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Reference

DEPARTMENT OF THE ARMY PAMPHLET NO. 600-3

CAREER PLANNING
FOR
ARMY
COMMISSIONED
OFFICERS



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CAREER PLANNING FOR ARMY COMMISSIONED OFFICERS

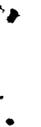
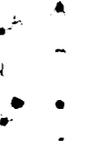
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CHAPTER 1

INTRODUCTION

1-1. Purpose and Scope. *a.* This pamphlet provides broad guidance for individual officers, commanders, and personnel management agencies in career development and utilization of commissioned officers in the United States Army. A career pattern for each branch of the service is provided as a guide to the assignment of officers below general officer grade. Assignments within these patterns will achieve optimum long-range personnel utilization to meet the needs of the Army and the Nation and develop the career of the individual.

b. Career planning for Army officers involves the entire field of personnel management and facilitates the realization of three primary objectives: First, it provides for the maximum development and utilization of an officer's inherent abilities, aptitudes, and interests, as well as for the best utilization of his acquired skills and accumulated knowledge. It recognizes that an officer makes significant use of his talents when his duty requirements are consistent with his capabilities and preferences. Second, career planning assists in building and maintaining a corps of highly motivated and competent officers which results in a more efficient and proficient Army. Third, career planning assists in fulfilling the Army's obligation to the Nation by developing competent military leaders who are qualified to occupy positions of great responsibility in periods of peace and war.

c. Career planning requires the establishment of a program of duty assignments and formal schooling designed to meet the current needs of the Army and develop skills for future requirements. The success of the program depends upon the energetic support and cooperation given by each officer, and all the echelons of command.

d. To assure success, the policies and plans outlined herein must be administered so as to insure that—

(1) All officers are classified according to their qualifications, and such qualifications are made a matter of record.

(2) The professional capabilities of officers are developed to the highest level through intelligently planned and progressive rotation of assignments in order that the Army will always have a sufficient number of qualified officers to successfully accomplish its many assigned missions and functions.

(3) All officers have equal opportunity for selection for promotion, and significant assignments on the basis of demonstrated merit.

(4) All officers are counseled on a continuing basis to provide accurate and adequate information on the opportunities, challenges, and benefits of an Army career.

1-2. Basic Elements of Career Planning. *a.* Successful career planning must insure progressive advancement through the various phases of training from a basic program up to the highest level of training for which the officer has the capability. This advancement is dependent to a large degree on the duty assignments the officer receives during the development stage and is influenced by his capabilities and desires. Duty assignments are dependent on—

(1) Current requirements for filling position vacancies.

(2) The grade, skill, educational, and branch or experience requirements of the position vacancies.

(3) Availability of officers who meet the

requirements of the position, or who are in need of the particular on-the-job training offered by the position.

(4) Stated preference of the officer.

b. Effective career planning requires—

(1) Formal education and training in military and civilian schools.

(2) Rotation of assignments in varied types of duty.

(3) Development of capacity by performance in progressively higher echelons.

(4) Early identification and programed training and assignment of officers possessing specialized or outstanding generalized talents.

1-3. Responsibilities for Career Planning.

Officer career planning is a responsibility of the Department of the Army, of the officer's immediate and intermediate commanders, and of the individual.

a. Department of the Army participates in career planning by—

(1) Assignments on a change-of-station basis which provide career development opportunities.

(2) Military and civil schooling.

(3) Development and implementation of appropriate promotion and retention policies.

(4) Development of policies affecting an officer's career.

b. Immediate and intermediate commanders participate in career planning by—

(1) Rotating assignments within their commands based on the officer's career needs.

(2) Using their knowledge gained through experience to advise their subordinates.

(3) Counseling individual officers and rendering efficiency reports as required.

c. Each officer participates in his own career planning by—

(1) Successful performance of assigned duty.

(2) Demonstrated capacity for growth. Examples of this capacity are attainment of Department of the Army announced levels of civil schooling, graduate training on an off-

duty basis, successful completion of military schools and outstanding performance in a command or key position.

(3) Evaluating his own progress periodically and taking or requesting appropriate action. Each officer should visit his career branch once every 3 years to obtain assistance in making his evaluation and information on current career policies. If an officer is unable to make a personal visit, all branches encourage correspondence requesting information for career guidance purposes.

(4) Insuring that he has a current preference statement on file and that the choices are logical and in accord with the career pattern of his branch.

1-4. Points of Decision. a. The most important element in the career management of an individual is the individual himself. He should identify his long term career objectives and plan for their achievement. This planning provides a basis for future career decisions.

b. It is essential that an officer be able to recognize repetitive type assignments which do not broaden his experience to the degree that it should be broadened. It is incumbent upon that officer to discuss this with his commanding officer and, if necessary, to correspond with his career branch in an attempt to develop better variety of assignments. This should be followed up in discussions with career branches on visits to Washington or when the branch representative visits the installation.

c. On a few occasions in an officer's career, he has a choice between what might be called a desirable and pleasant assignment, including continuation of a current position, and another assignment involving personal sacrifice, additional effort or even danger on his part. In such situations, the officer can many times influence to a high or even decisive degree the final determination of his assignment. Consequently, he should weigh very carefully the advantages and disadvantages of either assignment since the more difficult might well be the very type which, if successfully accomplished, would indicate the true professional potential of the officer.

CHAPTER 2

CAREER POLICIES

2-1. General. *a.* The potential of career officers is developed through proper assignment, military and civil schooling, and professional career guidance. Proper assignment is the major factor in the career development process since it must provide that progressive development which increases an officer's capabilities. Broad basic policies and sound personnel planning provide the means to achieve a practical and beneficial assignment pattern over a period of years and allow for a balance between career development and operational requirements.

b. As the Army exists in peacetime to prepare for victory in war, so Army officer careers are guided to insure that each officer is properly trained so that he can perform effectively in time of war. It is toward this goal that all schooling, experience, assignments and promotions of the career officer are aimed.

c. This chapter contains Department of the Army policies which serve as tools in career planning. These policies are applicable to all commissioned officers; however, their application to career Reserve officers may require some modification because of the normally shorter period of active service. The assignments to Reserve officers not on extended active duty may dictate certain modifications.

2-2. Tour of Duty. *a.* The Department of the Army objective is to establish tour lengths that will provide for proper utilization by the local commander, improve family stability, reduce PCS expenditures, and increase career attractiveness. However, this objective is not always compatible with operational requirements and the career development need for diversified experience, such as schooling and command duty.

b. In general, the normal tour of duty is 3 years except for certain foreign service tours that will vary with climatic and living conditions. Requirements occasionally dictate that officers be reassigned prior to completing the minimum length of a normal tour. Tour lengths are reviewed frequently and changes are announced from time to time in appropriate regulations.

c. Length of detail to another branch is 3 years except for detail of newly commissioned Regular Army lieutenants to the combat arms, which is 1 year.

2-3. Assignment of Colonels. Activities concerning career planning and assignments of colonels of all branches except the Army Medical Department the Judge Avocate General's Corps and Chaplains are centralized under the Director of Officer Personnel, Office of Personnel Operations, Department of the Army. Personalized career management to achieve maximum utilization of developed skills in positions of highest responsibility throughout the Army is thereby enhanced.

2-4. Command and Supervisory Positions. *a.* Command and supervisor positions enjoy the highest prestige of all positions in the Army, and therefore are the most sought after duty assignments. Ideally, officers should receive at least one command assignment at each grade level. The amount of command will vary in each branch and is obviously dependent on command positions available. Most often, the limited number of command positions dictates that they be filled by those officers whose records indicate a leadership potential for command at a higher level.

b. Selection for advisory duty in MACV is considered an important assignment for the

professional development of the career officer. Full recognition commensurate with the advisors grade will be given for command in Combat for advisors of units at all levels and for advisors to Province and District Chiefs.

c. Successful completion of a tour of duty at a level of command such as company or battalion, or comparable supervisory level, coupled with other duty assignments in time of peace, should make the officer a potential commander at higher levels in time of emergency. The proven ability to command can influence many personnel actions, such as selection for high level military schooling, tours of duty in special key assignments, promotion, and other equally important personnel actions.

d. Certain specialists of the Army Medical Department, Judge Advocate General's Corps, the Chaplains, and the Women's Army Corps are limited in the exercise of command by law and regulation. However, leadership or supervisory ability is as essential to these and other specialists as it is to all other officers exercising troop command or comparable leadership responsibilities.

2-5. Troop Duty. a. A major career development goal is to assign all officers of the arms, and most officers of the services to troop duty at progressively higher levels of responsibility. The frequency of recurrent assignment to troop duty varies depending on individual branch requirements and ordinarily will decrease with length of service. Normally the early years of service, except for schooling, will consist of troop duty.

b. The assignments in the Basic Military Development Phase of an officer's career, when he receives his basic military training and education, are most critical. It is the objective of Department of the Army that lieutenants be assigned to troop duty preferably at company level, but not above battalion level. If troop assignments are not available, these officers should be assigned to operational type duties at military installations. Commanders will make exceptions to this assignment policy only when there is no other practical solution.

2-6. Rotation of Duties. Rotation of duty assign-

ments, to include additional or special duties, within organizations, installations, and activities is the normal practice. Each officer can expect to perform a variety of tasks appropriate to the grade in which he is serving.

2-7. Requesting Officers by Name. In the past the practice of requesting officers by name has prevented their proper career development because of the repetitive nature of the assignment for which requested and the untimeliness of many of the requests. This practice has also precluded desirable assignments and proper development of the abilities and potential of other deserving officers. For these reasons, requests for officers by name are discouraged by the Department of the Army.

2-8. Recurrent Assignment. a. Continued or recurrent assignment of officers to duties which fail to provide progressive development or to increase an individual's potential will be avoided, particularly during the early career development phases. The assignment of officers with special qualifications and those enrolled in special career programs are discussed in greater detail in chapter 8.

b. The career development period normally will end for Regular Army officers between the 19th and 23d years of service, and for career Reserve officers after 15 years of service. After completion of the development phase, officers will be assigned to those duties in which they are best qualified by experience and ability.

2-9. Release From Assignment. Commanders and supervisors must always consider the long-range benefits to the Army and to the individual, and release officers at the proper time for assignments and schooling essential for an officer's career development.

2-10. Assignment to Military Assistance Advisory Group (MAAG). a. Assignment to advisory duty with units and headquarters of MAAG's and missions is an important assignment for a career officer. Assignments to these activities provide valuable experience in understanding and working with our allies and in furthering the interests and prestige of the United States. Officers assigned to such duties must possess the talent and experience neces-

sary to obtain the cooperation and support of their counterpart in the host nation. Tours of duty with a MAAG or military mission are considered in conjunction with troop and staff duty in any evaluation of an officer's overall record. The opportunity for this type duty varies in each branch.

b. Assignment to advisory duty in Vietnam is highly selective. The selection process is being monitored closely to insure that the officers best qualified are selected and receive the best and most up-to-date training possible. Special studies are being conducted to develop a high visibility, coherent program for key advisors. Selection and success in this assignment is considered important in the professional development of career officers.

c. Proficiency in the language of the host nation, although not always mandatory, is highly desirable. Previous attendance at Command and General Staff College, Armed Forces Staff College or a senior service college is often a prerequisite. Assignment to this type of duty is made only after a careful review of the officer's record has verified his ability to work in harmony with personnel of other services and the host nation, and to maintain the high standards of personal conduct expected of a representative of the United States.

2-11. Assignment to Special Action Forces. Special Action Forces (SAF) are task organizations of Special Forces, Psychological Warfare, Army Security Agency, Civil Affairs, Engineer, Medical, Intelligence, Military Police, and Signal units. Special Action Forces are designed and trained for employment within major oversea commands for unconventional warfare and cold war missions. Assignment to a Special Action Force offers opportunity for training and experience in counterinsurgency operations, psychological operations, and in unconventional warfare. Special Forces assignments are made from airborne qualified officers, from officers who volunteer for airborne training, and from Special Forces volunteers. Assignment to the other Special Action Force units are based upon individual qualifications and experience consistent with personnel policies in effect at the time of the assignment.

Current Department of the Army policy provides that all personnel assigned to Special Action Forces will be airborne qualified. Assignment to a Special Action Force unit compares equally to duty with other Army combat units for career development purposes. In addition a special annotation will be made on the personnel records of those individuals who have been members of a Special Action Force and are qualified in counterinsurgency.

2-12. Assignment to Reserve Components and Army Training Centers. In any war or major national emergency, citizen soldiers will comprise the bulk of the Army. Therefore, the career officer must be familiar with the problems, training requirements, and psychological outlook of personnel in the Reserve components and of trainees from civilian life. All career Army officers, except members of the Chaplains branch, Judge Advocate General's Corps, Finance Corps, and certain specialists of the Army Medical Department will, when practicable, serve at least one tour of duty with one of the Reserve components, e.g., the United States Army Reserve, or the Army National Guard. In addition, combat arms officers can expect a tour of duty with an Army Training Center. Repetitive assignments normally will not be made to the same component or to an Army Training Center at the same experience level.

2-13. Assignment to the U.S. Army Recruiting Command (USAREC) with Duty in Army Recruiting or an Armed Forces Examining and Entrance Station (AFEES). Assignment to an AFEES or recruiting duty is an important assignment for any career officer. It enables the career officer to better understand the problems, training requirements and the psychological outlook of trainees from civilian life. All career officers of the Arms Branches and the Adjutant General's Corps should seek assignment to the Recruiting Command. AFEES duty equates with troop duty and high level staff assignments. Since an AFEES is a DOD activity administered by USAREC, joint staff experience is gained from this assignment. Within the Recruiting Command there are positions for 119 commanders, ranging in grade from major to colonel. Selection of individuals for

assignment to the United States Army Recruiting Command is determined based upon the officer's education, occupational background, interest, avocation and other military occupationally classifiable skills and knowledge. Individuals selected for this type duty must be of the highest caliber, must present a good appearance and bearing, be free of embarrassing physical handicaps, have a genuine want and a sincere interest in community relations and have the initiative, ingenuity, and stamina required for this type of duty.

2-14. Instructor Duty. An officer will be engaged in some form of instruction in educating and training enlisted men, cadets, or other officers throughout his professional career. Formal assignment as an instructor at the United States Military Academy or other service academy, at an ROTC unit, at an Army Training Center or at one of the branch or service schools of the Armed Forces is an important means of developing abilities and techniques in educating and training personnel. Instructor duty improves an officer's personal and professional qualifications and contributes to the development of self-confidence. Consequently, assignment to instructor duty is given high priority in career development.

2-15. Inspector General Detail. *a.* It is desirable, both to the commander and to the unit, to introduce into the inspector general system mature officers with broad Army background and experience whose past performance, moral attributes, and personal traits are well above average. It is particularly desirable that these officers have recently completed command or troop assignments in order that they can bring to the position current knowledge of the problems of the commander, the units, and the individual soldiers.

b. Officers detailed as inspectors general acquire broad experience in all aspects of the operations and administration of the organizations or headquarters to which they are assigned, thus developing a greater potential for future higher command or staff responsibilities. In order to provide the maximum number of officers with an opportunity to obtain the valuable background derived from such assign-

ments, many officers can expect one such assignment; however repetitive tours normally are not authorized.

2-16. Joint and Combined Staff. *a.* Opportunities for duty with joint and combined staffs are necessarily limited to those officers who possess an outstanding record of performance and a high degree of potential. It is desirable that officers who perform this type of duty have a broad Army background and a demonstrated potential to work in harmony with officers of other services and allied nations.

b. Completion of the course of instruction at the Command and General Staff College, Armed Forces Staff College, or one of the Senior Service Colleges normally is considered a prerequisite for assignment to this type of duty.

2-17. Assignment Upon Completion of School Courses. *a.* Assignments of officers completing a course of instruction at a service school normally will follow the branch career pattern as outlined in Chapter VII. When planning assignments for school graduates, the desirability of assignment to a staff and faculty to take advantage of recent schooling is an important consideration.

b. Training at civilian institutions will be immediately followed by a utilization assignment in the general field of duty. Utilization tour lengths normally will be 3 years. Such tours may be deferred if the needs of the service dictate. Normally, officers will not attend two consecutive service or civil school courses.

2-18. Preference Statements. *a.* It is important that every officer realize his responsibility in developing his own career. Efficient, personalized assignment and development of the officer corps requires the active participation of all officers. Every officer has the privilege and responsibility of keeping his commander and career branch informed of his ideas regarding his best utilization and development. This is particularly important in assignment actions accomplished at Department of the Army level. Therefore, every officer should insure that a current "preference statement" is on file in his career branch.

b. Consideration will be given to individual assignment preferences consistent with military requirements and career needs. Officers must recognize, however, that requirements of the Army may not always allow satisfaction of personal desires.

c. Special consideration will be given to preferences requesting further education, particularly for those officers who have not acquired baccalaureate degrees.

2-19. Efficiency Reports. a. The most important periodic contribution to the officer's record is the official rating and description provided by the efficiency report. This report is used in all personnel actions such as assignments, promotions, selections for schools, Regular Army integration, elimination from the service, and similar personnel actions. Unless an officer's capabilities and deficiencies are reflected accurately in his efficiency reports, intelligent assignment and evaluation cannot be accomplished. Each efficiency report must contain a comprehensive, objective appraisal of an officer's abilities and capabilities. The appraisals should portray a complete and descriptive picture of the officer's performance of his duties.

b. The efficiency report requires careful consideration and thorough preparation on the part of all rating and indorsing officers. The information provided assists the career branch in monitoring the career of each individual officer. Efficiency reports that are incomplete or do not accurately reflect the rated officers performance of duty, personal traits, or potential value to the service deny personnel action agencies the information essential for evaluating that officer's career development.

2-20 Officer Promotion. a. The promotion systems, temporary and permanent, comprise the personnel procedure concerned with moving officers through an Army career considering—

- (1) Statutory limitations and requirements.
- (2) Grade authorizations.
- (3) Opportunity for advancement.
- (4) Equity of consideration.
- (5) Age and service at time of advancement.

(6) Time in grade.

(7) Potential for successful service in the next higher grade.

b. Career planning must be closely correlated with the promotion systems to insure that officers receive the training considered essential for the next higher grade. In the same manner, the promotion system should insure that an officer serves a sufficient length of time in grade in order that requisite training can be obtained.

c. Although it is recognized that promotion policies should not fluctuate appreciably, changes in the size of the Army, operational concepts and requirements, and the laws governing the military services make changes in promotion policies mandatory.

d. Officers should realize that permanent promotion, Regular Army or United States Army Reserve, determines tenure in each component. For example, a Regular Army officer who twice fails selection for lieutenant colonel Regular Army is separated from active duty in his 21st or 22d year of promotion list service. The Regular Army officer achieving this grade has 28 years tenure.

e. All qualified Regular Army second lieutenants are promoted to permanent first lieutenant by Department of the Army action after 3 years of service regardless of vacancies. Permanent promotions above first lieutenant are made as a result of Army selection boards.

f. See AR 624-100 and AR 135-155 for additional information on promotion of officers on active duty, and for general guidance to be furnished promotion selection boards.

2-21 Elimination of Personnel. Every officer deserves a fair chance to demonstrate his capabilities. Special counseling and training must be given to newly commissioned officers who encounter initial difficulties resulting from inexperience. An officer's responsibility for leadership and proper example requires that he accomplish his duties effectively and conduct himself in an exemplary manner at all times. The officer who fails to achieve or maintain minimum standards must be identified promptly and positive action taken to improve his

performance. If the officer does not maintain acceptable standards of performance or conduct and he fails to respond to reasonable efforts for improvement, eliminative action must be taken.

2-22. Appointment in the Regular Army. One of the most challenging problems facing the Army today is the procurement and retention of highly qualified officers. A balanced experience distribution by grade and branch must be maintained throughout the officer structure. Maintaining the strength and vitality of the career officer corps requires that a large number of officers be retained beyond their initial period of obligated service. Deserving Reserve officers must be encouraged to extend to apply for appointment in the Regular Army.

a. The General Eligibility Requirements for an Original Appointment in the Regular Army are outlined in Title 10, USC, Section 3285, and essentially are:

- (1) be a citizen of the United States.
- (2) be at least 21 years of age.
- (3) be of good moral character.
- (4) be physically qualified for active service; and
- (5) have such other qualifications as the Secretary of the Army may prescribe (see AR 601-100).

b. **General Processing Requirements:** The general eligibility requirements are outlined in Section 1, AR 601-100. It is important to note that under the age criteria, establishment of the maximum age is statutory and may not be waived. Applicants and processing personnel at each level of command should be knowledgeable of the requirements cited in the regulation. Required documents to accompany applications are listed in Table 1 of AR 601-100.

c. **Pre-Regular Army Selection Board Procedures:** Applications for Regular Army appointment are received in Department of the Army by the Appointment Branch, The Adjutant General's Office. Each application is screened to assure compliance with regulatory procedures. Eligibility determination is made as to age, edu-

cation and citizenship. After it has been determined that the eligibility requirements have been met, the appointment application with the official personnel files are forwarded to the Department of the Army Regular Army Selection Board.

d. **Regular Army Selection Board Procedures:** Each application with its allied papers is reviewed by the Regular Army Selection Board convened in Washington, D.C. The board of senior officers, evaluates cases based on, but not limited to, applicants' efficiency, reports and recommendations, education, physical qualifications, moral standards, leadership, and qualifications for the branches he is applying for. After the board reaches its finding, the case is returned to the Regular Army Appointments Section of the Adjutant General's Office.

e. **Post Regular Army Selection Board Procedures:** The Regular Army Appointments Section informs the officers who were not selected for Regular Army appointment. In their notification, they explain that officers not selected may reapply after 1 year has passed since their notification of nonselection. Those officers who are selected for appointment by the Regular Army Selection Board are notified of the tentative selection. Medical eligibility requirements are then determined by The Surgeon General. Final selection cannot be announced until the list of selected officers is submitted to Congress by the President. Once the Congress confirms the list of nominees, formal notification is provided the officer by the Adjutant General. At this time, the officer takes the oath of a Regular Army officer.

2-23. Detail of Male Regular Army Lieutenants. In order to provide training desirable for the basic career development, newly commissioned lieutenants in the Regular Army whose basic branch assignment is the Adjutant General's Corps, Chemical Corps, Finance Corps, Ordnance Corps, Quartermaster Corps or Transportation Corps are detailed to a combat arms branch. Individual officers are detailed to Air Defense Artillery, Armor, Field Artillery, or Infantry for a 1-year period. In addition, 25 percent of the newly commissioned Regular Army officers of the Transportation Corps may

be detailed to the Corps of Engineers. Newly commissioned officers who are assigned to Medical Service (USMA only), Military Intelligence or Military Police Corps will be detailed in Infantry or Armor for a 1-year period. The 1-year detail is performed in a rifle company or comparable unit and affords the young officer the opportunity to familiarize himself, first hand, with the combat soldiers needs and provides increased opportunities for face-to-face leadership and command. The detail period does not include intransit time and time required for schools. During the detailed period, the detail branch will effect the officer's assignments, monitor his career pattern and control his personnel action requests. Upon termination of the officer's detail, his basic branch will reassume these responsibilities.

2-24. Branch Transfers. *a.* Officers who feel that their experience, interest or educational background are more suited to another branch, are eligible to request a branch transfer under the provisions of AR 614-100. As specified the regulation, officers normally become eligible for transfer after having served 2 years on active duty. Certain eligibility provisions which may be applicable are as follows:

(1) Reserve officers will normally serve their initial obligation (OBV-II) in the branch in which appointed before becoming eligible for branch transfer.

(2) Regular Army officers, appointed in other than an arm branch, will serve a 1-year detail in an arm branch. This 1-year detail commences when an officer reports to a company/battery sized unit. After completing the detail period, the officer must serve 2 years in the branch in which initially appointed before becoming eligible for branch transfer.

(3) Regular Army officers appointed in an arm branch, may request a branch transfer after 2 years of service.

b. In considering requests for branch transfers, primary consideration will be given to re-

maining years of service, branch requirements and the officer's manner of performance. His ability to perform those duties required by his grade in the branch to which he is requesting transfer, will also be considered. A branch transfer will not be disapproved solely because of comparative branch strengths or lack of branch experience. A branch transfer will not normally be approved when an officer is on orders for a short tour overseas, or in the case of a civil school graduate, when he has not completed the required utilization tour.

c. Department of the Army retains the authority to approve a request for branch transfer from any officer, when a cogent military necessity exists.

d. Reserve officers will forward their requests for branch transfer to:

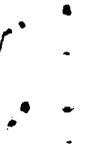
Commanding Officer
U.S. Army Reserve Components Personnel Center
ATTN: RCPA-O
Fort Benjamin Harrison
Indianapolis, Indiana 46249

e. Regular Army officers will forward branch transfer requests to:

Chief of Personnel Operations
ATTN: (appropriate duty branch or Colonels Div)
Department of the Army
Washington, D.C. 20315

f. Medical Department officers, Judge Advocate General Corps officers and Chaplains of the Regular Army should refer to paragraph 2-3c, AR 614-100 for correct address for forwarding requests.

2-25. Extension of Service. AR 135-215 contains the details and procedures for Reserve officers to extend their periods of service. It provides for an indefinite extension or for extensions for a specified period.



CHAPTER 3

CAREER COUNSELING

3-1. General. The purpose of this section is to encourage an effective counseling program to motivate officers toward an Army career.

a. Career counseling dispels misconceptions and informs individual officers of the many advantages of a career in the Army, and if properly executed will strengthen the officer corps. It is not intended to supplant performance counseling nor should the two be combined. Effective career counseling can be enhanced by a full appreciation of the information contained in this pamphlet and DA Pam 608-2 (The Army Personnel Affairs Handbook).

b. Counseling is a face-to-face relationship between two or more persons for an exchange of communication. Career counseling is an important part of effective leadership and involves an accurate and adequate presentation of information on the many opportunities, challenges and benefits of an Army career. Career counseling during the first few months of the young officer's service is most important since it is during this period that the officer forms the impressions he will carry throughout his service. All career officers have the responsibility, and duty, to insure that junior officers have a full understanding of what it means to be a career Army officer. A guide for effective counseling is included at appendix B.

3-2. Officer Procurement. A brief analysis of recent officer procurement trends is included as a basis for the discussion of officer retention which follows.

a. New officer accessions have fluctuated during the past decade due to cutbacks in requirements for officers as well as sudden increases in the authorized strength of the Army. This latter factor has resulted in difficulties in fulfilling

annual officer procurement requirements for the first time in several years.

b. The ROTC program is the largest single procurement source for Army officers. The Army OCS program, expanded during 1966 through 1968, has been reduced now and is providing less than the ROTC program.

c. Apart from USMA, ROTC and OCS graduates, the other major source of new officers for the Army has consisted of direct appointments in the Women's Army Corps, professional branches and specialists of the Army Medical Department, e.g., physicians, veterinarians, dentists, lawyers, chaplains, nurses, medical service specialists, etc. Procurement for these programs have been generally satisfactory and no insurmountable difficulties have been experienced.

3-3. Officer Retention. *a.* A great number of young officers leave the Army upon completion of obligated service because they have never gained an understanding of what it means to be a career Army officer. For the past decade too few junior officers have been retained on active duty beyond their minimum obligated tour. This situation has created an unbalanced experience distribution, by year group, in the Army officer corps. Correcting this imbalance through increased retention of junior officers, in terms of quality and numbers, is the target.

b. Retention experience has varied among the various officer procurement sources. As a group, graduates of the United States Military Academy and Regular Army officers obtained through the ROTC program are more motivated to remain in the Army. Approximately 85 percent of this group remain on active duty beyond the first year following completion of obligated periods of service. Retention experi-

ence for other major procurement sources is not impressive. At the present time, approximately 28 percent of the junior reserve officers (OBV-II) extend their military service beyond their obligated tour period.

c. The commander who comes in daily contact with the junior officers whom the Army is attempting to retain is the key to retention. It is this commander who imparts to the young officer a sense of belonging, both to his organization and to the Army, and instills in him the desire to make the Army a career. Conversely, it is this commander who, through the lack of

proper emphasis, might cause many career oriented junior officers to leave the Army.

d. All commanders must concern themselves with the application of the principles of troop leadership; they must know and understand the problems, needs, and desires of their officers. They must possess the knowledge of the many options available for officers, such as civil schooling, military education, and assignment opportunities which make the Army attractive as a professional career. Commanders must recognize the serious situation which poor retention poses for the Army of the future.

CHAPTER 4

ARMY MILITARY SCHOOL SYSTEM

4-1. General. This chapter outlines the Army military school system and the career policies and procedures associated with military schooling for Army officers.

4-2. Qualifications and Eligibility Lists. Eligibility criteria for attendance at service schools are established by The Deputy Chief of Staff for Personnel, Department of the Army, and prescribe the length of service, age limit, and prior education required for eligibility. Based on these criteria each career branch maintains current eligibility lists of officers qualified to attend career military schools.

4-3. Selection. The general procedure for selecting officers to attend military career courses is as follows:

a. Basic Course. Newly commissioned officers, except OCS graduates who remain with their basic branch, attend a basic course as soon as practicable after entry on active duty. These officers attend the basic course of their basic branch except that detailed officers attend the basic course of their detailed branch. Branch transferees, Regular Army officers joining their assigned branch after their Army detail, and OCS graduates assigned to a branch other than that of the OCS they attended will normally attend a specially designed basic branch orientation course.

b. Branch Advanced Course. Officers will attend the advanced course as soon as practicable after being promoted to the grade of captain.

c. Command and General Staff College. Officers may attend the Army Command and General Staff College. A few are selected for the Navy, Marine, and Air Force Command and Staff Colleges. Upon receipt of quotas, each career branch nominates officers qualified and

available to attend. These nominations are based on a competitive analysis of all officers on the current eligibility list. Types of duty performed, responsibility entailed, broad development of the officer concerned, demonstrated academic ability, and overall manner of performance and potential are factors considered by career branches in the nomination process. Ninety percent of the selections are made by the Officer Personnel Directorate and 10 percent by the Department of the Army Selection Board without regard to branch. Zone of eligibility includes majors and lieutenant colonels who are serving in their ninth through sixteenth years of commissioned service. Promotion list service determines years of service for Regular Army officers, and active Federal commissioned service is the governing factor for Reserve component officers.

d. Armed Forces Staff College. This is a joint college rather than an Army school. It prepares selected officers for staff and command duty in joint and combined operations. Attendance is limited to a relatively small quota, and is equated to the Command and General Staff College for the purpose of career progression. Officers may attend only one of these two colleges. Eligibility criteria and selection procedures are the same as for the Command and General Staff College.

e. Senior Service Colleges. The Army War College, the National War College, the Industrial College of the Armed Forces, the Naval War College, the Air War College, the Inter-American Defense College, the British Imperial Defense College, the Canadian National Defense College, and the French Ecole Supérieure de Guerre are considered to be at the same military educational level. Army officers who attend these colleges are selected

by a Department of the Army selection board on the basis of the best qualified among eligible officers without regard to branch or assignment.

f. Navy, Air Force and Marine Schools. Invitational quotas to Navy, Air Force and Marine schools are received by the Department of the Army. Procedures established for selection of students to attend comparable United States Army Schools apply to selection of students for these schools. Officers designated to attend sister service schools are given full credit for the comparable level Army school or college.

4-4. Department of Defense and State Department Schools. Officers may be designated to attend courses at several schools operated by the Department of Defense and the Department of State, Foreign Service Institute.

4-5. Foreign Schools. Officers are selected to attend foreign schools as students in accordance with invitational quotas received by the United States Government. Selection procedures follow those of the corresponding United States service schools.

4-6. Language Training. Officers of the U.S. Army are performing duties in more than 70 foreign countries requiring language fluency. For this reason, the Department of the Army encourages all career officers to attain fluency in at least one foreign language, either through USAFI or extension course off-duty study, "on-duty" study, or by other means. To assist in accomplishing this objective, officers are encouraged to volunteer for training in the language of their choice. In the absence of sufficient volunteers, officers may be ordered into language training on a mandatory basis to meet requirements of the service. Consistent with Army requirements and career development needs, an effort is made to assign officers who have acquired a proficiency in a foreign language to duties which will utilize their linguistic skills.

4-7. Military Schooling Other Than Career Courses. Many military school courses are conducted to provide the knowledge or skills required for a specific assignment. Officers may

apply for these courses or they may be programmed to attend such courses by their career branch to qualify for a specific assignment. Complete information concerning such courses is contained in The U.S. Army Formal Schools Catalog (DA Pam 350-10), or may be obtained from local training agencies.

4-8. Application for Schools. It is unnecessary for officers to make application for assignment to the various career schools. Officers are automatically considered for such schooling as they reach the appropriate zone of eligibility and at the time they are being considered for reassignment. Officers may apply for schooling where special interest or aptitude is a factor in selection, or where attendance is restricted to officers who volunteer for such schooling.

4-9. Release From Current Assignment and Consecutive Courses. *a.* Whenever possible, assignment to schools will be coordinated with a normal permanent change in assignment. Tours of duty in a particular assignment may be extended or curtailed within reasonable limits to eliminate interim assignments.

b. Normally, officers will complete at least one nonacademic tour between service school courses, e.g., an officer will not attend Command and General Staff College immediately after completing his branch advanced course.

4-10. Nonresident Schooling. Circumstances may preclude an officer's resident attendance at a particular school or college. Available spaces at the higher military education levels will preclude many qualified officers' selection for resident attendance. In such cases, each officer is encouraged to further his military education through an appropriate course of nonresident instruction. In general, the successful completion of a given level of nonresident instruction is considered on an equal level of attainment with—but does not preclude attendance at—resident instruction. "Equal level of attainment" means that an officer who has reached his military education level through nonresident instruction will receive the same consideration in assignment, promotion, and further schooling as an officer whose military education level was reached by resident instruction. Details are

contained in AR 350-60, DA Pam 350-60 and AR 351-11.

4-11 Service Obligation. Attendance at certain

military schools incurs a service obligation under the provisions of AR 350-100 and DA Pam 350-10.

ARMY EDUCATIONAL PATTERN

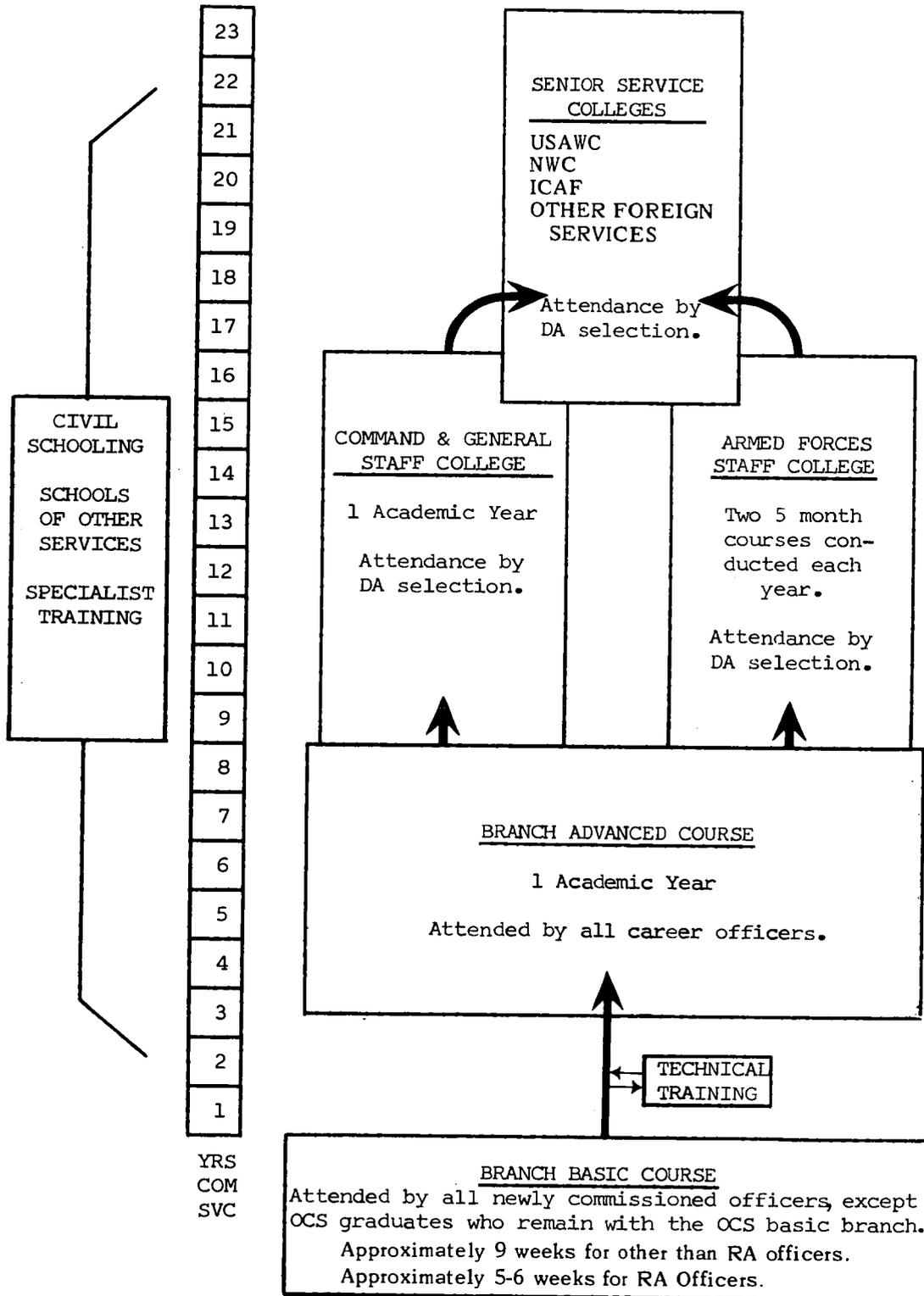


Chart 4-1.

CHAPTER 5

ARMY CIVIL SCHOOLING

5-1. **General.** This chapter describes the opportunities for civilian schooling available to military personnel through the Army Civil Schools Program and the General Educational Development Program. It explains the objectives, application procedures, service obligations, and utilization policies associated with participation in these programs.

5-2. **Basic Policies.** *a.* The objective of the Civil Schools Program is to provide selected volunteers with training at civilian institutions in areas or disciplines for which the Army has approved requirements but does not provide in-service training. Matriculation fees, tuition costs and other related expenses are paid by the government. Following graduation, participants are programmed for assignments which effectively utilize the training received. Training available under the Civil Schools Program includes education leading to undergraduate as well as advanced degrees.

b. The objective of the General Educational Development Program is to enable military personnel desiring self-improvement in performance and general education to pursue special courses or to attain the goal of a baccalaureate or an advanced degree. Under this program military personnel may receive financial assistance for off-duty courses or full time study.

(1) *Off-duty courses.* Tuition assistance is provided to defray 75 percent of the tuition costs for off-duty courses conducted by accredited educational institutions. All other expenses to include the remaining tuition costs, all registration fees, and the costs of textbooks and supplies must be paid by the officer. (See paragraph 14, AR 621-5.)

(2) *Full-time study.* The Degree Completion Program permits full time study to a maximum

of 12 months for a baccalaureate degree or for an advanced degree in a subject of functional value to the Army. The officer pays all educational and transportation costs; however, most participants are eligible for assistance offered under the Veterans' Readjustment Benefits Act, officers receive full pay and allowances while attending school under this option.

5-3. **Quotas.** The number of officers admitted into the Civil Schools Graduate Program each year depends on career branch allocations of those positions validated annually by the Department of the Army Educational Requirements Board (AERB). There is currently no announced limit on the number of officers who may receive tuition assistance for off-duty study; the number of officers in Degree Completion option is limited by an annual ceiling.

5-4. **Application Procedures.** *a.* Applications for admission to the Army Civil Schools Graduate Program should be submitted to the officer's career branch on DA Form 1618-R (AR 350-200). (Officers in the Army Medical Department will submit graduate school applications under the provisions of AR 350-219.) Each application must be accompanied by two official copies of all academic transcripts of the applicant's previous college work and a report of scores of the Graduate Record Examination Aptitude Test or the Admission Test for Graduate Study in Business, as appropriate. Applications for the Officer Undergraduate Degree Program should be submitted to the officer's career branch.

b. Applications for Tuition Assistance for off-duty courses should be submitted on DA Form 2171 obtainable at any Army Education Center. Education Advisors are available to assist personnel desiring tuition assistance for

education. Applications for study under the Degree Completion Program should be submitted to each officer's career branch in letter form no later than 150 days prior to the desired enrollment period (AR 621-5).

5-5. Assignment Upon Completion of Civil Schooling. *a.* All officers who receive more than 20 weeks graduate schooling under the Civil Schools Program normally are assigned to a 3-year utilization tour. These assignments are made to meet the requirements established for officers trained in specific fields of study. These tours may be interrupted for attendance at service schools, short tours, or other career broadening assignments which are considered at the time to be in the best interest of the service. Upon completion of a utilization tour, an officer continues the normal career pattern of his branch to include subsequent utilization of his special qualification. Changes in assignment during this utilization tour except for officers of the Army Medical Department, Chaplains, and the Judge Advocate General's Corps must be processed through the Director of Officer Personnel prior to the publication of orders.

b. Although there is no formal utilization tour connected with participation in the Degree Completion Program, any acquisition of additional qualifications by civil schooling is considered in an officer's future assignments and the development of his career.

c. Utilization of officers with advanced academic degrees is governed by two basic types of career pattern. First is for the officer who, upon completion of his advanced civil education, receives assignment to a utilization tour and then is employed in a series of assignments not necessarily related to his field of study. Normally, such officers can expect additional utilization tours subject to the needs of the service. In this case, the Army seeks to obtain direct return on its investment during the initial utilization tour and any subsequent utilization assignments. In addition, direct benefits are obtained from the officer's advanced training through the additional knowledge and qualifications which he brings to his subsequent assignments, whatever they may be. A career

pattern of this type usually can be managed effectively under the policies of the officer's basic branch.

d. The second pattern is for the officer who, upon completion of his initial utilization tour, desires additional assignments which will utilize his special qualifications at various times in his career. These officers may indicate such assignment preferences on DA Form 483 (Officers Assignment Preference Statement). In areas where a formal Department of the Army Special Career Program has been established (chap 8), the officer may assure himself such a career by volunteering and being accepted for participation in the appropriate special career program. The officer who has received graduate schooling may be reassigned to a position requiring competence in his principal area of study depending upon needs of the service and officer's desires, in that priority. Such officers need cross-orientation in order to maintain branch qualification and also proficiency in their field of advanced study. When an officer is assigned to a position employing his scientific or similar qualifications, he must assume the responsibility of keeping abreast of new ideas and current trends in his basic branch. Likewise, the "user" of his advanced talents should assist the officer by providing him with periodic branch or general Army orientation, or arrange for him to attend a tour of duty refresher course at a service school. Similar actions will keep him informed of latest developments in his scientific field when he has advanced qualification. The branch immaterial career pattern is not necessarily incompatible with a branch material career pattern. For example, the artilleryman who desires to concentrate in the atomic energy field, or the ordinance officer who desires to concentrate on research and development (R&D), will receive assignments in the two areas that are mutually supporting. An ordinance officer participating in the R&D program could serve exclusively in branch material positions.

e. Officers who acquire advanced knowledge of a subject will be assigned command and managerial positions in which the possession of such advanced knowledge will enhance over-

all qualifications as an officer. For example, a graduate-schooled officer or a volunteer in the R&D officers' program assigned as an atomic energy laboratory scientist in the grade of captain may be assigned as the test officer making a specific application of atomic energy to Army weaponry when a field grade officer. Later as a senior officer, he might command a large and important laboratory or installation. Thus, over the span of a career, the pattern and sequence of assignments would encompass duty as a laboratory or field scientist and also an administrator of a scientific program.

5-6. Service Obligation. Officers accepted for training at a civilian institution, to include participation in the Degree Completion Program, are obligated to remain on active duty with the Armed Forces for a specified period of years subsequent to completion of training, unless

sooner relieved for the convenience of the Government. All officers selected for training in the Civil Schools Program for a period exceeding 20 weeks will be required to remain on active duty 2 years for each year of schooling or fraction thereof, subsequent to the completion of such schooling. Obligated tour of active duty service for this type training will not in any event be less than 3 years. Officers participating in the Degree Completion Program will be required to remain on active duty for a period of 2 years subsequent to the completion of the schooling. Officers participating in the Department of the Army financed off-duty tuition assistance program incur a 2-year service obligation. No service obligation is associated with off-duty educational assistance received under the provisions of the Veterans' Readjustment Benefits Act of 1966 and the Veterans' Pension and Readjustment Assistance Act of 1967.



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CHAPTER 6

OVERALL CAREER PLAN

6-1. General. *a.* Career planning develops and expands the capabilities inherent in the officer corps to the optimum. These capabilities must be developed to meet effectively the many and varied demands made on the Army both in peace and war.

b. The overall career assignment pattern, as depicted on chart 2-1 applies to the officer corps at large. This chart presents on a time-scale of 30 years a framework of development and a design for a military career system. On the left of chart 2-1 are the four career periods with a graphic representation of how leaders grow and contribute. The center of the chart shows the types of duty assignments appropriate to the four periods. The right of chart 2-1 indicates the change in demands of leadership. Each career period has its distinct pattern of activities. The specific career time periods set forth in chart 2-1 are intended only as general guidance for the development of more detailed career patterns and for assisting individual officers in actively planning their own development.

6-2. Basic Military Development Period (0-8 Years). This is the period in which the officer becomes well grounded in the tactics, techniques and technical requirements of his basic branch, including a knowledge of materiel and equipment. More important, the officer learns the elements of leadership and the technique of commanding troops. This period is considered critical in the development of an officer. It is here that the officer develops lasting traits, attitudes, standards of performance and a sense of duty which will influence his contribution throughout his entire service career.

6-3. Intermediate Professional Development Period (9-15 Years). *a.* In this period emphasis is on the—

(1) Development of advanced proficiency in tactical and technical skills, and the integration of knowledge and skills.

(2) Selection for more complex assignments such as major staff assignments, schools, civilian components, and command of larger organizational elements.

b. Increasing responsibilities assumed during this period cause an officer to set higher standards for himself. This period is one which serves most significantly as a means for uncovering the officer's distinguished talents for future development. As such, this is a period of re-evaluation, redirection, and preparation for the next step in career development.

6-4. Advanced Contribution and Development Period (16-23 Years). *a.* This is a period of attaining advanced professional standing for the officer. It is also a period marked by an increase in the proportion of branch immaterial positions requiring professional competence in General Staff functional areas and in branch immaterial assignments. Strictly branch material assignments are materially decreased during this period. The tactical and technical proficiencies and skills which were necessary in earlier stages of a career are now subordinated to the ability to view the military establishment as a whole and the role of the Army in society. Depending upon the particular aptitude of the officer and the relative demands for various abilities, the officer's duties in this career period may contain various combinations of repetitive assignments such as those involving purely branch material duties; assignments re-

quiring special qualifications pertinent to the officer's branch or outside the purview of his branch; General Staff Officer assignments employing his talent for integrating the knowledge of various components in furtherance of a military function, such as personnel or logistics; or assignments as a commander.

b. The particular assignment pattern chosen should be one which will capitalize on the officer's strength and his potentialities thus assuring the availability to the Army of outstanding competence to meet whatever military demands may arise.

c. For many officers, the duty assignments of this period will represent the realization and

fulfillment of their own aspirations and contributions. During this period, the development of the future leaders of the U.S. Army will occur. For such officers, this period will be one of preparation for subsequent assignments in positions of great responsibility.

6-5. Major Professional Contribution Period (24-30 Years). This is the period during which the officer makes his maximum contribution by applying his talents to problems of worldwide strategy and by initiating and implementing policies for the Army and the Armed Forces. He commands large tactical, logistical and strategic forces, and serves in high staff positions in our national military establishment.

OVERALL CAREER ASSIGNMENT PATTERN

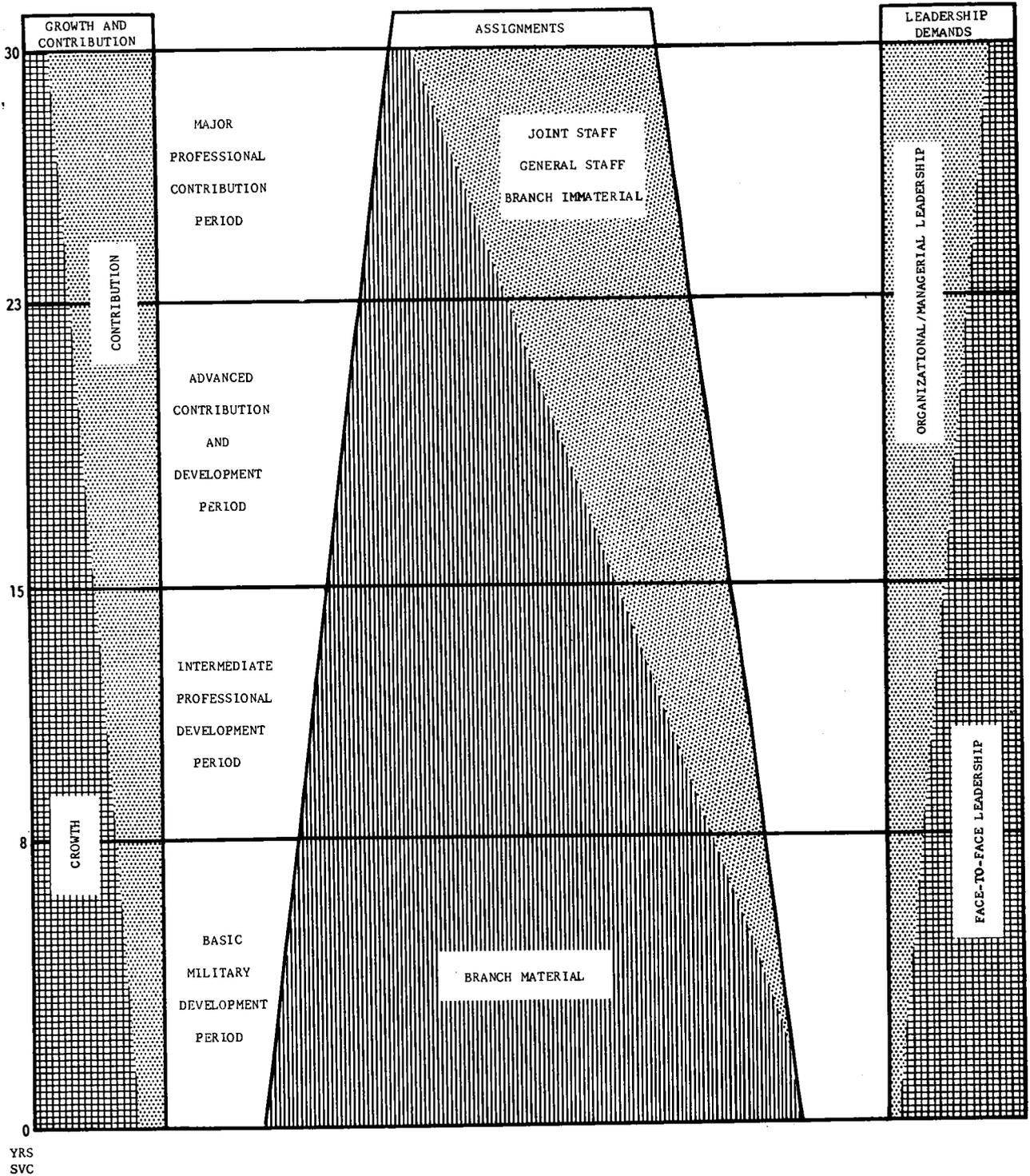


Chart 6-1.



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CHAPTER 7

BRANCH CAREER PATTERNS

7-1. General. *a.* Each commissioned officer is assigned to a branch. The agency at Department of the Army responsible for effecting an officer's assignment, monitoring his career pattern and controlling his personnel action requests is termed his career branch.

b. Career patterns are chronological "paths" or "ladders" followed by officers from the time they are commissioned until they attain the highest position of responsibility commensurate with their capabilities. The career patterns for the various branches of the Army are discussed and are illustrated in this chapter.

c. Opportunities for military and civilian schooling for all officers are described in chapters 4 and 5 respectively.

7-2. Purpose of Career Patterns. *a.* The purpose of career patterns is to provide a guide for the development and training of officers and to enable them to advance to higher grades and assume increased responsibilities.

b. The career pattern implies progressive development of the individual officer to perform either command or staff duties and prepares him to assume the responsibilities of higher command and staff duties in time of emergency. This is accomplished by controlled assignments and planned education.

c. The development and publication of career patterns enhances participation by officers in the career planning program. When an officer sees the picture of various career field opportunities, visualizes advancement possibilities and understands the way that he fits into the total career plan, he is better able to plan his own self-development and to participate actively in career planning.

7-3. Use of Career Patterns. *a.* The career patterns developed for each branch of the Army are designed for application to all officers of that branch. While patterns are intended primarily for direct application to career officers, they also apply, with modification, to Reserve officers not on active duty.

b. The career pattern of each branch is designed to provide guidance in the assignment of officers throughout their careers. It is the responsibility of the field commander or the supervisor, as well as the Department of the Army Career Branch Chief to assign officers in conformance with this guidance. This requires extensive knowledge of career planning and proper personnel management.

c. Flexibility in the utilization of branch career patterns is essential. Requirements imposed by the buildup of Army forces or, conversely, by major strength reductions, will result in changes in promotion, assignment, schooling, and other personnel policies which directly influence officers' careers. Managers must consider these factors and make those adjustments necessary to insure maximum contribution from and opportunity for their officers.

7-4. Branch Career Patterns. *a.* Detailed career patterns, and related discussion, pertaining to each career branch of the Army are contained in the following paragraphs of this chapter.

b. Studies are now being conducted at Department of the Army level on the influence of functionalization on the branches and career patterns. However, the missions of the branches must continue to be performed in the foreseeable future. In the event a change is indicated, career patterns will be changed and distributed as necessary.

ADJUTANT GENERAL'S CORPS																																	
OBJECTIVES FOR PERIODS INDICATED			BASIC MILITARY DEVELOPMENT ²			INTERMEDIATE PROFESSIONAL DEVELOPMENT			ADVANCED CONTRIBUTION AND DEVELOPMENT			MAJOR PROFESSIONAL CONTRIBUTION																					
			Provide and develop fundamental knowledge by: a. Branch schooling. b. Combat arms detail. c. Administrative assignments. d. Troop duty.			Improve military stature and broaden professional competence through: a. Military schooling. b. Civilian schooling. c. Tours of duty of increasing responsibility.			Demonstrate potential in positions of high responsibility and continue professional development through: a. Staff duty at higher commands. b. Command duty at higher commands. c. Attendance at senior service college for selected officers.			Maximum contribution in key command and staff positions at the highest levels through utilization of the officer's professional and technical competence developed through training and duty assignments in earlier periods.																					
TYPICAL ASSIGNMENTS	BRANCH MATERIAL	COMMAND	Detachment Platoon Company	Pers and admin type units: Company Battalion			TAGO Class I, II Activities Pers and admin type units			TAGO Class I, II Activities Pers and admin agency Pers command																							
		STAFF	Staff officer: Battalion, Group, Division, Post. Instructor: Service School	Assistant Adjutant General in major commands Duty in TAGO Special and General Staff (Division level and above) Instructor: Service School Advisor: Joint and Combined Commands			Adjutant General in Divisions and comparable units. Adjutant General in major commands. Duty in TAGO Instructor: Service School Advisor: Joint and Combined Commands			Duty in TAGO Adjutant General of major commands. Commandant of the Adjutant General School																							
	BRANCH IMPERIAL	COMMAND	Assignment to, and Rotated duty within Field units.	Company Battalion			Various non-tactical pers and admin oriented units.			Various non-tactical pers and admin oriented units.																							
		STAFF	Personnel Officer: Field Units. Adjutant: Field Units. Civil Affairs Off: OS Commands. Administrative Officer: Civilian Component Duty. Specialist: ADPS, OR/SA, INFO, Comptroller, FASTP Unconventional Warfare Staff Officer Psychological Warfare Staff Officer	General Staff with troops. Adjutant: Field units, MAAGs and Missions. Civil Affairs Officer: OS Commands. Specialist: ADPS, OR/SA, INFO, Comptroller, FASTP Administrative Officer: Civilian Component Duty. Unconventional Warfare Staff Officer Psychological Warfare Staff Officer			General Staff with troops - DA, USCONARC, Higher Headquarters. Instructor: Service School Administrative Officer: Civilian Component Duty. Specialist: ADPS, OR/SA, INFO, Comptroller, FASTP Unconventional Warfare Staff Officer Psychological Warfare Staff Officer Civil Affairs Staff Officer			ACofS GI of major commands Staff officer in major, joint, and Combined Commands, DA, DOD Staffs Comptroller of major commands. General Staff with troops - DA, USCONARC, Higher Headquarters Specialist: ADPS, OR/SA, INFO, Comptroller, FASTP																							
YEARS OF SERVICE			(PRECOMMISSION)	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
EDUCATION AND TRAINING	CIVILIAN	BACCALAUREATE DEGREE DESIRED	ADVANCED CIVIL SCHOOLING 1/															DEGREE COMPLETION PROGRAM															
	MILITARY	USMA ROTC OCS	OFF DUTY EDUCATION PROGRAMS: SPECIAL SEMINARS: ADVANCED MANAGEMENT															COMMAND AND GENERAL OR ARMED FORCES STAFF COLLEGE 2/															
			ADVANCED COURSE 3/															SENIOR SERVICE COLLEGE 2/															
			MOS COURSES; LANGUAGES; MANAGEMENT TRAINING																														

NOTES:

- 1./ Ends civil schooling eligibility for other than Regular Army officers (total service), except for short course instruction. Exceptions may be granted (AR 350-200).
 2./ Attendance by DA selection.
 3./ Basic course.

7-5. **Adjutant General's Corps.** *a. Scope.* The Adjutant General's Corps is a basic branch of the Army. It is a service whose officers are primarily concerned with personnel and administrative matters. This field of activity encompasses personnel management activities, administration and operation of the casualty reporting and notification systems to include the survivor assistance program, strength accounting, headquarters internal communications control and services, postal services, publication services, forms control, records administration, Army band activities, and recreational activities. Adjutant General's Corps officers are assigned to both branch material and branch immaterial positions within all Army, joint and combined commands and staffs.

b. Functions and Duties. The primary function of Adjutant General's Corps officers is to provide to commanders at all levels the necessary staff support concerning personnel and administrative matters. In order to accomplish this function, they must be familiar with military organizations and operations. Adjutant General's Corps officers are especially qualified through education, training and experience for the following duties:

(1) Direct the activities of a headquarters pertaining to military and civilian personnel operations to include recruitment, enlistment, reenlistment, classification, personnel testing, appointments, promotion, reduction, assignments, replacement processing, reporting and requisitioning of personnel, separation, discharge, relief from active duty, retirement, leaves of absence, awards, decorations, efficiency reports, line of duty determinations, and personnel and dependents welfare.

(2) Administer and operate the casualty reporting and notification systems to include the survivor assistance program.

(3) Operate data processing systems furnishing data and services concerning organization and personnel reports, strength returns, and required statistics.

(4) Operate headquarters central mail room (includes staff message control) and internal messenger services of the headquarters.

(5) Provide postal services.

(6) Provide publication services to include publication of orders; procurement, storage and distribution of publications and blank forms; supervision of field printing plants and control of contract printing and reproduction services; and operation of a forms control program.

(7) Supervise records administration programs.

(8) Operate courier service to supplement Army-Air Force Postal Service.

(9) Control and supervise Army bands.

(10) Operate all recreational activities to include entertainment programs, library service, service clubs, craft shops, sports programs and rest, recreation and leave facilities.

(11) Command field units such as Personnel Services Companies, Replacement Companies and Battalions, Data Processing Units, Army Postal Units, Base Post Offices, Army Bands, Publication Centers, Personnel Commands, Personnel and Administration Agencies and Personnel and Administration Battalions.

(12) Serve as commandant, staff and faculty members of service schools primarily engaged in presenting personnel and administration instruction and as faculty members at other schools conducting related instruction.

(13) Participate in Special Career Program other than the Army Aviation Program.

(14) Serve as action officers and advisors in the personnel areas of joint and combined headquarters.

(15) Perform tasks associated with the career planning, development, management and assignment of Adjutant General's Corps officers.

c. Career Development. An officer's career can be generally subdivided into four recognizable (but in many cases overlapping) periods as noted in subparagraphs *d* through *g* below. Within the framework of service requirements, assignments are made to accomplish career development objectives and provide the Army with the best qualified officer corps attainable.

d. Basic Military Development Period (0-8 Years).

(1) *Duty assignments.* During the first

AIR DEFENSE ARTILLERY						
OBJECTIVES FOR PERIODS INDICATED			BASIC MILITARY DEVELOPMENT	INTERMEDIATE PROFESSIONAL DEVELOPMENT	ADVANCED CONTRIBUTION AND DEVELOPMENT	MAJOR PROFESSIONAL CONTRIBUTION
			Provide and develop fundamental knowledge by:	Improve military stature and broaden professional competence through:	Demonstrate potential in positions of high responsibility and continue professional development through:	Maximum contribution in key command and staff positions at the highest levels through utilization of the officer's professional and technical competence developed through training and duty assignments in earlier periods.
a. Attendance at the basic and advanced course.	a. Troop staff and command duty at battalion level.	a. Command duty at battalion and group.				
b. Rotated troop duty at battery level.	b. Staff duty at group and higher level.	b. Division and higher level staff duty.				
c. Troop staff duty at battalion level.	c. Service school instructor duty.	c. Service school instructor duty.				
d. Service school instructor duty.	d. Civilian component duty.	d. Civilian component duty.				
e. Civilian component duty.	e. Duty with MAAGs and Missions.	e. Duty with MAAGs and Missions.				
f. Duty with MAAGs and Missions.	f. Attendance at CGSC or AFSC for selected officers.	f. Attendance at senior service college for selected officers.				
TYPICAL ASSIGNMENTS	BRANCH MATERIAL	COMMAND	Platoon leader Detachment commander Battery commander Warhead Spt Team Cmdr Warhead Spt Det Cmdr	Battalion commander Warhead support group commander	Battalion commander Group commander	Brigade (AD) Region (AD) Training Center Service School
		STAFF	Air Defense Artillery Battalion Service School MAAG/Mission Civilian Component Group	Air Defense Artillery Battalion Service School MAAG/Mission Civilian Component Group Brigade (AD) Region (AD) USACDC USAMC USARADCOM DA	Service School Group Civilian Component Brigade (AD) Region (AD) USARADCOM USACDC USAMC DA MAAG/Mission	Service School USARADCOM USACDC USAMC DA MAAG/Mission

TYPICAL ASSIGNMENTS	BRANCH IMPARTIAL	COMMAND	Platoon Leader Company commander CO, Special Forces "A" Det CO, Psychological Operations Unit	Battalion commander - (Aviation, Training Battalions) CO, Special Forces "B" or "C" Detachment CO, Psychological Operations Battalion	Battalion commander Support command commander Brigade commander CO, Special Forces Group CO, Civil Affairs Group CO, Psychological Operations Group	Training Center Service School Division																										
		STAFF	Battalion Service School ROTC MAAG/Mission Civilian Component Unconventional Warfare Staff Officer Psychological Warfare Staff Officer	Battalion Service School, ROTC MAAG/Mission IG Division, Corps, Army USACDC USAMC USCONARC DA Joint Combined Civilian Component Unconventional Warfare Staff Officer Psychological Warfare Staff Officer	Service School, ROTC MAAG/Mission IG Division, Corps, Army USACDC USAMC USCONARC DA Joint Combined Civilian Component Unconventional Warfare Staff Officer Psychological Warfare Staff Officer Civil Affairs Staff Officer	Service School, ROTC MAAG/Mission Division, Corps, Army USACDC USAMC USCONARC DA JCS DOD																										
YEARS OF SERVICE		(PRECOMMISSION)	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
EDUCATION AND TRAINING	CIVILIAN	Baccalaureate Degree Desired	ADVANCED CIVIL SCHOOLING ^{1/}															DEGREE COMPLETION PROGRAM														
			OFF DUTY EDUCATION PROGRAMS: SPECIAL SEMINARS: ADVANCED MANAGEMENT																													
	MILITARY	USMA ROTC OCS	ADVANCED COURSE															COMMAND AND GENERAL OR ARMED FORCES STAFF COLLEGE ^{2/} SENIOR SERVICE COLLEGE ^{2/}														
			^{3/} MOS COURSES; LANGUAGES; MANAGEMENT TRAINING																													

NOTES;

- 1./ Ends civil schooling eligibility for other than Regular Army officers (total service), except for short course instruction. Exceptions may be granted (AR 350-200)
- 2./ Attendance by DA selection.
- 3./ Basic course.

Chart 7-2.

year, newly commissioned Regular Army lieutenants are detailed to troop duty with a combat arm. Following this detail, they, along with AGC Reserve officers serving initial tours on extended active duty, normally are given assignments which are designed to give them the widest possible grounding toward the principal MOS of 2110. To this end, experience in MOS 2210, 5000, 0030, 2401, and 2402 is begun during this period. Branch immaterial assignments during this period are neither sought nor encouraged.

(2) *Education.* As part of the initial 1-year detail with a combat arm, Regular Army lieutenants attend the basic course of that branch. Following the detail, they attend the AG Basic Officers Course. Reserve officers attend the Adjutant General Officer Basic Course (9 weeks) immediately upon entry on active duty. Officers are programed to attend the Adjutant General Officer Advanced Course as soon after promotion to the grade of captain as availability and military requirements permit. Education at civilian universities related to the personnel management, automatic data processing, or business administration fields, normally commences during the latter part of this period. In some instances training with civilian industry, ADP training, for example, is incorporated into this educational pattern.

e. Intermediate Professional Development Period (9-15 Years).

(1) *Duty assignments.* Service includes duty with field units, civilian components and major commands in all six predominant MOS areas. New assignments during this period may include duty with The Adjutant General's Office, staff and faculty of the US Army Adjutant General's School (USAAGS), and Department of the Army staff and general staff assignments with troops. Command duty includes command of DPU, replacement units, postal units, special service units, personnel service companies and printing and publication facilities. An attempt is made to rotate duty in the various AGC MOS fields so that at the completion of 15 years of service officers will have a full and productive working knowledge of all predominant military occupational specialties within the AGC sphere of responsibility.

(2) *Education.* If not completed earlier, attendance at the advanced course and training at civilian universities are concluded during this period and maximum emphasis is placed on selecting qualified officers to attend the Command and General Staff College or equivalent schooling.

f. Advanced Contribution and Development Period (16-23 Years).

(1) *Duty assignments.* During this period, officers are assigned to positions of increasing responsibility at progressively higher levels in TAGO, DA General and Special Staff or agencies, and DOD or JCS. New assignment possibilities include duty as Adjutant General of divisions or comparable commands, department directors at the USAAGS and assignments to joint and combined organizations as advisors or action staff officer. Other duty includes command of nontactical units and activities.

(2) *Education.* Officers of outstanding promise are selected to attend the Army War College, the Industrial College of the Armed Forces, the National War College or other senior service colleges. Regular Army officers are eligible for advanced civil schooling until the end of their nineteenth year of service.

g. Major Professional Contribution Period (24-30 Years). Officers are assigned to command and staff positions of highest responsibility in The Adjutant General's Office, the major commands, the USAAGS on the Department of the Army staffs, the joint staff, field joint and combined commands, the DOD staffs, and with the Reserve components.

7-6. Air Defense Artillery. *a. Scope.* Air Defense Artillery is a basic branch and combat arm of the Army. The branch name identifies personnel and units which employ air defense artillery in support of land combat operations and in defense against enemy aircraft and missile attacks. Personnel and units so identified employ both guns and missiles, placing either nuclear or nonnuclear fires on enemy targets.

b. Functions and Duties. As their primary function, Air Defense Artillery officers organize, train and lead units and personnel employing air defense artillery. They provide the

Army with the expertise necessary to develop the doctrine and plans essential to the successful use of missiles and artillery in the defense against enemy aircraft and missiles. Air Defense Artillery Officers' duties include:

(1) Command of Air Defense Artillery units, or elements thereof, which engage and destroy hostile airborne aircraft and missiles or nullify or reduce their effectiveness. When not in conflict with the air defense function, units equipped with weapons capable of engaging surface targets may be assigned a secondary ground support role.

(2) Serve as the Army's experts on the employment of air defense artillery at all staff levels by furnishing advice to commanders and staffs, and coordinating the planning and employment of air defense artillery.

(3) Develop organizational and operational concepts for future air defense artillery systems.

(4) Participate in the Army's materiel development program for weapons systems/equipment systems and other hardware associated with air defense artillery,

(5) Service as commandant, staff and faculty members of service schools primarily oriented toward air defense artillery instruction and at other schools as faculty members conducting related and unrelated instruction.

(6) Instruct and advise foreign troops, as members of MAAGs on air defense artillery matters.

(7) Instruct and advise Reserve and National Guard elements on air defense artillery matters.

(8) Direct target acquisition activities.

(9) Participate in the Army Aviation program and in other Special Career Programs.

(10) Provide commanders and staffs with nuclear weapons employment and effects data.

(11) Prepare tactical plans for combat operations.

(12) Command posts, camps, stations, and other Army installations.

(13) Command training and nontactical troop units.

(14) Serve as attaches.

(15) Serve in both branch material and branch immaterial positions within all Army, joint and combined commands and staffs.

(16) Perform tasks associated with the career planning, development, management and assignment of artillery officers.

c. Career Development. An officer's career can be generally subdivided into four recognizable (but in many cases overlapping) periods as noted in subparagraphs *d* through *g* below. Within the framework of service requirements, assignments are made to accomplish career development objectives and provide the Army with the best qualified officer corps attainable.

d. Basic Military Development Period (0-8 Years). This is the period in which the officer becomes well grounded in the tactics, techniques and technical requirements including a knowledge of materiel of the Air Defense Artillery. The officer learns and applies the elements of leadership and the technique of commanding troops. This period is considered critical in the development of an officer because it is the period in which he develops lasting traits, attitudes, standards of performance and a sense of duty which will influence his contribution throughout his entire service career. Particular emphasis is placed on troop duty and experience with air defense artillery units. During each tour of duty with a troop unit, the officer will be rotated through as many different types of duty within the unit as are appropriate to his grade and length of service. A maximum number of officers will be given the opportunity to command at the platoon and battery level and serve as staff officers at battalion level. During this period, officers will be selected to participate in graduate level civil schooling. Priority of study will be in the fields of engineering and physical science.

e. Intermediate Professional Development Period (9-15 Years). The objective of this period is to continue the professional development of the officer to prepare him for future high level command and staff. Assignments will continue to be made to progressively more responsible and challenging positions, commensurate with demonstrated performance, ability and potential. Assignments will consist of both branch

ARMOR						
OBJECTIVES FOR PERIODS INDICATED		BASIC MILITARY DEVELOPMENT	INTERMEDIATE PROFESSIONAL DEVELOPMENT	ADVANCED CONTRIBUTION AND DEVELOPMENT	MAJOR PROFESSIONAL CONTRIBUTION	
				Provide and develop fundamental knowledge by: a. Attendance at the basic and advanced course. b. Troop command duty at platoon and company level. c. Troop staff duty at battalion and brigade level. d. Service school instructor duty.	Improve military stature and broaden professional competence through: a. Troop staff and command duty at battalion level. b. Staff duty at brigade, division and higher level. c. Service school instructor duty. <u>4/</u> d. Civilian component duty. e. Duty with MAAGs and Missions. f. Attendance at CGSC or AFSC for selected officers.	Demonstrate potential in positions of high responsibility and continue professional development through: a. Command duty at battalion and brigade level. b. Division and higher level staff duty. c. Service school instructor duty. <u>4/</u> d. Civilian component duty. <u>4/</u> e. Duty with MAAGs and Missions. <u>4/</u> f. Attendance at senior service college for selected officers.
TYPICAL ASSIGNMENTS	BRANCH MATERIAL	COMMAND	Platoon and company/troop command.	Squadron/battalion command (selected officers).	Battalion and brigade command (selected officers). Deputy brigade commander.	Brigade command (selected officers)
		STAFF	Staff duty at battalion, regiment or brigade level. Company/troop executive officer. Training unit officer. Maintenance officer.	Staff duty at brigade, regiment or division level.		
		OTHER	Service school or ROTC instructor duty. Aviation training and unit assignments.	Service school instructor duty.		
	BRANCH IMPATRIAL	COMMAND	Training unit commander. CO, Special Forces "A" Det. CO, Psychological Operations Unit.	Training unit commander (selected officers). CO, Special Forces "B" or "C" Det. CO, Psychological Operations Battalion.	Brigade command (training) (selected officers). CO, Special Forces Group CO, Civil Affairs Group CO, Psychological Operations Group	

TYPICAL ASSIGNMENTS	BRANCH IMPARTIAL	STAFF	Training unit officer. Special staff duties. Unconventional Warfare Staff Officer. Psychological Warfare Staff Officer.	Staff duty at division or higher level. Unconventional Warfare Staff Officer. Psychological Warfare Staff Officer.	Staff duty at division or higher level (to include DA, joint and combined staffs). Unconventional Warfare Staff Officer. Psychological Warfare Staff Officer. Civil Affairs Staff Officer.	Staff duty at USCONARC, USACDC, DA, DOD, joint or combined staff level.																										
		OTHER	Civilian component duty (NG, USAR advisor).	Civilian component duty. Duty with MAAGs and Missions. Entrance into special career programs.	Civilian component duty. Duty with MAAGs and Missions. Service school instructor duty. Special career program participation.	Civilian component duty (PMS, NG, USAR senior advisor). Chief of MAAGs or Missions. Special career programs—positions of high responsibility.																										
YEARS OF SERVICE		(PRECOMMISSION)	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
EDUCATION AND TRAINING	CIVILIAN	Baccalaureate Degree Desired	ADVANCED CIVIL SCHOOLING 1/															DEGREE COMPLETION PROGRAM														
			OFF DUTY EDUCATION PROGRAMS: SPECIAL SEMINARS: ADVANCED MANAGEMENT															SENIOR SERVICE COLLEGE 2/														
	MILITARY	USMA ROTC OCS	ADVANCED COURSE															COMMAND AND GENERAL OR ARMED FORCES STAFF COLLEGE 2/														
			3/															MOS COURSES; LANGUAGES; MANAGEMENT TRAINING														

NOTES:

- 1/ Ends civil schooling eligibility for other than Regular Army officers (total service), except for short course instruction. Exceptions may be granted (AR 350-200)
- 2/ Attendance by DA selection.
- 3/ Basic course. Regular Army officers attend Ranger Course upon completion of basic course. Airborne training only if being assigned to an airborne unit.
- 4/ An objective if not accomplished during previous period(s).

Chart 7-8.

material and branch immaterial types of duty in a variety of command and staff positions. A maximum number of officers will be given the opportunity to serve in staff positions at battalion and/or higher headquarters. Officers who have demonstrated leadership potential will be assigned as battalion commanders. Continuous emphasis will be placed on the achievement of both branch material and branch immaterial qualifications. Officers will continue to be selected for advanced civil schooling during this period. Priority of study will be in the fields of business and social science.

f. Advanced Contribution and Development Period (16-23 Years). The objectives of this period are to make maximum utilization of the previous experience and training of all officers and to continue the development of those officers who have demonstrated outstanding potential for the highest positions. Available troop assignments will be used to capacity to give command experience to outstanding officers who have not previously commanded at battalion level. This period is marked by an increase in the proportion of branch immaterial positions requiring professional competence in General Staff functional areas and in branch immaterial assignments. RA officers are eligible for advanced civil schooling until the end of their nineteenth year of service.

g. Major Professional Contribution Period (24-30 Years). This is the period when the maximum benefit is derived from the officer's previous training and experience. Officers will be assigned to the most important positions in the Air Defense Artillery and in high level branch immaterial positions where demonstrated outstanding performance, experience and maturity are prerequisites. Selected officers will serve on joint and combined staffs and/or will command major activities and units.

7-7. *Armor. a. Scope.* Armor is a basic branch and combat arm of the Army. The branch name identifies personnel and units which conduct mounted mobile land and air cavalry warfare. The branch name also identifies a type of force embracing various combat and support elements, usually with a nucleus of tanks, which conducts primarily offensive warfare employ-

ing armor-protected firepower, mobility, and shock effect to gain a decision.

b. Functions and Duties. As their primary function, Armor officers organize, train and lead units and personnel in mounted land or airmobile combat. They provide the Army with the expertise necessary to develop the doctrine and plans essential to the successful conduct of mobile land and air cavalry warfare. Armor officers are especially qualified through education, training and experience for the following duties:

(1) Command organizational elements or portions thereof, whose primary mission is the conduct of Armor combat operations with enemy forces to include: airmobile, amphibious and specialized operations such as jungle, desert, and arctic operations.

(2) Command combat forces which combine elements of other branches, US armed services, allied armed forces, or any combination thereof.

(3) Serve as the Army's experts on the employment of Armor forces at all staff levels, furnishing advice to commanders and their staffs, and coordinating the planning and conduct of land military operations to include:

(a) Armor (airmobile, air cavalry, mechanized, special forces) combat operations.

(b) Reconnaissance and security operations.

(c) As part of a joint task force, amphibious operations.

(d) As part of a joint task force, riverine operations.

(e) Stability operations.

(f) Development of doctrine, organization and material for the conduct and support of the above operations.

(4) Command units whose primary mission is that of individual replacement training.

(5) Supervise and/or participate in the development of doctrine and organization and in the design, combat development, research and development, testing and selection of weapons, equipment and material to support the missions assigned to Armor units.

(6) Prepare tactical plans for combat operations.

(7) Serve as commandants, staff and faculty members of Armor forces as well as related combat arms and support elements.

(8) Develop organizational and operational concepts for future mounted land combat.

(9) Participate as members of the Army Aviation Program. In this connection, command and serve in air cavalry units, serve as staff advisors in their employment and capabilities and participate in the development of air cavalry doctrine and materiel.

(10) Command posts, camps, stations, and other Army installations.

(11) Serve on civilian component duty or perform duty with MAAG's and missions.

(12) Serve in both branch material and branch immaterial positions within all Army, joint and combined commands and staffs.

(13) Perform tasks associated with the career planning, development, management, and assignment of Armor officers.

(14) Participate as members of Special Career Programs.

c. Career Development.

(1) An officer's career can be generally subdivided into four recognizable (but in many cases overlapping) periods as noted in subparagraphs *d* through *g* below. Within the framework of service requirements, assignments are made to accomplish career development objectives and provide the Army with the best qualified officer corps attainable.

(2) Typical assignments are noted below and on the accompanying chart. It should also be noted that assignments of Armor aviators generally parallel those shown, to include both command and staff duties in aviation units.

d. Basic Military Development Period (0-8 Years).

(1) Except for the Armor OCS graduate, all officers will attend the Armor Officer Basic Course upon receiving their commission in Armor.

(2) Upon completion of the Armor Basic Course and Ranger training (latter applies only to newly commissioned Regular Army of-

ficers) each career officer will be assigned to an Armor troop unit. Only officers assigned to airborne units will undergo airborne training. He must have ample opportunity to acquire and demonstrate the ability to command an Armor platoon. Once this proficiency has been gained and prior to entry into the advanced course, the officer may be given other troop assignments including battalion staff and company command. The importance of this initial troop duty cannot be overemphasized. Except for Army aviators, Armor officers are not allowed to specialize until completion of the branch advanced course.

(3) All career officers will attend the Armor officers Advanced Course, normally while in the grade of captain.

(4) By the end of this basic development period, each officer should have had the opportunity to demonstrate his ability to command a company size unit and to serve as a principal staff officer at battalion or brigade level.

(5) Selected officers will be enrolled in leading colleges and universities.

e. Intermediate Professional Development Period (9-15 Years).

(1) The objectives of this period are to continue the professional development of the officer, and to prepare him for future high level command and staff. A variety of assignment possibilities is offered, to include staff duty at brigade, regiment or division level, service school and civilian component duty and duty with MAAG's and missions.

(2) Selected officers will attend Command and General Staff College or the Armed Forces Staff College (completion of 8 through 16 years service).

(3) Selected officers will pursue graduate study under the Civil Schooling Program and enter various specialist fields.

(4) During the later years of this period, selected officers in the grade of lieutenant colonel will be given the opportunity to command Armor battalions and cavalry squadrons.

f. Advanced Contribution and Development Period (16-23 Years).

(1) The objectives of this period are to

CHEMICAL CORPS							
OBJECTIVES FOR PERIODS INDICATED	BASIC MILITARY DEVELOPMENT		INTERMEDIATE PROFESSIONAL DEVELOPMENT	ADVANCED CONTRIBUTION AND DEVELOPMENT	MAJOR PROFESSIONAL CONTRIBUTION		
		Provide fundamental knowledge by: a. Developing basic technical and tactical knowledge and the application of CBR operations, Chemical weapons systems, ammunition characteristics and equipment in support of combat operations. b. Broadening understanding of CBR functions and acquiring ability to integrate principles of Chemical Branch functions with those of other branches. c. Developing working knowledge of the life cycle functions of weapons systems/equipment systems management techniques and principles.		Improve military stature and broaden professional competence through: a. Assignments within CBR functional and related fields in support of CBR operations. b. Developing fully and understanding industrial management operations including production, procurement, research, support and maintenance principles. c. Demonstrate increasing ability to manage the Army's materiel and manpower resources and to integrate and manage CBR and related commodities through multi-functional cycles.	Demonstrate potential in positions of high responsibility and continue professional development through: a. Command and staff positions within combat support and combat service support units. b. Gaining an understanding of military operations at the strategic level and the impact CBR operations have on such operations. c. Developing a comprehensive knowledge of systems management relating to CBR equipment, weapons and ammunition and the impact and problems associated with the industrial base mobilization necessary to support such systems.	Maximum contribution in key command and staff positions at the highest levels through utilization of the officer's professional and technical competence developed through training and duty assignments in earlier periods.	
TYPICAL ASSIGNMENTS	BRANCH MATERIAL	OPERATIONS AND TRAINING	COMMAND	Plat--Cml Smk Gen, Cml Cbt Spt, and Cml Dir Spt	Battalion Command CBR Surety Teams Technical Escort Troop Command	Group Command CDC Agency Director, R&D Activities	Commandant Dir, DA Stf CBR Activities Dir, CBR Surety Teams Dir, R&D Activities
			STAFF	Cml Off in Bde/Gp; Asst Div Cml Off; Instr, Svc Sch; Stf Off in Cml Unit; CDC Actv; Cml Off in Maj Cnds in FA; Tech Intel Unit; Tech Esc Unit; Cml Off, COSTAR Bns, Gps and Bdes	Div Cml Off; Cml Stf Off at Corps, FA, DA, Joint & Comb HQ; CBR Sec, Svc Schs; Div Chief, Cml Sch; CDC Actv; Stf Off in Cml Unit; CBR Intel; Pers Op, DA	Chemical Off Major Command, FA, DA & higher HQ; CDC Activity; Pers Operations, DA	Chemical Staff Officer, DA and higher.
		WEAPONS/EQUIPMENT SYSTEMS MANAGEMENT	COMMAND	Cml Cbt Svc Spt Plat and Co	Cbt Svc Spt Bn; Arsenal; Project Manager	Cml RDTE, Instl, Arsenal and Activities	T&E Project Manager; R&D Activities
			STAFF	Stf Off, Cml Cbt Svc Spt Unit; Stf Off, CBR Lab, Arsenal & Other RDTE Actv; Cml Off in Sup & Maint Unit & Actv; R&D Coord; Instr in CBR Log Management	Stf Off, RDTE Actv, Arsenal & Instl; Tech Intel; CDC Agcy; Utilzn Tour in CBR Comdy Comd; Instr, CBR Log Mgt; CBR Procm Actv; Cml Off, Sup & Maint Unit & Actv	Stf Off, RDTE Actv, Arsenal & Instl; CDC Agcy; CBR Log Mgt; Cml Stf Off, G4, DCSLOG J4; Stf Off, OCRD; Cml Off, Sup & Maint Units and Actv	Stf Off at AMC, DA and Higher HQ in Logistics Management of chemical Weapons/Equipment Systems

TYPICAL ASSIGNMENTS	BRANCH	INMATERIAL	OPERATIONS AND TRAINING	COMMAND	Nontactical Units, Tng Cen Units, Combat Arms Detail CO, Special Forces "A" Det. CO, Psychological Operations Unit	Cml Stf Off, G4, DCSLOG, J4; Stf Off, OCRD	Training Battalions CO, Special Forces "B" or "C" Det. CO, Psychological Operations Battalion	Class I Installations CO, Special Forces Group CO, Civil Affairs Group CO, Psychological Operations Group	Class I Installations																											
										STAFF	Intel Off, Bn/Bde; Civ Affairs Off, Bn/Bde; Pers Off, Bn/Bde; Log Off, Bn/Bde; Operations Officer, Bn/Bde Unconventional Warfare Staff Officer Psychological Warfare Staff Officer	Asst Opns Off, Div & Maj Tac HQ; Civ Affairs;; Intel; Stf Off in Bde & Higher Nontactical HQ; Instructor Unconventional Warfare Staff Officer Psychological Warfare Staff Officer	Operations Off, Maj Comd, PA, DA & Higher; Stf Off, Training Centers; PMS Unconventional Warfare Staff Officer Psychological Warfare Staff Officer Civil Affairs Staff Officer	Operations Off at DA and Higher; Stf Off at Class I Installations																						
			WEAPONS/EQUIPMENT SYSTEMS MANAGEMENT	COMMAND	Cbt Svc Support Platoons and Companies		COSTAR Battalions; Arsenals; Depots	COSTAR Bde/Gp; Depots; Class II Installations; Arsenals	Class II Installations, Arsenals; COSTAR Bde; Dep; Procurement Actv																											
										STAFF	Stf Off—RDTE Actv, COSTAR Bn, Bde, Gp, Log Unit & Actv; Instr, Log Mgt; Tech Intel	Stf Off—RDTE Actv, Procurement, COSTAR Gp, Bde, PASCOM, AMC, CDC, DCSLOG; Instr, Log Mgt; Specialist Programs; Proj Mgr; Intel	Stf Off Maj Log Comds, PASCOM, AMC; Stf Off, DCSLOG, J4; Proj Mgr; Specialist Program; Instr, Log Mgt; Stf Officer, RDTE Activity	Stf Off at Highest Levels of Comd Involving Log and Weapons/Equipment Systems Management																						
YEARS OF SERVICE			(PRECOMMISSION)	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			
EDUCATION AND TRAINING	CIVILIAN	Baccalaureate Degree Desired	ADVANCED CIVIL SCHOOLING 1/ 4/																																	
			DEGREE COMPLETION PROGRAM																																	
	MILITARY	USMA ROTC OCS	OFF DUTY EDUCATION PROGRAMS: SPECIAL SEMINARS: ADVANCED MANAGEMENT																																	
			ADVANCED COURSE COMMAND AND GENERAL OR ARMED FORCES STAFF COLLEGE 2/ SENIOR SERVICE COLLEGE 2/																																	
3/ 5/ MOS COURSES; LANGUAGES; MANAGEMENT TRAINING; LOGISTICS																																				

NOTES:

- 1./ Ends civil schooling eligibility for other than Regular Army officers (total service), except for short course instruction. Exceptions may be granted (AR 350-200)
- 2./ Attendance by DA selection.
- 3./ Basic course for Reserve Officers. RA lieutenants attend Basic Course of Arm to which detailed, and Ranger Course, Airborne training only if assigned to an Airborne Unit.
- 4./ Ends civil schooling eligibility for Regular Army officers (promotion list service), except for short course instruction (AR 350-200).
- 5./ Orientation course for branch transferees, OCS graduates, and RA officers joining Chemical Branch after arms detail.

Chart 7-4.

make maximum utilization of previous experience and training of all officers and to continue the development of those officers who have demonstrated outstanding potential for the highest positions. Available troop assignments will be used to capacity to give practical command experience to outstanding officers who have not previously commanded at battalion/squadron level. Officers reaching the grade of colonel will be given the opportunity to command brigade or regimental sized units so far as these positions are available.

(2) Selected officers will attend one of the senior service colleges (completion of 15 through 23 years service). Prior to consideration for this assignment, however, an officer's ability to command a battalion size unit and handle important high level staff assignments should be tested.

(3) Other important assignments during this period include division or higher level staff duty, duty with MAAG's and missions, service school and civilian component duty. Regular Army officers are eligible for advanced civil schooling until the end of their nineteenth year of service.

g. Major Professional Contribution Period (24-30 Years). This is the period of maximum contribution by assignment to positions requiring the utmost professional and technical competence developed in earlier periods. Key command and staff positions of the highest responsibility at all levels of the national defense establishment are selected for exceptionally outstanding officers. In essence, assignment emphasis gradually shifts from career development to maximum utilization of an officer's experience and capabilities.

7-8. Chemical Corps. *a. Scope.* The Chemical Corps is one of the basic branches of the Army. It is a service whose officers provide the Army and the nation with expertise in chemical, and radiological operations and biological defense. This field of activity encompasses planning, organization, training, operation, development, intelligence, supply, and maintenance related to providing such support. Chemical officers are assigned to both branch material and branch immaterial positions within all Army, joint and combined commands and staffs.

b. Functions and Duties. The primary function of Chemical Corps officers is to support all elements of the Army, and the DOD as required, in chemical, radiological, riot control agents and equipment, smoke and flame operations, and biological defense. To accomplish this function, it is essential that Chemical Corps officers have a basic qualification in military tactics and be especially qualified in the tactical and strategic employment and defense of men and weapons in CBR activities and environments. Chemical Corps officers are especially qualified through education, training and experience for the following duties:

(1) Serve as the Chemical Staff Officer at all levels of command in tactical and nontactical units advising and assisting commanders on all technical and tactical aspects of CBR employment, supply, maintenance, protective measures, and radiological safety matters.

(2) Command organizations and elements thereof whose primary mission is conducting chemical, radiological, smoke and flame operations.

(3) Manage the Army's chemical equipment, weapons and ammunition development program to include research, development, testing, evaluation, production engineering, procurement, supply, quality assurance and technical assistance. Serve as Project Manager.

(4) Command laboratories, arsenals and test and evaluation facilities engaged in CBR agent and materiel development, and biological defensive research.

(5) Serve as commandant, staff and faculty members of service schools primarily oriented toward CBR operations and at other services schools and civilian institutions as faculty members conducting related instruction.

(6) Develop plans, organizations, concepts, doctrine, policies, procedures, techniques for tactical and strategic CBR operations of the Army.

(7) Serve as CBR specialist in the collection, analysis, and production of military intelligence.

(8) Serve with the US Air Force and US Navy, and allied forces to provide technical assistance and scientific advice relative to train-

ing, equipping, and organizing for employment of chemical weapons and defense against CBR attack.

(9) Command Technical Escort, Surety and Safety Units or serve as Staff Officer within the units involved in the escort, disposal, and safety of toxic and explosive CBR munitions.

(10) Serve as Technical Officer within ammunition units advising and assisting commanders in the storage, surveillance, disposal and handling of chemical and special munitions.

(11) Serve as Commander or Staff Officer in logistics units for which qualified by prior education, experience and/or membership in a related specialist program.

(12) Serve as Operations and Training Staff Officers in tactical, nontactical, and training units and headquarters at battalion and higher level.

(13) Participate in Special Career Programs other than the Army Aviation Program.

(14) Perform tasks associated with the career planning, development and management of Chemical officers to include officer personnel actions.

(15) Serve in both branch material and branch immaterial positions within all Army, joint, and combined commands and staffs.

(16) Develop organizational, equipment and operational CBR concepts for future land, sea and air combat.

(17) Command posts, camps, and stations.

(18) Serve on civilian component duty or perform duty with MAAG's and missions.

c. Career Development.

(1) An officer's career can be generally subdivided into four recognizable (but in many cases overlapping) periods as noted in subparagraphs *d* through *g* below. Within the framework of service requirements, assignments are made to accomplish career development objectives and provide the Army with the best qualified officer corps attainable.

(2) Chemical Corps officers will generally follow two basic career patterns. The first is in

the field of CBR operations and training whereby an officer becomes primarily oriented on the tactical aspects of CBR operations involving weapons employment techniques, procedures, and training of combat and technical personnel necessary to perform sustained combat operations in a CBR environment. The second career pattern is in the field of weapons systems/equipment systems management, whereby officers become oriented to the conception and development of chemical agents, weapons system, equipment and the management of this materiel through all its life cycle functions. Both career fields are challenging and provide a wide range of command and staff positions which offer opportunities in both branch material and branch immaterial assignments.

(3) The Chemical Corps officer's career pattern is designed to develop military leaders who are professionally competent in both technical and general military needs of the Army through education, training and experience in CBR operations, chemical weapons and materiel systems development, and the management of the new systems.

(4) The basic principle providing the impetus to Chemical officer development is to train officers not only in the technical aspects of CBR operations but also to insure that all Chemical officers are fully competent to function in the total Army environment. This develops officers who are generalist in nature but who have the depth of expertise required to manage the Army's CBR mission with the highest degree of military professionalism. Therefore, Chemical Corps officers must be trained in the tactical and technical complexities of CBR operations. To accomplish this objective, Chemical Corps officers will be cross-trained and assigned in each career field in both branch material and branch immaterial positions. The frequency and lengths of such assignments will depend upon the Army's requirements as well as the individual's ability to optimize this opportunity.

(5) Chemical officers are encouraged to join and serve in the various specialist programs for which qualified. However, the impetus of career development will remain focused

on the branch functions and not on the specialist programs per se.

d. Basic Military Development Period (0-8 Years).

(1) During the period of basic military development, emphasis is placed on the development of strong professional military traits and leadership qualities fundamental to the Army officers' needs and customs of the Service. Particular emphasis is placed on the acquisition of a broad knowledge of the Chemical Corps functions and the functions of other arms and services through varied assignments in troop units and equipment systems/weapons systems development and management activities. To gain this depth of knowledge, Chemical officers will be rotated through as many and varied assignments as is possible commensurate with the individual officer's ability, needs of the Service, and grade. Command assignments will be given to the maximum extent possible to those officers highly qualified.

(2) The career pattern during the initial period differs for Regular Army and Reserve officers. The newly commissioned Regular Army officer is required to serve a combat arms detail tour of one year excluding time spent in school, TDY, or leave prior to joining the unit. The Reserve officer will be assigned directly to a unit in accordance with the Chemical Corps officer's career pattern with TDY to the U.S. Army Chemical Center and School for attendance at a branch qualifying course of instruction prior to joining the unit.

(3) Chemical officers will be programed to attend the Advanced Course after being promoted to captain. Selected officers will be enrolled in leading colleges and universities for graduate study in the physical and life sciences and business fields to meet the Chemical Corps' advanced training requirements. During this phase, officers will be encouraged to attend Chemical Corps related specialist courses in order to broaden their knowledge of other functional areas.

e. Intermediate Professional Development Period (9-15 Years).

(1) The object of this phase is to strengthen the officer's potential for continued

professional development with particular emphasis on the enlargement of the technical and tactical proficiency in CBR operations and the acquisition and thorough understanding of the staff and command relationships, procedures and techniques involved in the Army in the field and at the Department of the Army General Staff level.

(2) During this phase, officers will continue to be selected for graduate level civil schooling with priority given to the business and social science disciplines. Selected officers will attend Command and General Staff College or Armed Forces Staff College.

(3) In keeping with the concept of Chemical officer development, assignments will be made to increasingly more responsible and challenging positions commensurate with the officer's demonstrated ability and potential. Such assignments will provide both branch material and branch immaterial positions designed to afford officers the opportunity for cross-training in other Chemical Corps functional fields and concurrently provide the vehicle on which Chemical Corps officers can broaden their knowledge of other branch functions and acquire the degree of competency necessary to operate in the total Army environment.

f. Advanced Contribution and Development Period (16-23 Years).

(1) During this phase of development, Chemical Corps officers apply the basic principles learned during the earlier phases in the comprehensive management of CBR operations, weapons, equipment and personnel in fulfilling the Army's mission. Officers will continue their development of management and leadership abilities for the assumption of positions of broad responsibility in both branch material and branch immaterial assignments of Army-wide interest within higher levels of command. During this period, outstanding officers are identified and given more challenging command and staff positions in preparation for greater career opportunities with particular emphasis being given to functional fields where the officer has demonstrated maximum potential.

(2) Selected officers will attend senior service colleges.

g. Major Professional Contribution Period (24-30 Years). The final phase of the career pattern involves officer utilization in positions of broad responsibility and authority. At this time, the Army receives the most benefit from the officer's post-training and experience. Assignments will be to positions of highest responsibility consistent with an officer's demonstrated ability and Army requirements.

7-9. Corps of Engineers. a. Scope. The Corps of Engineers is one of the basic branches of the Army. It is combat support arm and a service whose officers provide the Army and the nation with the military and construction engineering expertise necessary on the battlefield, in the development of our military bases, and in the development of the nation's natural resources. This field of activity encompasses both military and civil engineering and all related planning, organization, training, operation, development, supply and maintenance. Engineer officers are assigned to both branch material and branch immaterial positions within all Army, joint and combined commands and staffs.

b. Functions and Duties. Engineer officers are responsible for: training and leading troops in combat and construction engineering operations essential to the Army in the field; providing engineering support in execution of the Army's military construction, operation, and maintenance of facilities and civil works programs; and leading Engineer troops in combat operations as Infantry when required. To accomplish these functions, it is essential that the Engineer officers be well trained and experienced in military engineering and tactics. Engineer officers are especially qualified through education, training and experience for the following duties:

(1) Participate in combat operations as part of combined arms team, construct and deconstruct, assault of fortifications, breach minefields, reduce obstacles, create obstacles and barriers using mines and explosives (to include nuclear), participate in assault river crossings and amphibious operations, and participate in other combat engineering tasks.

(2) Command units and activities whose

primary missions are to provide engineer support.

(3) Serve as an engineer staff officer at all levels furnishing advice and assistance to commanders and their staffs; coordinate assigned aspects of the planning and provide staff supervision of engineer operations in support of military plans and operations, including support of the U.S. Air Force.

(4) Serve as resident, area, district, or division engineer to supervise the design, construction, and contract administration of military construction and civil works projects.

(5) Develop, produce and reproduce maps and map substitutes.

(6) Perform Engineer reconnaissance, field surveys, mapping projects, bridge classification, prepare terrain studies, natural resources and environmental studies.

(7) Examine, exploit, and process captured engineer equipment and supplies.

(8) Supervise and/or participate in the research, development, testing, and evaluation of military engineering hardware and software.

(9) Plan, construct, maintain, repair, and rehabilitate camps, posts, stations, structures of every nature such as airfields, ports, harbors, roads, bridges, and inland waterways, railways, pipelines, and utility plants and systems.

(10) Supervise engineer maintenance operations within combat support facilities.

(11) Perform technical inspection of equipment and supplies.

(12) Serve in command or staff positions related to the development, operation, and maintenance of nuclear power facilities.

(13) Serve as commandant, staff and/or faculty member of service schools to supervise or conduct instruction in military art and engineering, topography, and the operation, utilization, and maintenance of engineer equipment. At civilian institutions, serve on the staff/faculty and conduct similar instruction as required.

(14) Provide fire protection at camps, depots, ports, hospitals, and airfields.

(15) Acquire and/or administer real estate.

CORPS OF ENGINEERS						
OBJECTIVES FOR PERIODS INDICATED		BASIC MILITARY DEVELOPMENT	INTERMEDIATE PROFESSIONAL DEVELOPMENT	ADVANCED CONTRIBUTION AND DEVELOPMENT	MAJOR PROFESSIONAL CONTRIBUTION	
				Provide and develop fundamental knowledge by: a. Branch qualifying schooling. b. Career schooling. c. Troop duty. d. One or more functional assignments.	Improve military stature and broaden professional competence through: a. Schooling and tours in various assignment fields b. An understanding of the purpose and inter-relationship of command and staff procedures. c. Becoming qualified in the troop field and one or more functional fields	Demonstrate potential in positions of high responsibility and continue professional development through: a. Important command and staff positions, including branch immaterial assignments. b. Pursuing a field in which the officer has demonstrated maximum potential.
TYPICAL ASSIGNMENTS	BRANCH MATERIAL	5				
		COMMAND	Platoon Company	Detachment, Battalion (Combat construction, topographic, aviation, COSTAR)	Battalion, Group	Brigade, other units or organizations
		STAFF	Battalion, Group, Brigade, Major Commands, OCE: Engineer Staff Officer	Group, Brigade, Division, Corps, Army, Major Commands, Joint Commands, OCE: Principal/Engineer Staff Officer Real Estate Officer	Brigade, Division, Corps, Army, Major Commands, Joint and Combined Commands, OCE, DOD: Principal/Engineer Staff Officer Real Estate Officer	Brigade, Division, Corps, Army, Major Commands, Joint and Combined Commands, OCE, DOD: Principal/Engineer Staff Officer
		CONTRACT CONSTRUCTION CIVIL AND MILITARY	Project Engr, Area Engr, Asst Area Engr, Asst to District Engr, OCE Staff	Project Engr, Area Engr, Dep District Engr Staff: OCE, DA, DOD, other Government agencies	District Engr, Deputy Div Engr Staff: OCE, DA, DOD, other Government agencies	Division Engr, Dep Division Engr Staff: OCE, DA, DOD, other Government agencies
		FACILITIES ENGINEER	Facilities Engr Staff, Asst Facilities Engr	Dep Facilities Engr, Facilities Engr	Facilities Engr: Deputy Facilities Engr: Facilities Engr Staff: OCE, DA, DOD	Facilities Engr, Dir of Facilities Staff: OCE, DA, DOD
		GEODESY, INTELLIGENCE AND MAPPING	Engr Staff Off: AMS, Engr Topographic Lab, OCE, IAGS, DIA	Engr Staff Off: AMS, Engr Topographic Lab, OCE, IAGS, DIA Attache	Engr Staff Off: AMS, Engr Topographic Lab, OCE, IAGS, DIA Attache	Engr Staff Off: AMS, Engr Topographic Lab, OCE, IAGS, DIA Attache
		RESEARCH AND DEVELOPMENT	Research Engr or Staff Off: Engr Rectors Gp, Waterways Experimental Station, OCE, NASA, USACDC, USAMC	Research Engr or Staff Off: OCRD, USACDC, Engr Topographic Lab, Waterways Experiment Station, USAMC, OCE, NASA, Navy or Air Force Activities	Research Engr or Staff Off: OCRD, USACDC, Engr Topographic Lab, Waterways Experiment Station, USAMC, OCE, NASA, Navy or Air Force Activities	Research Engr or Staff Off: OCRD, USACDC, Engr Topographic Lab, Waterways Experiment Station, USAMC, OCE, NASA, Navy or Air Force Activities
INSTRUCTOR/ADVISOR	Service School, MAAG, Mission, USMA, ROTC Reserve Components	USMA, Service School, ROTC, MAAG, Mission Reserve Components	USMA, Service School, ROTC, MAAG, Mission Reserve Components	USMA, Service School, ROTC, MAAG, Mission Reserve Components		

TYPICAL ASSIGNMENTS	BRANCH IMMATERIAL	COMMAND	CD, Special Forces "A" Det CO, Psychological Operations Unit Tactical and Non-Tactical Units: Civil Affairs Psychological Information Student Company	CO, Special Forces "B" or "C" Detachment CO, Psychological Operations Battalion Post Commander Training Battalion Non-Tactical Units	CD, Special Forces Group CO, Civil Affairs Group CO, Psychological Operations Group Post Commander Support Command Non-Tactical Units	Post Commander Support Command Major Tactical and Non-Tactical Commander																																								
		STAFF	Brigade, Division, Corps, Army, USCONARC, DA Unconventional Warfare Staff Officer Psychological Warfare Staff Officer Procurement Officer Maintenance Officer Special/General Staff Operations Logistics	Brigade, Division, Corps, Army, USCONARC, Theater, Joint and Combined, DA, JCS, DOD Unconventional Warfare Staff Officer Psychological Warfare Staff Officer Procurement Officer Special/General/Joint Staff Operations Logistics	Brigade, Division, Corps, Army, USCONARC, Theater, Joint and Combined, DA, JCS, DOD Unconventional Warfare Staff Officer Psychological Warfare Staff Officer Procurement Officer Civil Affairs Staff Officer Special/General/Joint Staff Operations Logistics	Division, Corps, Army, USCONARC, Theater, Joint and Combined, DA, JCS, DOD Special/General/Joint Staff Operations Logistics																																								
		YEARS OF SERVICE	(PRECOMMISSION)	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													
EDUCATION AND TRAINING	CIVILIAN	BACCALAUREATE DEGREE DESIRED	ADVANCED CIVIL SCHOOLING 1/															DEGREE COMPLETION PROGRAM																												
			OFF DUTY EDUCATION PROGRAMS: SPECIAL SEMINARS: ADVANCED MANAGEMENT																																											
		MILITARY	USMA ROTC OCS	ADVANCED COURSE 3/ 4/															COMMAND AND GENERAL OR ARMED FORCES STAFF COLLEGE 2/															SENIOR SERVICE COLLEGE 2/												
		MOS COURSES; LANGUAGES; MANAGEMENT TRAINING																																												

NOTES;

- 1./ Ends civil schooling eligibility for other than Regular Army officers (total service), except for short course instruction. Exceptions may be granted (AR 350-200)
- 2./ Attendance by DA selection.
- 3./ Basic course.
- 4./ Basic Course for OCS graduates other than Engineer OCS. Advanced Course for branch transferees.
- 5./ Command equivalent assignments as described by AR 624-1DD are shown under the other assignment fields as appropriate.

Chart 7-5.

(16) Participate in procurement, stockage, and issue of engineering equipment and supplies.

(17) Participate in the Army Aviation Program and in other special career programs.

(18) Conduct water purification and supply operations.

(19) Supervise civic action programs and projects in emerging nations.

(20) Serve in branch immaterial command and staff type assignments.

c. Career Development.

(1) An officer's career can be generally subdivided into four recognizable (but in many cases overlapping) periods as noted in subparagraphs *d* through *g* below. Within the framework of service requirements, assignments are made to accomplish career development objectives and provide the Army with the best qualified officer corps attainable.

(2) Corps of Engineers officer career planning is designed to insure the fullest professional development and effective utilization of officers while accomplishing the mission of the Army. The combat, combat support, and combat service support functions of the Corps provide a wide variety of interesting and challenging assignments. Officers with personnel problems or questions concerning career development are encouraged to write or visit the Engineer Branch, Office of Personnel Operations.

(3) Typical assignments in the Branch Material and Branch Immaterial assignment areas are shown on chart 7-5. These assignment areas are subdivided into assignment fields which are related to years of service on the horizontal axis. In general, career development is designed to broaden the individual's engineering background and to further improve his military perspective and potential by assignments in command positions, staff positions, CE functional assignments and instructor/advisor positions. Thus, in addition to engineering assignments, branch immaterial assignments should also be expected by the officer.

(4) Engineer Officer Aviators. These officers are expected to maintain progressive

branch qualification throughout career development periods as listed in paragraphs *d*, *e*, *f* and *g* below. The timing of branch qualifying assignments will follow the outline in chart 7-5 as closely as possible. The Army Aviation Special Career Program (see index for page number) defines the scope and timing of the aviation type duties to be expected by Engineer officer aviators.

d. Basic Military Development Period (0-8 Years). The officer will receive initial training, branch technical duty, the Engineer Officer Advanced Course. If qualified, the officer may be trained by attendance at civilian schools. Emphasis is placed on acquiring a broad knowledge of the Corps of Engineers. A maximum number of officers will be given the opportunity to command at the platoon and company level.

e. Intermediate Professional Development Period (9-15 Years).

(1) *Varied assignments.* The period following the Engineer Officer Advanced Course provides an opportunity for varied assignments in several of the assignment fields. Each officer becomes qualified as a troop leader and in at least one and sometimes two other branch assignment fields before attending the Command and General Staff/Armed Forces Staff College. In the period after Engineer Officer Advanced Course, an officer may enter one of the formalized Department of the Army special career programs or request recurring assignments in one of the branch assignment fields. Additional development of an officer's potential is provided by attendance of selected officers at civilian schools to broaden their engineering background or, in some cases, to supplement specialized military education.

(2) *Specialization.* All officers must develop branch qualification and professional competence to prepare and qualify them for high staff and command responsibilities. Those officers desiring specialization are encouraged to enter a specialist program. Narrow and total specialization, however, is discouraged during this period. The Chief of Engineers recommends the following programs: Atomic Energy, Logistics, Procurement, Operations Research/Systems Analysis, Automatic Data

Processing, Research and Development, and Comptroller. See chapter 8 for further detail.

(3) *Military schooling.* Selected officers will attend the Command and General Staff College/Armed Forces Staff College. These courses are equated and are open to officers with a minimum of 8 and not more than 16 years of commissioned service. If an officer is not selected for the resident instruction, he is encouraged to enroll in the nonresident Command and General Staff College course.

f. Advanced Contribution and Development Period (16-23 Years). Assignment to higher staff positions, including both important branch material and branch immaterial positions, normally follow Command and General Staff College/Armed Forces Staff College. Officers possessing the greatest potential receive battalion and higher command experience. During this period, those officers who did not attend the Command and General Staff College/Armed Forces Staff College, may indicate a preference for specialization. Regular Army officers are eligible for advanced civil schooling until the end of their nineteenth year of service. This period of advanced career development culminates for selected officers with attendance at a senior service school.

g. Major Professional Contribution Period (24-30 Years). During this phase of an officer's career, assignments are carefully planned to provide for maximum utilization of each officer's talents and experience in a Department of the Army, a joint, or a combined staff; duty as District and Division Engineer; group and brigade command; and assignments to other command and staff positions at the highest level.

7-10. **Field Artillery.** *a. Scope.* Field Artillery is a basic branch and combat arm of the Army. The branch name identifies personnel and units which employ field artillery in support of land combat operations. Personnel and units so identified employ both cannon and missiles, placing either nuclear or nonnuclear fires on enemy targets.

b. Functions and Duties. As their primary function, Field Artillery officers organize, train

and lead units and personnel employing field artillery. They provide the Army with the expertise necessary to develop the doctrine and plans essential to the successful use of fire support in land combat operations. Field Artillery officers' duties include:

(1) Command of field artillery units, or elements thereof, which provide continuous and timely fire support to the force commander by destroying or neutralizing, in priority, those targets that jeopardize the accomplishment of his mission.

(2) Serve as the Army's experts on the employment of field artillery at all staff levels by furnishing advice to commanders and staffs, and coordinating the planning and employment of field artillery in military operations.

(3) Develop organizational and operational concepts for future field artillery systems.

(4) Participate in the Army's materiel development program for weapons systems/equipment systems and other hardware associated with field artillery.

(5) Serve as commandant, staff and faculty members of service schools primarily oriented toward field artillery instruction and at other schools as faculty members conducting related and unrelated instruction.

(6) Instruct and advise foreign troops, as members of MAAG's, on field artillery matters.

(7) Instruct and advise Reserve and National Guard elements on field artillery matters.

(8) Conduct reconnaissance and survey.

(9) Plan and conduct battlefield illumination.

(10) Conduct meteorological operations.

(11) Direct target acquisition activities.

(12) Participate in the Army Aviation program and in other Special Career Programs.

(13) Provide commanders and staffs with nuclear weapons employment and effects data.

(14) Prepare tactical plans for combat operations.

(15) Command posts, camps, stations, and other Army installations.

(16) Command training and nontactical troop units.

FIELD ARTILLERY						
OBJECTIVES FOR PERIODS INDICATED			BASIC MILITARY DEVELOPMENT	INTERMEDIATE PROFESSIONAL DEVELOPMENT	ADVANCED CONTRIBUTION AND DEVELOPMENT	MAJOR PROFESSIONAL CONTRIBUTION
			Provide and develop fundamental knowledge by:	Improve military stature and broaden professional competence through:	Demonstrate potential in positions of high responsibility and continue professional development through:	Maximum contribution in key command and staff positions at the highest levels through utilization of the officer's professional and technical competence developed through training and duty assignments in earlier periods.
a. Attendance at the basic and advanced course.	a. Troop staff and command duty at battalion level.	a. Command duty at battalion group and division artillery.				
b. Rotated troop duty at battery level.	b. Staff duty at group, division artillery and higher level.	b. Division and higher level staff duty.				
c. Troop staff duty at battalion level.	c. Service school instructor duty.	c. Service school instructor duty.				
d. Service school instructor duty.	d. Civilian component duty.	d. Civilian component duty.				
e. Civilian component duty.	e. Duty with MAAGs and Missions.	e. Duty with MAAGs and Missions.				
f. Duty with MAAGs and Missions.	f. Attendance at CGSC or AFSC for selected officers.	f. Attendance at senior service college for selected officers.				
TYPICAL ASSIGNMENTS	BRANCH MATERIAL	COMMAND	Platoon leader Detachment commander Battery commander	Battalion commander Warhead support group commander	Battalion commander Group commander Division Artillery commander	Division Artillery Corps Artillery Army Artillery Training Center Service School
		STAFF	Field Artillery Battalion Service School MAAG/Mission Civilian Component Group Division Artillery	Field Artillery Battalion Service School MAAG/Mission Civilian Component Group Division Artillery Corps Artillery USACDC USAMC DA	Service School Group Division Artillery Corps Artillery Army Artillery Civilian Component USACDC USAMC DA MAAG/Mission	Service School USACDC USAMC DA MAAG/Mission

TYPICAL ASSIGNMENTS	BRANCH IMPARTIAL	COMMAND	Platoon leader Company commander CO, Special Forces "A" Det CO, Psychological Operations Unit	Battalion commander - (Aviation, Training Battalions) CO, Special Forces "B" or "C" Detachment CO, Psychological Operations Battalion	Battalion commander Support command commander Brigade commander CO, Special Forces Group CO, Civil Affairs Group CO, Psychological Operations Group	Training Center Service School Division																										
		STAFF	Battalion Service School ROTC MAAG/Mission Civilian Component Unconventional Warfare Staff Officer Psychological Warfare Staff Officer	Battalion Service School ROTC MAAG/Mission IG Division, Corps, Army USACDC USAMC USCONARC DA Joint Combined Civilian Component Unconventional Warfare Staff Officer Psychological Warfare Staff Officer	Service School, ROTC MAAG/Mission IG Division, Corps, Army USACDC USAMC USCONARC DA Joint Combined Civilian Component Unconventional Warfare Staff Officer Psychological Warfare Staff Officer Civil Affairs Staff Officer	Service School, ROTC MAAG/Mission Division, Corps, Army USACDC USAMC USCONARC DA JCS DOD																										
YEARS OF SERVICE		(PRECOMMISSION)	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
EDUCATION AND TRAINING	CIVILIAN	Baccalaureate Degree Desired	ADVANCED CIVIL SCHOOLING 1/															DEGREE COMPLETION PROGRAM														
	MILITARY	USMA ROTC OCS	OFF DUTY EDUCATION PROGRAMS: SPECIAL SEMINARS: ADVANCED MANAGEMENT															COMMAND AND GENERAL OR ARMED FORCES STAFF COLLEGE 2/ SENIOR SERVICE COLLEGE 2/														
			ADVANCED COURSE 3/															MOS COURSES; LANGUAGES; MANAGEMENT TRAINING														

NOTES;

- 1/ Ends civil schooling eligibility for other than Regular Army officers (total service), except for short course instruction. Exceptions may be granted (AR 350-200)
- 2/ Attendance by DA selection.
- 3/ Basic course.

Chart 7-6.

(17) Serve as attaches.

(18) Serve in both branch material and branch immaterial positions within all Army, joint and combined commands and staffs.

(19) Perform tasks associated with the career planning, development, management and assignment of field artillery officers.

c. Career Development. An officer's career can be generally subdivided into four recognizable (but in many cases overlapping) periods as noted in subparagraphs *d* through *g* below. Within the framework of service requirements assignments are made to accomplish career development objectives and provide the Army with the best qualified officer corps attainable.

d. Basic Military Development Period (0-8 Years). This is the period in which the officer becomes well grounded in the tactics, techniques and technical requirements including a knowledge of material of the Field Artillery. The officer learns and applies the elements of leadership and the technique of commanding troops. This period is considered critical in the development of an officer because it is the period in which he develops lasting traits, attitudes, standards of performance and a sense of duty which will influence his contribution throughout his entire service career. Particular emphasis is placed on troop duty and experience with field artillery units. During each tour of duty with a troop unit, the officer will be rotated through as many different types of duty within the unit as are appropriate to his grade and length of service. A maximum number of officers will be given the opportunity to command at the platoon and battery level and serve as staff officers at battalion level. Selected officers will be enrolled in leading colleges and universities.

e. Intermediate Professional Development Period (9-15 Years). The objective of this period is to continue the professional development of the officer to prepare him for future high level command and staff. Assignments will continue to be made to progressively more responsible and challenging positions, commensurate with demonstrated performance, ability, and potential. Assignments will consist of both

branch material and branch immaterial types of duty in a variety of command and staff positions. A maximum number of officers will be given the opportunity to serve in staff positions at battalion and/or higher headquarters. Officers who have demonstrated outstanding leadership potential will be assigned as battalion commanders. Continuous emphasis will be placed on the achievement of both branch material and branch immaterial qualifications. Additional development of an officer's potential is provided by attendance of selected officers at civilian schools to broaden their background or, in some cases, to supplement specialized military education.

f. Advanced Contribution and Development (16-23 Years). The objectives of this period are to make maximum utilization of the previous experience and training of all officers and to continue the development of those officers who have demonstrated outstanding potential for the highest positions. Available troop assignments will be used to capacity to give command experience to outstanding officers who have not previously commanded at battalion level. This period is marked by an increase in the proportion of branch immaterial positions requiring professional competence in General Staff functional areas and in branch immaterial assignments. Regular Army officers may be considered for advanced civil schooling until the end of their nineteenth year of service.

g. Major Professional Contribution Period (24-30 Years). This is the period when the maximum benefit is derived from the officer's previous training and experience. Officers will be assigned to the most important positions in the Field Artillery and in high level branch immaterial positions where demonstrated outstanding performance, experience and maturity are prerequisites. Selected officers will serve on joint and combined staff and/or will command major activities and units.

7-11. Finance Corps. a. Scope. The Finance Corps is one of the basic branches of the Army. It is a service whose officers administer the Army pay and accounting system. This field of activity encompasses both military and civilian pay and allowances and the disbursing opera-

tions and financial management necessary to support the Army's mission. Finance officers are assigned to both branch material and im-material positions within all Army and joint and combined staffs which require expertise in the above mentioned field of activity.

b. Functions and Duties. The primary functions of Finance Corps officers are to provide all types of pay service to the military and civilian members of the Army and military accounting for appropriated funds. Finance officers are especially qualified through education, training, and experience for the following duties:

- (1) Disburse military pay and allowances at all levels of command.
- (2) Disburse civilian pay and allowances at all levels of command.
- (3) Account for and report government expenditure of appropriate funds from both specific and open allotments.
- (4) Operate Finance and Accounting Offices at military installations.
- (5) Serve as Budget Officer, Management Officer, or Internal Review Officer at all levels of command.
- (6) Serve as Accounting Officer at all command levels.
- (7) Review and analyze command programs.
- (8) Serve as Cash Control Officer.
- (9) Institute/manage command savings programs.
- (10) Serve as Commandant or Staff and Faculty members of service schools primarily engaged in presenting instruction in disbursing operations and financial management and as faculty members at other schools conducting related instruction.
- (11) Serve as Comptroller at all levels of command.
- (12) Serve as Commanding General, Finance Center, U.C. Army, or Commanding Officer, Finance and Accounts Office, U.S. Army.
- (13) Serve as Staff and/or Disbursing Officer, Finance Center, U.S. Army.
- (14) Develop pay and financial manage-

ment doctrine, policies and procedures for the Army.

(15) Participate in special career programs other than the Army Aviation Program.

(16) Perform tasks associated with the career planning, development, management, and assignment of Finance Corps officers.

(17) Serve as Chief, Finance and Accounting, Office of the Comptroller of the Army.

(18) Serve as Central Funding Officer.

(19) Serve as Bank Liaison Officer at all levels of command.

(20) Serve as Cost Analyst at all levels of command.

c. Career Development. An officer's career can be generally subdivided into four recognizable (but in many cases overlapping) periods as noted in subparagraphs *d* through *g* below. Within the framework of service requirements, assignments are made to accomplish career development objectives and provide the Army with the best qualified officer corps attainable.

d. Basic Military Development Period (0-8 Years).

(1) In this phase of his military career each Finance officer becomes familiar with the Army's functions and services. Regular Army lieutenants are detailed to one of the combat arms. There they learn of the basic Army traditions, become familiar with arms equipment and unit tactics of each combat arm with emphasis given to the particular arm to which they are detailed, and are given an opportunity to exercise leadership at platoon or company executive level. All officers are assigned to Finance Offices where they operate in Cash Control, Disbursing, Entitlement, or Accounting. In these positions they obtain the basic background necessary to become a Finance and Accounting Officer. The duty also provides the basic knowledge to progress into Budgeting Management, Internal Review and Analysis, or Comptrollership. Each officer develops his interests and determines the field of financial management for which he is best suited.

(2) As a part of the initial detail with a combat arm, Regular Army lieutenants attend the basic course of that branch. Following de-

FINANCE CORPS							
OBJECTIVES FOR PERIODS INDICATED			BASIC MILITARY DEVELOPMENT		INTERMEDIATE PROFESSIONAL DEVELOPMENT	ADVANCED CONTRIBUTION AND DEVELOPMENT	MAJOR PROFESSIONAL CONTRIBUTION
			Provide and develop fundamental knowledge by: a. Branch qualifying each officer. b. Acquainting Regular Army lieutenants with the requirements of the combat arms by detailing them to one of the arms for one year. c. Varied assignments to branch material and branch immaterial positions in the financial management area to prepare officers for greater responsibilities.		Improve military stature and broaden professional competence through: a. Schooling b. Branch qualification c. Tours of duty which relate to the Finance Corps and Comptroller areas of interest.	Demonstrate potential in positions of high responsibility and continue professional development through: a. Varied Branch material assignments. b. Branch immaterial assignments in financial management.	Maximum contribution in key command and staff positions at the highest levels through utilization of the officer's professional and technical competence developed through training and duty assignments in earlier periods.
TYPICAL ASSIGNMENTS	BRANCH MATERIAL	FINANCE AND ACCOUNTING	COMMAND	CO, Finance Section CO, Finance Detachment	CO, Finance Section	CO, Finance Section	CO, FCUSA CO, FAOUSA Commandant, USAFS
			STAFF	Finance Officer Separate Brigade Finance & Accounting Officer Post Camp Station	Finance Officer Separate Brigade Division Finance & Accounting Officer Post Camp Station Instructor Service School	Finance Officer Division Corps Army Finance & Accounting Officer Post Camp Station Army Instructor Service School	Finance Officer Army DA Joint & Combined Staff Finance & Accounting Chief, Finance and Accounting, OCA
	BRANCH IMMATERIAL	BUDGET OR MANAGEMENT	STAFF	Budget or Management Officer Separate Brigade Installation Instructor Service School Advisor, MAAG, Mission	Budget or Management Officer Installation Army Major Headquarters Instructor Service School Advisor, MAAG, Mission	Budget or Management Officer Army Major Headquarters DA Instructor Service School Advisor, MAAG, Mission	Budget Officer DA Joint & Combined Staff

TYPICAL ASSIGNMENTS BRANCH IMMATERIAL	COMPTROLLER	STAFF	Comptroller Separate Unit	Comptroller Separate Unit Depot Installation Instructor Service School Advisor, MAAG, Mission	Comptroller Installation Depot Major Subordinate Command Instructor Service School Advisor, MAAG, Mission	Comptroller Army Major Headquarters Joint & Combined Staff																										
	OTHER	STAFF	Cost Analyst Post Camp Station DA Internal Review Post Camp Station ADPS Depot Installation Instructor, Service School Cost Accounting Internal Review ADPS Unconventional Warfare Staff Officer Psychological Warfare Staff Officer	Deputy Comptroller Post Camp Station Internal Review Post Camp Station ADPS Army Major Headquarters Instructor, Service School Internal Review ADPS Cost Analyst Major Headquarters Unconventional Warfare Staff Officer Psychological Warfare Staff Officer	Cost Analyst Major Headquarters DA Unconventional Warfare Staff Officer Psychological Warfare Staff Officer Civil Affairs Staff Officer	Cost Analyst Major Headquarters DA																										
YEARS OF SERVICE		(PRECOMMISSION)	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
EDUCATION AND TRAINING	CIVILIAN	Baccalaureate Degree Desired	ADVANCED CIVIL SCHOOLING ^{1/}															DEGREE COMPLETION PROGRAM														
	MILITARY	USMA ROTC OCS	OFF DUTY EDUCATION PROGRAMS: SPECIAL SEMINARS: ADVANCED MANAGEMENT															SENIOR SERVICE COLLEGE ^{2/}														
			ADVANCED COURSE										COMMAND AND GENERAL OR ARMED FORCES STAFF COLLEGE ^{2/}																			
			^{3/} MOS COURSES; LANGUAGES; MANAGEMENT TRAINING																													

NOTES:

- 1/ Ends civil schooling eligibility for other than Regular Army officers (total service), except for short course instruction. Exceptions may be granted (AR 350-200)
- 2/ Attendance by DA selection.
- 3/ Basic course.

Chart 7-7.

INFANTRY						
OBJECTIVES FOR PERIODS INDICATED			BASIC MILITARY DEVELOPMENT	INTERMEDIATE PROFESSIONAL DEVELOPMENT	ADVANCED CONTRIBUTION AND DEVELOPMENT	MAJOR PROFESSIONAL CONTRIBUTION
			Provide and develop fundamental knowledge by:	Improve military stature and broaden professional competence through:	Demonstrate potential in positions of high responsibility and continue professional development through:	Maximum contribution in key command and staff positions at the highest levels through utilization of the officer's professional and technical competence developed through training and duty assignments in earlier periods.
a. Attendance at the basic and advanced courses.	a. Troop staff and command duty at battalion level.	a. Command duty at battalion and brigade level.				
b. Troop command duty at platoon and company level.	b. Staff duty at brigade division and higher level.	b. Division and higher level staff duty.				
c. Troop staff duty at battalion and brigade level.	c. Service school instructor duty. 4/	c. Service school instructor duty. 4/				
d. Service school instructor duty.	d. Civilian component duty. 4/	d. Civilian component duty. 4/				
e. Civilian component duty.	e. Duty with MAAGs and Missions.	e. Duty with MAAGs and Missions.				
f. Duty with MAAGs and Missions.	f. * Attendance at CGSC or AFSC for selected officers.	f. Attendance at senior service college for selected officers.				
TYPICAL ASSIGNMENTS	BRANCH MATERIAL	COMMAND	Platoon Leader Company Commander Headquarters Commandant Infantry, Mech Inf, Airmobile, Airborne, ATC	Battalion Commander Headquarters Commandant Infantry, Mech Inf, Airmobile, Airborne, ATC	Battalion Commander Brigade Commander Headquarters Commandant Infantry, Mech Inf, Airmobile, Airborne, ATC	Division or Higher Commander
		STAFF	Company Executive Officer Training Officer Tactical Officer Battalion Staff Officer Brigade Staff Officer Service School Instructor	Brigade Staff Officer Division Staff Officer Service School Instructor	Division Staff Officer Corps or Higher Staff Officer Service School Instructor	Corps or Higher Staff Officer
	BRANCH IMMATERIAL	COMMAND	CO, Special Forces "A" Det. CO, Psychological Operations Unit Non-Tactical Unit Officer Psychological Civil Affairs Information Student Company	CO, Special Forces "B" or "C" Detachments CO, Psychological Operations Battalion Post Commander	CO, Special Forces Group CO, Civil Affairs Group CO, Psychological Operations Group Post Commander	Post Commander

TYPICAL ASSIGNMENTS	BRANCH IMPARTIAL	STAFF	Unconventional Warfare Staff Officer Psychological Warfare Staff Officer	Unconventional Warfare Staff Officer Psychological Warfare Staff Officer Division, Corps, USCONARC, STRICOM, DA, Joint, Combined	Unconventional Warfare Staff Officer Psychological Warfare Staff Officer Civil Affairs Staff Officer Division, Corps, USCONARC, STRICOM, DA, Joint, Combined Highest level Staff duty (JCS-DOD)	Division, Corps, USCONARC, STRICOM, DA, Joint, Combined Highest level staff duty (JCS-DOD)																										
		OTHER	Civilian component duty Duty with MAAGs and Missions	Civilian component duty Duty with MAAGs and Missions Entrance into special career programs	Civilian component duty Duty with MAAGs and Missions Special career program participation	Civilian component duty Chief of MAAGs or Missions Special career program - positions of high responsibility																										
YEARS OF SERVICE		(PRECOMMISSION)	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
EDUCATION AND TRAINING	CIVILIAN	Baccalaureate Degree Desired	ADVANCED CIVIL SCHOOLING 1/																	DEGREE COMPLETION PROGRAM												
	MILITARY	USMA ROTC OCS	OFF DUTY EDUCATION PROGRAMS: SPECIAL SEMINARS: ADVANCED MANAGEMENT																	COMMAND AND GENERAL OR ARMED FORCES STAFF COLLEGE 2/												
			ADVANCED COURSE 3/																	SENIOR SERVICE COLLEGE 2/												
			MOS COURSES; LANGUAGES; MANAGEMENT TRAINING																													

NOTES;

- 1/ Edo civil schooling eligibility for other than Regular Army officers (total service), except for short course instruction. Exceptions may be granted (AR 350-200)
- 2/ Attendance by DA selection.
- 3/ Basic course. (Except OCS Graduates). Regular Army officers attend Ranger Course upon completing Basic Course.
- 4/ An objective if not accomplished during previous period(s).

Chart 7-8.

tail they attend the Finance Officer Basic Course. Reserve officers attend the Finance Officer Basic Course as soon after promotion to the grade of Captain as available and military requirements permit. Selected officers during the latter part of this period will be enrolled in leading colleges and universities for graduate study in business related fields to meet the Finance Corps advanced training requirements.

e. Intermediate Professional Development Period (9-15 Years).

(1) In this phase of career development, Finance Officers utilize the knowledge and experience they have gained. They enter into their initial assignments as Finance and Accounting officer or Commanding Officer of a Finance Section. They are responsible for disbursing and collecting public monies in their own names. They, therefore, must be technically qualified in all aspects of entitlements, disbursements, and accounting for public funds. The reports they generate as a result of financial transactions become a part of the Army's Financial Management System. The financial status of the post, camp or station is reflected in the records of the Finance and Accounting Officer who must keep abreast of the financial situation so that he may furnish financial management advice to the Comptroller or Commander. In this phase, the Finance Officer becomes aware of the vital importance of financial management as it pertains to training, logistics and base operations of the post. He also learns how his records are essential in budget preparation and execution, control of costs, effective utilization of resources and realignment of command programs.

(2) During this phase, officers will continue to be selected for graduate level civil schooling with priority given to business and comptroller disciplines and/or to participate in one of the various officer specialist programs, particularly the Comptroller and ADP Officer Programs. Selected officers will attend Command and General Staff College or Armed Forces Staff College.

f. Advanced Contribution and Development Period (16-23 Years).

(1) The Finance Officer, in this phase, has sufficient experience to be assigned to staff so that he can contribute to further development of his own career and the Army's Financial Management System and Structure. In these years of his career he calls on his knowledge to write, rewrite, initiate and supervise procedures which provide for a smooth flow of financial information to advise and assist commanders and Department of the Army in managing the vast but limited resources made available to the Army by the Congress.

(2) Officers of outstanding promise are selected to attend the Army War College, the Industrial College of the Armed Forces, the National War College or other Senior Service Colleges. Regular Army officers are eligible for advanced civil schooling until the end of their nineteenth year of service.

g. Major Professional Contribution Period (24-30 Years). As heads of staff agencies, Finance Officers become key members of the command whose advice is sought after and adhered to. They make financial management decisions in the name of the Commander, and provide the direction and impetus necessary to operate the Command within the available resources. By commanding the Class II activities of the Finance Corps, Finance Officers provide worldwide finance service, training, and accounting. In this period the Finance Officer is truly a leader. He capitalizes on his experience and influences the direction of the Finance Corps and its junior officers.

7-12. Infantry. a. Scope. Infantry is a basic branch and combat arm of the Army. The branch name identifies personnel and units who close with the enemy by means of fire and maneuver in order to destroy or capture him or to repel his assault by fire, close combat and counterattack. Personnel and units so identified fight dismounted or mounted according to the mobility means provided. The Infantry forms the nucleus of the Army's fighting strength around which the other arms and service are grouped. When not in combat, the Infantry maintains a state of readiness in preparation for immediate combat worldwide.

b. Functions and Duties. As their primary function, Infantry officers are specialists in

leading soldiers in land combat. This function is accomplished by commanding, directing, and controlling the tactical employment of Infantry and/or combined arms organizations. They provide the Army with the expertise necessary to develop the doctrine and the plans essential to the successful conduct of land warfare. Infantry officers are especially qualified through education, training, and experience for the following duties:

(1) Command organizational elements or portions thereof, whose primary mission is the conduct of Infantry combat operations against enemy forces to include: airborne, airmobile, amphibious, mechanized, special forces operations, and specialized combat operations in mountain, jungle, arctic and desert environments.

(2) Command combat forces which combine elements of other branches, US Armed services, allied armed forces, or any combination thereof.

(3) Serve as the Army's expert on the employment of Infantry forces at all staff levels by furnishing advice to commanders and staffs, and coordinating the planning and conduct of land military operations to include:

(a) Infantry (airborne, airmobile, mechanized, special forces) combat operations.

(b) As part of a joint task force, amphibious operations.

(c) As part of a joint task force, riverine operations.

(d) As part of a joint task force, airborne operations.

(e) Stability operations.

(f) Employment of irregular forces.

(4) Prepare tactical plans for combat operations.

(5) Supervise and/or participate in the development of doctrine and organizations and in the design, combat development, testing and selection of weapons and equipment to support the mission assigned to Infantry units.

(6) Command training and nontactical troop units.

(7) Serve as commandant, staff and faculty members of service schools primarily oriented toward Infantry or combined arms train-

ing and at other schools as faculty members conducting related instruction.

(8) Participate as members of the Army Aviation Program and other Special Career Programs.

(9) Command posts, camps, stations and other Army installations.

(10) Instruct and advise foreign troops as members of MAAG's.

(11) Represent the United States as members of diplomatic missions.

(12) Instruct and advise Reserve and National Guard elements.

(13) Serve in both branch material and branch immaterial positions within all Army, joint and combined commands and staffs.

(14) Perform tasks associated with career planning, development, management, and assignment of Infantry officers.

c. Career Development. An officer's career can be generally subdivided into four recognizable (but in many cases overlapping) periods as noted in subparagraphs *d* through *g*, below. Within the framework of service requirements, assignments are made to accomplish career development objectives and provide the Army with the best qualified officer corps attainable.

d. Basic Military Development Period (0-8 Years).

(1) The basic military foundation for all officers is provided by attendance at the basic course. All newly commissioned Regular Army Infantry officers will attend a 5-week basic course followed by attendance at an 8-week Ranger Course. All officers except Regular Army officers and OCS graduates, will attend a 9-week basic course. Upon completion of the basic course, an officer normally is assigned at company level within a troop unit where he is rotated by the commander through various qualifying duties. Upon completion of these duties, the officer should have developed a thorough knowledge of arms, equipment, and unit tactics. After promotion to the grade of captain, an officer will attend the Advanced Course as soon as practicable. Selected Infantry officers attend the Armor Advanced Course or the Marine Amphibious Warfare Course. After

			MILITARY INTELLIGENCE			
OBJECTIVES FOR PERIODS INDICATED			BASIC MILITARY DEVELOPMENT	INTERMEDIATE PROFESSIONAL DEVELOPMENT	ADVANCED CONTRIBUTION AND DEVELOPMENT	MAJOR PROFESSIONAL CONTRIBUTION
						Provide and develop fundamental knowledge by: <ol style="list-style-type: none"> Attendance at basic, MOS, language and advanced courses. Command at platoon, detachment and company level. Staff duty at battalion and higher level. A utilization tour in the initial intelligence functional area. Service school instructor duty.
TYPICAL ASSIGNMENTS	BRANCH MATERIAL	COMMAND	Platoon leader, MI or ASA Unit Commander, to include Detachment, Field Office or Company	MI or ASA Detachment, Company, Region or Battalion	MI or ASA, Region, Separate Detachment, Battalion, Group or Station	CG, USAINTC CG, USASA MI or ASA Group Theater Command, Post or Station Command
		STAFF	MI Operational Officer ASA Operations Officer Imagery Interpreter Tactical Intelligence Staff Officer MAAG/Mission Advisor Service School Instructor Liaison Officer Crypto Security Officer Cryptologic Staff Officer	Cross utilization of MI or ASA Operations officers in other than the primary functional area. Cryptologic Staff Officer Tactical or Strategic Intelligence Staff Officer Assistant Army Attache MAAG/Mission Advisor Service School Staff or Faculty	Tactical Intelligence Staff Officer Strategic Intelligence Staff Officer Army Attache Key Intelligence Staff Officer at the DA, National, Joint and Combined level Service School Staff Director Senior MAAG/Mission Advisor Major Command G-2/DCSI	Chief, DOD, Joint, Combined, DA Intelligence Staff Directorate Defense Attache Chief, Advisory Group MAAG/Mission Staff Director, DIA or NSA ACSI, DA J2 Joint and Combined Level G-2 or DCSI, Field Army level and above.
	BRANCH IMATERIAL	COMMAND	Platoon, separate detachment or company of other branches if qualified. CO, Special Forces "A" Det. CO, Psychological Operations Unit	Company or Battalion of other branches if qualified (on a selective, nominative basis). CO, Special Forces "B" or "C" Detachment CO, Psychological Operations Battalion	Battalion, Group, Brigade or Station if qualified (on a selective, nominative basis). CO, Special Forces Group CO, Civil Affairs Group CO, Psychological Operations Group	Group, Brigade, Post or Station if qualified and selected.

TYPICAL ASSIGNMENTS	BRANCH IMMATERIAL	STAFF	Installation Security Officer Assistant General or Special Staff Officer in other than the intelligence field Unit or Station Adjutant Comptroller Civil Affairs/Psychological Warfare Officer Military Censor Interpreter/Translator Material or Concepts Project Officer EW/Crypto Staff Officer	General Staff Officer at DOD, DA, Joint & Combined level Research & Development Staff Officer Civil Affairs Officer Psychological Warfare Staff Officer ADPS Plans Officer Special Staff Officer in other than intelligence commands USMA or ROTC Instructor	Division G-2 or DCSI of a Post or Separate Command General staff officer at DOD, DA, Joint & Combined level Service School staff and faculty Project officer Senior Service College Instructor PMS-ROTC Instructor	May perform many general staff functions in the military establishment in consonance with previous training, experience and current grade.																											
YEARS OF SERVICE			(PRECOMMISSION)	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
EDUCATION AND TRAINING	CIVILIAN	Baccalaureate Degree Desired	ADVANCED CIVIL SCHOOLING ^{1/}															DEGREE COMPLETION PROGRAM															
	MILITARY	USMA ROTC OCS	OFF DUTY EDUCATION PROGRAMS: SPECIAL SEMINARS: ADVANCED MANAGEMENT															COMMAND AND GENERAL OR ARMED FORCES STAFF COLLEGE ^{2/} SENIOR SERVICE COLLEGE ^{2/} ADVANCED COURSE ^{3/} MOS COURSES; LANGUAGES; MANAGEMENT TRAINING															

NOTES:

- 1./ Ends civil schooling eligibility for other than Regular Army officers (total service), except for short course instruction. Exceptions may be granted (AR 350-200)
- 2./ Attendance by DA selection.
- 3./ Rustic course.

Chart 7-9.

completion of the Advanced Course, an officer may be assigned to battalion or brigade level staff duties or instructor type duties and should be afforded an opportunity to command a company size unit prior to selection for promotion to major if he has not previously fulfilled this vital career need.

(2) Except for Army aviators, officers will not be allowed to specialize until completion of the Advanced Course. Those officers who desire to specialize, and who are selected will be assigned to appropriate duties in their chosen specialty area. Such assignments will be adapted to a career designed to develop specialists being alternately rotated with branch material duty so as to insure continued branch qualification. Selected officers will be enrolled in leading colleges and universities.

e. Intermediate Professional Development Period (9-15 Years). Officers are considered for attendance at the Command and General Staff College or the Armed Forces Staff College after completion of 8 years service and through their 16th year of service. Following graduation, officers are considered for assignments at brigade and higher levels of command, and may be programed for additional training or schooling. During this phase, officers will continue to be selected for graduate level civil schooling. An officer's ability to command and to perform as a higher level staff officer should be measured before he is considered for the senior service level of schooling.

f. Advanced Contribution and Development Period (16-23 Years). During this period, officers are assigned to positions of increasing responsibility at progressively higher levels. Selected officers will attend Senior Service Colleges in preparation for command and staff duty at the highest echelons. Regular Army officers are eligible for advanced civil schooling until the end of their nineteenth year of service.

g. Major Professional Contribution Period (24-30 Years). During this period, emphasis is shifted from career development to maximum utilization. Officers are assigned to positions of responsibility commensurate with their train-

ing, education, and demonstrated performance. It is during this period that an officer is in a position to make his greatest contribution to the Army.

7-13. Military Intelligence. *a. Scope.* Military Intelligence is a basic branch and a combat support arm of the Army. Military Intelligence officers are primarily concerned with the intelligence aspects of the Army's mission. This field of activity encompasses intelligence, counterintelligence, cryptologic and signal intelligence, security, order of battle, interrogation, aerial surveillance, imagery interpretation and all related planning, organization, training and operations. Intelligence officers are assigned to both branch material and branch immaterial positions within all Army, joint and combined commands and staffs.

b. Functions and Duties. The primary function of Military Intelligence officers is the collection, analysis, production and dissemination of intelligence. To accomplish this function, it is essential that they possess comprehensive knowledge of military strategy and tactics. Military Intelligence officers are especially qualified through education, training and experience for the following duties:

(1) Command intelligence organizations or elements thereof which provide intelligence capabilities and support to major commanders.

(2) Serve as intelligence staff officers at all levels providing advice and assistance to commanders and their staffs; coordinate assigned aspects of planning and provide staff supervision of intelligence operations in support of military plans and operations; participate in the planning, coordination and execution of National intelligence and counterintelligence efforts.

(3) Develop communications and electronic intelligence.

(4) Provide communications and electronic security.

(5) Develop and manage programs for safeguarding defense information.

(6) Develop order of battle information.

(7) Interrogate prisoners of war, defectors, and other personnel as appropriate.

(8) Provide information on all aerial surveillance and reconnaissance sensors and platforms, prepares aerial reconnaissance plans, and employs Army aerial surveillance assets, and coordinates requests for USAF tactical Aerial Reconnaissance, and participates in aerial surveillance missions.

(9) Analyze and interpret photographic and electronically produced images.

(10) Conduct the Army personnel security program.

(11) Conduct the Army industrial security program.

(12) Manage the Army censorship program, less press censorship.

(13) Provide linguistic and analytical support to all levels of command.

(14) Develop organization and operational concepts, plan and coordinate highly specialized worldwide intelligence and counterintelligence operations.

(15) Participate in the design, research and development and testing of intelligence materiel and equipment.

(16) Serve as Defense and Army representative with military attache offices in all nations of the world maintaining diplomatic relations with the United States.

(17) Perform highly classified duties within the broad field of signal intelligence.

(18) Perform specialized duties in the electronic warfare field.

(19) Serve as Commandant, Staff and Faculty members of service schools primarily engaged in presenting intelligence instruction and as faculty members at other schools conducting related instruction.

(20) Participate in the Army Aviation Program and other special career programs.

(21) Perform tasks associated with the career planning, development, management and assignment of Military Intelligence officers.

c. Career Development. An officer's career can be generally subdivided into four recognizable (but in many cases overlapping) periods as noted in subparagraphs *d* through *g* below. Within the framework of service requirements,

assignments are made to accomplish career development objectives and provide the Army with the best qualified officer corps attainable.

d. Basic Military Development Period (0-8 Years).

(1) Except for the OCS graduate, and pending initiation of the Military Intelligence Officer Basic Course, all newly commissioned Military Intelligence officers will attend an officer basic course conducted at either the Infantry School, Armor School or the Signal School. This training will be followed by one of the Military Intelligence MOS producing courses conducted at the U.S. Army Intelligence School or the U.S. Army Security Agency Training Center and School. Regular Army officers will be detailed to Infantry or Armor for a one year period.

(2) During the basic development period, emphasis will be placed on the officer's acquisition of knowledge and proficiency in a specific intelligence functional area as well as broad knowledge of the missions and responsibilities of the other arms and services. Normally, this will be accomplished by assignment to Military Intelligence troop units. The officer will also be rotated through as many different types of duty as possible and maximum emphasis will be placed on providing the officer the opportunity to command at the platoon and company level.

(3) Officers are programed to attend the Military Intelligence Officer Advanced Course or The Defense Intelligence Course as soon as practicable after being promoted to captain. Following completion of this training and a utilization tour, the officer may expect consideration for additional special intelligence training and assignment in another intelligence functional area. Selected officers will also complete language training and other special courses to broaden their knowledge and perspective and increase their value to the Army. Selected officers will receive the opportunity to participate in civilian educational programs, and specialty programs, particularly the Foreign Area Specialty program during the latter portion of this period.

e. Intermediate Professional Development (9-15 Years).

(1) During this period, the officer will become qualified and experienced in additional Military Intelligence functional areas to continue his professional development and further prepare him for utilization at higher levels of command and staff.

(2) The officer may expect staff assignments to Department of Defense, Department of the Army, Joint and Combined headquarters and major CONUS and oversea commands and command assignments at battalion level and below. Selected officers will also serve with military advisory groups and missions, the Defense attache system, the staff and faculty of service schools and other more demanding duties commensurate with grade and experience. Where possible, emphasis will be placed on assignment to career broadening branch immaterial assignments.

(3) Selected officers will attend the U.S. Army Command and General Staff College or the Armed Forces Staff College. During this period, officers will continue to be selected for graduate level schooling and/or to participate in one of the various officer specialist programs, especially the Foreign Area Specialist Training and Automatic Data Processing Officer programs.

f. Advanced Contribution and Development Program (16-23 Years).

(1) The objective of this period is to gain maximum utilization of the officer's previous training and experience and to continue development of those officers who have demonstrated their potential for service at the higher levels. Emphasis is placed on insuring that those having the greatest potential are provided the opportunity to command at battalion, group or higher level as well as to serve in the more challenging staff positions at the National level.

(2) Selected officers will attend one of the senior service colleges, National Senior Intelligence officers course and Defense Intelligence School. Regular Army officers are eligible for advanced civil schooling until the end of their nineteenth year of service.

g. Major Professional Contribution Period (24-30 Years). This is the period when an officer, by virtue of his training, education, ex-

perience and proven capabilities makes his greatest contribution to the Army. During this latter stage, emphasis is shifted from career development to maximum utilization of talent in the most responsible positions. Officers will serve in executive and supervisory capacities on joint or combined staffs and will command major units, activities and installations both in the Military Intelligence field as well as in branch immaterial positions.

7-14. Military Police Corps. a. Scope. The Military Police Corps is a basic branch of the Army. It is a combat support arm and a service. The Military Police Corps performs combat, combat support, and combat service support missions. Personnel and units provide the expertise and means to control tactical areas of responsibility; prisoner of war, civilian internee, detainee, and other operations directed toward the protection of victims of war; police internal defense operations; crime prevention and investigation; circulation control of vehicles and personnel; physical security operations; operation of Army confinement and correctional training facilities, and industrial defense activities. Military police officers are assigned to branch material and branch immaterial positions within all Army, joint, and combined commands and staffs.

b. Functions and Duties. The primary functions of military police personnel and units are combat support and combat service support. To accomplish these functions, it is essential that Military Police officers possess a comprehensive knowledge of military operations and tactics. In addition, Military Police Corps officers are especially qualified through education, training and experience for the following duties:

(1) Provide military police combat support in a theater of operation, to include:

(a) Circulation control of traffic and individuals.

(b) Security of lines of communication, installations, ports and harbors, facilities and movements of critical or sensitive supplies and equipment.

(c) Administration and enforcement of activities in support of United States Government obligations and responsibilities under the

four Geneva Conventions of 1949, and all other applicable humanitarian law for the protection of war victims.

(d) Enforcement of military laws, orders, and regulations.

(e) Participation in those action programs in support of internal defense and stability operations.

(f) Prevention and investigation of crime.

(g) Collection, evaluation, and dissemination of police intelligence and information.

(h) Confinement and correctional treatment of military prisoners.

(i) Control of tactical areas of operations.

(j) Participation in rear area protection operations and the protection of urban areas.

(2) Command organizational elements whose primary mission is the direct support of combat operations.

(3) Command combat support and service support forces to include elements of other branches, other US Armed services, allied police, paramilitary police or armed forces, or any combination thereof.

(4) Command organizations and elements thereof whose primary mission is the maintenance of discipline, law and order or the training of personnel and units to perform same.

(5) Provide advice on the police aspects of internal defense operations.

(6) Serve as the Army's experts on the employment of Military Police forces at all staff levels, furnishing advice to commanders and their staffs, and coordinating and planning the Military Police support of military operations.

(7) Supervise and/or participate in the development of doctrine and organizations and in the design, testing and selection of weapons and equipment to support the missions assigned to Military Police units.

(8) Enforce military laws, orders, and regulations on Army and other government installations, facilities and transportation as directed; and among all persons subject to the UCMJ regardless of location.

(9) Command correctional facilities such as installation confinement facilities, discipli-

nary barracks, and correctional training facilities, and provide supervision and expertise for correctional and rehabilitational treatment.

(10) Support civil authorities and/or other military agencies during domestic disturbances and disasters.

(11) Develop, supervise, and administer a coordinated prisoner of war, civilian internee and detainee program for the United States Government to include programs and international information systems related to missing and detained United States personnel.

(12) Supervise the promulgation of the Department of Defense Industrial Defense Program.

(13) Conduct security planning and operations for installations, facilities, sensitive materiel, and certain designated personnel.

(14) Serve as commandant, and/or staff and faculty members of service schools primarily oriented toward police operations and at other schools as faculty members.

(15) Instruct and advise Reserve and National Guard elements in military police matters.

(16) Participate in special career programs to include the Army Aviation Program.

(17) Perform tasks associated with career planning, development, management, and assignment of Military Police Corps personnel.

(18) Serve in both branch material and branch immaterial positions within all Army, joint and combined commands and staffs.

(19) Administer motor vehicle traffic supervision programs to include traffic control and circulation, accident prevention and investigation, and police services adjunct to motor vehicle administration.

c. Career Development. An officer's career can be generally subdivided into four recognizable (but in many cases overlapping) periods as noted in subparagraphs *d* through *g* below. Within the framework of service requirements, assignments are made to accomplish career development objectives and provide the Army with the best qualified officer corps attainable.

d. Basic Military Development Period (0-8 Years).

MILITARY POLICE CORPS								
OBJECTIVES FOR PERIODS INDICATED			BASIC MILITARY DEVELOPMENT	INTERMEDIATE PROFESSIONAL DEVELOPMENT	ADVANCED CONTRIBUTION AND DEVELOPMENT	MAJOR PROFESSIONAL CONTRIBUTION		
			Provide fundamental knowledge by:	Improve military stature and broaden professional competence through:	Demonstrate potential in positions of high responsibility and continue professional development through:	Maximum contribution in key command and staff positions at the highest levels through utilization of the officer's professional and technical competence developed through training and duty assignments in earlier periods.		
TYPICAL ASSIGNMENTS			BRANCH MATERIAL	COMMAND	Platoon Detachment Company Stockade CID Detachment	Battalion Stockade	Battalion CTF Group CID GP Training Brigade Stockade	CG, PW Commands CG, Brigades, USDB, PW Camps CTF, Groups, USAMPS, USACDCMPA CO, USACIDA
				STAFF	PM Staff Officer Bn/Bde Staff Officer Correctional Staff Officer PM (Depot, Small Post) USDB or CTF Staff Officer USAMPS (Staff or Faculty) PW Command Staff Officer PW Camp Staff Officer CID Staff Officer	PM (Large Depot/Post) PM Staff Officer (Post/Division/Army/Theater/Corps/PW Command/PW Camp), USDB or CTF Staff Officer Staff Officer OPMG Staff Officer USACDCMPA Staff Officer Bde/Gp Staff Officer CID GP Staff Officer USACIDA Correctional Staff Officer USAMPS (Staff or Faculty) USAR/NG MAAG/Mission	PM (Post/Division/Depot/DSA/DASA) PM Staff Officer (Post/Army/Theater) USDB or CTF Staff Officer Staff Officer (JCS/DA/Theater) Staff Officer (USACDCMPA/USAMPS/PW Command/PW Camp) MAAG/Mission Staff Officer, OPMG Staff Officer, USACIDA	PM (Army/Theater/USSTRATCOM/OCE) Chief, MP Branch, OPD Staff Division Chief OPMG USAMPS DA Staff JCS Staff Staff Division Chief, USACIDA
TYPICAL ASSIGNMENTS			BRANCH IMMATERIAL	COMMAND	Platoon/Detachment or Company of other branches if qualified. CO, Special Forces "A" Det. CO, Psychological Operations Unit	Company or Battalion of other branches if qualified (on selective basis). CO, Special Forces "B" or "C" Detachment CO, Psychological Operations Battalion	Battalion/Group/Brigade or Station if qualified (on a selective, nominative basis). CO, Special Forces Group CO, Civil Affairs Group CO, Psychological Operations Group	Brigade/Group/Post if qualified and selected.
				COMMAND	Platoon/Detachment or Company of other branches if qualified. CO, Special Forces "A" Det. CO, Psychological Operations Unit	Company or Battalion of other branches if qualified (on selective basis). CO, Special Forces "B" or "C" Detachment CO, Psychological Operations Battalion	Battalion/Group/Brigade or Station if qualified (on a selective, nominative basis). CO, Special Forces Group CO, Civil Affairs Group CO, Psychological Operations Group	Brigade/Group/Post if qualified and selected.

TYPICAL ASSIGNMENTS	BRANCH IMMATERIAL	STAFF	Unit or Station Adjutant Civil Affairs/Psychological Warfare Staff Officer Unconventional Warfare Staff Officer Comptroller ROTC	Assistant General or Special Staff Officer in other than Military Police field. General Staff Officer at DOD/ DA/Joint and Combined level Research and Development Staff Officer Civil Affairs/Psychological Warfare Staff Officer Unconventional Warfare Staff Officer ADPS Comptroller ROTC	General Staff Officer at Joint and Combined Staff or DOD or DA level Division G-1 (on selective basis) Service School Staff or Faculty Senior Service College Instructor PMS-ROTC Instructor Comptroller Unconventional Warfare Staff Officer Psychological Warfare Staff Officer Civil Affairs Staff Officer	May perform any General and Special Staff function in the Military establishment in consonance with previous training, experience and current grade.																																																																																																																																										
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NOTES:

- 1./ Ends civil schooling eligibility for other than Regular Army officers (total service), except for short course instruction. Exceptions may be granted (AR 350-200)
- 2./ Attendance by DA selection.
- 3./ Basic course.
- 4./ Regular Army lieutenants perform combat arm detail with Infantry or Armor.

Chart 7-10.

ORDNANCE CORPS						
OBJECTIVES FOR PERIODS INDICATED			BASIC MILITARY DEVELOPMENT	INTERMEDIATE PROFESSIONAL DEVELOPMENT	ADVANCED CONTRIBUTION AND DEVELOPMENT	MAJOR PROFESSIONAL CONTRIBUTION
			Provide fundamental knowledge by:	Improve military stature and broaden professional competence through:	Demonstrate potential in positions of high responsibility and continue professional development through:	Maximum contribution in key command and staff positions at the highest levels through utilization of the officer's professional and technical competence developed through training and duty assignments in earlier periods.
	a. Basic schooling.	a. Attaining a high degree of proficiency in maintenance management or ammunition service and logistics management.	a. Attaining a high degree of proficiency in logistics management; in leadership, command and management at brigade and higher level; and in staff functions at the highest levels.			
	b. Developing proficiency in maintenance or ammunition service.	b. Developing experience and expertise in depth in ground vehicle, ammunition or weapons systems.	b. Developing a comprehensive knowledge of systems management of ground vehicle, ammunition or weapons systems.			
	c. Attaining a high degree of proficiency in leadership and management at the small unit level.	c. Attaining a high degree of proficiency in leadership, command and management at the intermediate level (battalion or equivalent) and in high level staff.	c. Developing a working knowledge of industrial potential and mobilization and of the politico-economic aspects of military strength and operations.			
	d. Developing a working knowledge of the life cycle functions for ground vehicles, weapons or ammunition, and an understanding of the total logistics function.					
TYPICAL ASSIGNMENTS	BRANCH MATERIAL	COMMAND	Maint Plat ldr/Co Commander Ammo Plat ldr/Co Commander Missile Det/ Co Commander EOD Det Commander	Maint Battalion Commander Ammo Battalion Commander Ammo Plant Commander Special Ammo Co Commander	Ammo Group Commander Arsenal Commander Commandant, USAMMC&S Depot Commander	CG, Commodity Command Commandant, USAOC&S CG, WSMR
		STAFF	Opns Off, Special Ammo Co Battalion S2/S3 GM Staff Officer Battalion Materiel Officer	Director of Maintenance Missile Staff Officer, OCRD Personnel Management Officer, OPD Executive Officer, Ammo Group	Pres, Army Maint Board ACofS, Maint, FASCOM Ammo Officer, FASCOM CofS, Commodity Command	Ammo Staff Officer, OSD
		TECHNICAL OR MANAGERIAL	Missile Test Officer R&D Coordinator EOD Officer Shop Officer, Maintenance Co	Director of Arsenal Opns Project Manager Director of Research and Engineering Maint Analyst, CDC	Project Manager Director, Ballistics Research Lab Chief, Range Operations Division, WSMR Division Chief, Commodity Command	Project Manager

TYPICAL ASSIGNMENTS		INSTRUCTOR OR ADVISOR	Instructor, USAHMC&S Unit Advisor, MAAG USAR/NGUS Advisor Instructor, USAOC&S	Maint Advisor, MAAG Instructor, USAOC&S Instructor, USACGSC Logistics Advisor, MAAG	Chief, Ordnance Div, MAAG Branch Chief, USAOC&S Branch Chief, USAHMC&S																											
	BRANCH IMMATERIAL	COMMAND	Tng Plat ldr/Co Comdr Plat ldr/Co/Btry Comdr (CAD) CO, Special Forces "A" Det CO, Psychological Operations Unit	Spt Bn Comdr, Sep Bde CO, Troop Command, WSMR CO, Special Forces "B" or "C" Detachment CO, Psychological Operations Battalion	Spt Group Comdr Proc Agency Comdr CO, Special Forces Group CO, Civil Affairs Group CO, Psychological Operations Group	CG, AMC CG, FASCOM																										
		STAFF	Bn Motor/Maint Officer Bn S-4 P&C Officer Unconventional Warfare Staff Officer Psychological Warfare Staff Officer	Div G-4 Log Staff Officer, DCSLOG Log Staff Officer, OSD Unconventional Warfare Staff Officer Psychological Warfare Staff Officer	Corps G-4 Div Chief, DCSLOG Div Chief, OCRD Unconventional Warfare Staff Officer Psychological Warfare Staff Officer Civil Affairs Staff Officer	DCSLOG, DA Army G-4 CofS, AMC																										
		TECHNICAL OR MANAGERIAL	Mechanical Engineer Systems Analyst Nuclear Physicist	Systems Analyst, OCoFSA ADP Officer, DCSPER Intel Officer, AFSTC	Contracting Officer Division Chief, Depot Comptroller, Post	Director of Army Research																										
		INSTRUCTOR OR ADVISOR	Instructor, DASA Instructor, ROTC	Instructor, ALMC Instructor, USMA Log Advisor, MAAG	PMS, ROTC Chief, Log Div MAAG Instructor, ICAF	Chief, ARSEC, MAAG																										
YEARS OF SERVICE		(PRECOMMISSION)	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
EDUCATION AND TRAINING	CIVILIAN	BACCALAUREATE DEGREE DESIRED	ADVANCED CIVIL SCHOOLING 1/															DEGREE COMPLETION PROGRAM														
			011 DUTY EDUCATION PROGRAMS: SPECIAL SEMINARS: ADVANCED MANAGEMENT																													
	MILITARY	USMA ROTC OCS	ADVANCED COURSE 3/															COMMAND AND GENERAL OR ARMED FORCES STAFF COLLEGE 2/										SENIOR SERVICE COLLEGE 2/				
			MOS COURSES; LANGUAGES; MANAGEMENT TRAINING																													

NOTES:

- 1/ Ends civil schooling eligibility for other than Regular Army officers (total service), except for short course instruction. Exceptions may be granted (AR 350-200)
- 2/ Attendance by DA selection.
- 3/ Basic course.

Chart 7-11.

(1) The basic branch foundation for all officers is provided by attendance at an initial course of instruction. Regular Army officers detailed to Armor or Infantry attend the basic course of the detail branch. They normally will not attend the Military Police Officer Basic Courses but will usually attend a branch orientation course upon completion of their detail. All other career officers, with the exception of OCS graduates, attend the basic course given at the United States Army Military Police School. OCS graduates may attend a military police officer orientation course.

(2) Upon completion of the initial course of instruction, officers normally will be assigned at the unit level. During this formative period, basic knowledge in leadership, command, and administration is acquired. To assure a broad base of experience, local commands should assign officers to a variety of positions at the platoon, detachment, and company level.

(3) During this phase, all officers will attend the Military Police Officer Advanced Course. Subsequent assignments to more responsible command and staff positions will be made based on each officer's demonstrated potential.

(4) Consideration of selected officers for graduate level civil schooling begins upon successful completion of the Branch Advanced Course.

e. Intermediate Professional Development Period (9-15 Years).

(1) During this period each officer's professional development continues by his assignment to progressively responsible staff positions, and to selected command assignments. Certain officers will be selected for branch immaterial assignments during this period based on their specific background and training.

(2) The most qualified officers will be selected for advanced military schooling at the Command and General Staff College or the Armed Forces Staff College.

(3) Eligible officers will continue to be considered for advanced civil schooling.

f. Advanced Contribution and Development Period (16-23 Years).

(1) This is a period of maximum utilization of the previous experience and training of all officers, and the development of those officers who have demonstrated the greatest potential through selective assignments. Outstanding officers will receive assignments to the Department of the Army staff and to other higher level headquarters. Regular Army officers are eligible for advanced civil schooling until the end of their nineteenth year of service.

(2) A limited number of highly qualified officers will be selected for senior service school attendance.

g. Major Professional Contribution Period (24-30 Years). This is the period when an officer's experience and education are utilized to the fullest extent. Officers are assigned to the most responsible Military Police Corps positions and to the highest level branch immaterial requirements. Selected officers will command major units and activities.

7-15. Ordnance Corps. a. Scope. The Ordnance Corps is a basic branch of the Army. It is a service whose officers are concerned with materiel support in general and with ground mobility and firepower materiel support in particular. This field of activity encompasses major participation in maintenance, ammunition service, repair parts support and in the research, development, test evaluation, production, and integrated systems management for ground vehicles, weapons systems, missile systems and conventional and nuclear ammunition. Ordnance officers are assigned to both branch materiel and branch immaterial positions within all Army, joint and combined commands and staffs.

b. Functions and Duties. The primary functions of Ordnance Corps officers are the provision of ammunition service; mechanical, armament and fire control, and missile system maintenance and maintenance management service; and the integrated management of firepower and ground mobility materiel. To accomplish these functions, it is essential that Ordnance Corps officers have a basic qualification in military organization, operation and tactics in addition to technical and managerial expertise.

Ordnance officers are especially qualified through education, training and experience for the following duties:

(1) Command organizations and activities with a primary mission of maintenance, repair parts, ammunition, missile, or general logistical support.

(2) Command centers and schools providing instruction primarily in maintenance, repair parts, ammunition, missile or general logistical support doctrine and procedures.

(3) Manage the operations of maintenance points, collecting points, shops and rebuild facilities and other maintenance activities. Manage the operations of supply points, ammunition depots and other activities or facilities primarily engaged in storage, maintenance, renovation, issue or disposal of ammunition.

(4) Manage the Army's materiel development program for ground vehicles, missiles, weapons and ammunition, to include research, development, testing, evaluation, production engineering, quality assurance and technical assistance. Participate in the development of other materiel.

(5) Provide advice and assistance to commanders and other staff officers at all levels through staff planning, coordination and supervision of maintenance, ammunition, missile and general logistical plans, programs and operations.

(6) Provide advice and assistance to commanders and other staff officers at all levels through staff planning, coordination and supervision of activities requiring skills not peculiar to officers of any one branch.

(7) Instruct and train military and civilian personnel in maintenance, repair parts, ammunition, missile and general logistical support doctrine and procedures.

(8) Develop concepts, doctrines, organizations, policies and procedures for furnishing ammunition and maintenance support to the Army and participate in the formulation and development of logistical doctrine, policy and procedures for support of the Army.

(9) Perform integrated commodity (life cycle) management of ground vehicles, missile systems, weapons systems and ammunition.

(10) Perform duties related to EOD.

(11) Formulate plans, programs and policies for industrial mobilization.

(12) Perform technical supervision and inspection for designated commodities.

(13) Participate in Special Career Programs other than the Army Aviation Program.

c. Career Development. An officer's career can be generally subdivided into four recognizable (but in many cases overlapping) periods as noted in subparagraphs *d* through *g* below. Within the framework of service requirements, assignments are made to accomplish career development objectives and provide the Army with the best qualified officer corps attainable.

d. Basic Military Development Period (0-8 Years).

(1) Each phase of an officer's career is one of both professional contribution and development. While Ordnance officers make a substantial and indispensable contribution to the Army's mission during the initial phase of their career, individual professional development is a major corollary. Theoretical knowledge of the role of an Ordnance officer must harden into skills in leadership, functions and materiel. Hence, the education, training and assignments of junior officers, must contribute significantly to both their professional growth and the Army mission. The concept that Ordnance (and other technical service) officers exist to directly or indirectly support combat operations or readiness and that their career patterns must be consistent with military necessity must be instilled at this time.

(2) Initially, officers will receive training oriented toward preparation for their first duty assignment. Regular Army Ordnance officers normally attend the basic course of the branch in which detailed. Upon completion of the basic course, the officer is assigned for one year to the branch in which detailed to provide further understanding of and appreciation for the environment and problems of the units he is to support. Except for OCS graduates, new officers attend the Ordnance Officer Basic Course at Aberdeen Proving Ground, Maryland. OCS graduates and Regular Army officers who have completed their one year combat arm detail will usually attend the Ordnance Officer Orientation

Course, also at APG, Md. Upon completion of the Ordnance Officer Basic or Orientation Course, most officers will attend a course of instruction in one of the technical or functional skills common to Ordnance. Initial Ordnance duty assignments will provide application of this training in command or first level supervision and management in operational units and activities.

(3) As soon as practical after promotion to captain, career officers will attend the Ordnance Officer Advanced Course at APG, Md. This course is designed to complement prior experience and training in preparing officers for command and staff positions at battalion and higher levels.

(4) Academically qualified officers who apply under the provisions of AR 350-200 will be considered for postgraduate civil schooling.

e. Intermediate Professional Development Period (9-15 Years). At this stage of their career, Ordnance officers should have a sound base of experience and training in one or more functional and/or materiel areas and are expected to apply this expertise in progressively more responsible and challenging positions and to acquire more breadth and depth in their military skills and knowledge. Key assignments are command at the battalion or equivalent level; high level maintenance, ammunition, nuclear weapons, missile or logistics staff; and project management of a selected system. During this phase competition for promotion, schooling, and key assignments intensifies, and consistently demonstrated high-level performance and potential are the keys to further career progression. For example, best qualified officers are selected for attendance at the U.S. Army Command and General Staff College or an equivalent school against limited quotas. Officers are still eligible for postgraduate civil schooling, and those selected usually will study in the general field of business administration and its related disciplines in preparation for high level staff, managerial and command assignments.

f. Advanced Contribution and Development Period (16-23 Years). Ordnance officers have a background of training and experience which

permits them to make a major contribution to the design and operation of the Army's logistical support during this phase. Emphasis will be placed upon assignments which take maximum advantage of previously acquired qualifications. However, officers who have demonstrated the requisite ability and potential will receive education and assignments which facilitate progressive development for positions at the highest levels. This includes attendance at one of the Senior Service Colleges for a limited number of officers who have clearly demonstrated great potential for outstanding service in the highest positions within the Armed Forces. Regular Army officers are eligible for advanced civil schooling until the end of their nineteenth year of service.

g. Major Professional Contribution Period (24-30 Years). At this point, Ordnance officers should have acquired, through progressive education and experience, qualifications in a broad range of military functions. Emphasis is placed upon assignments which take full advantage of the skills and knowledge acquired through the preceding years of service. This includes service in logistically oriented top level command and staff positions within Army, joint, and combined activities.

7-16. Quartermaster Corps. *a. Scope.* The Quartermaster Corps is one of the basic branches of the Army. It is also one of the services of the Army and its officers are involved primarily in the logistical support of military operations. Their field of activity encompasses the provision of materiel and logistics services for the Army as a whole. Quartermaster officers are assigned to both branch material and branch immaterial positions within the DOD, Army, joint and combined commands and staffs which require expertise in the above mentioned field of activity.

b. Functions and Duties. The primary function of officers in the Quartermaster Corps is to procure, supply and manage Army materiel, and to provide logistical service support to the Army at all echelons as required to accomplish its assigned mission. To accomplish this function, it is essential that Quartermaster Corps officers have a basic qualification in military tactics. Quartermaster officers are especially

qualified through education, training and experience for the following duties:

(1) Serve as the Army's experts at all levels in the overall field of supply.

(2) Engage in concept development, research, design, developmental testing, requirements determination, procurement and production, cataloging, and standardization, maintenance engineering, product and production engineering, new equipment training, inventory management, storage and distribution, maintenance, salvage, disposal, technical intelligence, technical assistance, supply management, industrial mobilization planning, programing/budgeting/financial management, logistical planning, engineering and service tests, materiel evaluations, postproduction test support, and troop testing as a participant for all items of Army materiel (except medical and unique cryptologic items).

(3) Participate in the combat development actions for the Army to include the development of organizational concepts, doctrine, policies, and procedures for furnishing logistics support and logistics services to the Army.

(4) Participate in logistical planning to include preparation and execution of combat service support plans as required for support of military operations.

(5) Perform duties involved in accomplishing integrated commodity management, stock control, and required informational data systems for all materiel (except medical and cryptologic items).

(6) Perform duties related to providing the Army with essential logistics support services, including graves registration, laundry, fumigation and bath, bakery, salvage, disposal, dry cleaning, clothing sales stores, issue reception centers, food service, open mess management, central pastry kitchens, central meat cutting plants, petroleum testing, petroleum products laboratories, tank farms, pipelines, can and drum manufacturing and filling facilities, self-service supply centers, commissaries, and post exchanges.

(7) Command TOE/TD activities tasked with supply and maintenance of Army materiel (except medical and unique cryptologic items) and/or the providing of essential logistics sup-

port services. Examples of these TD units are training centers, schools, plants, works, agencies, boards, laboratories, supply points, inventory control points, depots and other supply and maintenance activities of the Army.

(8) Serve in logistics command positions and staff positions requiring a broad logistical expertise not peculiar to any one branch.

(9) Perform tasks associated with the career planning, development and management of Quartermaster officers to include officer personnel actions.

(10) Participate in Special Career Programs other than the Army Aviation Program.

(11) Serve as commandant and staff and faculty members of service schools primarily oriented toward logistical support for the Army or Defense establishment. At other schools, serve as a faculty member conducting similar instruction. Attend schools as a student.

(12) Participate in the formulation, review, evaluation and execution of the Army materiel program.

(13) Perform duties and tasks pertaining to the preparation and aerial delivery of all supplies, equipment and materiel and repair parts therefor (except medical and unique cryptologic items) as required for support of military operations.

(14) Serve on the Army General Staff, Joint Staffs, DOD staffs, and other high level staff positions.

c. Career Development. An officer's career can be generally subdivided into four recognizable (but in many cases overlapping) periods as noted in subparagraphs *d* through *g* below. Within the framework of service requirements, assignments are made to accomplish career development objectives and provide the Army with the best qualified officer corps attainable.

d. Basic Military Development Period (0-8 Years).

(1) Except for Regular Army officers, all officers will attend the Quartermaster Officer Basic Course upon commissioning in the Quartermaster Corps. Regular Army officers will have a 1 year combat detail and schooling with the combat arm prior to following the normal

QUARTERMASTER CORPS						
OBJECTIVES FOR PERIODS INDICATED			BASIC MILITARY DEVELOPMENT	INTERMEDIATE PROFESSIONAL DEVELOPMENT	ADVANCED CONTRIBUTION AND DEVELOPMENT	MAJOR PROFESSIONAL CONTRIBUTION
			Provide and develop fundamental knowledge by: a. Branch qualifying schooling. b. Combat arms detail. c. Technical assignment. d. Troop duty.	Improve military stature and broaden professional competence through: a. Military and civilian schooling. b. Tours of duty of increasing responsibility	Demonstrate potential in positions of high responsibility and continue professional development through: a. Staff duty at higher commands. b. Command duty at higher commands. c. Attendance at senior service college for selected officers.	Maximum contribution in key command and staff positions at the highest levels through utilization of the officer's professional and technical competence developed through training and duty assignments in earlier periods.
TYPICAL ASSIGNMENTS	BRANCH MATERIAL	COMMAND	Petrl Platoon, Co Air Equip Spt Co Sup Co Abn Div GRREG Sec, Plat Sup and Svc Co M Div MAAG	Petrl Tank Farm QM Co (Air Delivery) Mortuary Exchange Svc MAAG	QM Petrl Sup Bn (Army) Exchange Svc MAAG	Petrl Gp Petrl Brigade Exchange Svc Petrl Distr Comd Quick Reaction Inventory Control Center
		STAFF	Div QM Sup Officer Div Exchange Officer Ch Tex and Gen Sup Sec (FASCOM) Commissary Officer Instructor: Service School MAAG General Supply Analyst (SCC)	Div Prcht Officer Ch Gen Mat Br (FASCOM) Exchange Svc Commissary Officer Exec QM Petrl Sup Bn Instructor: Service School Assistant Div Sup Officer	GRREG Officer (FASCOM) Petrl Officer (FASCOM) Op Officer Petrl Bde USACDC Exchange Svc Instructor: Service School MAAG	USACDC DSA Exchange Svc DA, JCS, DOD
	BRANCH IMPERIAL	COMMAND	Dir Spt Sup and Svc Co Lt Equip & Gen Spt Maint Co Coll Clas and Salv Co Rep Parts Sup Co MAAG Co, Special Forces "A" Det CO, Psychological Operations Unit Stock Control Co	Depot Separate Activity MAAG CO, Special Forces "B" or "C" Detachment CO, Psychological Operations Battalion Agency Hqs Co (ICA)	Sup and Svc Gen Spt Bn (Forward) Sup and Svc General Spt Bn (Army or COMZ) Maint Bn (DS) CO, Special Forces Group CO, Civil Affairs Group CO, Psychological Opns Gp Div Sup and Trans Bn	DS or GS Gp Log Comd DS or GS Bde Sup Comd Depot
		STAFF	Battalion ADPS Officer Open Mess Officer Asst Compt Depot Civil Affairs Officer Sup Officer Instructor: Service School MT Officer Ammo Officer	Bde, Div G4 ADPS Plans Officer, Inventory Control Center (FASCOM) Plans and Ops Officer DS or GS Gp Mat Mgt Officer DS or GS Gp Asst Compt Depot Open Mess Officer Ammo Officer	Corps G4 Exec DS or GS Gp Ch Stock Mgt Div (FASCOM) Log Officer DS or GS Gp AMC; CDC DA and DOD Depot Compt Instructor: Service School Open Mess Officer	Army G4 AMC, DSA Dir Sup FASCOM Dir Svc FASCOM DA, DOD, JCS Joint and Combined Comd Deputy Ch Staff (FASCOM) Comptroller, DA, DOD PMS

TYPICAL ASSIGNMENTS		BRANCH IMMATERIAL		Procurement Officer R&D Coordinator Maintenance Officer Unconventional Warfare Staff Officer Psychological Warfare Staff Officer	MAAG Instructor: Service School Maintenance Officer Procurement Officer RSD Coordinator Unconventional Warfare Staff Officer Psychological Warfare Staff Officer Plans Officer	MAAG Ammo Officer Maintenance Officer Procurement Officer R&D Coordinator Unconventional Warfare Staff Officer Psychological Warfare Staff Officer Civil Affairs Staff Officer ADPS Officer Cen Sup Br Ch (ICA) Repair Parts Dir Ch (ICA)	MAAG Procurement Officer R&D Coordinator SVC SPT Dir Ch (ICA) Gen Material Div Ch (ICA) ADPS Officer ACofS Svcs (TASCOM) Dep ACofS Sup (TASCOM)																									
YEARS OF SERVICE		(PRECOMMISSION)	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
EDUCATION AND TRAINING	CIVILIAN		BACCALAUREATE DEGREE DESIRED		ADVANCED CIVIL SCHOOLING 1/															DEGREE COMPLETION PROGRAM												
	MILITARY		USMA ROTC OCS		OFF DUTY EDUCATION PROGRAMS: SPECIAL SEMINARS: ADVANCED MANAGEMENT															SENIOR SERVICE COLLEGE 2/												
	MILITARY		USMA ROTC OCS		ADVANCED COURSE					COMMAND AND GENERAL OR ARMED FORCES STAFF COLLEGE 2/										SENIOR SERVICE COLLEGE 2/												
	MILITARY		USMA ROTC OCS		3/ MOS COURSES; LANGUAGES; MANAGEMENT TRAINING																											

NOTES:

- 1./ Ends civil schooling eligibility for other than Regular Army officers (total service), except for short course instructor. Exceptions may be granted (AR 350-200)
- 2./ Attendance by DA selection.
- 3./ Resic course.

Chart 7-12.

career development pattern for Quartermaster Corps officers.

(2) During the first 8 years, emphasis is placed on acquiring broad knowledge of the Quartermaster Corps and of the other arms and services. Particular emphasis is placed on troop duty and experience in the field of supply and essential logistics support services. During each tour of duty with a troop unit, the officer is rotated through as many different types of duty within the unit as are appropriate to his grade and length of service. A maximum number of officers is given the opportunity to command at the platoon and company level and serve as S-4's in other arms and services battalions. It is during this basic period that all Quartermaster Corps officers are given the opportunity to develop their face-to-face leadership ability and the technique of commanding troops which will significantly influence their contribution throughout the remainder of their career. The magnitude of the responsibilities given even to junior officers during this period generally is of a nature to test the leadership and managerial skills of all Quartermaster officers relatively early in their careers.

(3) During the period 3 to 8 years, officers in the grade of captain are programed to attend the Quartermaster Corps Advanced Officer Course. On a highly selective basis, some officers attend graduate courses at civilian schools and other advanced training courses.

e. Intermediate Professional Development Period (9-15 Years).

(1) The objective for this period is to continue the professional development of the officer and to prepare him for future high level command and staff. Assignments will continue to be made to progressively more responsible and challenging positions, commensurate with demonstrated performance, ability, and potential.

(2) During this period, assignments will consist of both branch material and immaterial types of duty in a variety of command and staff positions. A maximum number of officers will be given the opportunity to serve in staff positions at battalion and/or higher headquarters. Officers who have demonstrated outstanding leadership potential will be assigned as battal-

ion commanders. Continuous emphasis will be placed on the achievement of both branch and branch immaterial qualification.

(3) Selected officers will attend the U.S. Army Command and General Staff College or the Armed Forces Staff College.

(4) During this phase, officers will continue to be selected for graduate level civil schooling.

f. Advanced Contribution and Development Period (16-23 Years).

(1) The objective of this period is to make maximum utilization of the previous experience and training of officers who have demonstrated outstanding potential for the highest positions. Available troop assignments at Group, Brigade, Depot and Support Command level, will be used to capacity to give practical command experience to the most outstanding officers.

(2) In this period the outstanding field grade officers emerge. They are given the more challenging command and staff positions and are considered for greater career opportunities. Graduate of CGSC of AFSC and other officer with outstanding potential will be assigned to Department of the Army headquarters or other higher level staff and operating agencies. Selected officers will attend senior service colleges. Regular Army officers are eligible for advanced civil schooling until the end of their nineteenth year of service.

g. Major Professional Contribution Period (24-30 Years). This is the period where the maximum benefit is derived from the officer's previous training and experience. Officers will be assigned to the most important Logistical positions at the Department of the Army and Department of Defense level in other high level branch immaterial positions where demonstrated outstanding performance, experience and maturity are prerequisites. These positions will be of highest responsibility at all levels of the national defense establishment requiring direct application of all prior experience and schooling. Thus, each Quartermaster officer receives selected assignments throughout his career so as to insure his continuous and progressive development from a common base to

the point that he is ultimately qualified to fill high level branch immaterial positions throughout the Army and Defense establishment at the beginning of this period in his career.

7-17. Signal Corps. a. Scope. The Signal Corps is one of the basic branches of the Army. It is a combat support arm and a service whose officers provide the communications and electronics expertise necessary to support the Army's mission. The field of activity encompasses planning, development, organization, installation, operation, and maintenance of communications and electronics systems and equipment for the Army, other Armed services, DOD, and other governmental agencies as directed by appropriate authority. Signal Corps officers are assigned to both branch material and branch immaterial positions within all Army, joint and combined commands and staffs.

b. Functions and Duties. The primary function of Signal Corps officers is to provide combat support communications essential to the mission of the Army in the field and other communications and electronics support required for all other U.S. Army operations, tasks, and objectives. To accomplish this function, it is essential that they possess a comprehensive knowledge of military tactics. Signal Corps officers are especially qualified through education, training and experience to perform the following duties:

(1) Engineer and supervise the installation, operation and maintenance of communications systems at all Army echelons.

(2) Plan and execute the communications-electronic portion of combat orders in support of military operations.

(3) Engineer, install and operate those integrated communications/computer/display (ADP) systems employed in controlling signal/communications systems, and advise, from a communications systems requirements standpoint, other Army-in-the-field users of ADP systems and devices as to the compatibility of their equipment with available communications which the Signal officer can provide.

(4) Manage the electromagnetic frequency spectrum, allocate and assign call signs, and

conduct radio propagation prediction and analysis.

(5) Engineer and supervise the installation, operation and maintenance of avionics equipment, including air traffic control and navigational aids at all Army echelons.

(6) Provide communications-electronics support for combat surveillance, target acquisition, air defense systems, missile systems, satellite communications ground terminals, electronic warfare, and electronic intelligence.

(7) Perform organizational direct support level maintenance of organic communications-electronics systems and equipment.

(8) Plan and supervise communications security training and operations.

(9) Supervise and participate in combat development, R&D, testing, logistics, and operations research and systems analysis activities, involving communications-electronics.

(10) Prepare communications and electronics concepts, doctrine, orders, records, reports, and instructions.

(11) Train personnel in communications and electronics.

(12) Serve as commandant, staff and faculty members of service schools for communications-electronics, supervising and conducting instruction in the installation, operation, and user maintenance of communications-electronics equipment and devices. At other schools, serve on the faculty, conducting similar instruction as required.

(13) Provide audio-visual services (still and motion picture photographic service, television service, Army aerial photography and electronic display).

(14) Prepare and review DA/Defense Budget Programs for command control communications programs.

(15) System/Project Management. Plan and execute major communications projects requiring exceptional management.

(16) Provide communications-electronics support for unconventional and psychological warfare.

(17) Command Signal Corps and commu-

SIGNAL CORPS						
OBJECTIVES FOR PERIODS INDICATED		BASIC MILITARY DEVELOPMENT	INTERMEDIATE PROFESSIONAL DEVELOPMENT	ADVANCED CONTRIBUTION AND DEVELOPMENT	MAJOR PROFESSIONAL CONTRIBUTION	
		Provide and develop fundamental knowledge by:	Improve military stature and broaden professional competence through:	Demonstrate potential in positions of high responsibility and continue professional development through:	Maximum contribution in key command and staff positions at the highest levels through utilization of the officer's professional and technical competence developed through training and duty assignments in earlier periods.	
e. Basic schooling. b. Branch qualifying schooling in a Communications-Electronics skill area. c. Developing an understanding of Communications-Electronics needs of combat forces and Signal officer's role as a member of the combined arms team.		a. Developing multi Communications-Electronics skills. b. Command and staff assignments, both at Army and Joint level. c. Developing the ability to manage resources with emphasis on Communications-Electronics requirements.	a. Maximum contribution in command, staff and technical assignments. b. Developing comprehensive Communications-Electronics qualification. c. Broadening leadership and managerial ability.			
TYPICAL ASSIGNMENTS	BRANCH MATERIAL	COMMAND	Platoon Company	USASTRATCOM Installation	Battalion; USASTRATCOM Installation; Regional Communications Command; Project Manager	Group; Spt Comd; Brigade; USASTRATCOM; Project Manager; DA and DOD Agencies; Post; Camp; Station; R&D Activities Laboratories; Major Units.
		STAFF	Battalion; Brigade; Group	Battalion, Group; Brigade; Division; Corps; USASTRATCOM; Army; AMC; CDC; DA; DOD	Group; Brigade; Division; Corps; USASTRATCOM; Army Theater; DA; DOD; Joint; Combined	Army; Theater; USASTRATCOM; DA; DOD; Joint; Combined
		TECHNICAL	Radio; Wire; ADPS; EW; Photo/Audiovisual; Broadcast; Comm Eng Freq; Avionics; Post Sig; Comm Eng; Motion Picture/TV Prod; Air Def; R&D	Post; Comm Eng; Motion Picture/TV Prod; Radio Frequency Engineer	Post; Corps; Army; Theater.	J-6; DCA; Project Manager; USASTRATCOM; AMC; DOD; DA
		INSTRUCTOR	Service School ROTC USMA	Service School ROTC USMA	Service School ROTC USMA	Service School Department Director
		ADVISOR	USAR; NG; MAAG; Mission	USAR; NG; MAAG/Mission	USAR; NG; MAAG/Mission	Senior Advisor; USAR; MAAG/Mission

TYPICAL ASSIGNMENTS	BRANCH IMPARTIAL	COMMAND	Pistol Company CO, Special Forces "A" Det CO, Psychological Operations Unit	Activities; Detachment Commander CO, Special Forces "B" or "C" Detachment. CO, Psychological Operations Battalion	Battalion; Project Manager; Activities CO, Special Forces Group CO, Psychological Operations Group CO, Civil Affairs Group	Logistics Command; Post; Camp; Station; Activities; Project Manager; R&D Activities; Laboratories; Major Units																										
		STAFF	Personnel; Intelligence; Operations and Training; Logistics; Civil Affairs; Information; R&D; ORSA; Comptroller; Missile Electronics; Unconventional and Psychological Warfare	Personnel; Intelligence; Operations and Training; Logistics; Civil Affairs; Information; R&D; ORSA; Comptroller; Missile Electronics; Unconventional and Psychological Warfare	Personnel; Intelligence; Operations and Training; Logistics; Civil Affairs; Information; R&D; ORSA; Comptroller; Missile Electronics; Unconventional and Psychological Warfare	Army; Theater; USASTRATCOM; DA; DOD; Joint; Combined																										
YEARS OF SERVICE		(PRECOMMISSION)	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
EDUCATION AND TRAINING	CIVILIAN	BACCALAUREATE DEGREE DESIRED	ADVANCED CIVIL SCHOOLING 1/																													
			DEGREE COMPLETION PROGRAM																													
	OFF DUTY EDUCATION PROGRAMS: SPECIAL SEMINARS: ADVANCED MANAGEMENT																															
	MILITARY	USMA ROTC OCS	SENIOR SERVICE COLLEGE 2/																													
COMMAND AND GENERAL OR ARMED FORCES STAFF COLLEGE 2/																																
			ADVANCED COURSE 3/																													
			MOS COURSES; LANGUAGES; MANAGEMENT TRAINING																													

NOTES:

- 1/ Ends civil schooling eligibility for other than Regular Army officers (total service), except for short course instruction. Exceptions may be granted (AR 350-200)
- 2/ Attendance by DA selection.
- 3/ Restic course.

nications-electronics units, installations, schools and activities.

(18) Participate in the Army Aviation Program and in other Special Career Programs for which qualified.

(19) Perform tasks associated with the career planning, development, management and assignment of Signal Corps officers.

(20) Serve as Assistant Chief of Staff for Communications-Electronics, J6, in joint commands.

c. Career Development. An officer's career can be generally subdivided into four recognizable (but in many cases overlapping) periods as noted in subparagraphs *d* through *g* below. Within the framework of service requirements, assignments are made to accomplish career development objectives and provide the Army with the best qualified officer corps attainable.

d. Basic Military Development Period (0-8 Years).

(1) *Development objectives.*

(a) In the initial part of this period:

1. Acquire professional military traits and leadership qualities.

2. Branch qualification: Develop technical proficiency in at least one skill area of the Signal Corps, acquire communications-electronics experience, and rotation through different types of duty within units.

3. Obtain an understanding of the communications-electronics needs and methodology of combat forces.

(b) In the latter part of this period:

1. Strengthen leadership and begin developing management abilities.

2. Identify career goals.

(a) Communications-Electronics Sub-specialties:

Tactical communications

Strategic communications

Frequency engineering

Communications engineering

(b) Communications-electronics equipment systems management (IWCS, AUTODIN, AUTOVON, etc.).

(c) Pictorial/audio visual.

(d) Aviation/avionics.

(e) Formal DA specialist program.

Primary interest to Signal Corps officers: Automatic Data Processing Systems, Research and Development, Operations Research/Systems Analysis, Information, Logistics. Secondary interest to Signal Corps officers: Comptroller, Atomic Energy, Foreign Area Specialist.

3. Broaden communications-electronics qualification by developing knowledge in depth of the communications-electronics role in the total Army mission, and develop proficiency in at least one other Signal Corps specialty.

4. Reevaluate career objectives and revise if necessary.

(2) *Contribution objectives.* An officer serving in this phase is expected to contribute to the accomplishment of the Army's mission by using his tactical and technical knowledge to command a platoon, detachment, and company performing a communications-electronics function. Serve as a principal staff officer at battalion level, or a communications-electronics staff member at higher levels. He may also serve in a technical supervisory or nonsupervisory position.

(3) *Assignment objectives.*

(a) Platoon leader, section detachment and company commander.

(b) Assignment in a technical skill area in communications/electronics operating units or activities (USASTRATCOM installations; communications officers in non-Signal units; post communications-electronics facilities).

(c) Battalion principal staff officer. Communications-electronics staff officer (groups, brigades, division, corps, Field army, USASTRATCOM commands).

(d) Communications-electronics supervisor or specialist (laboratories, staffs, ADPS activities, combat developments, R&D staffs and activities, materiel development activities).

(e) Officers with tactical communications-electronics experience to be assigned to a strategic communications-electronics position, those with strategic communications-electronics experience to a tactical communications-electronics position. Cross training in subspecialties is especially desired during this period.

(f) Staff and faculty at service schools, ROTC, and service academies.

(g) Advisor to MAAG's and missions.

(4) *Education and training objectives.*

(a) Signal Officer Basic Course or equivalent (all officers).

(b) MOS training (all officers).

(c) Flight training (selected volunteers).

(d) Ranger training (all RA Signal Corps officers and selected volunteers).

(e) Airborne training (only for officers being assigned to airborne units).

(f) Signal Advanced Course (all officers). (Infantry, Armor, Artillery, Marine Advanced Course in lieu of Signal Advanced Course for selected officers.)

(g) Postgraduate schooling (selected officers, by application).

(h) Training with industry (selected officers, by application).

(i) Specialist and developmental training (selected officers).

1. Frequency engineering.

2. Language.

3. Specialist areas.

4. Management training.

5. Specified electronic systems.

(j) Degree completion program, bachelor through doctorate (selected officers, by application).

(k) Additional training in communications-electronics skill and other functional areas by extension courses (all officers).

e. Intermediate Professional Period (9-15 Years.)

(1) *Development objectives.*

(a) Development of advanced proficiency in career field.

(b) Broaden ability and knowledge in communications-electronics skills.

(c) Increase ability to manage resources effectively.

(d) Acquire competence in Army and joint command and staff relationships, functions, and procedures.

(e) Reevaluate career objectives and revise if necessary.

(2) *Contribution objectives.* An officer's

major contribution in this phase is the utilization and integration of knowledge and skills in the management of the Army's communications-electronics mission. The officer is expected to apply this advanced proficiency to improve command and staff policies, procedures, relationships, and resource management. The officer is expected to be qualified in the communications-electronics area, and may be qualified in a DA Specialty Program.

(3) *Assignment objectives.*

(a) Battalion command, USASTRATCOM installation commander.

(b) Principal staff officer at battalion, group, or equivalent level.

(c) Staff officer at DA, JCS, or DOD staff.

(d) For participants in DA specialty programs, assignments in those areas.

(e) Staff and faculty at service schools, ROTC, and service academies.

(f) Branch immaterial assignments.

(4) *Education and training objectives.*

(a) CGSC or AFSC (outstanding officers, by selection).

(b) Postgraduate schooling (selected officers, by application).

(c) Training with industry (selected officers, by application).

(d) Specialty training (selected officers).

1. Frequency engineering.

2. Language.

3. Specialty areas.

4. Management training.

(e) Degree completion program, bachelor through doctorate (selected officers, by application). Regular Army officers are eligible for advanced civil schooling until the end of their nineteenth year of service.

(f) CGSC by correspondence for all officers not selected for residence course prior to the end of this phase.

f. Advanced Contribution and Development Period (16-23 Years).

(1) *Development objectives.*

(a) Expansion of communications-electronics qualification of DA specialty qualification.

(b) Broaden leadership and managerial ability.

(c) Develop a broader understanding of the role of communications-electronics in military operations at the strategic level including joint operations.

(d) Develop an understanding of the politico-economic influences on military operations at the national and international level, especially in the communications-electronics area.

(2) *Contribution objectives.* The Signal officer is expected to use his tactical, technical, and management skills serving in either the communications-electronics area or branch immaterial areas. He is expected to efficiently manage Army resources and serve as a qualified principal advisor in communication-electronics matters.

(3) *Assignment objectives.*

(a) Battalion, installations, group, project manager, or brigade commander.

(b) Principal staff officers at group, brigade, division, corps, field army, and USAS-TRATCOM level.

(c) Member of staff at DA, JCS, DOD or Joint, Specified and Combined commands.

(4) *Education objectives.*

(a) Senior Service College.

(b) Management training, senior level.

(c) Army War College or Industrial College of the Armed Forces by correspondence for all officers not selected for residence course by the end of this phase.

g. Major Professional Contribution Period (24-30 Years).

(1) *Development objectives.*

(a) Increase professional qualifications and higher level management qualifications.

(b) Increase capacity for directing the most complex activities of the Army and DOD.

(2) *Contribution objectives.* Manage and direct major segments of Army and DOD resources.

(3) *Assignment objectives.*

(a) Major unit commands and agencies.

(b) Principal staff officers, DA, JCS, DOD, Joint, Specified and Combined commands.

(c) Commanders, principal staff officers, or project managers at major command level.

(d) Department directors or commanders of Army schools.

(4) *Education and training objectives.* Senior management courses.

7-18. **Transportation Corps.** *a. Scope.* The Transportation Corps is one of the basic branches of the Army. It is one of the services of the Army and its officers provide the transportation expertise necessary to support the Army's mission. Transportation Corps officers are assigned to both branch material and branch immaterial command and staff positions within all Army, Joint and Combined commands and staff. The field of activity encompasses: planning, development, organization, allocation, operation, regulation and support of the Army's transportation systems and facilities; serving in positions requiring comprehensive knowledge of the multiple life cycle functions for aircraft, rail, and marine equipment; and providing transportation services for the Army, other Armed Services, DOD, and other governmental agencies as directed by appropriate authority.

b. Functions and Duties. The primary function of Transportation Corps officers is the movement of personnel and materiel as required to accomplish the assigned mission of the Army. To accomplish this function, it is essential that Transportation Corps officers have a basic qualification in military tactics. Transportation officers are especially qualified through education, training and experience for the following duties:

(1) Develop transportation concepts and doctrine for the Army.

(2) Participate in establishing transportation policies and procedures at all Army, joint and combined command and staff levels.

(3) Plan and execute movement programs.

(4) Provide transportation services at posts, camps and stations.

(5) Operate transport systems organic to the Army.

(6) Operate US and foreign ocean ports and air, highway and inland waterway termin-

als and transfer points in support of military operations.

(7) Command organizations and elements thereof whose mission is to conduct supply, maintenance, or support within the transportation area, to include:

(a) Operation of motor transport for the movement of personnel and cargo for the Army and other agencies as directed.

(b) Operation and maintenance of all military railways.

(c) Operation of water terminals, airheads, railheads, bargeheads, and other transfer, consolidation and distribution points.

(d) Provision of amphibious support for mass or individual unit movement, and movement of cargo onto or over the beach.

(e) Operation of Army air transport for the movement of troops and materiel.

(f) Provision of maintenance and supply support for Army aircraft, marine and rail equipment.

(g) Operation of movement control and traffic management activities.

(8) Provide transportation engineering and transportability expertise for the Army and for other agencies as required.

(9) Participate in the research and development of organic Army transportation equipment to include Army aircraft, marine, rail, and highway equipment.

(10) Command multifunctional logistical support units for which qualified.

(11) Serve as project managers in the Army's equipment development program for aircraft, rail, and marine equipment.

(12) Provide maintenance and supply support for Army aircraft, marine and rail equipment.

(13) Participate in the Army Aviation Program as an aviator, staff officer, or commander.

(14) Participate as a member of the Army Special Career Programs.

(15) Serve as commandant, staff and faculty members of service schools for transportation and serve on the faculty of other schools conducting instruction primarily oriented toward logistical support for the Army or Defense establishment.

(16) Participate in transportation and mobility planning.

c. Career Development. An officer's career can be generally subdivided into four recognizable (but in many cases overlapping) periods as noted in subparagraphs *d* through *g* below. Within the framework of service requirements, assignments are made to accomplish career development objectives and provide the Army with the best qualified officer corps attainable.

d. Basic Military Development Period (0-8 Years).

(1) During this period emphasis is placed on the development of leaders. Newly commissioned reserve component officers attend the Transportation Officer Basic Course and are then assigned to a Transportation Corps troop unit. Regular Army officers are detailed to a combat arm. Up to 25% of the Regular Army officers may be detailed to the Corps of Engineers. Upon completion of 1 year's troop duty, they usually attend the Transportation Officer Orientation Course prior to assignment to a Transportation Corps troop unit.

(2) Officers who apply and are selected for flight training normally will attend during this period. Regular Army officers receive priority for attendance after completion of their combat arm detail. Aviators will be assigned to utilization tours upon completion of training.

(3) After an initial tour with a troop unit of one mode, it is desirable for officers to receive assignments to a unit or activity of another mode or to a movements agency. All officers should be given the opportunity to command a unit, normally of company size, during this period.

(4) All officers will attend advanced course level schooling. The determination as to when the officer attends will be based on his availability for the schooling, prior schooling, experience, and the quotas available. The prime objective will be to permit the officer to attend at the earliest possible opportunity after promotion to captain. MOS or functional schooling will be provided when needed to prepare the officer for an assignment. Civil schooling in transporta-

TRANSPORTATION CORPS							
OBJECTIVES FOR PERIODS INDICATED			BASIC MILITARY DEVELOPMENT	INTERMEDIATE PROFESSIONAL DEVELOPMENT	ADVANCED CONTRIBUTION AND DEVELOPMENT	MAJOR PROFESSIONAL CONTRIBUTION	
			Provide and develop fundamental knowledge by: a. Basic schooling. b. Furthering branch qualification through career schooling, troop duty, staff and technical assignments.	Improve military stature and broaden professional competence through: a. Schooling and functional experiences. b. Developing an understanding of the purpose, function and relationship of command and staff procedures. c. Becoming qualified in troop duty and in one or more technical fields.	Demonstrate potential in positions of high responsibility and continue professional development through: a. Command and staff positions. b. The career field where maximum potential has been demonstrated.	Maximum contribution in key command and staff positions at the highest levels through utilization of the officer's professional and technical competence developed through training and duty assignments in earlier periods.	
TYPICAL ASSIGNMENTS	BRANCH MATERIAL	MODES	COMMAND	Platoon Leader: Trk Plat, Tml Svc Plat, Boat Plat, Rail Plat, Amph Plat CO: Trk, Boat, Rail, Tml, Amph		CO: Trk Bn, Tml Svc Bn, Boat Bn, Rail Bn, Ocean Tml	CO: Trans Gp Term Cmd Trans Bde Ocean Tml
			STAFF	Bn-Gp Special Staff	Trans Bde Staff Bn-Gp Special Staff Term Cmd Special Staff XO, Trans Bn	Gp and Term Cmd Special Staff XO, Gp and Cmd	Gp and Term Cmd Special Staff Officer XO, Gp and Cmd
		MOVEMENTS	COMMAND	Commander: Mvmt Control Team Mvmt Control Detachment	Commander: Mvmt Control Region	Commander: Mvmt Control Region, Battalion	Commander: Mvmt Control Group, Spt Group
			STAFF	Region, Area, District Mvmts Officer Post, Camp, Station, Trans Officer Division Mvmts Dfficer MTMTS Mvmts Officer	Region, Area, District Mvmts Officer Post, Camp, Station, Trans Officer Division Trans Dfficer Corps, Army, Joint and Combined Command Mvmts and Staff Dff	Post, Camp, Station Trans Officer Command, Corps, Army, Joint and Combined Command Trans Officer MTMTS, DA, JCS, DOD Staff Trans Dfficer	Corps, Army, Trans Officer Post, Camp, Station Trans Dfficer MTMTS, DA, JCS, DOD Staff Trans Officer
		SUPPLY AND MAINTENANCE SUPPORT OF MODES	COMMAND	Commander: Acft Maint and Supply Det CO: Marine or Rail Maint and Supply Co. Commander: Supply Section	Commander: Depot Supply Section CO: Acft Maint and Supply Company	Commander: Marine and Rail Maintenance Activities CO: Maintenance and Supply Battalion	AMC Project Manager

TYPICAL ASSIGNMENTS	BRANCH IMPARTIAL	STAFF	Maint and Supply Staff Officer Installation, Area, Group and Battalion R&D Staff Officer AMC Staff Officer	Acft, Rail and Marine Maint and Supply Staff Officer Installation, Area, Group, Command, AMC, R&D Staff Officer	Acft, Rail and Marine Maint and Supply Staff Officer Installation, Area, Group, Command, AMC, R&D Staff Officer	Acft, Rail and Marine Maint and Supply Staff Officer Installation, Area, Group, Command, AMC, R&D Staff Officer																										
		COMMAND	Platoon Leader: Combat Arms CO: Combat Arms Army Aviator Army Aviation Platoon Leader and Section Leader CO, Special Forces "A" Det CO, Psychological Operations Unit	CO: Army Aviation Company CO, Special Forces "B" or "C" Detachment CO, Psychological Operations Battalion	CO: Army Aviation Battalion Training Battalion S&T Battalion CO, Special Forces Group CO, Civil Affairs Group CO, Psychological Operations Group	CO: Division Support Cmd																										
		STAFF	Installation Staff Officer USAR, NG, MAAG Advisor ROTC and Svc School Instr Trng Cmd and Army Area Staff Unconventional Warfare Staff Officer Psychological Warfare Staff Officer	Div, Corps, Army Staff Installation Staff Officer USAR, NG, MAAG Advisor ROTC and Svc School Instr Trng Cmd and Army Area Staff Unconventional Warfare Staff Officer Psychological Warfare Staff Officer	Div, Corps, Army Staff Installation Staff Officer USAR, NG, MAAG Advisor ROTC and Svc School Instr Trng Cmd, DA, JCS, DOD Staff Officer Unconventional Warfare Staff Officer Psychological Warfare Staff Officer Civil Affairs Staff Officer	Corps, Army Staff Installation Staff Officer USAR, NG, MAAG Advisor ROTC PMS Trng Cmd, DA, JCS, DOD Staff																										
YEARS OF SERVICE		(PRECOMMISSION)	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
EDUCATION AND TRAINING	CIVILIAN	BACCALAUREATE DEGREE DESIRED	ADVANCED CIVIL SCHOOLING 1/															DEGREE COMPLETION PROGRAM														
			OFF DUTY EDUCATION PROGRAMS: SPECIAL SEMINARS: ADVANCED MANAGEMENT																													
		USMA ROTC OCS	ADVANCED COURSE															COMMAND AND GENERAL OR ARMED FORCES STAFF COLLEGE 2/														
			3/															MOS COURSES; LANGUAGES; MANAGEMENT TRAINING														

NOTES:

- 1/ Ends civil schooling eligibility for other than Regular Army officers (total service), except for short course instruction. Exceptions may be granted (AR 350-200)
- 2/ Attendance by DA selection.
- 3/ Basic course.

tion, industrial management, engineering, comptrollership, and other fields will be available to develop specialists for military positions requiring education at the graduate level.

e. Intermediate Professional Development Period (9-15 Years).

(1) During this period the emphasis will be placed on staff and instructor duties and further training in leadership positions. An officer's development in a staff function such as operations, logistics, comptrollership, or personnel will be started and he may be assigned to the staff at any level commensurate with grade, experience and qualifications. Aviators should be given the opportunity to command aviation units.

(2) The major schooling will be the Command and General Staff College level, with nominations being made by the career branch. Civil schooling in transportation, industrial management, engineering, comptrollership, and the other fields will be available to develop specialists for military positions requiring education at the graduate level.

f. Advanced Contribution and Development Period (16-23 Years). In the final period of close monitorship, the emphasis is placed on the development of leaders for key positions. Officers will continue their development as specialists in the transportation field and may be assigned to branch immaterial staff and command positions alternating tours with transportation activities. Battalion level command will be given to selected officers. Officers selected by the Department of the Army will attend a senior service college after which they will be assigned to senior level joint, unified, and DA commands. Regular Army officers are eligible for advanced civil schooling until the end of their nineteenth year of service.

g. Major Professional Contribution Period (24-30 Years). The training and experience gained during the previous periods are brought to bear on the major problems of the Army and the Transportation Corps during the officer's assignment to key command and staff positions.

7-19. Army Medical Specialist Corps. a. Scope. The Army Medical Specialist Corps is a part of

the Army Medical Department and is a special branch of the Army. The AMSC is composed of the Dietitian Section, the Physical Therapist Section and the Occupational Therapist Section. Careers are planned and developed so that each officer has the opportunity to increase his professional and military capabilities according to his individual potential. This is accomplished by specific professional and military training and education. Assignments in a variety of military installations increase the officer's flexibility for future assignments and prepares him for the responsibilities inherent with positions as he ascends the career ladder.

b. Functions and Duties. Officers are appointed in the Army Medical Specialist Corps as a hospital dietitian, physical therapist or occupational therapist and they maintain that professional identity throughout their military careers. A hospital dietitian formulates policies and develops procedures for operation and improvement of hospital food service, plans and supervises diet therapy programs in coordination with medical officers and directs and supervises operation of food service facilities. A physical therapist plans, initiates and supervises physical therapy programs under the direction of a medical officer. An occupational therapist plans, administers and supervises occupational therapy programs under the direction of a medical officer. Army Medical Specialist Corps Officers are especially qualified through education, training and experience for the following duties:

(1) *Hospital dietitian.*

(a) Directs operation of hospital food service facilities.

(b) Coordinates functions with administrative and professional services.

(c) Advises commanding officer regarding division activities.

(d) Plans nutritionally adequate regular and modified diet menus.

(e) Manages activities relating to procurement, inspection, storage, and issue of food items.

(f) Procures and controls hospital food service equipment and supplies.

(g) Plans and controls budget.

ARMY MEDICAL SPECIALIST CORPS

OBJECTIVES FOR PERIODS INDICATED		BASIC MILITARY DEVELOPMENT	INTERMEDIATE PROFESSIONAL DEVELOPMENT	ADVANCED CONTRIBUTION AND DEVELOPMENT	MAJOR PROFESSIONAL CONTRIBUTION																											
		Provide and develop fundamental knowledge as follows: a. 0-4 years' service: basic military schooling provide diversified experiences; continued development under supervision. b. 4-8 years' service: Performance of duty with less supervision; assignments as a branch or section chief in small hospitals; attendance at technical specialty courses.	Improve military stature and broaden professional competence through: a. Progressively increasing responsibilities with corresponding reduction of supervision. b. Continued educational development in specialty by attendance at graduate civil school and other technical specialty courses. c. Attendance at AMEDS advanced courses, Army-Baylor Program in Health Care Administration, and short courses.	Demonstrate potential in positions of high responsibility and continue professional development through: a. Special projects and research. b. Assignments such as, chief of a division in large hospitals, consultants in overseas theaters, Director Physical Therapy Course, Chief of section in OTSG, Chief of AMSC.	Maximum contribution in key command and staff positions at the highest levels through utilization of the officer's professional and technical competence developed through training and duty assignments in earlier periods.																											
TYPICAL ASSIGNMENTS	DIETITIANS	Assignment to dietetic duty under supervision in various sized hospitals	Chief, Food Service Division in Small Hospitals; Branch Chiefs within Food Service Division; Educational Supervisors for Internships; Internship Directors; Research; AMSC Counselor	Chief of AMSC; Chief, Dietetic Section, OTSG; Chief Food Service Division, Large Hospitals; Consultant in Dietetic Research																												
	OCCUPATIONAL THERAPISTS	Assignment to OT duty under supervision in various sized hospitals	Chief, OT Section, Small Hospitals; Chief of Sub Sections; Student Coordinator of Clinical Affiliation, Research; AMSC Counselor	Chief, Army Medical Specialist Corps; Chief, OT Section, OTSG; Chief, OTSG; Chief, OT Section; Large Hospitals; Research																												
	PHYSICAL THERAPISTS	Assignment to Physical Therapy duty under supervision in various sized hospitals	Chief of Physical Therapy Section, Small Hospitals; Chief of Sub Section; Clinical Coordinator in Large Hospitals; Instructor, Physical Therapy Course MFSS; Student Supervisor in Physical Therapy Course; Research, AMSC Counselor	Chief of AMSC; Chief, Physical Therapy Section, OTSG; Director, Physical Therapy Course; MFSS; Chief, Physical Therapy Section, Large Hospitals; Physical Therapy Consultant; Research																												
YEARS OF SERVICE		(PRECOMMISSION)	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
EDUCATION AND TRAINING	CIVILIAN	Minimum reqmts: Baccalaureate degree & be a grad of accredited sch of 1 of the 3 specialties or qualify for 1 of the profess prod. 2/	TRAINING AT CIVILIAN MEDICAL INSTITUTIONS IN SPECIALTY (SELECTED OFFICERS)																													
	MILITARY	May be participant in Army Stu Dietetic Prog or Army Stu Occupational Therapy Program for 1 or 2 years.	GRADUATE CIVIL SCHOOLING IN PROFESSIONAL SPECIALTY OR SELECTED FIELD (SELECTED OFFICERS)																													
			AMEDS SHORT COURSES AS APPROPRIATE TO SPECIALTY (SELECTED OFFICERS)																													
			AMEDS ADVANCED COURSES (SELECTED OFFICERS)																													
			HEALTH CARE ADMIN (SELECTED OFFICERS)																													

NOTES;

- 1/ Basic Course for all AMSC officers.
- 2/ Dietetic Internship Physical Therapy Course or Occupational Therapy Affiliation for students in these fields.
- 3/ Ends civil schooling eligibility for other than Regular Army officers (total service), except for short course instruction (AR 35D-2DD).
- 4/ Ends civil schooling eligibility for Regular Army officers (promotion list service), except for short course instruction (AR 35D-200).

Chart 7-15.

(h) Directs and supervises assignment and training of professional and nonprofessional personnel.

(i) Participates in ward rounds.

(j) Records diet therapy treatment on prescribed forms.

(k) Instructs patients in dietary needs.

(l) Prepares reports and records as prescribed.

(2) *Physical therapist.*

(a) Evaluates patient's disabilities.

(b) Administers test procedures.

(c) Plans treatment programs for individual patients.

(d) Modifies programs as progress indicates.

(e) Writes home programs.

(f) Administers physical therapy modalities.

(g) Supervises physical therapy assistants.

(h) Plans and directs in-service educations.

(i) Orders and maintains supplies and equipment.

(j) Prepares patient reports.

(k) Maintains clinic records.

(l) Prepares clinic reports.

(m) Prepares personnel evaluations.

(n) Evaluates clinic procedures.

(o) Maintains a safe and efficient clinic.

(3) *Occupational therapist.*

(a) Plans and supervises the occupational therapy program to include: Functional disorders; psychological disorders; work related activities (work therapy); special programs which include operant conditioning, mental hygiene, clinic and physical reconditioning.

(b) Teaches student occupational therapists and enlisted occupational therapy technicians.

(c) Participates in: Clinical conferences; group therapy; Army community service; research.

(d) Administers the occupational therapy clinic including the preparation of records and reports and ordering and maintaining supplies and equipment.

c. Basic Qualifications. The basic professional qualifications of an officer of the Army Medical Specialist Corps are:

(1) have a baccalaureate level of education.

(2) be a graduate of an accredited school of one of the three specialities.

d. Basic Military Development Period (0-8 Years). The officers of the Army Medical Specialist Corps begin their Army careers by attending the AMEDS Officer Basic Course. Following completion of this course, officers who have previously qualified in their respective specialties (dietetic, physical therapy, and occupational therapy) are assigned to a hospital, preferably large, to insure at least 1 year of supervised experience. This affords them the opportunity of working with a wide variety of patients and participating in many professional activities typical of Army installations. A similar assignment awaits those officers who complete one of the three qualifying courses—the Dietetic Internship, conducted at four of the Army general hospitals; the Physical Therapy Course, conducted at the Medical Field Service School; and the Occupational Therapy Clinical Affiliation Program conducted at selected general hospitals. The initial hospital assignment is ordinarily followed by one which requires less supervision and increased responsibility. With this advancement, the officer may consider attendance at a short course in his specialty to increase his value to the Army and acquire skills and knowledge consistent with his new responsibilities. Officers may be assigned to a normal overseas tour of duty after 1 or 2 years of military experience, in accordance with requirements of the service, eligibility and individual requests.

e. Intermediate Professional Development Period (9-15 Years). Emergence from this first bracket of basic diversified experience permits consideration of assignments of a more specialized nature, such as teaching, research, or a specialty within the MOS. AMSC Counselors are also selected from the group within this developmental area. The career pattern during this stage is so designed as to afford ample opportunity for the officer to demonstrate quali-

ARMY NURSE CORPS

OBJECTIVES FOR PERIODS INDICATED		BASIC MILITARY DEVELOPMENT	INTERMEDIATE PROFESSIONAL DEVELOPMENT	ADVANCED CONTRIBUTION AND DEVELOPMENT	MAJOR PROFESSIONAL CONTRIBUTION																											
		Provide fundamental military knowledge and increase professional development in a clinical specialty by:	Improve military stature and broaden professional competence through:	Demonstrate potential in positions of high responsibility and continue professional development through:	Maximum contribution in key command and staff positions at the highest levels through utilization of the officer's professional and technical competence developed through training and duty assignments in earlier periods.																											
	a. Attendance at basic and advanced courses.	a. Supervisory positions and selected staff assignments.	a. Attendance at diversified military and civilian courses.																													
	b. Rotation of clinical nursing experience.	b. Diversified assignments.	b. Doctoral level training.																													
	c. Attendance at clinical courses.	c. Selected clinical specialty experiences.																														
	d. Duties in specialty area																															
	e. Civilian education in clinical specialty.																															
TYPICAL ASSIGNMENTS	CLINICAL NURSING	Clinical Staff Nurse Clinical Head Nurse	Supervisor - clinical area Assistant chief, nursing service Nurse Clinician	Chief, nursing service/ department Class I/II hospitals	Chief, nursing department Class II hospitals																											
	NURSING EDUCATION	Educational coordinator - Class I hospitals Instructor, Medical Training Center Instructor for enlisted personnel in hospital Instructor, Walter Reed Army Institute of Nursing	Course director - enlisted training courses Instructor, Medical Field Service School Course director, specialty course Instructor, Walter Reed Army Institute of Research	Course director, Medical Field Service School Director, Walter Reed Army Institute of Nursing Director, Department of Nursing Science Medical Field Service School	Consultant in Nursing Education																											
	RESEARCH AND DEVELOPMENT	Staff nurse - Nutrition Laboratory Research nurse, Walter Reed Army Institute of Research	Nursing Methods Analyst - Class II hospitals Research nurse, special project	Director research course, Walter Reed Army Institute of Research	Consultant in Research																											
	STAFF	ANC Counselor Army health nurse	Staff officer, OTSG Staff officer, MAAG	Consultant in Clinical Nursing Specialty Chief, Nursing Div, Headquarters	Chief, ANC Assistant chief, ANC																											
YEARS OF SERVICE		(PRECOMMISSION)	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
EDUCATION AND TRAINING	CIVILIAN	Graduate of hospital or baccalaureate nursing program acceptable to Department of the Army	ADVANCED CIVIL SCHOOLING 1/															DEGREE COMPLETION PROGRAM														
	MILITARY	May participate in Army Student Nurse Program in enlisted status for 1 - 2 years.	OFF DUTY EDUCATION PROGRAMS; PROFESSIONAL SHORT COURSES															COMMAND AND GENERAL OR 2/ ARMED FORCES STAFF COLLEGE														
			ADVANCED COURSE 3/															PROFESSIONAL AND MOS COURSES; MANAGEMENT TRAINING; HEALTH CARE ADMINISTRATION														

NOTES:

- 1/ Ends civil schooling eligibility for other than Regular Army officers (total service), except for short course instruction. Exceptions may be granted (AR 350-200)
- 2/ Attendance by DA selection.
- 3/ Basic course.

Chart 7-16.

ties and capabilities which will identify him for responsible assignments.

f. Advanced Contribution and Development Period (16-23 Years). By the time an officer of the Army Medical Specialist Corps reaches the 16th year of his Army career, he is expected to assume the responsibilities of such positions as chiefs of divisions in large hospitals, consultants in oversea theaters, directors of educational programs, and special projects. Most AMSC Officers reach their maximum utilization during this period.

g. Major Professional Contribution Period (24-30 Years). This area includes the continued utilization of the AMSC officer in areas of maximum responsibility.

7-20. Army Nurse Corps. a. Scope. The Army Nurse Corps is a part of the Army Medical Department and is a special branch of the Army. Officer personnel in the Army Nurse Corps are qualified in clinical nursing practice and through education and experience develop as specialists in the many areas of nursing which include clinical nursing service, nursing education, research and development and staff assignments.

b. Functions and Duties. The primary function of the Army Nurse Corps is to provide the nursing care and service essential to the accomplishment of the mission of the Army Medical Department. Officers in the Army Nurse Corps are broadly trained and widely qualified insofar as possible to insure maximum flexibility in their utilization and assignments. Army Nurse Corps officers are especially qualified through education, training and experience for the following duties:

(1) Serve as staff nurses, head nurses, and supervisors in the following clinical areas:

- (a) Anesthesia.
- (b) Operating room.
- (c) Medical-Surgical.
- (d) Obstetrics.
- (e) Pediatrics.
- (f) Neuropsychiatry.
- (g) Army Health Nursing.

(2) Serve as Chief, Nursing Service/De-

partment in Class I and Class II hospitals and hospitals in overseas areas.

(3) Serve as educational coordinator in hospitals.

(4) Participate in research and development in support of medical research.

(5) Serve as course director, staff and faculty, of Walter Reed Army Institute of Nursing, Medical Field Service School, Walter Reed Institute of Research, and Medical Training Center.

(6) Serve as staff officer with MAAG's.

(7) Serve as staff officer DA, CONARC, CONUS Armies, and overseas command.

(8) Serve as Army Nurse Corps Counselors in all Army areas.

(9) Participate in methods and management studies directed toward improvement of nursing practice.

(10) Initiate research studies in nursing.

(11) Serve as course director, staff and faculty in courses for enlisted medical personnel.

(12) Serve as course director, staff, and faculty in clinical courses for professional nurses.

(13) Perform tasks concerned with career planning and assignment of Army Nurse Corps officers.

(14) Perform duty in special assignments with OEO, DOD and AFIP.

c. Basic Qualifications of an Officer Entering the Army Nurse Corps. To be accepted in the Army Nurse Corps, a nurse must be a graduate of a hospital or baccalaureate nursing program which is acceptable to Department of the Army. Upon initial appointment in the Army Nurse Corps, officers will be granted periods of service credit for qualifying education and experience in accordance with appropriate directives.

d. Basic Military Development Period (0-8 Years). This is a period of basic military training and professional development. Officers attend the Army Medical Department Officer Basic Course followed by an assignment at a hospital in the United States or in an oversea

area. Rotation through varied general nursing duties under the supervision of senior officers increases the officer's professional and military knowledge. During this period, the officer's interest and potential in a clinical specialty will be determined and she/he will be given the opportunity to develop this specialty by experience and attendance at clinical courses. Selected career officers will be afforded the opportunity to increase their skills and knowledge in their chosen clinical specialty, administration or education by attending graduate level training at civilian universities. In addition, each career officer can expect to attend the Army Medical Department Officer Advanced Course.

e. Intermediate Professional Development Period (9-15 Years). In this period development of the officer will continue by planned assignments which require less supervision and progressive responsibility. Diversified assignments directed toward broadening qualifications will be made such as teaching, research, or staff assignments. Individuals who demonstrate aptitude for administrative or staff positions will be considered for attendance at the Health Care Administration Course and Command and General Staff College. Officers who have demonstrated potential in the area of administration will be assigned as chief nurse or assistant chief nurse of hospitals.

f. Advanced Contribution and Development Period (16-23 Years). Officers who have demonstrated outstanding leadership qualities will be assigned to higher level professional and staff assignments. Officers who are experts in their specialized area may serve as consultants, directors of major educational programs, and chief nurses of large hospitals.

g. Major Professional Contribution Period (24-30 Years). Senior officers are selected for utilization in areas of maximum responsibility.

7-21. **Dental Corps. a. Scope.** The Dental Corps is a special branch of the Army and a part of the Army Medical Department. It is a branch whose officers are primarily concerned with conserving the fighting strength by preventing, diagnosing, and treating oral disease. Dental officers accomplish the mission of the Dental

Corps by performing duties in three functional areas: Clinical Dentistry, Staff and Command, and Research. Teaching is not identified as a separate function for it is an all pervasive element of the profession of dentistry and is implied in each of the three functional areas.

b. Functions and Duties. The primary duty of the Dental Corps officer is to provide the commander at each level the necessary dental support to maintain the dental health of the command. To accomplish this duty the officer must be familiar with current military operations and organizations in addition to maintaining professional competency. The Dental Corps officer is especially qualified by education, training, and experience for the following duties:

(1) Provide general dental care for all levels of command.

(2) Provide specialized dental care for all levels of command to include the specialties of:

(a) Endodontics.

(b) Fixed Prosthetics.

(c) Oral Pathology.

(d) Oral Medicine.

(e) Oral Surgery.

(f) Orthodontics.

(g) Pedodontics.

(h) Periodontics.

(i) Preventive Dentistry and Public Health.

(j) Removable Prosthetics.

(3) Serve as chief clinician of a dental clinic.

(4) Serve as Dental Surgeon of a small unit or installation.

(5) Serve as Dental Surgeon of a large unit or installation.

(6) Serve as chief of Department of Dentistry in a hospital.

(7) Serve as Director of training in a dental teaching program.

(8) Serve as a staff officer in CONARC Army Headquarters, Office of the Surgeon General, Medical Field Service School, or over-sea command.

(9) Perform basic and clinical research in Research and Development activities.

(10) Monitor preventive dentistry programs in CONUS and oversea commands.

c. Basic Qualifications for Officers Entering the Dental Corps. To be appointed in the Dental Corps, officers shall have attained the degree of Doctor of Dental Surgery (DDS) or Doctor of Dental Medicine (DMD). By reason of this credit, each dental officer will be appointed in the Regular Army in a grade not lower than 1st lieutenant, with a temporary grade of captain under the provisions of Title 10, USC, Section 3294 (b) . . . each individual appointed in the Dental Corps in the Regular Army shall at the time of appointment be credited with an amount of service equal to not less than four years. This service credit is given as compensation for the additional years of education required for the degree.

d. The Basic Military Development Period (0-8 Years). This is a period of basic training and professional development. Initially each officer will receive military training at the Army Medical Department Officer Basic Course. This service will include general duty assignments whether in the continental United States or overseas at a fixed installation or with a field unit. He will be rotated through various professional assignments at his station and learn, under the supervision of senior officers, such administrative procedures concerning personnel, facility and patient management as are consistent with his assignment. During this period, the officer's potential for clinical specialization will be studied, and he will be given an opportunity to state his interests and preferences toward the development of a particular career pattern. Later in this period, each officer can expect to attend the Army Medical Department Officer Advance Course. Additionally, each individual is encouraged to submit an application for postgraduate civilian training, the Advanced Theory and Science of Dental Practice Course, in-service residency or fellowship program. Selections of best qualified individuals for this training are made by The Surgeon General from among those submitting applications. If selected for civilian institution training or in-service residency training in a particular dental specialty, the officer will be assigned

for a one year period to receive specific training in accordance with instructions issued by The Surgeon General. If his performance justifies continuance of training, he continues until he has completed the formal training requirements of the American Board of his specialty.

e. Intermediate Professional Development Period (9-15 Years). Upon completion of formal training, an officer will be reassigned to a position permitting him to complete his associate training and thus establish eligibility for examination for certification by the specialty board. It is from the best of this group that the chiefs of sections in the Dental Service of teaching hospitals will be selected. Individuals who show particular aptitude for administration or staff duties will be given careful consideration for attendance at the Command and General Staff College or the Health Care Administration Course. Some interested and selected dental officers will enter the research field and continue in it throughout the major portion of their military careers. The specialization period for this group generally will start earlier and continue further into the next period of their careers. They will assist in the teaching program in hospitals, the United States Army Institute of Dental Research and the Medical Field Service School.

f. Advanced Contribution and Development Period (16-23 Years). During this period, officers will receive assignments commensurate with their abilities. Professionally oriented officers will be expected to complete requirements for board certification in their specialty areas. Administratively oriented officers will be guided in command and staff areas with an outstanding few selected for senior service schools.

g. Major Professional Contribution Period (24-30 Years). Normally, there will be little monitoring of careers during this period. Officers will continue in their specialized pattern and assume senior position related to the field. To a certain extent, those officers who have demonstrated outstanding leadership qualities will have their assignments selected and controlled in such a way as to permit them to continue to utilize their capacities in positions of highest responsibility.

DENTAL CORPS																																					
OBJECTIVES FOR PERIODS INDICATED			BASIC MILITARY DEVELOPMENT					INTERMEDIATE PROFESSIONAL DEVELOPMENT					ADVANCED CONTRIBUTION AND DEVELOPMENT					MAJOR PROFESSIONAL CONTRIBUTION																			
			Provide and develop fundamental knowledge by: a. Basic military schooling. b. Rotation through various professional assignments. c. Observation of potential and interest in a particular career pattern.					Improve military stature and broaden professional competence through: a. Diversified assignments with increasing responsibility. b. General and specialized training.					Demonstrate potential in positions of high responsibility and continue professional development through: a. Advanced training in a career field. b. Assignment to positions of responsibility within a career field.					Maximum contribution in key command and staff positions at the highest levels through utilization of the officer's professional and technical competence developed through training and duty assignments in earlier periods.																			
TYPICAL ASSIGNMENTS	CLINICAL		General Duty Rotating Assignments in CONUS and Overseas					General Clinical Practice Specialized Clinical Practice Clinical Practice Teaching					Director of Student Training Dental Teaching Program Chief of Professional Svc General Clinical Practice Specialized Clinical Practice Clinical Practice Teaching					Assignments in positions of highest responsibility such as: a. Assistant Surgeon General for Dental Services b. Director of Dental Activities, Army Medical Center c. CONUS Army Dental Surgeon d. Overseas Theater Dental Surgeon e. Director, US Army Institute of Dental Research f. Key Staff Positions at OTSG and MPSS g. Dental Surgeon of a key Installation h. Commander of a Regional Dental Activity																			
	STAFF		General Duty Rotating Assignments in CONUS and Overseas					Chief Clinician Dental Surgeon - Small Installation. Dental Surgeon - Small Unit					Assistant Dental Surgeon - Large Installation Unit Commander Staff Officer in Army Hq, OTSG, MPSS, CONUS and Overseas Commands																								
	RESEARCH		General Duty Rotating Assignments in CONUS and Overseas					Basic and Clinical Research in the Army Institute of Dental Research, Regional Dental Activity, or other CONUS and Overseas Installations																													
YEARS OF SERVICE			(PRECOMMISSION)					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
EDUCATION AND TRAINING	CIVILIAN		MINIMUM REQUIREMENT DDS, DMD		ADVANCED CIVIL SCHOOLING 4/ 5/																																
			OFF DUTY EDUCATION PROGRAMS: SPECIAL SEMINARS: ADVANCED MANAGEMENT																																		
	MILITARY		NO REQUIREMENT		AMEDS ADVANCED COURSE CGSC 3/ HEALTH CARE ADMINISTRATION 3/ SENIOR SERVICE COLLEGE 3/ DENTAL RESIDENCY OR FELLOWSHIP																																
			1/ 2/ MOS COURSES; LANGUAGES; MANAGEMENT TRAINING																																		

NOTES: 1./ AMEDS Officer Basic Course.
 2./ Dental Internship.
 3./ Attendance by DA Selection.
 4./ Ends civil schooling eligibility for other than Regular Army Officers (total service), except for short course instruction. Exceptions may be granted (AR 350-200)
 5./ Ends civil school eligibility for Regular Army officers (promotion list service), except for short course instruction. Exceptions may be granted (AR 350-200)

Chart 7-17.

7-22. **Medical Corps.** *a. Scope.* The Medical Corps is a part of the Army Medical Department and is a special branch of the Army. There are three functional areas in the Army Medical Corps: Clinical Medicine, Staff and Command, and Research.

b. Functions and Duties. As their primary function, Medical Corps officers preserve the fighting strength through the prevention, diagnosis and treatment of physical and mental disease and trauma. Command and Staff is an inherent part of military medicine. Normally, medical officers will not receive assignments in these areas until the intermediate period of professional development. Research is a restrictive field and only those medical officers displaying a unique ability in one of the areas of research will be selected for assignment to a research facility. Command and Staff officers are assigned to research activities based on prior experience and interest in this field. Medical Corps officers are especially qualified through education, training and experience for the following duties:

(1) Practice clinical medicine in the following specialty areas:

- (a) Allergist.
- (b) Anesthesiologist.
- (c) Aviation Medicine Officer.
- (d) Cardiologist.
- (e) Dermatologist.
- (f) Gastroenterologist.
- (g) Internist.
- (h) Medical Officer, Commander.
- (i) Medical Officer, General Duty.
- (j) Medical Officer, Staff.
- (k) Neurologist.
- (l) Neurosurgeon.
- (m) Nuclear Medical Officer.
- (n) Obstetrician and Gynecologist.
- (o) Occupational Medicine Officer.
- (p) Ophthalmologist.
- (q) Orthopedic Surgeon.
- (r) Otolaryngologist.
- (s) Pathologist.
- (t) Pediatrician.
- (u) Psychiatrist.
- (v) Plastic Surgeon.
- (w) Preventive Medicine Officer.
- (x) Psychiatrist.

(y) Pulmonary Disease Medical Officer.

(z) Radiologist.

(aa) Surgeon.

(ab) Thoracic Surgeon.

(ac) Urologist.

(2) Command Class I and Class II hospitals and other medical facilities.

(3) Perform duties as Battalion Surgeon with Arms and Service Branches of the Army.

(4) Perform duties as Division, Post and MSA Surgeon.

(5) Command Medical Battalions and Medical Groups and Brigades.

(6) Perform duties as Chief of Service in Class I, Class II and major oversea hospitals.

(7) Perform duty as Chief, Professional Services at Class I and Class II installations.

(8) Serve as consultant to the Commanders of major oversea commands.

(9) Serve as consultant to the Surgeon General.

(10) Perform duties in staff assignments at CONARC CONUS, major oversea commands and DA.

(11) Direct, initiate and perform duties in basic and clinical research.

c. Basic Qualification of Officer Entering the Medical Corps. Medical Corps officers must have been a graduate of an approved four year college of medicine or osteopathy and must have been awarded, as a minimum, the degree of doctor of medicine or doctor of osteopathy.

d. Basic Military Development Period (0-8 Years). Normally physicians entering the Army will attend the Army Medical Department Officer Orientation Course, conducted at the Medical Field Service School, Brooke Army Medical Center, Fort Sam Houston, Texas. Following this orientation his early assignments will be to Medical Service facilities, overseas or in CONUS, performing duties in the Medical Specialty for which trained; or as a general medical officer in these same facilities; or assignments to Armor, Artillery, Engineer and Infantry Battalions, as the Surgeon of these Battalions. Between the third and twelfth year, the Army physician will attend the Army Medi-

MEDICAL CORPS																																	
OBJECTIVES FOR PERIODS INDICATED		BASIC MILITARY DEVELOPMENT		INTERMEDIATE PROFESSIONAL DEVELOPMENT		ADVANCED CONTRIBUTION AND DEVELOPMENT		MAJOR PROFESSIONAL CONTRIBUTION																									
		Provide and develop fundamental knowledge by: a. Internship. b. Duty as a generalist. c. Familiarization with the Army Medical Service by assignments to overseas medical facilities and/or COMUS Class I installations. d. All officers may expect assignment in clinical, staff and command positions at various times throughout their careers.		Improve military stature and broaden professional competence through: a. Utilization tours upon completion of specialty training or advanced military training. b. Certification by specialty boards. c. All officers may expect assignment in clinical, staff and command positions at various times throughout their careers.		Demonstrate potential in positions of high responsibility and continue professional development through: a. Supervisory positions in clinical, command and staff. b. Research activities. c. All officers may expect assignments in clinical, staff and command positions at various times throughout their career.		Maximum contribution in key command and staff positions at the highest levels through utilization of the officer's professional and technical competence developed through training and duty assignments in earlier periods.																									
TYPICAL ASSIGNMENTS	COMMAND	Small Dispensary or medical facility. Clearing CO, Division Medical Company.		Large Dispensary Surgical Hospital (Mobile)		Small Class I Hospital Evacuation Hospital. Medical Battalion, Medical Group		Large Class I Hospital CO, Medical Brigades Executive Officer, Deputy Commander or Commanding General of Class II Hospitals.																									
	STAFF	Infantry, Armor, Artillery, Engineer Battalion Surgeon		Division Surgeon and Staff PM and Avn Med at Post, Brigade and Division		Post Surgeon, NSA Surgeon O/S Corps and Army Surgeon PM and Avn Med Staff Advisor		Staff assignments at USCONARC, 21 Army, Major O/S Commands and DA.																									
	CLINICAL	Overseas Medical Facilities and COMUS Class I and Class II Installations.		Chief of Service for Class I Installations and smaller overseas hospitals		Chief of Professional Services, Class I and Major overseas hospitals Chief of Services at Class II hospitals		Chief, Professional Services at Class II Installations, Consultant to OTSG. Chief of Services at Class II hospitals																									
	R & D	Assignment to R&D activities as principal or assistant investigators or Command and Staff Officer of these units.		Assignment to R&D activities as principal or assistant investigators or Command and Staff Officer of these units.		Assignment to R&D activities as principal or assistant investigators or Command and Staff Officer of these units.		Assignment to R&D activities as principal or assistant investigators or Command and Staff Officer of these units.																									
YEARS OF SERVICE		(PRECOMMISSION)		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
EDUCATION AND TRAINING	CIVILIAN	Doctor of Medicine or Osteopathy		ADVANCED CIVIL SCHOOLING 1/															DEGREE COMPLETION PROGRAM														
	MILITARY	NONE		AMEDS OFFICER ADVANCED COURSE 2/															SENIOR SERVICE SCHOOLS 2/														
				RES PROG TO INCL MPH FOR PREV & AVI: MEDICINE															MIL MEDICINE & ALLIED SCIENCES COURSE														
				HEALTH CARE ADMINISTRATION																													

NOTES:

- 1/ Ends civil schooling eligibility for other than Regular Army officers (total service), except for short course instruction. Exceptions may be granted (AR 350-200).
- 2/ Attendance by DA selection.
- 3/ Basic course.

Chart 7-18.

cal Department Career Course which qualifies him for MOS 3000 or Medical Staff Officer.

e. Intermediate Professional Development Period (9-15 Years). During this phase of the Army career, the physician will normally become certified in his specialty or identify with and actively participate in the area of Medical Staff and Command. He may expect to attend one or more Military courses designated to prepare him for assuming positions of increasing responsibility, whether in clinical or staff and command positions.

f. Advanced Contribution and Development Period (16-23 Years). The medical officer in this phase of his career is approaching military maturity and is placed in clinical, staff and command, and research and development positions which will complete the maturation process. He may attend one of the Senior Service Schools, be assigned in Department of the Army positions, or command major medical service organizations to aid him in gaining insight into the problems at higher echelons.

g. Major Professional Contribution Period (24-30 Years). The medical officer is prepared for and assigned to positions of great responsibility.

7-23. Medical Service Corps. *a. Scope.* The Medical Service Corps is a special branch of the Army and is one of the branches of the Army Medical Department. Officers of this branch provide administrative, technical and scientific support to the Army Medical Department in the accomplishment of its mission "to conserve the fighting strength." To provide this support, the Medical Service Corps is organized, by law, into four sections: (1) Pharmacy, Supply and Administration (PS&A); (2) Medical Allied Sciences; (3) Sanitary Engineering; (4) Optometry. Officers of the branch are assigned worldwide dependent upon their individual specialty.

b. Functions and Duties. The primary function of the Army Medical Service Corps is to assist other Army Medical Department Corps in providing health care for the United States

Army. Because of the nature and complexity of the Army Medical Department mission the Medical Service Corps must provide for a far greater than average degree of specialization, in almost every field of endeavor within its area of responsibility. Career Planning for MSC officers is within the scope of responsibility of The Surgeon General and is the specific responsibility of the Chief of the Medical Service Corps. The four sections of the Corps are further divided into twenty different career fields or areas of specialization. The PS&A section is comprised of nine distinct career fields, the Medical Allied Sciences Section consists of eight career fields, the Sanitary Engineering Section is composed of two fields, the Optometry Section contains the optometry career field. Each career field consists of two or more military occupational specialties related to health care. Generally once identified with a career field, an officer will remain therein the rest of his career. Changes within career fields, particularly within PS&A, do occur, however, as changes in qualifications needs of the service, and individual desires change. Some officers in all sections and career fields may be trained in automatic data processing, and Operations Research/Systems Analysis. The following represent some of the type assignments for which Medical Service Corps officers are qualified through education, training and experience:

(1) Command medical organizations, facilities and units when authorized by The Surgeon General.

(2) Serve as staff officers in medical organizations, facilities and units and in nonmedical organizations, when authorized, to include Operations and Training Staff Officer, Training Officer, Training Center Unit Officer and Field Medical Assistant.

(3) Perform duties as aviators and command and staff officers in medical helicopter units.

(4) Serve as Comptroller, Management Analyst, Administrative Officer, Adjutant, Personnel Management Officer, Personnel Staff Officer, Manpower Control Officer, Headquarters Unit Commander, ADPS Officer, Budget

and Fiscal Officer, and Machine Records Officer in medical and designated nonmedical facilities at all levels.

(5) Supervise medical supply operations in Class I and Class II hospitals and installations and oversea hospitals, medical depots, field medical units, and division medical service. May also serve as supply staff officer and purchasing and contracting officer.

(6) Perform duties in medical technical intelligence.

(7) Supervise registrar activities in CONUS and oversea hospitals.

(8) Direct, supervise, act as consultants and perform duties in the following fields:

- (a) Audiology.
- (b) Entomology.
- (c) Nuclear Medical Science.
- (d) Podiatry.
- (e) Psychology (clinical, experimental, counseling).
- (f) Social Work.
- (g) Sanitary Engineering.
- (h) Military Environment Sanitation.
- (i) Optometry.
- (j) Bacteriology.
- (k) Biochemistry.
- (l) Parasitology.
- (m) Immunology.
- (n) Clinical Laboratory.
- (o) Physiology.
- (p) Oral Health.

(9) Direct, command and perform duties in both medical R&D and general R&D.

(10) Perform duties as executive officers in Class I and Class II hospitals and designated field medical units.

(11) Serve as faculty members of the Medical Field Service School and other service schools providing medical service instruction. Serve as Assistant Professors of Military Science at designated institutions.

(12) Serve as key staff advisor in Army, CONARC, MAAG, MSA, DA and DOD.

(13) Instruct and advise Reserve and National Guard elements.

(14) Advise The Surgeon General on hospital construction.

(15) Command Army Community Service Facilities when authorized.

(16) Serve as Army Medical Department Personnel Counselors to procure applicants for commissioning in the Army Medical Department.

(17) Serve as Public Information Officer and in duties related to medical illustration, movie, TV, and radio production. Advise on installation of closed circuit TV systems in medical facilities.

c. Basic Qualifications of an Officer Entering the Medical Service Corps. With the exception of OCS graduates, a minimum of a baccalaureate degree from a recognized academic institution is required for commissioning in the Medical Service Corps.

d. Basic Military Development Period (0-8 Years).

(1) Most newly appointed officers attend the MSC Basic Course en route to their first duty station. All officers will have at least two different duty stations during this period, normally one in CONUS and one in an oversea command. Opportunities for attending military or civilian short courses on a TDY basis are available. Attendance at the Army Medical Department Officer Advanced Course is also scheduled in this period. This is mandatory training for all career officers.

(2) Officers in the Medical Technical Group are permanently identified in a career field upon appointment in the Corps. This is possible because they are commissioned on the basis of professional qualifications in an area with direct application to the Army Medical Department. They will be assigned to junior positions in their specialties during this phase. Whenever possible, at least one of the assignments will be to a field unit (field medical laboratory preventive medicine company, etc.).

(3) With few exceptions, officers in the Supply and Administrative Group are not fully qualified for a specific career field upon entry on active duty (Medical Supply Officer, Comptroller, Aviation, etc.). Therefore they are not permanently identified in a functional area until they acquire a skill of military value and

MEDICAL SERVICE CORPS																																	
OBJECTIVES FOR PERIODS INDICATED		BASIC MILITARY DEVELOPMENT								INTERMEDIATE PROFESSIONAL DEVELOPMENT								ADVANCED CONTRIBUTION AND DEVELOPMENT								MAJOR PROFESSIONAL CONTRIBUTION							
		Provide and develop fundamental knowledge by: a. Basic military schooling b. Enhancing specialty and leadership skills								Improve military stature and broaden professional competence through: a. Identification of career field for officers in the PSA Section b. Attainment of high level professional and supervisory ability								Demonstrate potential in positions of high responsibility and continue professional development through: a. Contributions to specialty in teaching and research. b. Diversification of experience within the Army Medical Department c. Performing high level supervision and consultation								Maximum contribution in key command and staff positions at the highest levels through utilization of the officer's professional competence developed through training and duty assignments in earlier periods.							
PHARMACY, SUPPLY AND ADMINISTRATION SECTION		Varied junior officer positions in field medical units and fixed health care activities, such as: Platoon Leader, Company Commander, Medical Evacuation Pilot, Personnel Officer, Medical Supply Officer, Registrar, Management Analyst, Pharmacy Officer								CO/XO, Medical Battalion CO, Medical Air Ambulance Company Staff Officer/Branch Chief Class I or II hospital Medical Center Maj Command Surgeon's Office								CO/XO, Medical Battalion, Medical Group Executive Officer, Class I hospital Division Chief Medical Center Major Command Surgeon's Office Class I hospital Branch Chief, OTSC								CO/XO, Medical Brigade Executive Officer, Major Command Surgeon's Office Division Chief; Chief, Administrative Services, Class II hospital CO, AMEDD Depot Division Chief, OTSC							
		MEDICAL ALLIED SCIENCES SECTION		Junior Officer positions within specialty area at Class I or Class II hospital Medical Laboratory, or field Medical unit								Chief of Section within specialty area in hospital, Medical Laboratory, or field Medical Unit.								Chief of Major Activity within specialty area in hospital, Medical Laboratory, or field Medical Unit. Research Assignment with USAHRDC								Chief of Major Activity within specialty area Dept Chief, WRAIR Consultant to Major Command Surgeon					
		SANITARY ENGINEERING SECTION		Sanitary Engineer, Field Prev Med Unit; USAHA; large class I instl & class II hosp; Asst Proj Off, Med Const Military Environmental Sanitarian same type of units								CO, Prev Med Unit Staff Officer, Prev Med Div OTSG; Major Command HQ Instr, USAMFSS Class I instnl & Class II hospital Proj Off Med Const (small)								Staff Off OTSC Sanitary Engineer Major Command Surgeon's Office Div Chief, USAHA Instr, USAMFSS San Engr, Med R&O Command Proj Off Med Const (large)								C Install Br OTSC Dir, Engr Svc, USAENA Chief San Engr, Maj Cmd Hq Surgeon's Office; USAMC; Med R&O Cmd; San Engr Adv, OOO C, Sanitary Engr Sec MSC					
		OPTOMETRY SECTION		Optometry Officer Dispensary Division Optometry Sec Optometry Service Det Class I hospital TOGE medical unit								Optometry Officer Class I or II hospital Optical Lab Officer Occupational Vision Spec Selected Administrative Assignments Research Assignments								Chief, Optometry Sec, Class I and Class II hospitals Chief, Optical Lab Officer Vision Research Specialist Chief, Occupational Vision consultant								Chief, Optometry Sec, Class II hospital Chief, Optical Lab Officer Chief, Vision Research Activ Chief, Optometry Section Medical Service Corps Optometry Cons, OTSG					
YEARS OF SERVICE		(PRECOMMISSION)		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
EDUCATION AND TRAINING		CIVILIAN		With the exception of OCS graduates—minimum of Bachelors in field appropriate to MSC. Certain specialties require MS or PhD.																													
		MILITARY		USMA ROTC OCS																													
		<p>ADVANCED CIVIL SCHOOLING ^{1/}</p> <p>DEGREE COMPLETION PROGRAM</p> <p>SHORT COURSES; SEMINARS; CONFERENCES; OFF-DUTY EDUCATION</p> <p>ADVANCED COURSE</p> <p>C & GSC, AFSC, HEALTH CARE ADMINISTRATION ^{2/}</p> <p>SENIOR SERVICE COLLEGE</p> <p>^{3/} DA AND DOD SHORT COURSES; LANGUAGE TRAINING</p>																															
<p>NOTES: ^{1/} Ends civil schooling eligibility for other than Regular Army officers (total service), except for short course instruction.</p> <p>^{2/} Attendance by DA selection</p> <p>^{3/} Basic course. Required of all newly commissioned officers.</p> <p>^{4/} End training eligibility for RA officers.</p> <p>Key to Abbreviations: OTSC - Office of The Surgeon General USAHA - US Army Environmental Hygiene Agency USAMFSS - US Army Medical Field Service School USAMC - US Army Materiel Command Research and Development Command</p>																																	

Chart 7-19.

are certain of the field in which they wish to specialize. This latter point is very important since the majority of officers have college degrees that provide basic qualification for specialization in several different areas and it is essential that both the Army and the individual are certain he is trained in the field where he has the greatest potential and interest. The Supply and Administrative officer will normally be assigned to at least three different organizations during this period, preferably two of which will be field type units, with varied duty positions. This is designed to give him a good basic knowledge of Army and Army Medical Department organization and functions. In addition, it gives both The Surgeon General and him an opportunity to determine the career field in which he has the greatest ability, aptitude, and interest. While attending the advanced course, each student is interviewed by a member of a personnel management team representing the Chief of the Corps. At this time, the permanent career field is determined and the career pattern is established. With very rare exceptions, officers are placed in a career field of their choice. Selected officers will attend long-term civilian training.

e. Intermediate Professional Development Period (9-15 Years).

(1) In the MSC, the primary aim in this period is to bring the officer to a high level of technical proficiency in his specialty. This is accomplished through progressive assignments in his specialty and attendance at military and/or civilian specialty courses. Much of the officer's formal specialty training will come in this period.

(2) During this phase, an officer will normally have one school tour of 1 to 3 years in length and two duty assignments appropriate to his career field. Selected officers will attend either the Health Care Administration Course or the Command and General Staff College. Many officers in the Medical Technical Group will receive some type of civilian postgraduate training. Most officers will have opportunity to attend short military and/or civilian specialty courses on TDY from their respective duty stations.

f. Advanced Contribution and Development Period (16-23 Years). This, the final period of formal career development monitorship, is designed to prepare the officer to fill top level command, staff and/or supervisory positions. Much emphasis is directed toward executive development by increasing the overall knowledge and experience of the individual officer. Most formal training will be on a TDY basis. A limited number of outstanding officers may attend one of the Senior Service Schools while others may attend civilian universities for Doctoral training. Supply and Administrative officers may attend one of the Senior Service Schools while others may attend civilian universities for Doctoral training. Supply and Administrative; officers must be trained to fill the top Army Medical Department command and staff positions and officers in the Medical Technical Group must be prepared to fill key research, consultation, supervisory, or teaching positions in their specialties. As a general rule, the type assignments and courses of instruction depend upon the officer's demonstrated abilities and his desires regarding future utilization.

g. Major Professional Contribution Period (24-30 Years). By the time he reaches this period the officer has had all of the training he can reasonably be expected to require. This is the "pay-back" time, when he is expected to fill any position appropriate to his grade and experience. During the previous two periods, his assignments and training were based largely on what the officer needed and wanted; now his assignments depend primarily upon what the Army needs. In practice, however, assignments will generally be in accordance with the officer's desires, since they are based on his past-training which took his desires into consideration.

7-24. Veterinary Corps. a. Scope. The Veterinary Corps is a part of the Army Medical Department and is a special branch of the Army. The activities of this corps are directed toward four responsible areas: veterinary food inspection and hygiene, animal medical care, veterinary preventive medicine and research and development.

b. Functional Statement and Duties. The three primary functions of the Veterinary

Corps are: to protect the health of the troops by food inspection activities, by programs to control animal diseases transmissible to man, by research and development activities and by veterinary preventive medicine programs; to protect the financial interests of the Government by inspections to insure compliance with specifications of military subsistence contracts; and to provide veterinary medical care to public animals including military dogs and laboratory animals. The military duties required of officers assigned to the Veterinary Corps in the support of its four broad areas of activity include command, staff, instruction and advisory, food inspection, veterinary preventive medicine, research and development, animal medical care and assignments involving specialty areas as pathology, radiobiology, microbiology, food technology, laboratory animal sciences and others. Veterinary corps officers are especially qualified through education, training and experience for the following duties:

- (1) Direct or conduct the inspection of subsistence.
- (2) Supervise, initiate and participate in the testing of food and in research and development programs concerning food technology and application of operations research/systems analysis techniques to procurement, production, testing, examination and handling methods.
- (3) Command CONUS and oversea veterinary TOE or TDA units.
- (4) Perform duties as installation veterinary officer.
- (5) Serve as veterinary staff officer on joint, DA, or DOD staffs.
- (6) Serve as an instructor at service schools, branch school and with MAAG/Missions.
- (7) Plan, recommend, direct and supervise veterinary activities within a command or area.
- (8) Examine, diagnose, treat or prescribe course of treatment and provide complete veterinary medical support to public animals.
- (9) Establish, direct or conduct programs for the control of animal diseases transmissible to man.
- (10) Plan, supervise, direct and conduct

operations in research related to veterinary activities.

(11) Assist and support the Medical R&D activities in those fields requiring veterinary training and knowledge.

(12) Provide veterinary supervisors and staff advisors to the R&D efforts of DOD.

(13) Perform various duties in such specialized fields as surgery, physiology, pathology, radiobiology, biologics production and others.

c. Basic Qualifications for Officers Entering the Veterinary Corps. The Veterinary Corps is composed of officers who are graduates of approved colleges of veterinary medicine and possess as a minimum the degree of Doctor of Veterinary Medicine.

d. Basic Military Development Period (0-8 Years). Immediately upon entry on active duty, all VC officers attend the Army Medical Department Officer Basic Course. Upon completion of this course, they attend either the Veterinary Preventive Medicine and Food Inspection Course, the Veterinary Laboratory Procedures Course, or proceed directly to assignment with an R&D unit. A variety of professional short courses and military skill courses are available during this period of development. After initial tours, some will attend the Army Medical Department Advanced Course, undergo in-service, residency type training or receive postgraduate civilian training in specialty areas—dependent upon the career field into which they have been classified.

e. Intermediate Professional Development Period (9-15 Years). A selected number of officers will attend Command and General Staff College during this period. Those pursuing careers in the food inspection, preventive medicine, and laboratory fields may receive training leading to graduate degrees in public health or food technology. Specialized training for R&D assignments normally will be completed during this period. Officers in these activities may be selected for graduate education in specialized fields such as veterinary microbiology, pathology, radiobiology, or laboratory animal medicine. Long and short courses, both civilian and military, are available in all career fields. The

number and types of courses attended depend upon each officer's career field identification, military requirements, availability of funds and quotas, performance record and individual motivation.

f. Advanced Contribution and Development Period (16-23 Years). The objectives of this period is to make maximal utilization of the previous experience and training of all officers and to continue development of those who have demonstrated outstanding potential for the highest positions. Generally, required professional training will have been completed. Selected officers may attend senior service colleges during this period. Refresher and specialized professional short courses also are available.

g. Major Professional Contribution Period (24-30 Years). The objective of this period is to continue the maximum utilization of previous experience and training by assignment to positions of great responsibility such as those listed.

7-25. Chaplains. a. Scope. The Chaplains Branch is a special branch of the Army whose officers are clergymen from recognized denominational groups who have volunteered to perform their ministry in the Army.

b. Functions and Duties. The primary function of Army Chaplains is to provide spiritual, religious and moral leadership to the Army community. Chaplains are especially qualified through education, training and experience for the following duties:

(1) Advise commanders at unit and higher levels concerning the spiritual, religious and moral needs of their personnel.

(2) Provide religious services, pastoral care and counseling:

(a) For military personnel and their dependents at military installations.

(b) For military personnel and dependents in hospitals and medical centers.

(c) For military personnel in confinement and rehabilitation centers.

(d) For military personnel in the combat zone on the battlefield.

(3) Plan and direct Religious Education at military personnel and dependents.

(4) Participate in planning and initiating Character Guidance Program at every echelon of command.

(5) Plan and present Character Guidance briefings and instructions to members of the command.

(6) Manage the administrative programs which support Chaplain activities at all echelons of command.

(7) Manage Chaplain personnel development, training and assignment at all echelons of command.

(8) Prepare and supervise religious programs for reserve activities at major commands and higher levels.

(9) Formulate professional plans, policies and programs, and their method of execution, up to DA level.

(10) Design visual training aids to include participation in the preparation of training films for religious education programs.

(11) Write professional and military material for texts, news media, and staff requirements at every echelon of command.

(12) Serve as Commandant, U.S. Army Chaplain School and as members of Staff and Faculty of service schools, as required.

c. Branch Requirements—Candidates for the Army Chaplaincy Must:

(1) Be clergymen in good standing who possess the personal and professional qualities necessary for indorsement by their denominational group.

(2) Meet the educational, physical and other requirements established by the Department of the Army.

(3) Receive initial orientation training to assist them to adapt their ministry to the military environment.

d. Basic Military Development Period (0-8 Years). During or prior to this period the chaplain is required to complete the Chaplain Officer Basic Course at the U.S. Army 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

VETERINARY CORPS					
OBJECTIVES FOR PERIODS INDICATED	BASIC MILITARY DEVELOPMENT	INTERMEDIATE PROFESSIONAL DEVELOPMENT	ADVANCED CONTRIBUTION AND DEVELOPMENT	MAJOR PROFESSIONAL CONTRIBUTION	
		Provide and develop fundamental knowledge by: a. Attendance at military and civil schools. b. Assignments to command, lower level staff and veterinary specialty positions.	Improve military stature and broaden professional competence through: a. Military and civilian schooling. b. Assignments of increasing responsibility in command, staff instructor, technical or other tours of duty.	Demonstrate potential in positions of high responsibility and continue professional development through: a. Completion of required civil schooling. b. Attendance at senior service colleges for selected officers.	Maximum contribution in key command and staff positions at the highest levels through utilization of the officer's professional and technical competence developed through training and duty assignments in earlier periods.
TYPICAL ASSIGNMENTS	COMMAND	TOE Units TDA Units	TOE Units, TDA Units, CONUS Army Area Vet Food Insp Dets	TOE Units, TDA Units, CONUS Army Area Vet Food Insp Dets Commandant, USA Medical Svc Veterinary School	<u>Utilization in Positions of Highest Responsibility</u> a. Assistant for Veterinary Services, OTSG. b. Deputy Assistant for Veterinary Services, OTSG. c. Senior Veterinary Officer at Major Commands and Overseas Headquarters. d. Veterinarian on Joint or DA Level Staff. e. Staff Veterinarian at DOD Level Agencies such as DSA and DPSC. f. Commandant, USAMEDS Veterinary School. g. Staff Veterinary Officer at MFSS. h. Director, Div of Veterinary Medicine. i. Senior Research Veterinarian at R&D Units.
	STAFF	Fixed Installations in CONUS and Overseas, MAAGs, Missions and Special Forces	Fixed Installations in CONUS and Overseas, MAAGs, Missions and Special Forces Major Commands, DA, DASA, DPSC, R&D Activities	Fixed Installations in CONUS and Overseas, MAAGs, Missions and Special Forces Major Commands, DA, DASA, DPSC, R&D Activities	
	INSTRUCTOR	Training Center, Service School, Branch School, Advisor, Special Forces	Training Center, Service School, Branch School, Advisor, Special Forces	Training Center, Service School, Branch School, Advisor, Special Forces	
	FOOD INSPECTION AND VETERINARY PREVENTIVE MEDICINE	TOE or TDA Units, Staff Officer at fixed Installations in CONUS and Overseas, MAAGs, Missions, Special Forces	TOE or TDA Units, Staff Officer at fixed Installations in CONUS and Overseas, MAAGs, Missions, Special Forces	TOE or TDA Units, Staff Officer at fixed Installations in CONUS and Overseas, MAAGs, Missions, Special Forces	
	LABORATORY	Duties in food analysis and animal disease diagnosis in medical laboratories - TOE and TDA, Research Veterinarian in R&D Laboratories.	Duties in food analysis and animal disease diagnosis in medical laboratories - TOE and TDA, Research Veterinarian in R&D Laboratories.	Duties in food analysis and animal disease diagnosis in medical laboratories - TOE and TDA, Research Veterinarian in R&D Laboratories.	
	ANIMAL MEDICINE	TOE animal hospitals or dispensaries, R&D activities care and treatment of military dogs and lab animals.	TOE animal hospitals or dispensaries, R&D activities care and treatment of military dogs and lab animals.	TOE animal hospitals or dispensaries, R&D activities care and treatment of military dogs and lab animals.	

TYPICAL ASSIGNMENTS	RESEARCH & DEVELOPMENT	Research Veterinarian in R&D activities, Member of specialty teams in overseas areas, Staff Officer in R&D agencies at DA and DOD level. Preceptor for specialized training in specialty fields.	Research Veterinarian in R&D activities, Member of specialty teams in overseas areas, Staff Officer in R&D agencies at DA and DOD level. Preceptor for specialized training in specialty fields.	Research Veterinarian in R&D activities, Member of specialty teams in overseas areas, Staff Officer in R&D agencies at DA and DOD level. Preceptor for specialized training in specialty fields.																												
	OTHER	Officers may receive assignments outside chosen career patterns to broaden development.	Officers may receive assignments outside chosen career patterns to broaden development.	Officers may receive assignments outside chosen career patterns to broaden development.																												
YEARS OF SERVICE		(PRECOMMISSION)	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
EDUCATION AND TRAINING	CIVILIAN	Must be a graduate of a Department of Army approved school of veterinary medicine.	ADVANCED CIVIL SCHOOLING																													
			CIVILIAN OR FEDERAL AGENCY SHORT COURSES																													
	OFF DUTY EDUCATION PROGRAMS: SPECIAL SEMINARS:																															
	CGSC OR AFSC																															
MILITARY			ADVANCED COURSE					RESIDENCY TRAINING IN SELECTED SPECIALTIES					PRECEPTORSHIP TRAINING					SENIOR SERVICE COLLEGE														
			MOS COURSES; LANGUAGES; MANAGEMENT; TRAINING																													

Chart 7-20.

CHAPLAINS					
OBJECTIVES FOR PERIODS INDICATED	BASIC MILITARY DEVELOPMENT		INTERMEDIATE PROFESSIONAL DEVELOPMENT	ADVANCED CONTRIBUTION AND DEVELOPMENT	MAJOR PROFESSIONAL CONTRIBUTION
		Provide and develop fundamental knowledge by: a. Attending basic course. b. Rotated staff assignments at troop level. c. Progressive assumption of responsibility. d. Attendance at Advanced Course, US Army Chaplain School.		Improve military stature and broaden professional competence through: a. Staff assignments at basic and intermediate administrative and supervisory levels. b. Attendance at CGSC, AFSC or graduate schooling for selected officers. c. Staff and faculty, US Army service schools. d. Specialized assignments.	Demonstrate potential in positions of high responsibility and continue professional development through: a. Staff, faculty, US Army service schools. b. Attendance at senior service college for selected officers.
TYPICAL ASSIGNMENTS	STAFF/PASTORAL	Chaplain, Battalion, Group, Depot, Regiment, Brigade and comparable levels Asst Installation Chaplain Chaplain in Hospital Stockade Chaplain Unit Chaplain, USATC Project Off, Religious Education Program Project Off, Chapel Lay Organization	Chaplain, Group, Depot, Brigade or comparable level Asst Post Chaplain Chaplain in Confinement and rehabilitation centers Chaplain at hospital and medical centers Unit Chaplain, USATC		
	STAFF/ADMINISTRATIVE	Installation or Unit Administrative Chaplain	Asst Division Chaplain Deputy Post Chaplain Asst Chaplain at Corps, Army or Major Command level Staff, USACHS Installation Admin Chaplain Asst Chaplain, Joint Command	Deputy Post Chaplain Deputy Major Command Staff Chaplain Asst Chaplain, Major Command level Staff, USA Chaplain Board Staff, USACHS Staff, OCoFCH	
	STAFF/SUPERVISORY	Chaplain at small Post or Installation Chaplain, Group, Depot, Brigade or comparable level	Chaplain, separate Brigade, Division, Post and comparable levels Chaplain at Medical and Rehabilitation Centers	Post Chaplain Staff Chaplain, Corps, Support Command and equivalent levels Staff, USACHS Division Chaplain Deputy Staff Chaplain Joint Command	Directorate Staff, USACHS Major Command Staff Chaplain Director, Staff, OCoFCH Deputy Commandant, USACHS Staff Chaplain, Corps, Support Command, Army and equivalent levels Post Chaplain Staff, USA Chaplain Board

TYPICAL ASSIGNMENTS	SPECIAL ASSIGNMENT			Instructor, USACHS Instructor, other service schools Staff, US Army Chaplain Board	Instructor, USACHS Instructor, other service schools Staff, US Army Chaplain Board Chaplain Agency, CDC	Chief of Chaplains Deputy Chief of Chaplains Commandant, USACHS President, US Army Chaplain Board Command Staff Chaplain Joint Command																										
	YEARS OF SERVICE		(PRECOMMISSION)	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
EDUCATION AND TRAINING	CIVILIAN	DA Pam 600-3 Para 73c	ADVANCED CIVIL SCHOOLING ^{1/}															DEGREE COMPLETION PROGRAM														
	MILITARY	NONE	OFF DUTY EDUCATION PROGRAMS: SPECIAL SEMINARS: ADVANCED MANAGEMENT															COMMAND AND GENERAL OR ^{2/} ARMED FORCES STAFF COLLEGE														
			ADVANCED COURSE															SENIOR SERVICE COLLEGE ^{2/}														
			^{3/}															MOS COURSES; LANGUAGES; MANAGEMENT TRAINING														

NOTES;

- 1/ Ends civil schooling eligibility for other than Regular Army officers (total service), except for short course instruction. Exceptions may be granted (AR 350-200)
- 2/ Attendance by DA selection.
- 3/ Basic course.

effectively serve the personnel of the unit to which he is assigned. In this period his assignments are limited to units at the lower echelons of command and varied to provide the chaplain with a broad base of Army experience. His initial assignment will be served under close supervision of an experienced chaplain and he will be given increasing responsibility with subsequent assignments. He will attend the Chaplain Officer Advanced Course between the seventh and tenth years of active duty as a chaplain. This course is designed to equip the chaplain to assist the commander in providing a comprehensive and meaningful religious program for the command.

e. Intermediate Professional Development Period (9-15 Years). During this period a few chaplains who indicate outstanding potential and staff ability will be selected for attendance at the Command and General Staff College or the Armed Forces Staff College. These chaplains will be given assignments that will make maximum use of their training. Other chaplains who show outstanding professional competence will be selected for training at civilian institutions or universities. These chaplains will be given assignments where maximum use may be made of their specialized or professional training. All chaplains who demonstrate the capability to assume positions of greater responsibility will be given progressive and challenging assignments to develop their maximum potential.

f. Advanced Contribution and Development Period (16-23 Years). During this period a limited number of outstanding chaplains will be selected for attendance at a senior service college. These chaplains, along with others of proven ability, will be assigned to high level staff or equivalent positions where they will participate in planning, developing and supervising the religious and moral program of the Army. All chaplains will be assigned to those positions of administrative and supervisory responsibility commensurate with their experience, training and demonstrated ability.

g. Major Professional Contribution Period (24-30 Years). This is the final period in the

chaplain's career. The training and experience he has received will have prepared him for positions of maximum responsibility from Post to Department of the Army and Joint Command level.

7-26. The Judge Advocate General's Corps. *a. Scope.* This Judge Advocate General's Corps is a special branch of the Army whose officers are all lawyers. Their field of activity encompasses both military and civil law.

b. Functions and Duties. The primary function of the Judge Advocate General's Corps officers is to provide total legal service to the Department of the Army and its members. To accomplish this function, it is essential that all Judge Advocates be thoroughly proficient in general principles of military and civil law, and one or more of the special areas of Military Criminal and Disciplinary Law, Tort and Claims Liability, Litigation, Patents, Labor Law, Realty, Contracts and Procurement, International Affairs, Legal Assistance, Civil Affairs, Taxation, War Crimes, Space Law, Congressional Liaison and Legislation, Admiralty, Foreign Law and Legal Systems, Trial and Appellate Adversary Proceedings and Administrative Law. They are especially qualified by education, training, and experience for the following duties:

(1) Trial Counsel or Defense Counsel before General or Special Courts-Martial.

(2) Counsel before Army Administrative Boards.

(3) Legal Assistance Officer.

(4) Claims Officer.

(5) Assistant Staff Judge Advocate of Division or comparable size command.

(6) Judge Advocate or Assistant Judge Advocate of Separate Brigade or comparable size command, or post, camp or station which does not exercise General Courts-Martial jurisdiction.

(7) Appellate Government or Appellate Defense Counsel before the Court of Military Review or Court of Military Appeals.

(8) Action officer or branch chief, Office of the Judge Advocate General, working in a special area of law.

(9) Trial Attorney before Board of Contract Appeals.

(10) Patent Attorney, Office of the Judge Advocate General.

(11) Member of Faculty or Staff, the Judge Advocate General's School, U.S. Army, or other Department of the Army of CONARC schools.

(12) Instructor of Laws, U.S. Military Academy.

(13) Assistant Staff Judge Advocate, Corps or larger command, or major post, camp, station, or agency working in a special area of law.

(14) Deputy Staff Judge Advocate of Division or comparable size command, or post, camp or station exercising General Courts-Martial jurisdiction.

(15) Military Judge for Special Courts-Martial.

(16) Judge Advocate representative or Senior Instructor, Command and Staff College or Senior Service Schools.

(17) Staff Judge Advocate of Division or comparable size command, or post, camp, or station exercising General Courts-Martial jurisdiction.

(18) Deputy Staff Judge Advocate of Corps or larger command, or major post, camp, station, or agency.

(19) Military Judge for General Courts-Martial.

(20) Member of the Court of Military Review.

(21) Member of Board of Contract Appeals.

(22) Staff Judge Advocate of Corps or larger command, or major post, camp, station, or agency.

(23) Staff Judge Advocate, Legal Advisor, or General Counsel of major command, unified command, specified command, DOD or DA agency.

(24) Command, Judge Advocate Agency, U.S. Army Combat Developments Command.

(25) Professor of Law, U.S. Military Academy.

(26) Executive, Office of The Judge Advocate General.

(27) Division Chief, Office of The Judge

Advocate General, U.S. Army Judiciary, U.S. Army Claims Service, or The Judge Advocate General's School, U.S. Army.

(28) Chief, U.S. Army Judiciary, or U.S. Army Claims Service, or Commandant, The Judge Advocate General's School, U.S. Army.

(29) General Officer.

c. Career Development.

(1) *Appointment qualification.* To qualify for appointment in the JAGC, an individual must:

(a) Be a graduate of an approved law school.

(b) Have at least the first professional degree in law.

(c) Be admitted to practice law before the highest court of a state, or before a Federal Court.

(d) Be a member in good standing of the bar.

(2) *Assignment and duty policies.* Assignments are made to achieve the objectives of the career plan. Levels of command are not particularly important in this respect, although as many officers as possible are assigned to division size units at the beginning of their careers. Since 15 percent of the Corps is assigned to Department of the Army at all times, new officers are frequently assigned to the Department of the Army to meet the needs of the service. If an officer has not served a duty tour in the Department of the Army by the time he is promoted to field grade he can expect to be assigned to The Office of The Judge Advocate General for a tour of duty. Changes of assignments are generally governed by career management, schooling and requirements; and by the law limiting the length of duty tours at the Department of the Army. At any time after completing the Judge Advocate Officer Advanced Course, an officer may be given his first opportunity to serve as the staff judge advocate of a command exercising general Courts-Martial jurisdiction. Because of the limited number of these assignments, an officer may be reassigned from such a position after 1 year and in short tour oversea areas after a shorter period of time so as to permit the maximum number of officers to receive such experience.

THE JUDGE ADVOCATE GENERAL'S CORPS				
OBJECTIVES FOR PERIODS INDICATED	BASIC MILITARY DEVELOPMENT	INTERMEDIATE PROFESSIONAL DEVELOPMENT	ADVANCED CONTRIBUTION AND DEVELOPMENT	MAJOR PROFESSIONAL CONTRIBUTION
		<p>Provide and develop fundamental knowledge by:</p> <p>a. Rotated assignments in preparation for service as the SJA of a division or comparable unit exercising general court-martial jurisdiction.</p> <p>b. Pursuing a specialty in preparation for service as the chief of a specialized legal branch in Corps, Army and comparable unit legal offices or as an assistant branch chief at department or special activity level.</p>	<p>Improve military stature and broaden professional competence through:</p> <p>a. Assignments in preparation for service as the SJA of Corps or comparable unit exercising general court-martial jurisdiction.</p> <p>b. Developing as a specialist, qualified to serve as the chief of specialized legal branch in a JAGO division, in a special activity legal office, Military Judge, or member of The Court of Military Review or the Board of Contract Appeals</p>	<p>Demonstrate potential in positions of high responsibility and continue professional development through:</p> <p>a. Assignments in preparation for service in any legal position as the SJA of any command and as a general officer of the JAGC.</p> <p>b. Developing as a specialist, qualified to serve as chief of the JAGO division or chief of the legal office of special activity responsible for furnishing legal services in his specialty, and to serve as the assistant judge advocate responsible for legal services in his specialty.</p>
TYPICAL ASSIGNMENTS	<p>a. Duty with div or comparable units, initially as trial and defense counsel and subsequently as assistant SJA.</p> <p>b. Attendance at basic and branch special and advanced courses.</p> <p>c. Rotation of duty through at least two special fields of law.</p> <p>d. Appellate counsel, US Army Judiciary.</p> <p>e. Counsel and reviewer in administrative hearings.</p> <p>f. Duty in JAGO division in special area of law.</p> <p>g. Duty in major agency such as Army Materiel Command or Combat Developments Command in specialty field.</p> <p>h. Duty with Staff and Faculty, TJAGSA.</p>	<p>a. Duty as SJA of div or comparable GCM jurisdiction.</p> <p>b. Duty as Dep SJA of div or larger unit.</p> <p>c. Duty in OTJAG or at TJAGSA.</p> <p>d. Instructor at service schools.</p> <p>e. Asgmt to DA staff agencies or special activities.</p> <p>f. Research, writing, and formal study in specialty.</p> <p>g. Duty as trial attorney in contract appeals, habeas corpus proceedings, physical evaluation board hearings, or major administrative board actions.</p> <p>h. Duty as Military Judge at Special Courts-Martial.</p>	<p>a. Duty as SJA of corps and comparable GCM jurisdiction.</p> <p>b. Duty as dep SJA of Army, and comparable units or activities.</p> <p>c. Duty as branch chief, OTJAG, or as chief of a legal office of a special activity.</p> <p>d. Duty as chief of a special legal department at TJAGSA.</p> <p>e. Duty as Military Judge or as member of The Court of Military Review or Board of Contract Appeal</p> <p>f. Duty as Claims Commissioner.</p> <p>g. Preparation of doctrine and general guidance for other military lawyers in specialty.</p>	<p>a. SJA at Army, combined, joint and theater command levels.</p> <p>b. Commandant, TJAGSA</p> <p>c. Chief, OTJAG division</p> <p>d. Chief, US Army Judiciary</p> <p>e. Chief legal officer at special and DA staff agencies and activities.</p> <p>f. General officer, JAGC</p>

TYPICAL ASSIGNMENTS

- i. Instructor at service schools.
- j. Instructor at USMA.
- k. Duty at US Army Claims Service.
- l. Counsel on Physical Evaluation Board.
- m. Duty as a military judge at Special Courts-Martial.

YEARS OF SERVICE		(PRECOMMISSION)	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
EDUCATION AND TRAINING	CIVILIAN	Undergraduate work and Professional Degree in Law	ADVANCED CIVIL SCHOOLING. 1/															DEGREE COMPLETION PROGRAM														
	MILITARY	X	OFF DUTY EDUCATION PROGRAMS: SPECIAL SEMINARS: ADVANCED MANAGEMENT															COMMAND AND GENERAL OR ARMED FORCES STAFF COLLEGE 2/														
			ADVANCED COURSE															SENIOR SERVICE COLLEGE 2/														
			3/ MOS COURSES; LANGUAGES; MANAGEMENT TRAINING																													

- NOTES:
- 1./ Ends civil schooling eligibility for other than Regular Army officers (total service), except for short course instruction. Exceptions may be granted (AR 350-200)
 - 2./ Attendance by DA selection.
 - 3./ Basic course.

d. Basic Military Development Period (0-8 Years). During this period an officer is developed so that after 8 years he will be qualified to serve as the staff judge advocate of a division or comparable unit exercising general Courts-Martial jurisdiction. Concurrently, selected officers will be developed as specialists in particular fields of law.

(1) Officers of the Corps without prior service normally will attend a combat arm basic course so that they may acquire the military background that will enable them better to perform their legal duties in the Army.

(2) Officers who have had prior commissioned service and those who have attended a combat arm basic course will attend the Judge Advocate General's Basic Course.

(3) Attendance at both of the above courses normally will precede their entering upon the performance of their military-legal duties. Special situations however may cause this plan to be altered. In any event, they will attend the Judge Advocate General's Special Course at the earliest opportunity.

(4) Advanced Service Schooling. Attendance at service schools above the level of the Judge Advocate General's Special Course, including the Judge Advocate Officer Advanced Course, will be by selection. Every effort will be made to insure that each officer has the opportunity of attending the advanced course.

(5) Graduate Study in Civilian Institutions. In the Army, as in civilian life, the practice of law is a continuing process of study. Subject to the availability of funds, officers will be assigned to pursue graduate study based upon their ability, desire, and the needs of the Corps. 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 many specialized fields of law, the most obvious of which are those dealing with patents; international, criminal, administrative, and labor law; contracts, torts, admiralty and legislation. Officers of the corps are provided the opportunity to continue their education by full or part-time graduate study of legal or quasi-legal subjects designed to qual-

ify them for the performance of specialized duties to which they are or may be assigned. Concurrently, with the training received within the major fields of law, judge advocates are encouraged to pursue off-duty graduate studies to broaden their legal knowledge.

e. Intermediate Professional Development Period (16-23 Years). During this period, indications of progressively increased responsibility and schooling, JAGC officers will be qualified to serve as staff judge advocates of corps or comparable units exercising general Courts-Martial jurisdiction, or to serve as chief of a specialized legal branch in an OTJAG division, in a special activity legal office, military Judge, or Member of The Court of Military Review or the Board of Contract Appeals. Selected officers who indicate outstanding potential and staff ability will attend the Command and General Staff College or the Armed Forces Staff College.

f. Advanced Contribution and Development Period (16-23 Years). During this period, individuals who have demonstrated their ability through responsible assignments and schooling will serve as staff judge advocates of high level commands, or as division chiefs of an OTJAG division in their specialty field. A limited number of these outstanding officers will be selected for attendance at a senior service college.

g. Major Professional Contribution Period (24-30 Years). At this point in his career, a Judge Advocate will have developed through experience and training to be qualified to serve in any legal position in the Army to include service as an Assistant Judge Advocate General or The Judge Advocate General of the Army.

7-27. Women's Army Corps. *a. Scope.* The Women's Army Corps (WAC) makes available to the Army a source of volunteer womanpower trained in noncombat duties and constitutes a nucleus of trained military women from which the Corps may be expanded in time of national emergency. WAC officers perform technical, strategic, administrative and logistical duties in command and staff assignments. They may be detailed for duty with any branch except Chaplains, Army Medical Service, Infantry,

Armor, Air Defense Artillery and Field Artillery.

b. Functions and Duties. The primary function of Women's Army Corps officers is to perform noncombat duties in support of the Army's mission and to train and command women in the Army who are engaged in these duties. To accomplish this function, it is essential that WAC officers receive training in basic and advanced military subjects. Through education, training and experience, Women's Army Corps officers are especially qualified for the following duties:

(1) Serve as commanders of WAC units.

(2) Perform as specialists in Information, Logistics, Automatic Data Processing, Operations Research/Systems Analysis, Atomic Energy, Research and Development, the Foreign Area Specialty, Procurement, Military Assistance, and Comptroller Officer Programs.

(3) Serve as staff officers detailed to other branches to fill certain of their validated requirements in the grades of lieutenant through colonel (AG, Finance, Signal, Quartermaster, Chemical, Ordnance, Engineer, Military Intelligence and Transportation).

(4) Perform tasks associated with WAC enlisted recruiting and procurement of WAC officers.

(5) Serve as WAC Staff Adviser to the Commanding General of each CONUS Army, USAREUR, USARPAC, and MDW.

(6) Serve as Commanding Officer, US WAC Center, and Commandant, US WAC School.

(7) Serve as Deputy Commander, US WAC Center; Assistant Commandant, US WAC School; Commanding Officer, WAC Training Battalion, US WAC Center.

(8) Serve in key staff positions in Office, Director, WAC, and at US WAC Center and US WAC School.

(9) Serve in key staff positions and as instructors at WAC and other service schools and Command and General Staff College.

(10) Perform tasks associated with the career planning, development, management and assignment of Women's Army Corps officers.

(11) Serve as staff officers in WAC branch and other branch staff positions designated as interchangeable (male or WAC officer position) at every level of command in CONUS and overseas.

(12) Serve as Deputy Director, WAC, to assist Director and act for the Director in her absence.

(13) Serve as Director, Women's Army Corps.

c. Career Development. An officer's career can be generally subdivided into four recognizable (but in many cases overlapping) periods as noted in subparagraphs *d* through *g* below. Within the framework of service requirements, assignments are made to accomplish career development objectives and provide the Army with the best qualified officer corps attainable.

d. Basic Military Development Period (0-8 Years).

(1) All direct commission officers will attend the WAC Officer Basic Course. All enlisted candidates for commissioning will attend the WAC Officer Candidate course. These courses are held concurrently twice a year.

(2) During the first 8 years, emphasis is placed on branch-qualifying assignments and on assignments which broaden the officers' knowledge of other arms and services. Particular emphasis is placed on troop duty, recruiting duty and duty with the staff or faculty of WAC training center. Career balance is achieved by alternating between assignments requiring WAC officers (Branch material) and those which may be performed by either male or female officers (Branch interchangeable) during the early developmental period and throughout the officer's career. Officers may be detailed for duty with any branch except Chaplains, Army Medical Service, and the combat arms for specialized schooling and assignment. Officers detailed retain their basic branch identity and will be relieved from detail whenever assigned to branch material positions.

(3) During the period 3 to 8 years, each officer in the grade of captain or major will attend the WAC Officer Advanced Course or the advanced course of a branch to which they

WOMEN'S ARMY CORPS					
OBJECTIVES FOR PERIODS INDICATED	BASIC MILITARY DEVELOPMENT		INTERMEDIATE PROFESSIONAL DEVELOPMENT	ADVANCED CONTRIBUTION AND DEVELOPMENT	MAJOR PROFESSIONAL CONTRIBUTION
		Provide and develop fundamental knowledge by: <ol style="list-style-type: none"> Attendance at WAC Officer Basic Course. Alternating Branch Material and Branch Interchangeable Assignments Attendance at Advanced Course. Detail to another branch for utilization and training. Graduate school or specialist training for selected officers. 		Improve military stature and broaden professional competence through: <ol style="list-style-type: none"> Branch Material assignments. Special staff, GS with troops and higher level staff assignments. Specialist training and utilization. CGSC and AFSC attendance for selected officers 	Demonstrate potential in positions of high responsibility and continue professional development through: <ol style="list-style-type: none"> Specialization training. Attendance at senior service college for selected officers.
TYPICAL ASSIGNMENTS	BRANCH MATERIAL	Platoon Officer-Training Center Executive Officer-Training Center, Field detachment (CONUS-Overseas) Company Commander-WAC Training Battalion, WAC Center, Field detachment (CONUS-Overseas) Instructor-WAC School, WTB Recruiting Officer; Asst WAC Recruiting Coordinator Staff Officer-WAC School, Center, WTB	Company Commander-Field Grade Position (Officer Training Detachment, Field Detachment) Instructor-WAC School Staff Officer-WAC Center, School, WAC Training Battalion WAC Recruiting Coordinator-Recruiting District Level	*Commanding Officer and Commandant-WAC Center and School Deputy CO-WAC Center Assistant Commandant-WAC School CO-WAC Training Battalion S1, S2/3, S4-WAC Center Director of Instruction-WAC School Key Staff-WAC School Ch, WAC Recruiting-USAREC WAC Staff Adviser Key Staff-Ofc DWAC Chief and Key Staff, WAC Branch, OPD	Director, WAC Dep Director, WAC *CO and Commandant-WAC Center and School Dep Commanding Off-WAC Center Asst Commandant-WAC School S1, S2/3, S4-WAC Center CO-WAC Training Battalion WAC Staff Adviser Key Staff, Director of Instruction-WAC School Ch, WAC Recruiting-USAREC Key Staff-Ofc DWAC Chief and Key Staff, WAC Branch, OPD
	BRANCH INTERCHANGEABLE	Action Officer, Administrative Officer, Supervisor at Unit, Garrison, Post level	Staff Officer at Army, USCONARC, DA, DOD, Joint Staff Levels	*One position Staff Officer at Army, USCONARC, DA, DOD, Joint Staff Levels	Staff Officer at Army, USCONARC, DA, DOD, Joint Staff Levels Utilization as Staff Officer in highest positions of responsibility
	DETAIL (Excludes Chaplain, Army Medical Department, Combat Arms)	Refer to Pertinent Branch Narrative and Career Ladder in the Appropriate Time Frame of Career Development, Excluding Detail Duty with Combat Arms or with TOE Units. (Exceptions do occur)			

may be detailed and/or in which they may be performing staff duties (e.g., Quartermaster, Finance, Signal, Military Intelligence, and Adjutant General Corps). Generally, officers who have completed at least 5 to 6 years of service and who have attended an advanced course may apply for graduate level study in civilian institutions in specific disciplines as directed by Department of the Army. A utilization tour will follow completion of graduate study.

(4) In the latter part of this period, an officer may apply for and, if selected, enter into one of the Army Special Career Programs (e.g., Logistics, Automatic Data Processing, Information, Foreign Area Specialist, etc.) with the understanding that alternate branch and specialist assignments will follow the period of training and an initial utilization tour in the special program. Whenever possible, branch assignments will relate to the officer's field of specialization.

e. Intermediate Professional Development Period (9-15 Years).

(1) In this phase, the objective is to continue the professional growth of the officer and to prepare her for future high level staff and command, with attention focused on her development within a particular occupational area. Assignments will be made to progressively more responsible positions, both branch material (WAC officers) and branch interchangeable (male or WAC officers) commensurate with demonstrated performance and potential, and in light of special aptitudes, abilities and training.

(2) A small percentage of officers consistently outstanding in performance and potential

will be selected to attend the US Army Command and General Staff College or Armed Forces Staff College. The opportunity for graduate-level study in civilian institutions will be offered discriminately for similarly qualified officers who by virtue of limited quota, are unable to attend CGSC/AFSC. All officers are encouraged to pursue graduate and/or the CGSC course in off-duty hours.

f. Advanced Contribution and Development Period (16-23 Years).

(1) The objective of this period is to make maximum utilization of the previous experience and training of all officers and to continue the development of those officers who have demonstrated outstanding potential for branch material and branch interchangeable positions at the highest level. Assignment to key branch command and staff positions will be nominative in nature, as will be assignment of outstanding officers to Department of the Army headquarters or other higher level staff and operating agencies.

(2) Selected senior officers will be considered for attendance at a senior service college.

(3) Graduates of CGSC/AFSC and senior service college will be assigned to key branch positions and to Department of the Army or higher headquarters.

g. Major Professional Contribution Period (24-30 Years). During this period, maximum benefit is derived from the officer's previous training, advanced schooling and experience. Officers will be assigned to the most important positions in the Women's Army Corps and in high level branch interchangeable assignments where demonstrated outstanding performance, experience and maturity are prerequisites.

CHAPTER 8

SPECIAL CAREER PROGRAMS

8-1. Purpose and Concept. *a.* Special career programs are designed to develop and utilize officers who are particularly well qualified in certain areas of critical Army-wide importance which do not fall within the development pattern of any single career branch. Their purpose is not to interfere with branch development, but to provide a system for channeling officers' careers along selected lines. They strive to produce officers who are both branch competent and skilled in a particular specialty. They are a complement to, not a substitute for, basic branch and are an essential part of the Army's personnel management structure.

b. Every officer should consider developing a specialty in addition to maintaining his general branch competence. This specialty may be one within his branch, or one of the functional areas covered by a formal officer special career program.

8-2. Individual Development Opportunities and Career Management of Program Members. *a.* Participation in a special career program affords an officer the opportunity to acquire a new outlook, new knowledge and additional skills to help him improve his potential for further service and promotion. Officers in the various career programs retain their branch identity, but expand their capabilities within a particular area in addition to maintaining military proficiency appropriate to branch and grade. To accomplish this, program participants receive alternating and increasingly important branch and special career field assignments. There are certain types of assignments which are simultaneously branch and special career field oriented. In such cases, the individual is given subsequent assignments which will allow him to progress in both the broader aspects of

his special career field and in branch material positions outside that field.

b. Career management policies, procedures, and actions insure that officers who do specialize in particular areas or fields are fully recognized. This is accomplished through professionally rewarding and career enhancing assignments, and by providing opportunities for attendance at military and civil educational institutions. Personnel actions and selections are based upon a comparative, objective analysis of each officer's entire record in which demonstrated performance, potential, and individual career needs are emphasized.

c. Program members' careers continue to be managed on a branch basis. The Officer Personnel Directorate, OPO, has instituted certain monitoring procedures over personnel actions pertaining to program members, but the career branches and the Colonels Division perform the primary personnel management functions.

d. Command duty is a matter of particular interest to prospective program members. In policy and practice, program participants receive full consideration and opportunity for assignment to command billets. Selections are based upon overall manner of performance and potential, with special career program membership in itself having no direct bearing. The consistently favorable promotion rates enjoyed by program members lead logically to the conclusion that they receive their fair share of command assignments.

8-3. Formal Programs and Enrollment Procedures. *a.* Officers may choose career patterns in certain recognized fields of specialization. Currently, formal programs exist in the areas listed below. General information for each pro-

SPECIAL CAREER PROGRAMS																																	
OBJECTIVES FOR PERIODS INDICATED		BASIC MILITARY DEVELOPMENT								INTERMEDIATE PROFESSIONAL DEVELOPMENT								ADVANCED CONTRIBUTION AND DEVELOPMENT						MAJOR PROFESSIONAL CONTRIBUTION									
		1. Development of basic branch proficiency by: a. Attendance at branch basic and advanced course. b. Troop command and staff assignments. 2. Development of special career program proficiency by: a. Attendance at applicable special career program schools. b. Diverse special career program assignments.								Broadening branch and special career program knowledge by: a. Alternating branch and special career program assignments in command and staff positions. b. Attendance at special career program schools for those officers who have not previously attended. c. Advanced civil schooling for selected officers. d. Attendance at CGSC or AFSC for selected officers.								1. Continued branch contribution and development by: a. Troop command and staff assignments. b. General and joint staff duty. c. Service school instructor duty. d. Attendance at senior service college for selected officers. 2. Continued development and contribution in special career programs.						Maximum Utilization of special qualifications at the highest levels of command and staff.									
TYPICAL ASSIGNMENTS	Branch Command and Staff Assignments Alternating with Special Career Program Command and Staff Assignments at Various Echelons. 4/																																
	Branch Command and Staff Assignments Alternating with Special Career Program Command and Staff Assignments at Various Echelons. 4/																																
YEARS OF SERVICE		(PRECOMMISSION)		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
EDUCATION AND TRAINING	CIVILIAN	ADVANCED CIVIL SCHOOLING 1/																															
		DEGREE COMPLETION PROGRAM																															
	MILITARY	OFF DUTY EDUCATION PROGRAMS: SPECIAL SEMINARS: ADVANCED MANAGEMENT																															
		COMMAND AND GENERAL OR ARMED FORCES STAFF COLLEGE 2/																															
ADVANCED COURSE 3/																																	
SENIOR SERVICE COLLEGE 2/																																	
MOS COURSES; LANGUAGES; MANAGEMENT TRAINING																																	

NOTES:

1./ Ends civil schooling eligibility for other than Regular Army officers (total service), except for short course instruction. Exceptions may be granted (AR 350-20)

2./ Attendance by DA selection.

3./ Basic course.

4./ See branch pattern for additional information.

Chart 8-1.

gram may be found in the applicable paragraph. Details concerning prerequisites and procedures for entry into any specific program may be found in the Army regulation listed.

Program	Paragraph this Pam	Reference
Army Aviation -----	8-5	AR 600-105
Atomic Energy -----	8-6	AR 614-131
Automatic Data Processing ..	8-7	AR 614-138
Comptroller -----	8-9	AR 614-136
Foreign Area Specialty ----	8-10	AR 614-142
Information -----	8-11	AR 614-140
Logistics -----	8-12	AR 614-132
Military Assistance -----	8-8	AR 614-134
Operations Research/Systems		
Analysis -----	8-13	AR 614-139
Procurement -----	8-14	AR 614-133
Research and Development --	8-15	AR 614-135

b. Officers may become program members in one of two ways. First, the individual who meets the criteria established for a program by the applicable regulation may apply for membership to his career branch or Colonels Division. Second, anyone in an appropriate position who has knowledge of an officer's qualifications may nominate him to his career branch or Colonels Division. If nominated and found qualified, the officer concerned will be afforded the opportunity to accept or decline program membership. Nominations may be made for all programs except Army Aviation and the Foreign Area Specialty Program. (See paragraphs 8-5 and 8-10, respectively.) Nominations of groups of officers should be sent to the Specialist Branch, OPDOD, OPO, which, in turn, will coordinate them with the career branches concerned or the Colonels Division.

c. All applications and nominations are processed through a selection board in the Officer Personnel Directorate which reviews the officer's entire record to determine if he meets the prerequisites for program membership on a best qualified basis. The board considers the career branch/Colonels Division recommendations in each instance. If the board action is favorable, the officer is enrolled and notified, or, in the case of a nomination, is invited to join. An officer who applies but is not selected receives notice thereof direct (not through channels), and no record of the action is made in his official military personnel file at Department of the Army.

d. Officers with singular qualifications may, on an individual case basis, enroll in two special career programs. Programs in which dual membership is authorized are:

(1) Army Aviation and any other single program.

(2) Logistics and Procurement.

e. Enrollment in a special career program does not, of itself, result in an increased service obligation. However, any program member who receives civil or military schooling as a result of or subsequent to enrollment may incur such an obligation.

f. Special career programs are long-term career management instruments. As such, they must remain flexible to meet the changing demands of the Army as more sophisticated weapons, equipment, and operational, logistical or administrative concepts are introduced. Because of this, the program structure may be revised from time to time.

8-4. **Special Career Program Patterns.** The direction of an officer's growth is dependent upon the character and extent of his prior preparation plus his aptitude and desire for moving forward in one or a combination of areas. A particular pattern may emerge from review of an officer's record which will clearly indicate the most logical assignment pattern for future development and utilization. The general career patterns reflected in charts 8-1, 8-2, and 8-3 apply to officers who are members of the special career programs. Responsibility for developing officers in accordance with these patterns is *shared* by commanders, the Officer Personnel Directorate, OPO, and the officers themselves.

8-5. **Army Aviation Program.** a. *Scope.* Army Aviation is a special career program consisting of selected officers from Air Defense Artillery, Armor, Engineers, Field Artillery, Infantry, Medical Services, Military Intelligence, Military Police, Signal, and Transportation branches. Commissioned officer aviators are primarily concerned with command and staff positions contributing to the leadership and planning of military operations.

ARMY AVIATION CAREER PATTERN																														
OBJECTIVES FOR PERIODS INDICATED	BASIC MILITARY DEVELOPMENT								INTERMEDIATE MILITARY DEVELOPMENT								ADVANCED CONTRIBUTION AND DEVELOPMENT								MAJOR PROFESSIONAL CONTRIBUTION					
		a. Attendance at initial and advanced aviation training courses. b. Utilization in aviation assignments. c. Troop or aviation command duty at platoon and company level. d. Troop or aviation staff duty at battalion and brigade level. e. Attendance at branch basic and advanced courses. f. Aviation school or service school instructor duty.								a. Troop or aviation staff and command duty at battalion level. b. Staff duty at brigade, division or higher level. c. Advanced aviation courses. d. Aviation school or service school instructor duty ^{1/} e. Civilian component duty. f. Duty with MAAG and Missions ^{1/} g. Attendance at CGSC/AFSC for selected officers.								a. Troop or aviation command duty at battalion and brigade level. b. Division and higher level staff duty. c. Aviation school or service school instructor duty ^{1/} d. Civilian component duty ^{1/} e. Duty with MAAG and Missions ^{1/} f. Attendance at senior service schools for selected officers.								Aviation officers in the grade of colonel and above will be utilized in positions of great responsibility on DA, DOD and Joint/Combined Staffs. Rotation to career branch qualifying assignments during this period will be utilized to qualify outstanding officers for promotion to general officer grade.				
YEARS OF 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
SCHOOL ELIGIBILITY	2/ 3/		BRANCH ADVANCED COURSE								COMMAND AND GENERAL STAFF COLLEGE OR ARMED FORCES STAFF COLLEGE ^{4/}								SENIOR SERVICE COLLEGE ^{4/}											
	INITIAL AVN TRAINING			ADVANCED AVN TRAINING COURSES																										
	OTHER SCHOOLS: LANGUAGE, ADVANCED CIVIL SCHOOLING, SPECIALIST TRAINING, SCHOOLS OF THE OTHER SERVICES. DEGREE COMPLETION PROGRAM																													
NOTES:	^{1/} An objective if not accomplished during previous period(s). ^{2/} Appropriate branch basic course. RA Lieutenants attend basic course of Arm to which detailed and Ranger Course. Airborne training may be accomplished on a volunteer basis TTY enroute to the next duty station. ^{3/} Branch orientation course for RA officers joining their basic branch after the arms detail, branch transferees, or OCS graduates assigned to a branch other than that of the OCS attended. ^{4/} Attendance by DA selection. ^{5/} Ends civil schooling eligibility for other than Regular Army officer (total service), except for short course instruction (AR 350-200). ^{6/} Ends civil schooling eligibility for Regular Army officers (promotion list service), except for short course instruction (AR 350-200).																													

Chart 8-2.

The aviation field provides for their utilization in diversified activities encompassing aviation unit command and staff positions at all levels of the Army and in joint and combined commands. The career planning objective for the commissioned officer Army aviator provides for unrestricted career development assignments.

b. Functions and Duties. As their primary functions, aviators organize, train, fly, provide necessary aviation staff support, and lead aviation units in the accomplishment of their mission in addition to performing branch material duties. They provide the Army with the expertise necessary to develop the doctrine and plans essential to the successful conduct of aviation combat, combat support and combat service support missions. Aviators are qualified for the following duties:

(1) Command aviation and non-aviation units commensurate with rank and ability.

(2) Serve as staff officers at levels of command commensurate with rank and ability.

(3) Serve as instructors in flight training and other service schools.

(4) Develop doctrine, organization and material for conduct of airmobile and ground operations.

(5) Serve in branch material or branch immaterial career development positions.

c. Application. Officers of all components of the Army may apply for flight training as prescribed in AR 611-110. 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 aviation officer career pattern as described in AR 600-105.

d. Career Development. A knowledge of combat arms and branch operations appropriate to his grade is essential to the development of an aviator. This knowledge will permit the aviator to perform his aviation duties properly and will qualify him for assignments to aviation and branch duties of greater responsibility. All aviation officers are expected to maintain progressive career branch development throughout their careers. This development will be maintained through—

(1) Participation in branch unit training while performing aviation duty.

(2) Attendance at military schools to include senior service college level.

(3) Varied branch material duty assignments.

e. Basic Military Development Period (0-8 Years).

(1) Except for OCS graduates, all officers will attend their Basic Course prior to flight school attendance. RA lieutenants will also attend the Ranger course and serve one year troop duty prior to attendance at flight school.

(2) Normally assignments immediately following initial flight training will emphasize the development of flying skills in an operational environment and the attainment of a broad knowledge of aviation and of the arms and services. Particular emphasis is placed on aviation duty in support of troop units. The maximum number of aviators will be given the opportunity to command at section, platoon and company level.

(3) Between the third and eighth year career officers will attend their branch advanced course. Selected officers will attend graduate courses at civilian schools and other advanced training courses.

f. Intermediate Professional Development Period (9-15 Years).

(1) The objectives of this period are to continue the professional development of the aviator and to prepare him for future high level command and staff. Assignments will continue to be made to progressively more responsible and challenging positions, commensurate with demonstrated performance, ability and potential.

(2) During this period the aviator will receive both branch material and immaterial assignments. The maximum number of aviators will be given the opportunity to command company and battalion units and serve as staff officers and service school instructors.

(3) Aviators with demonstrated potential will attend the US Army Command and General Staff College or the Armed Forces Staff College.

g. Advanced Contribution and Development Period (16-23 Years).

(1) The objective of this period is to continue development of aviators with outstanding potential and to make maximum utilization of previous experience and training.

(2) Aviators with demonstrated potential will be given the opportunity to command battalions and larger units and serve in high level staff positions.

(3) Selected aviators will attend senior service colleges.

h. Major Professional Contribution Period (24-30 Years). This is the period where maximum benefit is derived from the aviators previous training and experience. Aviators will be assigned to the most important and challenging command and staff positions.

8-6. Atomic Energy Officer Program. a. Scope.

The Atomic Energy Officer Program is designed to identify and develop officers for assignment to important atomic energy positions in the Department of Defense, Department of the Army and the Atomic Energy Commission. Officers with demonstrated ability and the necessary educational background may be accepted for participation in this program.

b. Functions and Duties.

(1) Officers in this program will be assigned to positions which are concerned with research and development, operations, logistics, training or some other aspect of atomic energy in the following agencies and commands:

(a) Office of the Secretary of Defense.

(b) Organization of the Joint Chiefs of Staff.

(c) Office of the Secretary of the Army.

(d) Headquarters, Department of the Army staff agencies.

(e) Defense Atomic Support Agency.

(f) Atomic Energy Commission.

(g) Military research and development agencies.

(h) CONARC, CONUS armies, U.S. Army Materiel Command, and U.S. Army Combat Developments Command.

(i) Joint, allied, and combined command headquarters.

(j) Corps, field armies, major commands, communication zones, and other headquarters of equivalent level

(k) Staff and faculty, service schools.

(l) Other agencies or activities which require officers of proven capability in the performance of important atomic energy duties.

(2) Development of each participant will be accomplished through increasingly important branch material command and staff assignments, alternating with schooling and atomic energy assignments. The objective is to produce officers capable of filling both branch and key atomic energy positions.

c. Education and Training.

(1) Program members will be scheduled for attendance at appropriate courses at Army or other training agencies when necessary from a position requirement or career development standpoint. They also will receive equal consideration with their contemporaries for attendance at the military colleges.

(2) Qualified program participants possessing only undergraduate degrees are encouraged to apply for graduate schooling in related atomic energy fields which include:

Chemistry.

Engineering (Civil, Nuclear, Effects, Reactor).

Nuclear Physics.

Nuclear Science.

Radiological Physics.

Radiological Safety and Defense.

Technology (Nuclear Reactor).

d. Program Entry Requirements.

(1) Applicants or nominees must be career officers, grade of captain through colonel, and possess a baccalaureate degree, preferably in the field of nuclear or other physical science, or engineering. The requirement for a baccalaureate degree may be waived on an individual case basis. Completion of military schooling appropriate to branch, grade, and length of service also is required.

(2) Detailed information concerning designated atomic energy positions, membership prerequisites and procedures for entry into the Atomic Energy Officer Program may be found in AR 614-131.

8-7. Automatic Data Processing Officer Program. *a. Scope.*

(1) The Automatic Data Processing (ADP) Officer Program is designed to identify and develop officers for assignment to ADP positions throughout the Department of Defense and Department of the Army. Officers having appropriate educational backgrounds or experience and above average performance records may be accepted for participation in this program.

(2) Automatic data processing is defined as the handling of elements of data (facts, numbers, letters, or symbols) by a system of electronic or electrical machines so interconnected or interacting as to reduce to a minimum the need for human assistance or intervention. The ADP field includes both the equipment utilized and the information and data systems using such equipment.

b. Functions and Duties.

(1) Within the military establishment, the application of ADP is rapidly expanding in areas such as command and control, intelligence, fire direction, research and development, personnel, communications, finance and accounting, logistics, production control, and movements control. Program members will be assigned to duties in these and other ADP areas in the following commands and agencies:

- (a) Office of the Secretary of Defense.
- (b) Organization of the Joint Chiefs of Staff.
- (c) Office of the Secretary of the Army.
- (d) Headquarters, Department of the Army staff agencies.
- (e) Defense Supply Agency.
- (f) CONARC, CONUS armies, U.S. Army Materiel Command, U.S. Army Combat Developments Command, and U.S. Army Strategic Communications Command.
- (g) Joint, allied, and combined command headquarters.
- (h) Corps, field armies, major commands, communication zones, and other headquarters of equivalent level.

(i) Data processing commands, centers, and units.

(j) Staff and faculty, service schools.

(k) Other agencies or activities which require officers of proven capability in the performance of important ADP duties.

(2) Development of each participant will be accomplished through increasingly important branch material command and staff assignments, alternating with schooling and ADP assignments. The objective is to produce officers capable of filling both branch and key ADP positions.

c. Education and Training.

(1) Program members will be scheduled for attendance at appropriate ADP courses when necessary from a position requirement or career development standpoint. They also will receive equal consideration with their contemporaries for attendance at the military colleges.

(2) Qualified program participants possessing only undergraduate degrees are encouraged to apply for graduate schooling in related ADP fields which include:

- Automatic Data Processing.
- Business (ADPS).
- Communications.
- Computer Science.
- Engineering (ADPS, Electrical, Electrical Design, or Systems).
- Information Sciences.
- Mathematics (General).
- Physics (Electricity, Magnetism and Electronics).

d. Program Entry Requirements.

(1) Applicants and nominees must be career officers, grade of captain through colonel, and possess a baccalaureate degree, preferably in the field of Automatic Data Processing, Information Sciences, Engineering (ADPS), Electrical Engineering, Mathematics or Business Administration (ADPS). Possession of any baccalaureate degree is qualifying, however, if the officer has received equivalent military or civilian ADP training or experience. The requirement for a baccalaureate degree may be waived on an individual case basis. Completion of military schooling appropriate to branch, grade, and length of service also is required.

(2) Detailed information concerning designated automatic data processing positions, membership prerequisites and procedures for entry into the Automatic Data Processing Officer Program may be found in AR 614-138.

8-8. Military Assistance Officer Program. a. Scope. The Military Assistance Officer Program (MAOP) is designed to identify and develop officers for assignment to politico-military positions throughout the Department of the Army. The program provides a career field for officers who have the critical skills needed to conduct required military activities having social, economic, political and psychological impact.

b. Functions and Duties.

(1) A great need exists for qualified officers to fill MAOP positions, the duties of which involve the relationship between the U.S. military forces and the civil authorities, people and military forces of a friendly, neutral, or hostile foreign country or area. Participants in the program will be assigned to such positions in the following agencies and commands:

- (a) Office of the Secretary of Defense.
- (b) Organization of the Joint Chiefs of Staff.
- (c) Office of the Secretary of the Army.
- (d) Headquarters, Department of the Army staff agencies.
- (e) Joint, allied and combined command headquarters.
- (f) Corps, field, armies, divisions, major commands, communication zones and other headquarters of equivalent level.
- (g) Military Assistance Advisory Groups and military missions.
- (h) USIA, USAID, and CIA.
- (i) Staff and faculty, service schools.
- (j) Civil affairs and psychological operations field units and commands.

(2) Development of each participant will be accomplished through increasingly important branch material command and staff assignments, alternating with schooling and MA assignments. The objective is to produce officers capable of filling both branch and key MA positions.

c. Education and Training.

(1) Program members will be scheduled for attendance at appropriate MAOP courses when necessary from a position requirement or career development standpoint. Also, language training will be provided for selected participants. All program members will receive equal consideration with their contemporaries for attendance at the military colleges.

(2) Qualified program participants are encouraged to apply for graduate civil schooling in fields related to MA functions which include:

- Anthropology.
- Economics.
- Education.
- Foreign Affairs.
- Government.
- International Relations.
- Political Science.
- Psychology.
- Public Administration.
- Sociology.
- Other Social Sciences.

(3) MAOP members will receive priority in selection for attendance at graduate schools for MAOP validated positions.

d. Program Entry Requirements.

(1) Applicants and nominees must be career officers, grade of captain through colonel, and possess a baccalaureate degree. The requirement for a baccalaureate degree may be waived on an individual case basis. Completion of military schooling appropriate to branch, grade, and length of service also is required.

(2) Detailed information concerning designated MAOP positions, membership prerequisites and procedures for entry into the MAOP may be found in AR 614-134.

8-9. Comptroller Officer Program. a. Scope. The Comptroller Officer Program is designed to identify and develop officers who are skilled both in military matters and the techniques of modern business management for assignment to comptroller positions throughout the Department of Defense and Department of the Army. Officers having appropriate backgrounds and above average performance records may be accepted for program membership.

b. Functions and Duties.

(1) Comptroller duties involve the coordination and support of systems by which the use of resources is planned and managed by the military establishment. Specific responsibilities include budgeting, program review and analysis, performance measurement and analysis, cost analysis, management analysis, finance and accounting, internal review, statistical reporting, and reports control.

(2) Program members will fill assignments in the following agencies and commands:

(a) Office of the Secretary of Defense.

(b) Organization of the Joint Chiefs of Staff.

(c) Office of the Secretary of the Army.

(d) Headquarters, Department of the Army staff agencies, to include Office of the Comptroller of the Army.

(e) Major commands, major subordinate commands, and installations of the Army.

(f) Joint, allied, and combined command headquarters.

(g) Staff and faculty, service schools.

(h) Other agencies or activities which require officers of proven capability in the performance of important duties in the comptroller area.

(3) Development of each participant will be accomplished through increasing important branch material command and staff assignments, alternating with schooling and comptroller assignments. The objective is to produce officers capable of filling both branch and key comptroller positions.

c. Education and Training.

(1) Program members will be scheduled for attendance at appropriate comptroller courses when necessary from a position requirement or career development standpoint. They also will receive equal consideration with their contemporaries for attendance at the military colleges.

(2) Qualified program participants possessing only undergraduate degrees are encouraged to apply for graduate schooling in related comptroller fields of study which include:

Accounting.

Administration (Public).

Auditing.

Business Administration.

Comptrollership.

Economics (Business or General).

Finance.

Management (General, Financial, Industrial).

Statistics.

d. Program Entry Requirements.

(1) Applicants and nominees must be career officers, grade of major (or captain on a current selection list for promotion) through colonel, and possess a baccalaureate degree, preferably in Business Administration, Economics, Accounting, Financial Management or a related field. The requirement for a baccalaureate degree may be waived on an individual case basis. Completion of military schooling appropriate to branch, grade, and length of service also is required.

(2) Detailed information concerning designated comptroller positions, membership prerequisites and procedures for entry into the Comptroller Officer Program may be found in AR 614-136.

8-10. Foreign Area Specialty Program for Officers. *a. Scope.* The Foreign Area Specialty (FAS) Program for Officers is designed to provide a special career field for highly capable, selected officers, who have already achieved skills in basic military matters. Upon entry into the FAS Program, each participant is thoroughly trained in all facets of a particular geographical area. Such training includes a comprehensive study of the culture of a people, their language and the physical environment in which they live. The prime objective of this training program is to produce officers with detailed knowledge of specific foreign countries or areas, who are capable of making sound decisions and estimates concerning military activities related to their areas of specialization.

b. Functions and Duties.

(1) Numerous requirements exist within the worldwide military establishment for highly qualified officers having detailed knowledge of specific foreign areas. This special background is needed by officers selected to fill

		FOREIGN AREA SPECIALTY PROGRAM																														
OBJECTIVES FOR PERIODS INDICATED		BASIC MILITARY DEVELOPMENT							INTERMEDIATE PROFESSIONAL DEVELOPMENT							ADVANCED CONTRIBUTION AND DEVELOPMENT							MAJOR PROFESSIONAL CONTRIBUTION									
		1. Development of branch proficiency by: a. Attendance at branch basic and advanced courses. b. Troop command and staff duty. c. Arms detail if appropriate. 2. Acquisition of specialized knowledge of a foreign area by: a. Language training. b. Civil schooling. c. On-the-job training.							1. Continuation of language training, civil schooling or on-the-job training if not previously completed. 2. Broadening branch and foreign area specialist knowledge by: a. Troop and staff duty. b. Attendance at CGSC or AFSC for selected officers. c. Alternating assignments utilizing area and language qualifications.							Continued contribution and development by: a. Appropriate branch command and staff assignments. b. Attendance at senior service college for selected officers. c. Utilization in assignments of area specialization.							Maximum utilization of special qualifications at the highest levels of command and staff.									
TYPICAL ASSIGNMENTS	BASIC BRANCH	Assignment as determined by Basic Career Branch							Assignment as determined by Basic Career Branch							Assignment as determined by Basic Career Branch							Assignment as determined by Basic Career Branch									
	FOREIGN AREA SPECIALIST	On-The-Job Training (1-2 Years)																														
		MAAG or Mission; Area Specialist on DA, DOD, or Major Command Staff; Instructor in Area and Language Studies at USMA or Service School																														
		Assistant Attache; Branch, Division Chief, or Unit Officer of Intelligence Agency or Unit; MAAG, Mission, or Major Command Staff																														
		DA, Joint or Combined Staff; Director or Commander of Major Intelligence Activity; Attache; Senior Member of MAAG or Mission																														
YEARS OF SERVICE		(PRECOMMISSION)	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
EDUCATION AND TRAINING	CIVILIAN	ADVANCED CIVIL SCHOOLING ^{1/}																														
	MILITARY	DEGREE COMPLETION PROGRAM																														
		OFF DUTY EDUCATION PROGRAMS: SPECIAL SEMINARS: ADVANCED MANAGEMENT																														
		COMMAND AND GENERAL OR ARMED FORCES STAFF COLLEGE ^{2/} SENIOR SERVICE COLLEGE ^{3/}																														
		ADVANCED COURSE ^{3/} MOS COURSES; LANGUAGES; MANAGEMENT TRAINING																														

NOTES:

- 1./ Ends civil schooling eligibility for other than Regular Army officers (total service), except for short course instruction. Exceptions may be granted (AR 350-200)
- 2./ Attendance by DA selection.
- 3./ Basic course.

Chart 8-3.

positions which have been individually validated under the provisions of AR 621-108 in the following commands and agencies.

- (a) Office of the Secretary of Defense.
- (b) Organization of the Joint Chiefs of Staff.
- (c) Defense Intelligence Agency.
- (d) DOD Attache System.
- (e) Office of the Secretary of the Army.
- (f) General Staff, Headquarters, Department of the Army.
- (g) Joint, allied, and combined command headquarters.
- (h) Military Assistance Advisory Groups and military missions.
- (i) Staff and faculty, service schools, to include USMA.
- (j) Special forces, psychological warfare and civil affairs organizations.

(2) After completion of training, program participants will receive increasingly important branch material command and staff assignments, alternating with assignments to positions requiring incumbents with detailed knowledge of specific geographical areas.

c. Education and Training.

(1) Training is separated into three general phases:

(a) Language training at the Defense Language Institute for 6 to 12 months.

(b) Graduate level academic area studies at U.S. or selected foreign civilian universities, culminating in award of a masters degree. Courses include geography, historical and cultural background, regional and international relations, and economic, political, and social institutions.

(c) Travel, research, and study in the oversea area of specialization for 12 to 24 months, depending upon the area concerned.

(2) Complete foreign area training requires from 2½ to 4 years. Upon completion of the third training phase, officers are subject to an immediate utilization tour. In view of the length of the training and the cost involved, officers normally remain in the program for as long as they are on active duty.

(3) The FAS Program training and assignment cycles are indicated in chart 8-3. The on-the-job training reflected on the chart nor-

mally is accomplished under the tutelage of the United States Defense Attache in the applicable country, except for Russia. Training in this area is conducted in a controlled environment situation established in West Germany. The United States Defense Attache in Taiwan supervises on-the-job training for China area specialists. The sequence and length of the training phases depicted on chart 28 vary according to the area being studied.

(4) All program members will be considered for advanced military schooling along with their contemporaries. If necessary, FAS Program training will be interrupted to permit attendance thereat.

d. Program Entry Requirements.

(1) Prerequisites for participation in the FAS Program area:

(a) Be in the grade of captain through lieutenant colonel.

(b) Have a minimum of 3 years' basic branch duty and have completed, or be scheduled to attend, and appropriate branch advanced course. Additionally, applicants must possess a baccalaureate degree from an accredited college or university, satisfactory Graduate Record Examination Aptitude Test score, and have demonstrated a high level of academic performance.

(2) Detailed information concerning designated foreign area specialty positions, membership prerequisites and procedures for entry into the program may be found in AR 614-142.

8-11. Information Officer Program. *a. Scope.* The purpose of the Information Officer Program is to identify and develop officers for assignment to important positions in the information field throughout the Department of Defense and Department of the Army. The program seeks officers who are skilled both in military matters and the information function, and who have high quality performance records.

b. Functions and Duties.

(1) Program members will be assigned to positions the duties of which involve public information, command information or community relations activities. Such positions are authorized in the following commands and agencies:

- (a) Office of the Secretary of Defense.

(b) Organization of the Joint Chiefs of Staff.

(c) Office of the Secretary of the Army.

(d) Headquarters, Department of the Army staff agencies, to include Office of the Chief of Information.

(e) CONARC, CONUS armies, U.S. Army Materiel Command, and U.S. Army Combat Developments Command.

(f) Joint allied, and combined command headquarters.

(g) Corps, field armies divisions, major commands, communication zones, and other headquarters of equivalent level.

(h) Military Assistance Advisory Groups and military missions.

(i) Staff and faculty, service schools.

(2) Development of each participant will be accomplished through increasingly important branch material command and staff assignments, alternating with schooling and information assignments. The objective is to produce officers capable of filling both branch and key information positions.

c. Education and Training.

(1) Program members will be scheduled for attendance at appropriate information courses when necessary from a position requirement or career development standpoint. They also will receive equal consideration with their contemporaries for attendance at the military colleges.

(2) Qualified program participants possessing only undergraduate degrees are encouraged to apply for graduate schooling in related information fields of study which include:

- Advertising.
- Art (Commercial).
- Broadcasting (Announcer).
- Education (Audio-Visual Aids).
- English.
- Journalism.
- Motion Picture Production.
- Photography.
- Psychology (Applied, General, or Social).
- Public Relations.
- Public Speaking.
- Radio and TV.
- Sociology.

d. Program and Entry Requirements.

(1) Applicants and nominees must be career officers, grade of captain through colonel, who possess a baccalaureate degree and who have demonstrated an aptitude for assignment to information duties. The requirement for a baccalaureate degree may be waived on an individual case basis. Completion of military schooling appropriate to branch, grade, and length of service also is required.

(2) Detailed information concerning designated information positions, membership prerequisites and procedures for entry into the Information Officer Program may be found in AR 614-140.

8-12. Logistics Officer Program. *a. Scope.* The Logistics Officer Program is designed to identify and develop officers for assignment to key logistics positions throughout the Department of Defense and Department of the Army. Experienced officers of proven ability with exceptional performance records may be accepted for participation in this program.

b. Functions and Duties.

(1) Logistics duties involve the planning and carrying out the movement and maintenance of forces—or more specifically, those aspects of military operations which deal with design and development, acquisition, storage, movement, distribution, maintenance, evacuation and disposition of materiel; movement, evacuation and hospitalization of personnel; acquisition, construction, maintenance, operation, and disposition of facilities; and acquisition or furnishing of services.

(2) Program participants may expect assignments to the following agencies and commands:

- (a) Office of the Secretary of Defense.
- (b) Organization of the Joint Chiefs of Staff.
- (c) Office of the Secretary of the Army.
- (d) Headquarters, Department of the Army General Staff.
- (f) CONARC, CONUS armies, U.S. Army Materiel Command, and U.S. Army Combat Developments Command.
- (g) Joint, allied, and combined command headquarters.

(h) Corps, field armies, major command, communications zones, and other headquarters of equivalent level.

(i) Logistical (combat service support) commands.

(j) Military Assistance Advisory Groups and military missions.

(k) Staff and faculty, service schools.

(l) Other agencies or activities which require logistics officers of proven capability in the performance of important duties in the logistics area.

(3) Development of each participant will be accomplished through increasingly important branch material command and staff assignments, alternating with schooling and logistics command or staff assignments. The objective is to produce officers capable of filling both branch and key logistics positions.

c. Education and Training.

(1) Program members will be scheduled for attendance at appropriate logistics courses when necessary from a position requirement or career development standpoint. They also will receive equal consideration with their contemporaries for attendance at the military colleges.

(2) Qualified program participants possessing only undergraduate degrees are encouraged to apply for graduate civil schooling in related logistics fields which include:

- Accounting.
- Business.
- Commerce.
- Economics.
- Engineering.
- Food Science Technology.
- Fuel Technology.
- International Relations.
- Logistics.
- Management.
- Marketing.
- Mathematics.
- Operations Research.
- Real Estate.
- Systems Analysis.
- Transportation.

(3) Eminently qualified participants of the Logistics Officer Program also may apply on a quota basis to attend the Air Force Institute of

Technology where a Graduate Logistics Program of 12 months' duration is pursued. Completion results in the award of a Master of Science Degree in Logistics Management.

d. Program Entry Requirements.

(1) Applicants and nominees must be career officers, grade of major through colonel, and possess a baccalaureate degree, with indicated high potential for duty in the logistics field. The requirement for a baccalaureate degree may be waived on an individual case basis. Completion of military schooling appropriate to branch, grade, and length of service also is required.

(2) Detailed information concerning designated logistics positions, membership prerequisites and procedures for entry into the Logistics Officer Program may be found in AR 614-132.

8-13. Operations Research/Systems Analysis Officer Program. a. Scope.

(1) The Operations Research/Systems Analysis (OR/SA) Officer Program is designed to identify and develop officers of proven ability and high intellectual capacity for assignment to important OR/SA positions within the Department of Defense and Department of the Army.

(2) Operations research/systems analysis is the application of objective, analytical, orderly thinking, supported by selected research tools (normally of a mathematical, statistical, and economic type), to the analysis of complex problems and related implications. OR/SA serves to provide a more precise range of possible solutions for consideration in reaching decisions and is an important aid in the decision-making process as a tool of command.

b. Functions and Duties.

(1) An OR/SA Specialist is a highly trained and skilled individual who has the ability to conduct detailed OR/SA studies. He must possess a graduate degree in OR/SA or a related discipline, or have one year's experience or formal on-the-job training in OR/SA.

(2) Participants in this program will be assigned to positions which require officers capable of applying analytical OR/SA methodology

to the solution of major military problems. A list of positions is contained in chapter 5 of AR 614-139. These positions are normally filled by program members. Such positions are found in the following commands and agencies:

- (a) Office of the Secretary of Defense.
- (b) Organization of the Joint Chiefs of Staff.
- (c) Office of the Secretary of the Army.
- (d) General Staff, Headquarters, Department of the Army.
- (e) U.S. Army Combat Developments Command.
- (f) U.S. Army Materiel Command.
- (g) Other agencies which have OR/SA responsibilities.

(3) Development of each program member will be accomplished through increasingly important branch material command and staff assignment, alternating with schooling and OR/SA assignments. The objective is to produce officers capable of filling both branch and designated OR/SA positions.

c. Education and Training.

(1) Program members will be scheduled for attendance at appropriate courses at Army or other training agencies when necessary from a position requirement or career development standpoint. They also will receive equal consideration with their contemporaries for attendance at the military colleges.

(2) Qualified program participants possessing *only undergraduate* degrees are encouraged to apply for graduate schooling in the following disciplines:

- Operations Research Analysis (Business).
- Operations Research Analysis (Engineering).

d. Program Entry Requirements.

(1) Applicants or nominees must be career officers, grade of captain through colonel, and have the following background:

- (a) A master's degree in OR/SA or a related discipline, or 1 year's on-the-job training or experience.
- (b) Military schooling appropriate to branch, grade, and length of service.

(2) Detailed information concerning prerequisites and procedures for entry into the OR/SA Officer Program may be found in AR 614-139.

8-14. Procurement Officer Program. *a. Scope.* The Procurement Officer Program is designed to identify and develop officers for assignment to key procurement positions throughout the Department of Defense and Department of the Army. Officers possessing appropriate military and educational backgrounds and having well above average performance records may be accepted for participation in this program.

b. Functions and Duties.

(1) Procurement duties involve purchasing, renting, leasing, or otherwise obtaining supplies, services, or equipment, to include selection and solicitation of sources, preparation and award of contracts, and contract administration.

(2) Program members will fill assignments in the following agencies and commands:

- (a) Office of the Secretary of Defense.
- (b) Office of the Secretary of the Army.
- (c) Defense Supply Agency.
- (d) CONARC and CONUS armies.
- (e) U.S. Army Materiel Command.
- (f) U.S. Army Combat Developments Command.
- (g) Joint, allied, and combined headquarters.
- (h) Corps, field armies, major commands, communications zones and other headquarters of equivalent level.
- (i) Logistical (combat service support) commands.
- (j) Military Assistance Advisory Groups and military missions.
- (k) Staff and faculty, service schools.
- (l) Such other agencies or activities which may require procurement officers of proven capability.

(3) Development of each participant will be accomplished through increasingly important branch material command and staff assignments, alternating with schooling and procurement assignments. The objective is to pro-

duce officers capable of filling both branch and key procurement positions.

c. Education and Training.

(1) Program members will be scheduled for attendance at appropriate procurement courses at the U.S. Army Logistics Management Center, and other training agencies when necessary from a position requirement or career development standpoint. They also will receive equal consideration with their contemporaries for attendance at the military colleges.

(2) Qualified program participants possessing only undergraduate degrees are encouraged to apply for graduate schooling in related procurement fields which include:

- Business Administration.
- Commerce.
- Economics.
- Law.
- Management.
- Marketing.

d. Program Entry Requirements.

(1) Applicants or nominees must be career officers, grade of captain through colonel, and possess a baccalaureate degree. The requirement for a baccalaureate degree may be waived on an individual case basis. Completion of military schooling appropriate to branch, grade, and length of service also is required.

(2) Detailed information concerning designated procurement positions, membership prerequisites and procedures for entry into the Procurement Officer Program may be found in AR 614-133.

8-15. Research and Development Officer Program. *a. Scope.* The Research and Development Officer Program is designed to identify and develop officers of proven ability for assignment to research and development (R&D) positions within the Department of Defense and Department of the Army. Officers having demonstrated a high level of intelligence and performance, and who have the necessary educational background may be accepted for participation in this program.

b. Functions and Duties.

(1) Research and development duties are

directed toward providing the Army with weapons, equipment, and capabilities which are qualitatively superior to those possessed by any present or potential enemy.

(2) Program members will fill assignments in the following agencies and commands.

- (a) Office of the Secretary of Defense.
- (b) Organization of the Joint Chiefs of Staff.
- (c) Office of the Secretary of the Army.
- (d) Office of the Chief of Staff of the Army.
- (e) Headquarters, Department of the Army staff agencies.
- (f) Defense Atomic Support Agency.
- (g) Atomic Energy Commission.
- (h) Military research and development agencies.
- (i) U.S. Continental Army Command.
- (j) Service schools.
- (k) U.S. Army Materiel Command.
- (l) U.S. Army Combat Developments Command.
- (m) Other agencies or activities which require officers with training or experience in research and development.

(2) Development of each participant will be accomplished through increasingly important branch material command and staff assignments, alternating with schooling and R&D assignments. The objective is to produce officers capable of filling both branch and key R&D positions.

c. Education and Training.

(1) Program members will be scheduled for attendance at appropriate courses at Army or other training agencies when necessary from a position requirement or career development standpoint. They also will receive equal consideration with their contemporaries for attendance at the military colleges.

(2) Qualified program participants possessing only undergraduate degrees are encouraged to apply for graduate schooling in related R&D fields which include:

- Biological Science (various disciplines).
- Engineering (various disciplines).

Physical Science (various disciplines).
Management (General or Research).

d. Program Entry Requirements.

(1) Applicants or nominees must be career officers, grade of captain through colonel, and possess a baccalaureate degree, preferably in one of the engineering, physical science, social science, biological science or business fields. Possession of any other baccalaureate degree is qualifying if the officer has received appropri-

ate military or civilian R&D training, or has had at least 2 years of R&D experience. The requirement for a baccalaureate degree may be waived on an individual case basis. Completion of military schooling appropriate to branch, grade, and length of service also is required.

(2) Detailed information concerning designated research and development positions, membership prerequisites and procedures for entry into the R&D Officer Program may be found in AR 614-135.

APPENDIX A

EXPLANATION OF TERMS

A-1. Administrative Duty. Includes the management and execution of all military matters, except tactics and strategy and certain technical duties. It encompasses the fulfillment of the functional missions inherent in the personnel, administrative, protective, and chaplain services provided in the Army.

A-2. Branch. An arm or service of the Army. All officers are assigned to one of the arms or service branches. The agency at Department of the Army level responsible for effecting an officer's assignment, monitoring his career pattern and controlling his personnel action requests is termed his career branch.

A-3. Branch Specialist. Commissioned officers who have attained special qualification by pursuing one of several technical specialties within the career patterns of their basic branches. (Example: Highway, Marine, Air, Rail, or Transportation Corps Officers.)

A-4. Branches of the Army. The branches of the Army are classified as the basic branches and the special branches. They consist of officers assigned to them by direction of the Secretary of the Army. The branches are set forth below, listed in alphabetical order.

a. The basic branches are the Adjutant General's Corps, Air Defense Artillery, Armor, Chemical Corps, Corps of Engineers, Field Artillery, Finance Corps, Infantry, Military Intelligence, Military Police Corps, Ordnance Corps, Quartermaster Corps, Signal Corps, and the Transportation Corps.

b. The special branches consist of the Chaplains, the Judge Advocate General's Corps, the Women's Army Corps and the six corps of Army Medical Department (Army Medical Specialist Corps, Army Nurse Corps, Dental

Corps, Medical Corps, Medical Service Corps and Veterinary Corps).

c. Women officers, except those in the Army Medical Department, are commissioned in the Women's Army Corps. Members of the Women's Army Corps may be detailed to other branches except Chaplain, Army Medical Department, Infantry, Armor, Air Defense Artillery, and Field Artillery.

A-5. Arms and Services. *a.* The branches of the Army are categorized as arms and services based on the normal functions and roles performed by the officers assigned to them. Certain branches are both an arm and service.

b. The arms are those branches whose officers are primarily concerned with combat and combat support. These are further classified as combat arms and combat support arms.

c. Combat arms are those branches whose officers are directly involved in the conduct of actual fighting. They are Infantry, Air Defense Artillery, Field Artillery and Armor.

d. Combat Support Arms are those branches whose officers provide operational assistance to the combat arms. They are Corps of Engineers, Signal Corps, Military Police Corps and Military Intelligence.

e. The services are those branches whose officers are primarily concerned with providing combat service support and/or administrative support to the Army. The services are Adjutant General's Corps, Corps of Engineers, Finance Corps, Quartermaster Corps, Army Medical Department, Chaplains, Judge Advocate General's Corps, Ordnance Corps, Signal Corps, Chemical Corps, Military Police Corps, Women's Army Corps, and Transportation Corps.

A-6. Career Development Courses. Includes branch basic, branch advanced, Command and General Staff College, Armed Forces Staff College, and senior service college courses.

A-7. Career Pattern. Applies to the pathways in a given career field through which an officer can move in progressing to the highest level for which he is qualified, and is used as the basis for individual career planning.

A-8. Functional Area. As used in the special career programs, this term refers to a distinctive element or segment of the Army mission. It encompasses a group of related duties, responsibilities or tasks performed at either the staff or operational level.

A-9. Instructor Duty. Includes all duties which are primarily teaching in nature with responsibilities for planning and carrying out the education of individuals in essentially military subjects. Assignments include instructor positions as a member of a staff or faculty of a service academy, service school, and training center. Other types of duty positions in this category are instructors assigned to MAAG, ROTC, and the Reserve components.

A-10. "Professional" or "Career" Officer. A Regular Army officer, or an officer of the Reserve components on active duty who plans to remain on active duty and make the Army his career.

A-11. Senior Service College. The Army War College, The National War College, The Industrial College of the Armed Forces, The Naval War College, The Air War College, the Inter-American Defense College, and foreign colleges which have been determined by Department of the Army as equivalent schools.

A-12. Service School. A school which is conducted by one of the services to train military personnel in matters required for the successful performance of their military or professional duties.

A-13. Specialist. A commissioned officer who, by virtue of aptitude, interests, education, previous assignments or special military or civil schooling, has developed skills in a given field

and has been formally accepted into one of the Department of the Army's special officer career programs.

A-14. Special Career or Specialist Program. An instrument of personnel management designed to develop and utilize officers who are particularly well qualified in a certain functional area. Such an area is of critical Army-wide importance but does not, however, fall within the development pattern of a single career branch. Current special career programs are listed in paragraph 8-12.

A-15. Staff Duty. Service on the staff of a commander. Includes all duty as a member of a general or special staff or headquarters at all echelons or as a member of a professional staff, or as a military attache.

A-16. Student Duty. Includes all duty as a student at a service or civilian school, domestic or foreign.

A-17. Supervisor. The person (Army officer, officer of another Service of the United States, member of a foreign military service, or citizen employed by the U.S. Government) other than a commander who is responsible for immediate supervision of the officer on whom an efficiency report is rendered.

A-18. Technical Duty. Includes those assignments necessary to fulfill technical and functional missions, such as duty with technical boards, research activities, engineer civil works, post quartermaster, aerial resupply activities, explosive ordnance disposal, medical, and similar type duties.

A-19. Troop Command. Duty in a command capacity with a tactical, administrative, training, or service support unit not larger than a brigade or group.

A-20. Troop Duty. Duties directly involving maintenance of morale, discipline, and welfare of enlisted personnel and which permit exercise of leadership and direction.

A-21. Troop Staff. Staff duty with tactical, administrative, training or service support units not larger than a brigade or group.

APPENDIX B

GUIDE FOR EFFECTIVE CAREER COUNSELING

B-1. Introduction. *a.* You may never in your entire Army career have a more important responsibility than your next career counseling interview with one of the junior officers in your command. Your experience, maturity, and attitude will be vital factors in molding the men and women who will be responsible for our country's safety when you and other career officers turn over the reins of leadership to others. Therefore, it is imperative that you know this young officer as well as you possibly can, and determine whether he is one that the Army truly wants to retain on active duty. Fulfilling your career counseling responsibility should not be a spur of the moment proposition. As in any worthwhile undertaking, adequate preparation is essential and is reflected in success or failure. The more you know about the junior officer you are interviewing, the Army, and local and Army-wide retention irritants, the better equipped you will be to give guidance on the salient advantages of an Army career.

b. The key points to remember in effectively counseling a junior officer on the advantages of an Army Career are:

—Know and understand the junior officer you are counseling.

—Be aware of his attitudes and motivations.

—Be completely familiar with the advantages and benefits of an Army Career.

B-2. Counseling Interviews. *a.* The frequency of the counseling interview should be determined by the commander based on individual needs and local circumstances. However, the commander should schedule formal interviews on a regular and continuing basis. A list of the types of interview which can be scheduled on a regular basis is as follows:

- (1) Welcoming Interview.
- (2) Career Counseling Interview.
- (3) Exit Interview.

b. The planning required of any military venture is also required for a successful counseling interview. A careful, comprehensive, and continuous accumulation of information about the junior officer is essential. Take the time before the interview to plan your approach for each counseling session. Provide as much privacy as possible and attempt to schedule the interview at a time when you and the junior officer are both at your best. In short, insure that the setting and atmosphere for the interview are conducive to a sincere and serious presentation of facts.

c. In all likelihood, the majority of young officers will not yet have decided definitely either for or against an Army career prior to counseling. All officers deserve your most sincere and competent efforts, but the bulk of available time for career counseling should be devoted to presenting career advantages. Before you can expect to motivate the undecided officer toward an Army career, you must first determine the reasons for his lack of positive career motivation. Often the reasons may not be clear, but you must identify these reasons and help to clear up misunderstandings. You should attempt to appeal to one or more of his basic needs and to his sense of logic and reason.

d. It is not the policy nor the intent of the Army to persuade young officers that a career in the Army is in all instances better than a career in civilian life. That is left to the judgment and choice of the person concerned. No salesman ever gained advantage by "knocking" his competitor, so don't criticize civilian oppor-

tunity or "play down" obvious disadvantages of military life. These factors are real, and, if discussed honestly, will add to your stature and to the counseling session as a whole. The important thing is to be absolutely sure that the

officer knows, through your proper counseling, all of the many tangible benefits and advantages which accrue to him through Army service. Then let him be the judge in choosing between civilian or Army profession.

APPENDIX C

MILITARY OCCUPATIONAL SPECIALTY (MOS)

C-1. General. *a.* Expressed in practical terms, the Commissioned Officer MOS is an identification of a group of duty positions which are so closely related that an individual qualified to perform in any one of them can, with a reasonable minimum of orientation, perform with acceptable effectiveness in any of the others that are of the same grade level.

b. Generally, the MOS for Commissioned Officers defines the scope of an occupational area without regard to the level of skill, grade, echelon, or responsibility involved. For example, command of Infantry troops is a functional group of duties performed at various echelons, ranging from platoon to brigade, and positions involving command of platoons, companies, battalions or brigades are all classified as INFANTRY UNIT COMMANDER (1542) regardless of the particular echelon of command.

c. Applied uniformly in grouping positions to form MOS, the foregoing has long been considered the most feasible basis for insuring that MOS identify positions in a manner compatible with Commissioned Officer utilization, career management, and career development policies and procedures.

C-2. Types of MOS. *a.* The type of MOS resulting from adherence to the above definition tends to be broad in scope and include, in the majority of instances, all grade levels. Consequently, grade is a significant adjunct to the identifying capabilities of the MOS.

b. Application of the above definition, however, has produced some MOS that include only one or two grades. This is attributable to the fact that the area identified happened to include positions authorized only in that number grades. It is not attributable to an intent to

produce a so-called "Capstone MOS," "High Level MOS," or "Low Level MOS."

c. Use of the above definition also insures that the scope, or lateral dimension, of the area the MOS identifies is always at least equal to that of the broadest position that the MOS includes. For example, if an MOS identifies positions that require supply qualifications only and other positions that require supply and maintenance qualifications, the MOS title and description will reflect both supply and maintenance duties and qualifications.

d. One type of MOS resulting from long-standing use of the above definition identifies both command and staff positions, covers all grade levels, and usually bears a title that includes the word, "Officer," such as RADIO SYSTEMS OFFICER (0505).

e. Another type of MOS is limited to unit command duties only, and so-titled, either because no staff positions exist in the area involved or are otherwise provided for.

f. Some MOS are limited to staff duties only, and so-titled, either because no command positions exist or are incorporated in two or more other MOS. For example, a separate MOS exists for ENGINEER STAFF OFFICER (7010) and does not include unit command duties because so many functions comprise the Corps of Engineers mission that separate MOS are provided for COMBAT ENGINEER UNIT COMMANDER (1331), PORTABLE BRIDGE UNIT COMMANDER (1342), ENGINEER CONSTRUCTION UNIT COMMANDER (1328), and unit command of a number of other activities.

g. Special Qualification Identifiers. The Special Qualification Identifier, or prefix character in the form of a digit or letter, is used with the

basic 4-digit code to identify additional requirements of a position and the additional qualification of an individual who is capable of filling that position. Prefixes may be used with more than one MOS to identify skills that are not included in the basic MOS. An example is the prefix 7, Parachutist. When used with an MOS it identifies a qualified parachutist or a position that, in addition to MOS qualification, requires a parachutist.

h. Additional Skill Identifiers. For officers ASI are two-position, numeric-alpha codes. They are used to add precision to the classification system by identifying specific equipment items or functional areas in which MOS qualification is required. For example, the broad qualification of fixed wing aviator, MOS 1980, is related to the specific equipment item on hand by using an AIS, such as *2E* for the *U8* aircraft. This same ASI will be awarded to officers who are qualified in MOS 1980 and who are rated in the *U8* aircraft.

C-3. The MOS Specification. The MOS specification describes duties performed and qualifications required in the type of positions the MOS is designed to identify. In order to fulfill its purpose, the specification must clearly reflect these positions. Otherwise, it cannot be used uniformly in identifying positions. Specifications developed without regard to positions materially reduce the effectiveness and usability of the MOS they attempt to describe.

C-4. The MOS Structure. *a.* By MOS structure is meant all current MOS arranged in a particular order or sequence. Since the first digit of the MOS code is meaningful, all MOS with similar first digits in their codes are generally related.

b. With scattered exceptions, the Commissioned Officer MOS Structure has served largely as a supplemental identification to that provided by Branch and Grade.

C-5. Development of MOS. *a.* MOS are developed by grouping and describing positions in accordance with the definition and related considerations presented above. Duties and qualifications common to these positions are then determined and described. Grades of positions in-

cluded are checked to insure that the grade distribution provides adequate opportunity for progression. If not, or if grade gaps exist, the position composition of the MOS is adjusted accordingly.

b. MOS developed in this manner, and in accordance with the definition indicated, *reflect* the duties and qualifications of positions. They do not impose duties and qualifications upon the positions. The fact that the MOS *reflects* positions is the most essential consideration in determining the need for an MOS and evaluating its effectiveness.

C-6. Relationship of MOS to Branch. *a.* MOS are developed without regard to Branch.

b. As a matter of long-standing practice, this approach has been found to be best for Branch consideration and best for the MOS.

c. When the positions comprising an MOS require qualifications associated exclusively with a particular branch that MOS will reflect branch to a corresponding extent. Conversely, when the positions require duties and qualifications that are not associated with any single branch, or are common to many branches, this is correspondingly reflected in the MOS. As a result, determination of appropriate branch designations for composite, multi-functional positions cannot be based upon an MOS of the type described herein. Instead, branch designations for these positions are more appropriately based upon:

(1) Association of a function, or combination of functions, with one particular branch because of:

(*a.*) Organizational considerations.

(*b.*) Personnel utilization and/or career development considerations.

(2) Association of a function, or combination of functions, with *no particular branch* in order to create a "branch-mix" type opportunity for the broadest possible personnel utilization.

C-7. Use of MOS. *a.* From the foregoing it should be evident that the MOS by itself does not adequately identify duty positions. A combination of branch, grade, MOS, and position title, is required.

b. Army policy is that the newly commis-

sioned officer will be awarded an MOS which is appropriate to the basic branch in which he is commissioned, i.e., branch precedes MOS in the initial classification process.

c. Beyond initial classification, MOS are awarded on the basis of satisfactorily completed MOS training and/or satisfactory performance in an appropriate duty position.

d. In summary, the MOS is used more as a supplemental, rather than primary, occupational identification. Branch remains as the primary type of identification. Commissioned officers, in the main, represent a planned pool of management expertise which can be transferred between occupational areas, thereby

providing the flexibility required to adjust to worldwide troop movements, organizational changes, and force structure fluctuations. Organizations change quickly by command decision. Human skills, on the other hand, change only by training and work experience. In view of these considerations, the Army must rely on an officer and position classification system that places a premium on broad transferable skills. Officers must understand this to mentally accept an assignment which does not precisely match their awarded MOS and perceived qualifications. The form and content of the MOS is a reflection of how it is used, and they are compatible with officer training, utilization, and career development policy.



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APPENDIX D

GLOSSARY

<i>Abbreviation or Term</i>	<i>Meaning</i>	<i>Abbreviation or Term</i>	<i>Meaning</i>
AAFES	Army and Air Force Exchange Service	Freq	Frequency
Acft	Aircraft	GM	Guided Missile
Actv	Activity	Gp	Group
AD	Air Defense	IAGS	Inter-American Geodetic Survey
ADPS	Automatic Data Processing System	ICAF	Industrial College of the Armed Forces
AFSTC	Armed Forces Science and Technology Center	Instl	Installation
ARADCOM	U.S. Army Air Defense Command	JCS	Joint Chiefs of Staff
Army	A numbered army, i.e., First Army, Seventh Army	Joint	Consisting of elements of more than one of the U.S. Armed services
ATS	Army Topographic Station	Ldr	Leader
Attache	Member of diplomatic mission	MAAG	Military Assistant Advisory Group
Bde	Brigade	MFSS	Medical Field Service School
Bn	Battalion	Msl	Missile
Br	Branch	MTMTS	Military Traffic Management and Terminal Service
CBR	Chemical, Biological, Radiological	NASA	National Aeronautics and Space Administration
Cbt	Combat	NATO	North Atlantic Treaty Organization
Cml	Chemical	NG	The National Guard
CO	Company or Commanding Officer	OCE	Office, Chief of Engineers
Comb	Combined—Consisting of forces of more than one nation	OCofCh	Office, Chief of Chaplains
Comd	Command	OCRD	Office, Chief of Research and Development
Comm	Communications	OCS	Officer Candidate School
CONARC	United States Continental Army Command	OPD	Officer Personnel Directorate, Office of Personnel Operations
CONUS	Continental United States	Off	Officer
COSTAR	Study on organization for combat service support of the Army	Org	Organization
DA	Department of the Army	OS	Oversea
DASA	Defense Atomic Support Agency	OTRA	Other than Regular Army
DCA	Defense Communications Agency	OTSG	Office of the Surgeon General
DCSLOG	Deputy Chief of Staff, Logistics	PC	Purchasing and Contracting
Det	Detachment	PLT	Platoon
DIA	Defense Intelligence Agency	PMS	Professor of Military Science
Dir	Director	Proc	Procurement
Div	Division	R&D	Research and Development
DOD	Department of Defense	Rdo	Radio
DS	Direct Support	Rdr	Radar
DSA	Defense Supply Agency	RDTE	Research, Development, Test and Evaluation
DWAC	Director, U.S. Women's Army Corps	Res Comp	Reserve Components, i.e., U.S. Army Reserve Units
EOD	Explosive Ordnance Disposal	ROTC	Reserve Officers' Training Corps
EW	Electronic Warfare	Sep	Separate
FA	Field Artillery	Spt Comd	Support Command
FASCOM	Forward Area Support Command		
FAS	Foreign Area Specialty		

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<i>Abbreviation or Term</i>	<i>Meaning</i>	<i>Abbreviation or Term</i>	<i>Meaning</i>
STAG	U.S. Army Strategy and Tactics Analysis Group Staff	USAMC	U.S. Army Materiel Command
Stf	Staff	USAMMC&S	U.S. Army Missile and Munitions Center and School
Subs Cen	Subsistence Center	USAOC&S	U.S. Army Ordnance Center and School
Sup & Trans	Supply and Transport Service	USAR	United States Army Reserve
Svc		USAREC	U.S. Army Recruiting Command
TAGO	The Adjutant General's Office	USARV	U.S. Army, Vietnam
TDA	Tables of Distribution and Allowances	USASA	U.S. Army Security Agency
Thtr	Theater, i.e., an oversea theater of operations	USASTRATCOM	U.S. Army Strategic Communications Command
Tng Cen	Training Center	USATC	U.S. Army Training Center
TO	Transportation Officer	USMA	U.S. Military Academy
TOE	Table of Organization and Equipment	USMACV	U.S. Military Assistance Command, Vietnam
TT	Teletypewriter	USSTRICOM	U.S. Strike Command
USACDC	U.S. Army Combat Developments Command	WSMR	White Sands Missile Range
USACHS	U.S. Army Chaplains School	XO	Executive Officer
		ZI	Zone of Interior

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W. C. WESTMORELAND,
General, United States Army,
Chief of Staff.

Official:

KENNETH G. WICKHAM,
Major General, United States Army,
The Adjutant General.

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