent details as inspectors general will not be ordered without the concurrence of The Inspector General.

46. WAC Career Pattern

a. The WAC officer's career will be designed to produce a corps of versatile, proficient officers

capable of filling positions of responsibility throughout the Army.

b. The initial service of all second lieutenants will normally be with troops at the WAC Center, and/or with a WAC unit in the field.

c. Officers will retain their identification with the basic branch (WAC) by being detailed *not* assigned, for duty with other branches.

d. During the periods of service performed in other than the basic branch, their career management, including assignment, will be the responsibility of that branch of service and will follow the current policies of that branch. Normally, the branches in which the WAC officers initially are detailed will continue to be their detail branches throughout their careers.

e. Duplicate records, that is, DA Forms 66, 66A, and 67-3 will be maintained by WAC Career Management and the detail Career Management.

f. The WAC officer will follow a rotation of assignment pattern in accordance with Department of the Army policies and the needs of the using branch.

g. Existing schools and courses now available to Department of the Army personnel will be utilized to the maximum extent. The basic branch will provide the training necessary to perform duty within the basic branch. During the individual's detail to another branch, it will be the responsibility of that branch to provide the training necessary; the training opportunity will parallel, but not necessarily be identical with, those of the officers of the branch. Schooling above Branch Advanced level will be provided in accordance with current policy.

h. Career Patterns obviously will be influenced by individual aptitudes, abilities, and interests. Normally, WAC officers will spend the major portion of their service in recurring details to the same branches. The chart shown below is an example of this type of career. (This chart is merely a sample assignment pattern.) These assignments may be in Continental United States or overseas in accordance with current rotation policy. Officers necessarily will receive many other forms of assignment. Assignments will be channeled individually, so that each officer may advance in the field of her greatest ability.

JUDGE ADVOCATE GENERAL'S CORPS CAREER PATTERN

YRS SVC	SCHOOL ELIGIBILITY	POLICIES ON ASSIGNMENTS AND ROTATION OF DUTIES	MAJOR FIELDS OF DUTIES	GROUPS OF ASSIGNMENTS
25 -		<p>Officers will be assigned to duties for which they are best qualified.</p>	<p>1. MILITARY JUSTICE Examination Clemency Miscellaneous</p>	<p style="text-align: center;">GROUP I</p> <p>General and Special Staff Administrative and Technical Services Instructor at USMA, Service Schools and Colleges, and with civilian components Duty with other departments of the Government Civil Affairs and War Crimes Special Boards and Commissions Student at School Administrative and Training</p>
24				
23		<p style="text-align: center;">----- (21) -----</p>	<p>2. MILITARY AFFAIRS / Personnel Law International Law Legal Assistance General Law</p>	
22				
21 -		<p>During this period an officer will be assigned within Groups II and III to duties in at least two major fields where he had not previously had duty and may spend not exceeding 40% of his time in a Group I assignment.</p>	<p>3. CLAIMS AND LITIGATION Administrative Foreign Claims Military Claims Legislative Litigation Personnel Claims</p>	<p style="text-align: center;">GROUP II</p> <p>Office of the Judge Advocate General Judge Advocate Office, Oversea Theater Judge Advocate Office, Army and Major O/S Headquarters</p>
20				
19		<p style="text-align: center;">----- (16) -----</p>	<p>4. PATENTS Administrative Claims Prosecution Foreign Liaison Procurement</p>	
18				
17		<p>During this period an officer should spend at least 25% of his time in Group II and 25% in Group III. The remaining 50% may be spent in either Group II or Group III. Not exceeding 30% should be spent in Group I.</p>	<p>5. LANDS Acquisition and Disposal Law Management Law Publications Records</p>	<p style="text-align: center;">GROUP III</p> <p>Office of the Staff Judge Advocate of Corps, Division, and corresponding Air Units Office of the Staff Judge Advocate at Post, Camp, or Station</p>
16				
15 -		<p style="text-align: center;">----- (8) -----</p>	<p>6. CONTRACTS Contract Law Bonds Taxes Contract Appeals</p>	
14				
13		<p>Not exceeding one year of training in military duties to those officers commissioned directly from civilian life without such prior commissioned service. Afterwards training in law offices of the U. S. Government to obtain trial experience and then attendance at JAG School, both not exceeding 2 additional years. Next assignment will then be within Group III.</p>	<p>7. PROCUREMENT Contract Review Property Disposal Industrial Relations Legislative and Planning Readjustment War Frauds</p>	
12				
11		<p>8. RESEARCH PLAN- NING AND SPECIAL ASSIGNMENTS</p>		
10				
9				
8				
7				
6				
5				
4				
3				
2				
1				

Chart 18.

Women's Army Corps Career Pattern

Years service		
1-3	4-6	7-9
Duty with troops, WAC Center, WAC unit in field and/or Recruiting officer. A maximum of troop and basic branch duty is desired during this period, but troop assignments may alternate with administrative and technical duty.	3-year detail to an arm or service; to include such schooling as required.	Troop, recruiting, and/or other basic branch duty of increased responsibility. Selection for schooling as required, and/or Reserve Component duty.
10-12	13-15	16-18
Additional 3 year detail to same arm or service. Selection for WAC Officer Advanced Course in accordance with current policies.	Staff assignments; basic branch duty; and/or administrative duty to include specialized schooling as required, and/or Reserve Component duty.	Staff position, WAC Center; WAC Staff Advisor; and/or detail to same arm or service in assignment of increasing responsibility.
19-21	22 to retirement	
WAC staff assignments, Instructor duty, General Staff assignments.	Key positions for which best fitted by training, experience, and ability.	

List of MOS's in which WAC Officers Currently Are Serving

(Offered as a guide to utilization, pending further research in the broad field of Army officer utilization)

<i>Titles</i>	<i>MOS</i>	<i>Titles</i>	<i>MOS</i>
Student Officer -----	0006	Machine Records Officer -----	2401
Postal Officer -----	0030	Archivist -----	2420
Communications Officer -----	0200	Military Historian -----	2421
Signal Officer -----	0210	Graves Registration Officer -----	2430
Post Signal Officer -----	0213	School Commandant -----	2500
Fixed Station Communication Center Officer -----	0222	Training Officer -----	2520
Communications Center Cryptographic Officer -----	0224	Training Aids Officer -----	2548
Telephone and Teletypewriter Officer -----	0400	Administrative Assistant -----	2600
Motor Transport Officer -----	0600	Legal Administrative Assistant -----	2601
Field Transportation Officer -----	0612	Management Analyst -----	2610
Transportation Movements Control Officer -----	0694	Organization and Equipment Planning Officer -----	2615
Port Operations Officer -----	0815	Training Center Unit Officer -----	2622
Secretary of the General Staff -----	2011	Logistics Officer -----	2625
Major Departmental Unit Chief or Director -----	2025	Troop Movements Officer -----	2640
Aide-de-Camp -----	2030	Nonmilitary Subjects Instruction Officer -----	2701
Technical and Tactical Board Member -----	2042	Headquarters Unit Commander -----	2900
Adjutant or Adjutant General -----	2110	General Supply Officer -----	4000
Administrative Officer -----	2120	Supply Staff Officer (G4, S4) -----	4010
Nontactical Unit Officer -----	2136	Quartermaster Staff Officer -----	4015
WAC Staff Advisor -----	2145	Mess Officer -----	4110
Operations and Training Staff Officer -----	2162	Feed Service Adviser -----	4114
Research and Development Coordinator -----	2167	Subsistence Officer -----	4130
Personnel Officer -----	2200	Army Exchange Officer -----	4210
Personnel Management Officer -----	2210	Sales Officer -----	4222
Personnel Staff Officer -----	2260	Purchasing and Contracting Officer -----	4310
Recruiting and Induction Officer -----	2310	Real Estate Officer -----	4312

<i>Title</i>	<i>MOS</i>
Procurement Control and Production Officer -----	4319
Procurement Officer -----	4320
Signal Supply Officer -----	4400
Quartermaster Supply Officer -----	4419
Ordnance Officer -----	4512
Ordnance Supply Officer -----	4530
Property Disposal Officer -----	4600
Special Services Officer -----	5000
Troop Information-Education Officer -----	5004
Army Band Officer -----	5241
Publications Officer -----	5400
Public Information Officer -----	5401
Public Education Officer -----	5503
Public Welfare Officer -----	5900
Comptroller -----	6000
Public Finance Officer -----	6010
Accounting Officer -----	6101
Auditing Officer -----	6110
Finance Staff Officer -----	6200
Finance Disbursing Officer -----	6201
Fiscal Officer -----	6301
Budget and Fiscal Officer -----	6302
Statistician -----	6400
Engineer Staff Officer -----	7010
Utilities Maintenance Officer -----	7120
Civil Affairs/Military Government Economics Officer -----	8000
Legal Officer -----	8101
Judge Advocate or Judge Advocate General -----	8103
Civil Affairs/Military Government Officer -----	8104
Photographic Unit Commander -----	8500
Photo Interpreter -----	8503
Motion Picture and TV Director -----	8511
Motion Picture or TV Writer -----	8521
Still Photography Officer -----	8540
Military Police Officer -----	9110
Military Intelligence Officer -----	9300
Combat Intelligence Staff Officer (G2, S2) -----	9301
Counter Intelligence Officer (CIC) -----	9302
Psychological Warfare Officer -----	9305
Installation Intelligence and Security Officer -----	9307
Inspector General -----	9310
Prisoner of War Interrogation Officer -----	9316
Criminal Investigations Officer -----	9322
Translation Officer (Designated Language) -----	9330
Interpreter -----	9332

47. Repetitive Assignments or Specialization Career Pattern

a. This career pattern applies to the fields of intelligence, research and development, information, legislative-liaison, and comptrollership or other specialist fields which may be established by appropriate Army directives in which there is no requirement for a career pattern other than the standard specialist career pattern.

b. It is the responsibility of all agencies exercising assignment jurisdiction over officers specializing in one of the designated fields to assign

such officers in conformance with this career pattern. While all officers cannot be assigned to all the various type duties indicated in the career pattern, consideration must be given to varying the assignment of individuals in order that they may be better equipped to perform in high-level command and staff positions later in their careers.

c. All officers participating in these specialization programs are subject to branch qualification tours through their twenty-first year of service. To this end, assignment agencies must periodically return officers to positions of a branch-qualifying nature and afford officers equal opportunity for military schooling on the same basis as other officers not participating in these programs.

48. Atomic Energy Field Career Pattern

a. It is the responsibility of all agencies exercising assignment jurisdiction over officers specializing in atomic energy to assign such officers in conformance with the atomic energy career pattern. While all officers cannot be assigned to all the various type duties indicated in the career pattern, consideration must be given to varying assignment of individuals in order that they may be better equipped to perform high-level command and staff positions later in their careers.

b. All officers participating in this specialization program are expected to *maintain branch qualification* throughout their careers. To this end, assignment agencies must periodically return officers to positions of a branch-qualifying nature and afford officers equal opportunity for military schooling on the same basis as other officers not participating in this program.

c. Officers who specialize under this program will perform *oversea service either in their field of specialty or in branch material type positions*. Oversea vulnerability will not in itself be the sole determinant for assigning an officer to an oversea area. The requirements in the zone of the interior for atomic energy specialists must be carefully evaluated with oversea requirements in order that the Army may obtain the fullest utilization of officer personnel possessing technical knowledge in the field of atomic energy.

49. Civil Affairs/Military Government Field Career Pattern

a. It is the responsibility of all agencies exer-

SPECIALIST CAREER FIELD GUIDE

YEARS SERVICE	SCHOOL ELIGIBILITY	ASSIGNMENTS	OBJECTIVES
30 25- 24 23 22 21- 20 19- 18 17 16 15- 14 13 12 11 10- 9 8 7 6 5 4 3- 2 1	<p>Except for short courses of an orientation or refresher type formal school attendance will be completed by 25 years' service.</p> <div style="display: flex; flex-direction: column; align-items: center;"> <div style="display: flex; justify-content: space-between; width: 100%;"> <div style="width: 20%; text-align: center;"> <p>BASIC BRANCH CRS (All Officers)</p> </div> <div style="width: 20%; text-align: center;"> <p>ADVANCED BRANCH COURSE (All Officers) 12 yrs svc for most branches</p> </div> <div style="width: 20%; text-align: center;"> <p>REGULAR CGSC (Selected Officers)</p> </div> <div style="width: 20%; text-align: center;"> <p>ASSOCIATE CGSC (Selected Officers) (15-19) (RA) (8-19) (RES)</p> </div> </div> <div style="display: flex; justify-content: space-between; width: 100%; margin-top: 10px;"> <div style="width: 20%; text-align: center;"> <p>ARMED FORCES STAFF COLLEGE (Selected Officers)</p> </div> <div style="width: 20%; text-align: center;"> <p>WAR COLLEGE LEVEL INCLUDES ICAF AND FOREIGN (Selected Officers)</p> </div> </div> <div style="display: flex; justify-content: space-between; width: 100%; margin-top: 10px;"> <div style="width: 20%; text-align: center;"> <p>SCHOOLING CIVILIAN INSTITUTION, MASTERS LEVEL (Selected Officers, 5 to 15 yrs svc for most branches)</p> </div> <div style="width: 20%; text-align: center;"> <p>SCHOOLING CIVILIAN INSTITUTION, DOCTORATE LEVEL (Selected Officers, 5 to 20 yrs svc for most branches)</p> </div> </div> </div>	<p>After 21 years service the most able officers will be assigned in command and staff positions of great responsibility within and without the field of specialization.</p> <p>Appropriate assignment to specialist field positions on staffs of all levels interspersed with command, other staff, research, etc., as applicable. When practicable all assignments should be related to or have contact with the specialist field.</p> <p>Basic branch assignments troop duty and troop staff to include when appropriate low-level staff duty leading into specialist field.</p>	<p>TO DEVELOP A POOL OF OFFICERS ABLE TO MAN THE ARMY REQUIREMENTS IN HIGH-LEVEL POSITIONS EITHER IN COMMAND OR STAFF DEPENDENT ON THE NEEDS OF THE SERVICE.</p> <p>FURTHER BROADENING OF KNOWLEDGE IN SPECIALIST FIELD AND PREPARATION FOR FUTURE HIGH LEVEL COMMAND AND STAFF ASSIGNMENTS BY:</p> <ol style="list-style-type: none"> a. Experience in positions of increasing responsibility in the specialist field, in command, and in other staff positions. b. Military schooling of selected officers at appropriate levels. c. Civilian schooling of selected officers. <p>DEVELOPMENT OF BROAD SOUND KNOWLEDGE OF BASIC BRANCH AND STAFF PROCEDURES. DEVELOPMENT OF INTEREST AND KNOWLEDGE IN AT LEAST ONE SECONDARY FIELD TO COMPLEMENT THE PRIMARY BRANCH KNOWLEDGE. ACCOMPLISHED BY:</p> <ol style="list-style-type: none"> a. Troop duty commensurate with rank. b. Staff duty commensurate with rank. c. Attendance at Basic and Advanced Branch Schools. d. Civilian schooling for selected officers. e. In some cases assignment to specialist field duty. Example: Duty in Post Comptroller office; Division Information office.
<p>This career pattern aims to develop of progressively higher levels of responsibility officers to serve ultimately in the top positions of the several fields. Branch qualifying and staff duties are interspersed throughout in order that the individual officer will be capable in his branch and so that the Army as a whole may benefit from the knowledge of officers following a specialist or repetitive tour field. It is intended that this pattern be applied to all specialist fields except Army Aviation, Atomic Energy, Civil Affairs and Military Government, and Logistics.</p>			

Chart 19.

ATOMIC ENERGY FIELD CAREER PATTERN

YEARS SERVICE	SCHOOL ELIGIBILITY	ASSIGNMENTS	OBJECTIVES									
30 — 25 — 24 — 23 — 22 — 21 — 20 — 19 — 18 — 17 — 16 — 15 — 14 — 13 — 12 — 11 — 10 — 9 — 8 — 7 — 6 — 5 — 4 — 3 — 2 — 1	<div style="text-align: center;"> <p>CO OR BTRY OFFS</p> <p>ASSOCIATE CO OR BTRY OFFS</p> <p>ADVANCED OR ASSOCIATE ADVANCED (All Officers)</p> <p>C&GSC (Selected Officers)</p> <p>ASSOCIATE C&GSC (Selected Officers) (15-19) (RA) (8-19) (RES)</p> <p>ARMED FORCES STAFF COLLEGE (Selected Officers)</p> <p>WAR COLLEGE LEVEL INCLUDES ICAF AND FOREIGN (Selected Officers)</p> <p>SCHOOLING CIVILIAN INSTITUTION, MASTERS LEVEL (Selected Officers)</p> <p>SCHOOLING CIVILIAN INSTITUTION, DOCTORATE LEVEL (Selected Officers)</p> </div>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 33%;">TRAINING, COMMAND, AND STAFF</td> <td style="width: 33%;">GENERAL STAFF</td> <td style="width: 33%;">TECHNICAL AND SPECIALIST</td> </tr> <tr> <td colspan="3" style="text-align: center;"> <p>TRAINING FOR POSITIONS OF HIGHEST RESPONSIBILITY</p> <p>After 21 years of service, extraordinarily able officers will be given tours of duty in command and staff position of great responsi- bility within or outside the field of atomic energy.</p> </td> </tr> <tr> <td style="vertical-align: top;"> <p>Appropriate assignment to positions in the atomic energy field (AFSWP, Department of the Army General and Special Staffs, Field Force Brandy, etc.) interspersed with troop and staff duty. Where practicable, assignment to troop duty should be related to the atomic energy field, e. g., assignment to atomic weapons delivery and support units.</p> </td> <td style="vertical-align: top;"> <p>Instructor, Service or special school relating to Atomic Energy, e. g., Instructor Capabilities and Effects course (Selected Officer)</p> </td> <td style="vertical-align: top;"> <p>General Staff USA, Joint and combined Staffs (Selected Officers)</p> <p>Specialist duty with Civilian, USA and Joint Boards, Committees and Agencies (Selected Officers)</p> </td> </tr> </table>	TRAINING, COMMAND, AND STAFF	GENERAL STAFF	TECHNICAL AND SPECIALIST	<p>TRAINING FOR POSITIONS OF HIGHEST RESPONSIBILITY</p> <p>After 21 years of service, extraordinarily able officers will be given tours of duty in command and staff position of great responsi- bility within or outside the field of atomic energy.</p>			<p>Appropriate assignment to positions in the atomic energy field (AFSWP, Department of the Army General and Special Staffs, Field Force Brandy, etc.) interspersed with troop and staff duty. Where practicable, assignment to troop duty should be related to the atomic energy field, e. g., assignment to atomic weapons delivery and support units.</p>	<p>Instructor, Service or special school relating to Atomic Energy, e. g., Instructor Capabilities and Effects course (Selected Officer)</p>	<p>General Staff USA, Joint and combined Staffs (Selected Officers)</p> <p>Specialist duty with Civilian, USA and Joint Boards, Committees and Agencies (Selected Officers)</p>	<p>TO AFFORD AN OPPORTUNITY FOR THE VERY ABLEST OF OUR OFFICERS TO BE TESTED IN THE ALL IMPORTANT QUALIFICATIONS OF TROOP COMMAND AND OTHER POSITIONS OF GREAT RESPONSIBILITY BOTH WITHIN AND OUTSIDE OF THE FIELD OF ATOMIC ENERGY.</p> <p>FURTHER BROADENING OF KNOWLEDGE OF ATOMIC ENERGY AND PREPARATION FOR FUTURE HIGH-LEVEL COMMAND AND STAFF ASSIGNMENTS BY:</p> <ol style="list-style-type: none"> a. Civilian schooling of selected officers. b. Military schooling of selected officers at appropriate level (C&GS, Gen Staff Course C&GSC, AFSC, AWN, NEW, ICAF). c. Assignment to positions of increasing responsibility in atomic energy field and to command and staff positions appropriate to background and experience. <p>BROADENING OF BASIC KNOWLEDGE OF THE FIELD OF ATOMIC ENERGY OF BASIC BRANCH AND OF THE ARMY IN GENERAL BY:</p> <ol style="list-style-type: none"> a. Assignment to positions of increasing responsibility in the atomic energy field. b. Civilian schooling for selected officers. c. Military schooling at appropriate level (advanced or associate advanced, C&GSC, Gen Staff Course C&GSC, and AFSC for selected officers). d. Assignment to Branch qualifying troop and staff positions. <p>DEVELOPMENT OF BASIC KNOWLEDGE IN THE FIELD OF ATOMIC ENERGY AND BROADENING OF KNOWLEDGE OF BASIC BRANCH BY:</p> <ol style="list-style-type: none"> a. Initial assignment to atomic energy agencies or activities. b. Civilian schooling for selected officers. c. Attendance at advanced or associate advanced officers course at branch school. <p>DEVELOPMENT OF BROAD SOUND KNOWLEDGE OF BASIC BRANCH BY:</p> <ol style="list-style-type: none"> a. Troop duty. b. Troop Staff duty. c. Attendance at Company or Battery Officers or Associate Company or Battery Officers Course at Branch School.
TRAINING, COMMAND, AND STAFF	GENERAL STAFF	TECHNICAL AND SPECIALIST										
<p>TRAINING FOR POSITIONS OF HIGHEST RESPONSIBILITY</p> <p>After 21 years of service, extraordinarily able officers will be given tours of duty in command and staff position of great responsi- bility within or outside the field of atomic energy.</p>												
<p>Appropriate assignment to positions in the atomic energy field (AFSWP, Department of the Army General and Special Staffs, Field Force Brandy, etc.) interspersed with troop and staff duty. Where practicable, assignment to troop duty should be related to the atomic energy field, e. g., assignment to atomic weapons delivery and support units.</p>	<p>Instructor, Service or special school relating to Atomic Energy, e. g., Instructor Capabilities and Effects course (Selected Officer)</p>	<p>General Staff USA, Joint and combined Staffs (Selected Officers)</p> <p>Specialist duty with Civilian, USA and Joint Boards, Committees and Agencies (Selected Officers)</p>										
<p>The types of duty listed are considered appropriate for officers who are qualified and elect to pursue a career in the atomic energy field. Branch qualifying and staff duties are interspersed throughout, in order that the Army as a whole may benefit from the specialized knowledge of officers following this career pattern while at the same time such officers may keep</p>		<p>abreast of the requirements of the Army pertaining to the atomic energy field. Within the limits of military necessity and individual capabilities, officers who apply and are accepted for specialization in the field of atomic energy will follow the career pattern outlined above.</p>										

Chart 20.

cising assignment jurisdiction over officers specializing in civil affairs/military government to assign such officers in conformance with the civil affairs/military government career pattern. While all officers cannot be assigned to all the various type duties indicated in the career pattern, consideration must be given to varying assignment of individuals in order that they may be better equipped to perform high level command and staff positions later in their careers.

b. All officers participating in this specialization program are expected to maintain branch qualification throughout their careers. To this end, assignment agencies must periodically return officers to positions of a branch-qualifying nature and afford officers equal opportunity for military schooling on the same basis as other officers not participating in this program.

c. Officers who specialize under this program will perform oversea service either in their field of specialty or in branch material type positions. Oversea vulnerability will not in itself be the sole determinant for assigning an officer to an oversea area. The requirements in the continental United States for civil affairs/military government specialists must be carefully evaluated with oversea requirements in order that the Army may obtain the fullest utilization of officer personnel possessing technical knowledge in the politico-military-economic field of civil affairs/military government.

d. This career pattern aims to develop at progressively higher levels of responsibility officers to serve ultimately in the top positions in civil affairs/military government field. Branch qualifying and staff duties are interspersed throughout in order that the Army as a whole may benefit from the specialized knowledge of officers following this career pattern while at the same time permitting such officers to keep abreast of the civil affairs/military government requirements of the Army. Within the limits of politico-military-economic requirements and individual capabilities, officers who apply and are accepted for specialization in civil affairs/military government will follow the career pattern outlined (see chart 21).

50. Logistics Career Pattern

a. The Logistics Career Pattern is designed as

a career guide for officers of the combat arms and the technical services to qualify in the broad field of logistics in addition to being qualified in their basic branch. The ultimate objective of this career pattern is to develop a sufficient number of professionally equipped and capable commissioned officers who are qualified for assignment to key logistics positions throughout the Army establishment and other positions of high responsibility.

b. Outstanding officers who have the ability, aptitude for, and interest in logistics duty will, upon qualification, be eligible for entry into the logistics officer program. The logistics officer program is prescribed in Department of the Army directives and is under the overall supervision of the Deputy Chief of Staff for Logistics, Department of the Army.

c. Within the overall requirements of the Service and the officer's career, agencies exercising assignment jurisdiction over officers enrolled in the logistics officer program will assign such officers in general conformance with logistics career pattern. Officers should be given varied assignments in the logistics fields to insure that they will have a broad knowledge, gained through experience, of logistics activities.

51. Aviation Officer Career Pattern

a. The Aviation Officer Career Pattern is designed as a career guide for officers of the combat arms and the technical services to qualify themselves in the broad field of Army aviation as well as maintaining appropriate branch qualifications. Within the limits of the aviation requirements and individual capabilities, officers who apply and are accepted for participation in the Army aviation program will follow the career pattern outlined (chart 23).

b. The ultimate objective of this career pattern is to develop, at progressively higher levels of responsibility, a sufficient number of aviation officers to qualify for key positions in the Army aviation field and to better equip them to perform high level command and staff positions later in their careers.

c. It is the responsibility of all agencies exercising assignment jurisdiction to assign aviation officers in general conformance with the established career pattern. Aviation officers should be

CIVIL AFFAIRS/MILITARY GOVERNMENT SPECIALIST CAREER FIELD GUIDE

YEARS SERVICE	SCHOOL ELIGIBILITY	ASSIGNMENTS	OBJECTIVES
<p>30</p> <p>25-</p> <p>24</p> <p>23</p> <p>22</p> <p>21-</p> <p>20</p> <p>19-</p> <p>18</p> <p>17</p> <p>16</p> <p>15-</p> <p>14-</p> <p>13</p> <p>12</p> <p>11</p> <p>10-</p> <p>9</p> <p>8-</p> <p>7</p> <p>6</p> <p>5-</p> <p>4</p> <p>3-</p> <p>2</p> <p>1</p>	<p align="center">EXCEPT FOR SHORT COURSES OF AN ORIENTATION OR REFRESHER TYPE FORMAL SCHOOL ATTENDANCE WILL BE COMPLETED BY 25 YEARS' SERVICE.</p> <div style="display: flex; flex-direction: column; align-items: center;"> <div style="display: flex; justify-content: space-between; width: 100%;"> <div style="width: 15%; text-align: center;"> <p>BASIC BRANCH CRS (All Officers)</p> </div> <div style="width: 15%; text-align: center;"> <p>ADVANCED BRANCH COURSE (All Officers) 12 yrs svc for most branches</p> </div> </div> <div style="width: 15%; text-align: center; margin-top: 10px;"> <p>REGULAR CGSC (Selected Officers)</p> </div> <div style="width: 15%; text-align: center; margin-top: 10px;"> <p>ASSOCIATE CGSC (Selected Officers) (15-19) (RA) (8-19) (RES)</p> </div> <div style="width: 15%; text-align: center; margin-top: 10px;"> <p>ARMED FORCES STAFF COLLEGE (Selected Officers)</p> </div> <div style="width: 15%; text-align: center; margin-top: 10px;"> <p>WAR COLLEGE LEVEL INCLUDES ICAF AND FOREIGN (Selected Officers)</p> </div> </div> <div style="display: flex; justify-content: space-between; width: 100%; margin-top: 10px;"> <div style="width: 30%; text-align: center;"> <p>BASIC CAMG COURSE AND ADVANCED CAMG COURSE FOR ALL OFFICERS Basic Course attendance is normal prerequisite for Advanced CAMG Course</p> </div> <div style="width: 30%; text-align: center;"> <p>SCHOOLING CIVILIAN INSTITUTION, MASTERS LEVEL (Selected Officers, 5 to 15 yrs svc for most branches)</p> </div> <div style="width: 30%; text-align: center;"> <p>SCHOOLING CIVILIAN INSTITUTION, DOCTORATE LEVEL (Selected Officers, 5 to 20 yrs svc for most branches)</p> </div> </div>	<p>After 21 years' service the most able officers will be assigned in command and staff positions of great responsibility within and without the field of CAMG.</p> <p>Appropriate assignment to CAMG field positions on staffs at all levels interspersed with command, other staff, research, etc., as applicable. When practicable all assignments should be related to or have contact with the politico-military-economic field of civil affairs/military government.</p> <p>Basic branch assignments troop duty and troop staff to include when appropriate low-level staff duty leading into CAMG field.</p>	<p>TO DEVELOP A POOL OF OFFICERS ABLE TO MAN THE ARMY REQUIREMENTS IN HIGH-LEVEL POSITIONS EITHER IN COMMAND OR STAFF DEPENDENT ON THE NEEDS OF THE SERVICE.</p> <p>FURTHER BROADENING OF KNOWLEDGE IN CAMG AND PREPARATION FOR FUTURE HIGH-LEVEL COMMAND STAFF ASSIGNMENTS BY:</p> <ol style="list-style-type: none"> a. Experience in positions of increasing responsibility in the CAMG field, in command and in other staff positions. b. Military schooling of selected officers at appropriate levels. c. Civilian schooling of selected officers. <p>DEVELOPMENT OF BROAD SOUND KNOWLEDGE OF BASIC BRANCH AND STAFF PROCEDURES. DEVELOPMENT OF INTEREST AND KNOWLEDGE IN AT LEAST ONE SECONDARY FIELD TO COMPLEMENT THE PRIMARY BRANCH KNOWLEDGE.</p> <p>ACCOMPLISHED BY:</p> <ol style="list-style-type: none"> a. Troop duty commensurate with rank. b. Staff duty commensurate with rank. c. Attendance at Basic and Advanced Branch Schools. d. Civilian schooling for selected officers. e. In some cases assignment to CAMG field duty.

Chart 21.

given varied assignments in the aviation field to insure that they will have a broad knowledge, gained through experience, of Army aviation activities. While all officers cannot be assigned to all the various types of aviation duties indicated in the career pattern, consideration must be given to varying the assignments of these officers.

d. All aviation officers are expected to maintain branch qualification throughout their careers. To this end, assignment agencies must periodically return aviation officers to positions of a branch qualifying nature and afford them equal opportunity for military branch and higher level schooling on the same basis as other officers not participating in the Army Aviation Program. To benefit the Army as a whole and remain abreast of Army aviation, aviation officers will maintain flying proficiency while performing branch material ground duties. Cognizance must be taken of the aviation training time, costs, and increasing complexity of equipment and operation, when assigning aviation officers to other than aviation type duties. Tours in branch material ground duties, therefore, normally should be accomplished at least once during each grade held, except those officers who have had commensurate experience in grade prior to their entry into the Army Aviation Program. The duration of such

assignments, excluding attendance time at branch and higher level service schools, normally should be a minimum of 1 year. Maximum opportunity must be afforded the aviation officer for tactical command assignments while performing branch material ground duty.

e. The Department of the Army aeronautical designation and flying status orders requiring Army aviation officers to participate in regular and frequent aerial flights will continue in effect as long as the aviation officer meets minimum flight requirements or until orders are issued by proper authority suspending the officer from flying status. Department of Defense requires an annual review of the flight and service records of all field grade officers on flying status. This requirement plus the sound utilization of aviators requires that only those officers who offer the best potential for continued utilization in aviation should be selected to remain active in the Army Aviation Program. Annual screening has been established to determine those aviation officers who contribute and offer most to the aviation program. Selection prerequisites will entail efficient performance in aviation duties; overall efficiency, age; and background. All are contingent on the needs of the service.

ARMY AVIATION OFFICERS CAREER PATTERN

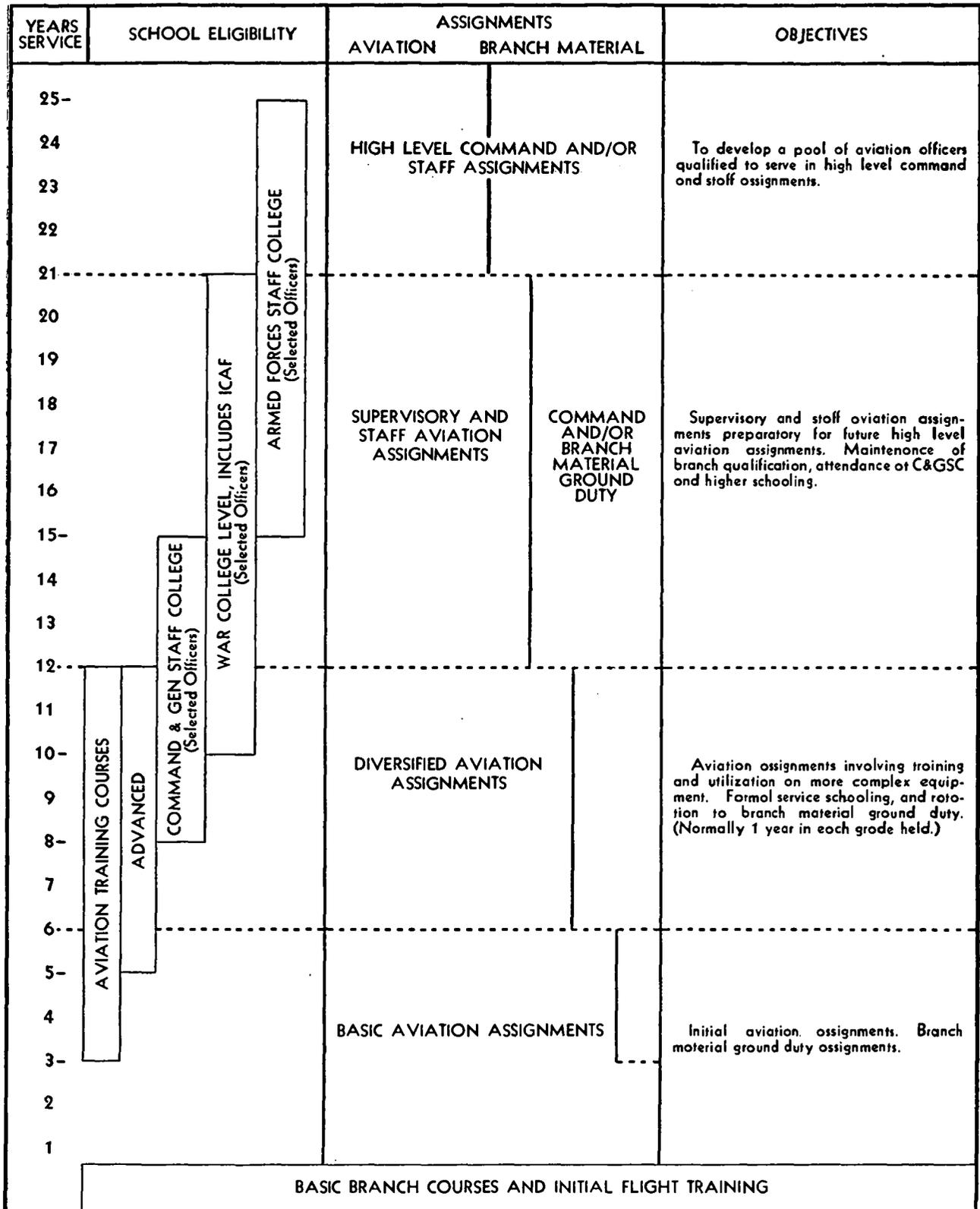


Chart 23.

SECTION V

ARMY SCHOOL SYSTEM—MILITARY SCHOOLS

52. General

This section outlines the Army school system, military schools, and the policies and procedures pertinent thereto.

53. Quotas

Quotas for all schools, except branch and special schools, will be established by the Deputy Chief of Staff for Military Operations, Department of the Army.

54. Qualifications

Prerequisites for attendance at service schools will be established by the Department of Army and will generally prescribe the length of service and prior education required for eligibility.

55. Eligibility Lists

Each branch of service will maintain current eligibility lists of officers qualified to attend military schools.

56. Selection

The following procedure will be observed in selecting personnel to attend schools:

a. Upon receipt of quotas each branch of the Career Management Division will review the records and make nominations of personnel qualified to attend the school in question. The number of records to be reviewed will vary with the quotas allotted but should always encompass a large number of records to insure that due consideration will be given to duties performed by those officers considered eligible for attendance. The efficiency rating and years of service of the officer will not be considered as the sole basis for selection. Type of duty performed, responsibility entailed, and the general all-round development of the officer must be considered in conjunction with the proficiency of the officer in determining those to be nominated for attendance at any given school.

b. Officers detailed to another arm or service will be considered for selection to attend school by the officer's basic branch.

57. Navy and Air Force Schools

From time to time quotas to Navy and Air Force schools will be allocated to the Department of the Army. Procedures established for selection of students to attend comparable United States Army schools will apply for selection of students for these schools.

58. Foreign Schools

Personnel will be detailed to foreign schools as students in accordance with quotas allocated to the United States Government. Quotas will be allocated by Deputy Chief of Staff for Military Operations. Selection procedures will follow those of the corresponding United States school.

59. Assignment Upon Completion of Course

Assignment upon completion of a course at a military school will be accomplished after due consideration of the needs of the service, recommendations of the branch career section, and the desires of the individual.

60. Applications for Schools

Officers will not make personal application for consideration for assignment to career schools except to those where special interest or aptitude is a factor in selection, such as Navy or Air Force Schools. All officers are considered for attendance at Army schools and joint schools by the career management section of that branch of which the officer is a member.

61. Release from Current Assignment

So far as possible, assignment to schools will be coordinated with a normal change in assignment. Tours of duty in a particular assignment may be

lengthened or shortened within reasonable limits to preclude the necessity of interim assignments. Officers eligible for an oversea assignment at the time of selection will be deferred from oversea shipment for the period of time necessary to attend the school for which selected.

62. Consecutive Courses

Normally, officers will complete a nonacademic tour between service school courses, e.g., an officer will not attend advanced branch school and the next year attend Command and General Staff College.

63. War College Level Courses

The National War College, the Industrial Col-

lege of the Armed Forces, The Army, Naval and Air War Colleges are considered to be of coordinate level and because of the limited enrollment of these schools, a graduate of one of these courses will not be considered for attendance at one of the other colleges.

64. Educational Prerequisites

Although military educational prerequisites are established for each level of schooling, these prerequisites may be waived when the individual's record clearly indicates the officer's potential for advanced schooling and that attendance at the lower level school is unnecessary from the point of view of preparation for subsequent training.

SECTION VI

ARMY SCHOOL SYSTEM—CIVILIAN SCHOOLS

65. General

This section outlines the Army School System, civilian schools, and the policies and procedures pertinent thereto.

66. Quotas

Quotas for officers to attend civilian institutions will be established by the Deputy Chief of Staff for Military Operations, Department of the Army. Quotas will be determined by Army wide requirements for officers with specialized training and the annual appropriations made available for civilian schooling.

67. Qualifications

Prerequisites for attendance at a civilian institution will be established by the Department of the Army in coordination with the appropriate agencies concerned, and will vary for the various fields of study.

68. Selection

The following procedure will be observed in selecting officers to attend civilian institutions:

a. Upon receipt of quotas, the Chief, Career Management Division, will select officers of Infantry, Armor and Artillery, and the heads of the administrative and technical services, including the WAC, will select officers of their respective branches to attend civilian institutions. Selection of officers by Department of the Army General and Special Staff Agencies operating training programs requiring specialized training in civilian institutions will be accomplished by the agency concerned in coordination with Chief, Career Management Division, and the officer's career branch.

b. Selection of officers to attend civilian institutions will be made on a best qualified basis considering the officer's military potential as well as his academic standing during attendance at previous civilian institutions. Selection will normally

be made from applicants for the various fields of study. In the event that an officer is selected without application on his part, or in a field of study not included in his application, he will be given the opportunity to decline the assignment. Training in civilian institutions is on a voluntary basis.

c. Selection for attendance at civilian institutions will take into consideration the needs of the officer's career. Selection for attendance will be made so as not to jeopardize the officer's opportunity for military schools.

69. Assignment Upon Completion of Course

Assignment upon completion of a course at a civilian school will be accomplished after due consideration of the needs of the service for an officer trained in the specific field of study. Utilization assignments following training in a civilian institution will be referred to Chief, Career Management Division, or to the Deputy Chief of Staff for Logistics in the case of officers of the technical services, for approval prior to publishing the necessary assignment orders. This utilization tour will normally be for a period of 3 years. Such tours may be interrupted for attendance at service schools or other career broadening assignments when it is in the best interests of the service. Normally, officers will not attend two consecutive school courses, e.g., an officer will not attend a civilian course and immediately attend Command and General Staff College. Exceptions will be made should circumstances warrant. Upon completion of a utilization tour, officer will revert to the normal career pattern of his branch. Changes in assignment (except for officers of the Army Medical Service, Chaplains Corps, and The Judge Advocate General's Corps) during this utilization tour will be processed through the Chief, Career Management Division, TAGO, or the Deputy Chief of Staff for Logistics, whichever is appropriate, prior to the publication of orders.

70. Civilian School Certificate

Officers accepted for attendance at a civilian school will be required to sign the following certificate:

I certify that I intend to complete the course of instruction at the prescribed school, and upon completion thereof to remain on active duty with the Armed Forces for a period of 4 years. I hereby waive any right to resign, or otherwise be relieved from active duty before a date 4 years subsequent to completion of such schooling unless I am sooner relieved for the convenience of the Government.

[AG 300.7 (28 May 56)]
By Order of *Wilber M. Brucker*, Secretary of the Army:

MAXWELL D. TAYLOR,
General, United States Army,
Chief of Staff.

Official:

JOHN A. KLEIN,
Major General, United States Army,
The Adjutant General.

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Army AA Comd (5)	POE (OS) (5)
OS Maj Comd (2)	Trans Terminal Comd (5)
OS Base Comd (5)	Army Terminal (5)
Log Comd (10)	OS Sup Agencies (2)
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Armies (10)	Arsenals (3)
Corps (10)	DB (2)
Div (10)	Lab (1)
Brig (5)	Disp (1)
Regt (5)	FOUSA (2)
Bn (2) except Sep Bn (3)	Div Engr (2)
Co (1)	Engr Dist (2)
Ft & Cp (3)	Mil Dist (3)
USMA (50)	Proc Dist (2)
PMST (1)	QM Market Cen (1)
Gen Depot (5) except Atlanta	
Gen Depot (none)	

NG: State AG (6).

USAR: None.

For explanation of abbreviations used, see SR 320-50-1.

