

BG FORRESTER'S

OPMS SPEECH TO GO'S
March 1972

INTRODUCTION

PERSONAL AMENITIES -

SOME INFO RE OPMS - LATE COMER

SOMEWHAT LIKE TENN HILLBILLY

HOW WE GOT HERE

AWC STUDIES - LEADERSHIP IN 70'S - NEED FOR SPECIALISTS,
HIGH EXPERTISE ESP IN SPEC AREAS

CSA - ENHANCE PROFESSION

ELIMINATE COUNTER-PRODUCTIVE COMPE
(TICKET-PUNCHING)

DEVELOPED OPMS I -

SENT TO FIELD - JUN 1971

CRITIQUES:

TOO MUCH, TOO FAST

NOT WHOLLY COMPATIBLE WITH TIME (TURBULENCE)

BURNING ALL BRIDGES -

SLOW DOWN - TAKE A HARD LOOK -

SOME MISUNDERSTANDING

WHAT WE DID

TOOK COMMENTS - MODIFIED AND REFINED

NOV - PRESENTED AT LEAVENWORTH
QUESTIONNAIRE

DEC - AWC STAFF/FAC LEADERSHIP CONF/SUPPORT

ARMY COMMAND CONF

CDC, CONARC, ARMY STAFF

5 JAN - BRIEFED CSA -

BACKGROUND

TAKE LOOK AT -

GOAL -CHART #1

OBJECTIVES - CHART #2

TASKS - CHART #3

COROLLARY TO ABOVE INCREASE INDIVIDUAL SATISFACTION.

MEET ARMY'S FUTURE NEEDS

MANAGEABLE IN REAL WORLD

WILL IT MEET UNEXPECTED SURGE REQ? - MOB, ETC.

WILL WE HAVE ENOUGH CMDRS TRAINED TO SUSTAIN SHOCK OF
RAPID EXPANSION

WHAT I'LL COVER - CHART 4

DEVELOP GENERALIST
SUCCESSFUL

MORE COMPLEX AREAS
NUC WEAPONS
ADP
BUDGET MANAGEMENT
ELECTRONICS

}

SYSTEM
WAS
FLEX - MOVE
ANY WAY

NOT ENOUGH SPECIAL EXPERTISE.

WE LOOK FOR A SYSTEM THAT

GIVES PREEMINENCE TO COMD
YET GIVES THE PRECISE CAP IN KEY AREAS
VIABLE CAREERS TO LATTER GROUPS

NOW LET'S LOOK AT HOW OPMS WOULD CHANGE THIS

CHART #5

DEV PRIMARY/SECONDARY SKILL

DUAL TRACK

QUALIFIES IN BOTH BEFORE LTC

TWO ASSIGNMENTS OR 1 + ADV DEGREE

PRIMARY BRANCH SKILL

SECONDARY IS SPEC OR FUNCT

EXPECT SELECTION AS CPT/MAJOR

HOW DOES THIS LOOK IN TOTAL CAREER

CHART #6	} NOTE MOS DIRECTED G1 BEFORE LTC PERFECT FUNCT QUAL
CHART #7	} QUALIFIED WITH GRAD DEGREE & UTIL TOUR
CHART #8	} NO SENIOR SVC COLLEGE

MOS PROPONENCY - CLOSELY ALIGNED

+
STAFF FUNCTIONALIZATION

FORMALIZING THE INFORMAL PUTTING CONTROL ON STAFF POSN -
GIVING BEST TO POSN

EXAMPLE - BN S-2
MI & INF

SELECTION OF COMMANDERS

UNSTRUCTURED

JOCKEYING - SEEKING - TICKET PUNCHING

OPMS - VISIBLE, DISCIPLINED, TIMELY

CHART #9 LTC - OVER 500 1/3 can get cmd

CHART #10 COL - OVER 200 1/4 can get cmd

SELECTING FOR

ROUGHLY 500+ LTC POS

200+ COL POS

BOARD ACTION - MOST ACCEPTABLE TO OFFICER CORPS

INDIVIDUALLY NOTIFIED - NO PUBLISHED LIST

PROMOTION

PHILOSOPHY GEARED TO:

DIFFERENCE CAREER PATTERNS

GREATER CREDANCE SPEC/FUNCT

DISCRIMINATION DISSIMILAR BRANCHES

BOARD SIZE - 5 TO 9

PROMOTE BASED ON JOB PERFORMANCE

DE-EMPHASIZE "TICKET PUNCHING"

NO QUOTAS - BUT BD WILL KNOW ARMY REQ FOR SPEC/FUNCT

SUMMARY

WE ARE ENTHUSIASTIC

FORESEE MEETS NEEDS OF ARMY - ALWAYS PARAMOUNT.

PROVIDES VISIBLE PATTERN FOR PROMOTION

PERMITS INDIV TO INFLUENCE WHAT HE WANTS TO DO

VICE CHIEF - NO SYSTEM IS OR WILL BE PERFECT. OPMS
SEEMS TO BE A POSITIVE STEP IN RIGHT DIRECTION.

CHIEF OF STAFF - THIS CAN BE A MILESTONE IN THE
FORWARD MARCH OF THE ARMY.

WE ARE HOPEFUL THESE WORDS ARE PROPHETIC

ROUTING AND TRANSMITTAL SLIP		ACTION	
1 TO DIRECTOR OF OFFICER PERSONNEL	INITIALS	CIRCULATE	
	DATE	COORDINATION	
2	INITIALS	FILE	
	DATE	INFORMATION	
3	INITIALS	NOTE AND RETURN	
	DATE	PER CON - VERSATION	
4 SUBJECT: OEMS Briefing for Senior Officers	INITIALS	SEE ME	
	DATE	SIGNATURE	

REMARKS

- Briefing will be presented in Room 5A1070 at 1100 hrs, 9 March.
- Approximately 200 officers will be in attendance (25-30 generals).
- Draft briefing script is attached (LTC Schulz will flip slides).

Do NOT use this form as a RECORD of approvals, concurrences, disapprovals, clearances, and similar actions

FROM CASTLE L. PITTMAN Lieutenant Colonel, USA Acting Deputy for Career Planning	DATE 7 Mar 72
	PHONE

AS YOU ARE NO DOUBT AWARE, A NEW CONCEPT FOR OFFICER PERSONNEL MANAGEMENT, CALLED OPMS, WAS RECENTLY STAFFED THROUGHOUT THE ARMY. THE COMMENTS RECEIVED REVEALED A CAUTIOUS ATTITUDE TOWARD CHANGE -- OPMS WAS TOO MUCH CHANGE IN TOO LITTLE TIME. A REVISED OPMS CONCEPT HAS RECENTLY BEEN DEVELOPED, APPROVED BY THE CHIEF OF STAFF AND IS CURRENTLY UNDERGOING DETAILED DEVELOPMENT FOR IMPLEMENTATION DURING 1972-1973.

THE PURPOSE OF MY PORTION OF THIS MORNINGS PRESENTATION IS TO PROVIDE YOU WITH INFORMATION CONCERNING THIS REVISED MANAGEMENT SYSTEM.

I WILL DISCUSS THE OBJECTIVES OF OPMS, EXPLAIN IN SOME DETAIL EACH OF ITS MAJOR ELEMENTS AND BRIEFLY SUMMARIZE ITS CURRENT AND FUTURE STATUS.

AS WITH THE ORIGINAL OPMS, THE

OBJECTIVES OF THE REVISED CONCEPT ARE TO IMPROVE PROFESSIONALISM IN COMMAND, STAFF AND SPECIALTY AREAS; TO INCREASE CAREER SATISFACTION; AND TO ADAPT OFFICER DEVELOPMENT TO THE REALITIES OF THE FUTURE -- IN OTHER WORDS TO RECOGNIZE THAT THE FUTURE CONTAINS REDUCED OPPORTUNITIES FOR COMMAND COUPLED WITH INCREASED DEMANDS FOR HIGHLY QUALIFIED SPECIALISTS AND STAFF OFFICERS. OPMS CONCERNS ONLY THOSE AREAS WHICH HAVE A DIRECT IMPACT ON THESE OBJECTIVES AND CONSISTS OF FOUR MAJOR AREAS; A NEW CONCEPT FOR OFFICER DEVELOPMENT; MOS PROPONENCY AND STAFF FUNCTIONALIZATION; CENTRALIZED SELECTION OF OFFICERS FOR CONTINUED DEVELOPMENT OF COMMAND, STAFF OR

7.

SPECIALIZED SKILLS FOLLOWING PROMOTION TO LIEUTENANT COLONEL OR COLONEL; AND REVISIONS TO THE PROMOTION SYSTEM. LET ME FIRST ADDRESS THE CONCEPT FOR OFFICER DEVELOPMENT. UNDER THE CURRENT SYSTEM AN OFFICER'S CAREER PATTERN, DURING THE COMPANY GRADE PERIOD, IS ORIENTED PRIMARILY TOWARD THE DEVELOPMENT OF BRANCH SKILLS. FOR MOST OFFICERS THIS BASIC QUALIFICATION IS BROADENED THROUGHOUT THE FIELD GRADE PHASE BY EXPERIENCE AND TRAINING ACROSS THE SPECTRUM OF THE PRINCIPAL STAFF AREAS -- PERSONNEL; INTELLIGENCE; OPERATIONS AND TRAINING; AND LOGISTICS. AFTER PROMOTION TO CAPTAIN, OFFICERS POSSESSING SKILLS IN SELECTED SPECIALTY AREAS ARE ENCOURAGED TO JOIN ONE OF THE SPECIAL CAREER PROGRAMS. PROGRAM MEMBERS ALTERNATE ASSIGNMENTS BETWEEN THEIR BRANCH AND SPECIALTY AREA UNTIL PROMOTION TO COLONEL AT WHICH TIME THEY MAY REQUEST CONSECUTIVE ASSIGNMENT IN THEIR SPECIALTY

AREA. THIS SLIDE INDICATES THE SPECIALTY FIELDS WHICH ARE CURRENTLY DESIGNATED AS SPECIAL CAREER PROGRAMS.

SLIDE 1 ON

PAUSE

SLIDE 1 OFF

BECAUSE OF THESE GENERALIZED DEVELOPMENT PATTERNS, THE SYSTEM IS EXTREMELY FLEXIBLE AND HAS PERMITTED WIDE LATITUDE IN THE ASSIGNMENT OF OFFICERS. IT HAS NOT, HOWEVER, FOSTERED THE DEVELOPMENT OF EXPERTISE IN INDIVIDUAL STAFF AREAS AND HAS NOT ENCOURAGED OFFICERS TO CONCENTRATE ON THE EARLY DEVELOPMENT OF HIGHLY SPECIALIZED SKILLS.

UNDER OPMS, OFFICERS WILL BE DEVELOPED UNDER A DUAL TRACK DEVELOPMENT CONCEPT -- THAT IS, THEY WILL BECOME PROFICIENT IN A PRIMARY AND A SECONDARY SKILL AREA. OFFICERS MUST BE QUALIFIED IN BOTH THEIR PRIMARY AND SECONDARY SKILLS PRIOR TO PROMOTION TO LTC. TWO

SUCCESSFUL ASSIGNMENTS IN THE FIELD OR ONE ASSIGNMENT PLUS AN ADVANCED DEGREE IN A RELATED DISCIPLINE WILL BE REQUIRED FOR SECONDARY SKILL QUALIFICATION.

AN OFFICER'S PRIMARY SKILL WILL BE HIS BRANCH QUALIFICATION WHILE HIS SECONDARY SKILL WILL BE IN EITHER A STAFF FUNCTIONAL AREA OR IN ONE OF THE EXISTING SPECIAL CAREER PROGRAM AREAS.

WHILE IN THE GRADE OF CAPTAIN OR MAJOR, AN OFFICER WHO HAS IDENTIFIED ONE OF THE SPECIAL CAREER PROGRAM AREAS AS HIS SECONDARY SKILL MAY REQUEST TO CONCENTRATE HIS DEVELOPMENT IN THE PROGRAM AREA. BASED ON AN EVALUATION OF HIS OVERALL RECORDS AND HIS QUALIFICATION IN THE FIELD, AND CONSISTENT WITH ARMY REQUIREMENTS, HE WILL BE PERMITTED TO DESIGNATE THIS AS HIS PRIMARY SKILL. HE WILL THEN RETAIN HIS BRANCH QUALIFICATION AS HIS SECONDARY SKILL. OFFICERS WITH A SECONDARY SKILL IN A FUNCTIONAL AREA MAY REORIENT THEIR DEVELOPMENT EMPHASIS IN THIS SAME MANNER

SUBSEQUENT TO PROMOTION TO MAJOR.

SHORTLY AFTER THE LTC AND COLONEL PROMOTION SELECTIONS ARE ANNOUNCED, BOARDS WILL BE CONVENED TO EVALUATE THOSE OFFICERS WHO HAVE RETAINED BRANCH QUALIFICATION AS THEIR PRIMARY SKILL. AS WILL BE DISCUSSED LATER IN THE BRIEFING, THESE BOARDS WILL DESIGNATE OFFICERS FOR CONTINUED TROOP COMMAND DEVELOPMENT OR FOR FUNCTIONAL OR SPECIALIZED DEVELOPMENT IN ACCORDANCE WITH THEIR PREVIOUSLY ACQUIRED SKILLS. CAREER DEVELOPMENT THROUGHOUT THE REMAINDER OF AN OFFICER'S CAREER WILL BE ORIENTED TOWARD THE DEVELOPMENT OF COMMAND, STAFF OR SPECIALIZED SKILLS.

TO ILLUSTRATE HOW DUAL TRACK DEVELOPMENT WILL WORK, LET ME BRIEFLY DESCRIBE A FEW CAREER PATTERNS.

FIRST, ONE OF MANY POSSIBLE CAREER PATTERNS FOR A COMBAT ARMS OFFICER

SLIDE 2 ON

BRANCH QUALIFYING OR BRANCH RELATED ASSIGNMENTS ARE

INDICATED ON THE LEFT-HAND SIDE AND THE SECONDARY SKILL ASSIGNMENTS ARE REPEATED ON THE RIGHT.

POINT TO
ADVANCE
COURSE

THE OFFICER ACQUIRED BRANCH QUALIFICATION DURING HIS EARLY YEARS BY COMPANY LEVEL ASSIGNMENTS AND ADVANCED COURSE ATTENDANCE, FOLLOWED BY COMPANY COMMAND.

THROUGH CONTACT WITH HIS CAREER BRANCH, THIS OFFICER HAD ELECTED PERSONNEL AS HIS SECONDARY SKILL AREA, HOWEVER, DUE TO LOCAL REQUIREMENTS,

POINT TO S-4

HIS IMMEDIATE COMMANDER ASSIGNED HIM AS THE BATTALION S-4.

POINT TO ROTC

HE THEN ATTENDED GRADUATE SCHOOL UNDER THE ROTC ADVANCED DEGREE PROGRAM AND COMPLETED HIS ROTC ASSIGNMENT 4 YEARS LATER. SINCE THIS OFFICER STILL WANTED PERSONNEL AS HIS SECONDARY SKILL, HE WAS THEN

ASSIGNED ON AN MOS DIRECTED

POINT TO G-1

PERSONNEL ASSIGNMENT WHERE HE SERVED IN A DIVISION
G-1 SECTION.

FOLLOWING ATTENDANCE AT THE COMMAND AND GENERAL STAFF
COLLEGE HE WAS SENT TO EUROPE, AGAIN ON AN

POINT TO USAREUR

MOS DIRECTED ASSIGNMENT, WHERE HE WORKED IN DCSPER
USAREUR AND QUALIFIED IN HIS SECONDARY SKILL.

IF SELECTED FOR PROMOTION TO LTC AND IF SELECTED FOR
CONTINUED TROOP COMMAND DEVELOPMENT THIS OFFICER
COULD EXPECT ASSIGNMENTS AS INDICATED ON THE LEFT

POINT TO LEFT TRACK

IF DESIGNATED FOR FUNCTIONAL DEVELOPMENT THIS OFFICER
WOULD FOLLOW THE RIGHT HAND TRACK.

POINT TO RIGHT TRACK

PAUSE

SLIDE 2 OFF

THIS SLIDE ILLUSTRATES A POSSIBLE CAREER PATTERN FOR AN ORDNANCE OFFICER.

SLIDE 3 ON

HE ACQUIRED BRANCH QUALIFICATION DURING HIS EARLY YEARS OF SERVICE AND QUALIFIED IN HIS SECONDARY SKILL, R&D, BY ADVANCED CIVIL SCHOOLING FOLLOWED BY A UTILIZATION ASSIGNMENT. AGAIN, THE TWO TRACKS ILLUSTRATE CONTINUED TROOP COMMAND OR SPECIALIZED DEVELOPMENT.

SLIDE 3 OFF

SLIDE 4 ON

THIS SLIDE DEPICTS AN ASSIGNMENT PATTERN FOR A FIELD ARTILLERY OFFICER WHO ELECTED TO PURSUE SPECIALIZED DEVELOPMENT IN ADP.

AFTER BRANCH QUALIFYING ASSIGNMENTS, THIS OFFICER ATTENDED GRADUATE SCHOOL AND SERVED WITH PERSONNEL INFORMATION SYSTEMS COMMAND. THIS ASSIGNMENT WAS FOLLOWED BY DUTY AT FORT SILL IN A FIELD ARTILLERY

RELATED POSITION IN ORDER TO MAINTAIN HIS SECONDARY SKILL QUALIFICATION. THIS OFFICER COULD EXPECT TO RECEIVE THE MAJORITY OF HIS FUTURE ASSIGNMENTS IN ADP OR ADP RELATED POSITIONS. YOU WILL NOTE THAT ALTHOUGH THIS OFFICER ALREADY POSSESSES A MASTERS DEGREE IN COMPUTER SCIENCE, HE IS PROGRAMMED FOR ADDITIONAL ADVANCED CIVIL SCHOOLING WHICH WILL BE EQUIVALENT TO SSC ATTENDANCE.

SLIDE 4 OFF

CLOSELY ALIGNED WITH THIS NEW DEVELOPMENT CONCEPT IS A REVISED CONCEPT FOR MOS PROPONENCY AND STAFF FUNCTIONALIZATION. CERTAIN MOS HAVE TRADITIONALLY BEEN CONSIDERED AS BRANCH MATERIEL, FOR EXAMPLE REQUIREMENTS FOR MOS 1542 THE MILITARY OCCUPATIONAL CODE FOR AN INFANTRY UNIT COMMANDER, CAN LOGICALLY BE ASSUMED TO REQUIRE INFANTRY OFFICERS. THERE IS HOWEVER, NO EXISTING POLICY PRESCRIBING MOS PROPONENCY FOR THE OPD CAREER BRANCHES. AS A RESULT, OFFICERS OF ONE

BRANCH MAY BE CALLED UPON TO PERFORM DUTIES WHICH ARE CLEARLY WITHIN THE FUNCTIONAL AREA OF ANOTHER CAREER BRANCH. ON THE OTHER SIDE OF THE COIN, AUTHORIZATION DOCUMENTS GENERALLY PRECLUDE MILITARY INTELLIGENCE BRANCH OFFICERS FROM SERVING IN S-2 POSITIONS IN TACTICAL UNITS, DENYING THESE UNITS OUR MOST QUALIFIED INTELLIGENCE PERSONNEL AND LIMITING OUR CAPABILITY TO FULLY DEVELOP MI OFFICERS. UNDER OPMS THOSE MOS WHICH ARE CLEARLY BRANCH MATERIAL WILL BE DESIGNATED EXCLUSIVELY TO THE APPROPRIATE BRANCH AND POSITIONS REQUIRING THESE MOS SKILLS WILL BE FILLED BY OFFICERS OF THIS BRANCH. THE MOS ASSOCIATED WITH THE PRINCIPAL STAFF POSITIONS WILL BE DESIGNATED FOR JOINT PROPONENCY BY THE UNIT BRANCH AND THE CAREER BRANCH PRIMARILY CONCERNED WITH THE FUNCTIONAL AREA. AN INFANTRY BATTALION S-2 POSITION FOR EXAMPLE WILL BE DESIGNATED AS INFANTRY OR MI WHILE THE S-4 POSITION WILL BE DESIGNATED TO INFANTRY OR THE LOGISTICS BRANCHES.

WE BELIEVE THAT THIS MOS PROPONENCY AND STAFF FUNCTIONALIZATION WILL RESULT IN BETTER UNITS THROUGHOUT THE ARMY.

SINCE OFFICERS GENERALLY POSSESS A STRONG DESIRE TO COMMAND AND ARE RELUCTANT TO GIVE PREFERENCE TO THE DEVELOPMENT OF STAFF OR SPECIALIZED SKILLS, IT IS APPARENT THAT THE IDENTIFICATION OF THOSE OFFICERS WHO ARE BEST QUALIFIED FOR COMMAND IS THE KEY THAT WILL INSURE THE FULL DEVELOPMENT OF OFFICERS FOR STAFF OR HIGHLY TECHNICAL ASSIGNMENTS. UNDER EXISTING POLICY, THE COMMANDER IN THE FIELD HAS THE PREROGATIVE TO SELECT AND ASSIGN HIS SUBORDINATE COMMANDERS. THE OFFICER PERSONNEL DIRECTORATE ASSISTS THE FIELD COMMANDER BY ADVISING HIM OF THOSE OFFICERS BEST QUALIFIED FOR COMMAND AND BY COORDINATING NECESSARY REASSIGNMENT ACTIONS. THIS IS ESSENTIALLY AN UNSTRUCTURED SYSTEM AND OFFICERS MAY BE SELECTED FOR BATTALION OR BRIGADE COMMAND ASSIGNMENTS AT ANY TIME DURING THEIR TENURE AS A LTC OR COLONEL. BECAUSE

OF THE INFORMALITY OF THIS SYSTEM, MANY OFFICERS FEEL THAT IT IS NECESSARY FOR THEM TO JOCKEY FOR THOSE POSITIONS WHICH PROVIDE THE GREATEST VISIBILITY, HOPING THAT THIS INCREASED VISIBILITY WILL MAKE THEM MORE COMPETITIVE WHEN THE COMMAND SELECTIONS ARE MADE.

OPMS WILL PROVIDE A VISIBLE, DISCIPLINED AND TIMELY SYSTEM FOR THE SELECTION AND ASSIGNMENT OF THOSE OFFICERS BEST QUALIFIED FOR TROOP COMMAND POSITIONS AT THE BATTALION AND BRIGADE LEVEL. COMMAND DESIGNATION WILL OCCUR SHORTLY AFTER SELECTION FOR PROMOTION TO LTC AND COLONEL. OFFICERS WILL BE IN THE PRIMARY SELECTION ZONE DURING THE FIRST TWO YEARS FOLLOWING PROMOTION SELECTION. OFFICERS WILL ALSO BE CONSIDERED DURING THE NEXT TWO YEARS WHEN SUCH ACTION IS WARRANTED. SELECTION WILL BE BY DA BOARDS. AS I STATED EARLIER, THESE BOARDS WILL CONSIDER OFFICERS WHO HAVE RETAINED BRANCH QUALIFICATION AS THEIR PRIMARY

SKILL AND WILL DESIGNATE OFFICERS FOR CONTINUED COMMAND, STAFF OR SPECIALIZED DEVELOPMENT. THE NUMBER OF OFFICERS DESIGNATED FOR CONTINUED COMMAND DEVELOPMENT WILL BE CLOSELY RELATED TO PROJECTED REQUIREMENTS. FOLLOWING THE BOARD ACTION, EACH OFFICER WILL BE NOTIFIED INDIVIDUALLY, OF HIS STATUS. OFFICERS DESIGNATED FOR CONTINUED FUNCTIONAL OR SPECIALIZED DEVELOPMENT WILL NOT BE ELIGIBLE FOR TROOP COMMAND ASSIGNMENTS AT THE BATTALION OR BRIGADE LEVEL AND WILL CONCENTRATE ON EXPANDING THEIR STAFF OR SPECIALTY QUALIFICATION.

THE REVISED CONCEPT FOR OFFICER DEVELOPMENT WILL NECESSITATE A CHANGE IN OUR PHILOSOPHY FOR PROMOTION COMPETITION. IN ORDER TO PROVIDE GREATER DISCRIMINATION AMONG DISSIMILAR BRANCHES; TO EMPHASIZE THE DIFFERENCE IN VARIOUS OFFICER CAREER PATTERNS; AND TO GIVE GREATER CREDENCE AND VISIBILITY TO SPECIALIST AND STAFF OFFICER PROGRESSION, THE OPMS PROMOTION SYSTEM INCLUDES THE FOLLOWING:

BOARD MEMBERSHIP WILL BE INCREASED FROM 5 TO 9. THIS INCREASE IN MEMBERSHIP WILL PROVIDE ADDITIONAL BRANCH REPRESENTATION AND WILL RESULT IN A BROADER RANGE OF EXPERIENCE ON THE BOARD. INSTRUCTIONS TO PROMOTION BOARDS WILL EMPHASIZE THE ESSENTIALITY OF THE DIFFERENT CAREER PATTERNS TO THE ARMY'S MISSION ACCOMPLISHMENT. SELECTION FOR PROMOTION WILL BE BASED ON AN OFFICER'S POTENTIAL FOR EXERCISING THE DUTIES OF THE HIGHER GRADE. ADVANCEMENT POTENTIAL WILL BE DETERMINED, FOR THE MOST PART, ON AN OFFICER'S RECORD OF PERFORMANCE IN HIS PRIMARY SKILL AREA, AUGMENTED BY HIS DEMONSTRATED ABILITIES IN HIS SECONDARY SKILL AND FINALLY CONSIDERING HIS OVERALL DUTY PERFORMANCE. THE EMPHASIS UNDER OPMS WILL BE ON AN OFFICER'S PERFORMANCE OF THE DUTIES THAT HE IS ASSIGNED. DA WILL STRESS DEVELOPING EXPERTISE AND DE-EMPHASIZE THE CURRENT IMPORTANCE PLACED ON HAVING HAD CERTAIN SO CALLED TICKET PUNCHING ASSIGNMENTS. SELECTION BOARDS WILL BE INSTRUCTED THAT THE ARMY HAS

REQUIREMENTS FOR OFFICERS IN CERTAIN CRITICAL FIELDS AND THAT RECORDS OF OFFICERS WITH THE QUALIFICATIONS TO BE ASSIGNED TO THESE DUTIES SHOULD BE CLOSELY EXAMINED. THE NEED TO FILL ARMY REQUIREMENTS WITH QUALIFIED OFFICERS WILL BE KEPT IN MIND BY BOARDS IN DETERMINING WHO WILL BE SELECTED FOR PROMOTION. INSTRUCTIONS OF THIS NATURE REPRESENT A DEPARTURE FROM CURRENT PRACTICE BUT SHOULD GIVE INCREASED VISIBILITY AND CREDIBILITY TO CAREER PROGRESSION AND ADVANCEMENT OF QUALITY OFFICERS FOLLOWING SPECIALIZED OR FUNCTIONAL DEVELOPMENT.

SLIDE 5 ON
W/MASK
WITHOUT FLIP

THIS NEXT CHART PORTRAYS PROMOTION TO COLONEL FOR THE OPD BRANCHES. ANALYZING THE BACKGROUNDS OF THOSE SELECTED FOR COLONEL WE FIND THAT THE MAJORITY OF SELECTEES

POINT TO
COMMANDER

HAVE BEEN COMMANDERS AND HAVE FOLLOWED A RELATIVELY
BROAD CAREER DEVELOPMENT PATTERN. OTHER SELECTEES

POINT TO
SPECIALISTS

FOR THE MOST PART IN THE ADMINISTRATIVE AND TECHNICAL
BRANCHES, HAVE HAD CONCENTRATED DEVELOPMENT IN
SPECIALTY FIELDS. SINCE THE SIZE OF THE ARMY AND
INCREASED LENGTH OF COMMAND TOURS WILL SIGNIFICANTLY
REDUCE THE NUMBER OF OFFICERS WHO WILL COMMAND AT THE
LTC LEVEL, AND SINCE OPMS WILL ENCOURAGE ENTRY AND
DEVELOP MORE OFFICERS IN SPECIALTY AND STAFF FUNCTIONAL
AREAS, THE ANTICIPATED RESULTS OF THE COLONEL PROMOTION
BOARDS UNDER OPMS WILL BE AS SHOWN HERE.

UNCOVER

WHAT WILL BE EFFECTIVELY ACCOMPLISHED UNDER OPMS IS TO
SHOW THAT THERE IS PROMOTION OPPORTUNITY

POINT TO
SPECIALIST

AND CAREER SATISFACTION FOR THE QUALITY OFFICER WHO HAS

THE CAPABILITY AND INCLINATION TO SPECIALIZE AND HAS NOT BEEN, OR DOES NOT DESIRE TO BE COMMAND DESIGNATED. THIS GROUP OF OFFICERS,

SLIDE 5
FLIP ON

CAN NOW CONCENTRATE ON A SPECIALTY OR FUNCTIONAL AREA AND NOT BE CONCERNED WITH COMPETING FOR BATTALION OR BRIGADE COMMAND. IT SHOULD BE NOTED THAT THIS GROUP INCLUDES MANY OFFICERS WHO WERE DESIGNATED FOR FUNCTIONAL OR SPECIALIZED DEVELOPMENT, BECAUSE OF REDUCED COMMAND OPPORTUNITIES. THESE OFFICERS ARE FULLY QUALIFIED FOR TROOP COMMAND ASSIGNMENTS AND, IN THE EVENT OF A RAPID EXPANSION OF FORCES, WOULD BE AVAILABLE AND QUALIFIED FOR COMMAND ASSIGNMENTS.

IN THE FINAL ANALYSIS, THE PROPOSED CHANGES TO THE CURRENT PROMOTION SYSTEM WILL PROVIDE VISIBILITY AND CREDIBILITY TO PROGRESSION WITHIN ALL CAREER FIELDS; BE RESPONSIVE TO THE NEW OFFICER DEVELOPMENT SYSTEM; AND

IMPROVE OUR CAPABILITY TO MEET THE ARMY'S REQUIREMENTS FOR SENIOR OFFICERS WHO ARE HIGHLY QUALIFIED IN STAFF OR SPECIALTY AREAS.

SLIDE 5 OFF

I WOULD NOW LIKE TO TAKE A FEW MINUTES TO DISCUSS THE CURRENT AND FUTURE STATUS OF OPMS.

IN NOVEMBER WE PRESENTED OPMS TO THE CGSC CLASS AT LEAVENWORTH. FOLLOWING THE PRESENTATION WE ADMINISTERED A 50 QUESTION SURVEY DESIGNED TO DETERMINE THE STUDENT REACTION TO THE PROPOSED CONCEPT.

OUR ANALYSIS OF THE RESULTS OF THIS SURVEY INDICATED THAT THE OVERALL CONCEPT AND EACH OF ITS MAJOR ELEMENTS WERE FAVORED OVER THE CURRENT SYSTEM BY NEARLY A TWO TO ONE RATIO.

THE CONCEPT WAS NEXT PRESENTED TO THE DEPUTY COMMANDANT OF THE ARMY WAR COLLEGE AND MEMBERS OF THE STAFF AND FACULTY INVOLVED IN THE PROFESSIONALISM AND LEADERSHIP STUDIES. THEY EXPRESSED CONFIDENCE IN AND SUPPORT FOR OPMS.

WE HAVE PRESENTED THE REVISED CONCEPT TO THE CG'S OF CONARC, AMC AND CDC AND TO THE ARMY GENERAL STAFF. REACTION FROM THESE AGENCIES VARIED FROM MILD ACCEPTANCE TO ENTHUSIASTIC SUPPORT FOR OPMS AND NO SIGNIFICANT OBJECTIONS WERE RECEIVED.

WE CONSIDER OPMS TO BE VIABLE AND MANAGEABLE, THAT IT WILL FULFILL THE GOALS ESTABLISHED, AND THAT IT WILL BE ACCEPTABLE TO THE OFFICER CORPS.

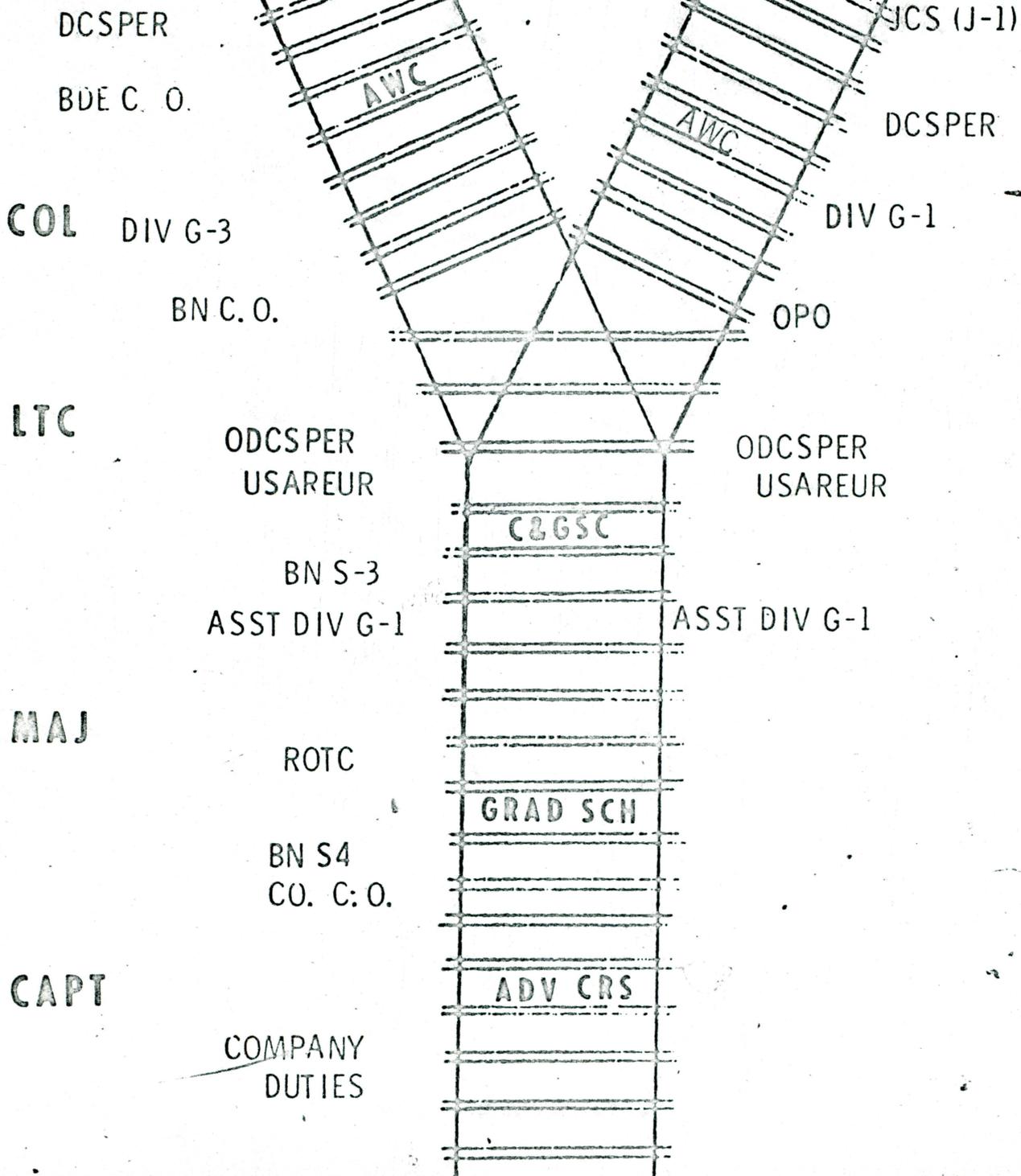
WE BELIEVE THAT IT WILL DEVELOP OFFICERS IN ACCORDANCE WITH THEIR POTENTIAL, MOTIVATE THEM TO DO THE THINGS THEY DO BEST, RECOGNIZE THESE OFFICERS FOR THEIR ACCOMPLISHMENTS AND SATISFY THE REQUIREMENTS OF THE ARMY.

WE ARE NOW DEVELOPING DETAILED PLANS FOR THE MAJOR COMPONENTS OF OPMS AND HAVE TARGETED CHIEF OF STAFF APPROVAL AND INITIAL IMPLEMENTATION DURING 1972-73. ALTHOUGH THESE INITIAL PHASES OF OPMS WILL BE PLACED

IN EFFECT IN THE NEAR FUTURE, THE TOTAL SYSTEM WILL REQUIRE SEVERAL YEARS TO BECOME FULLY EFFECTIVE. WE PLAN TO PROCEED CAREFULLY AND CAUTIOUSLY, MAKING ADJUSTMENTS TO THE SYSTEM AS NECESSARY DURING IMPLEMENTATION.

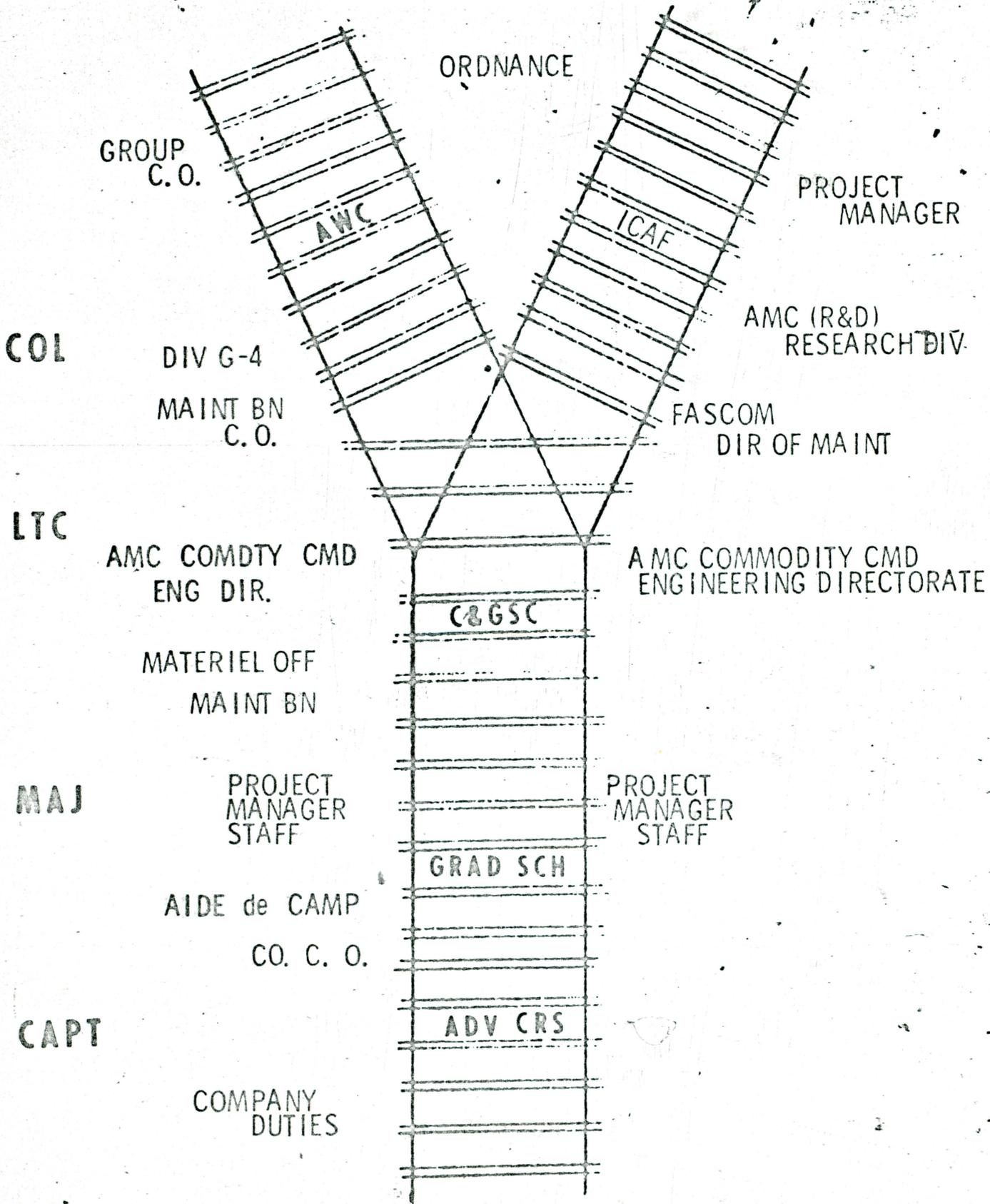
OPMS DUAL TRACK DEVELOPMENT

COMBAT ARMS

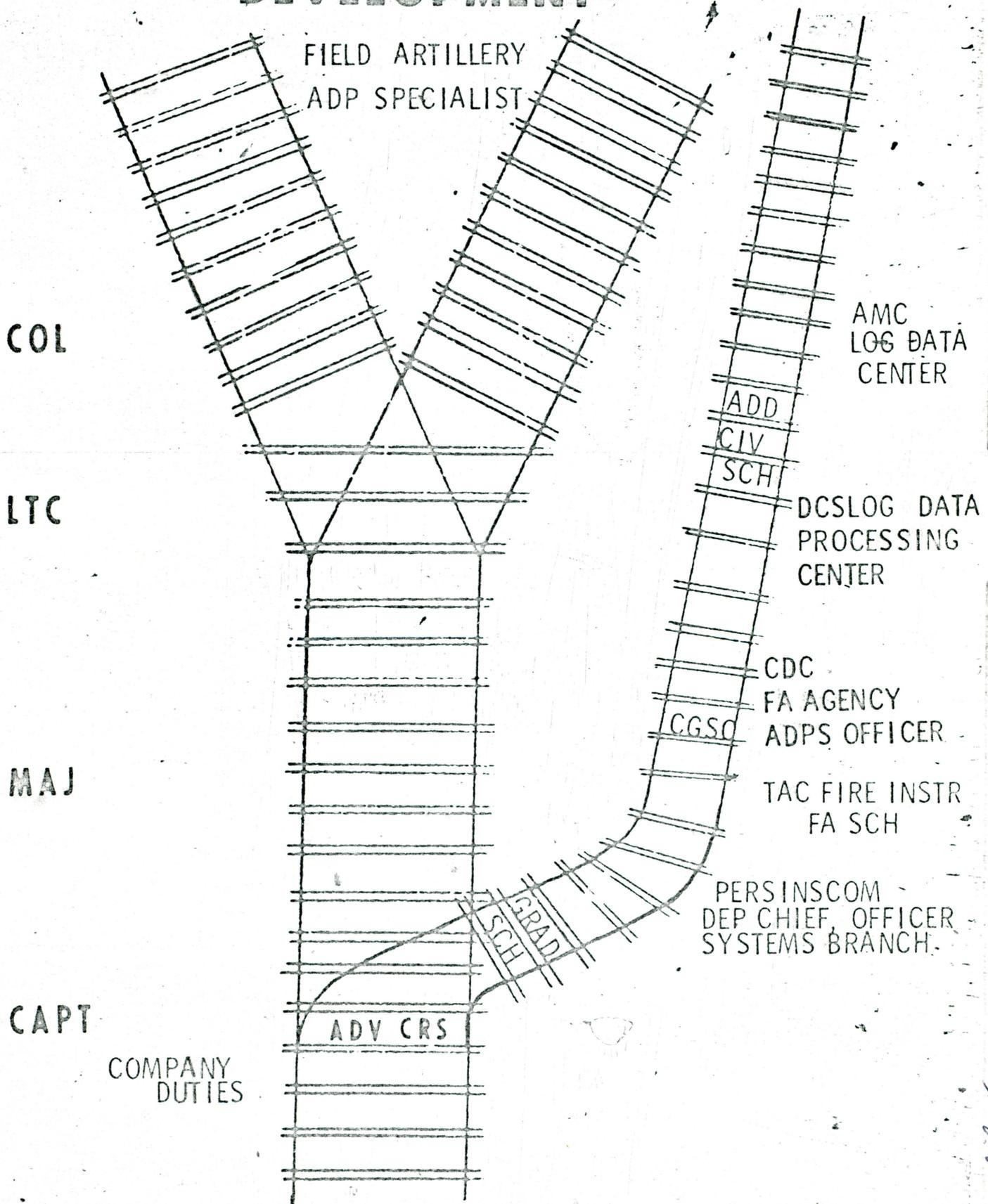


Slide 2

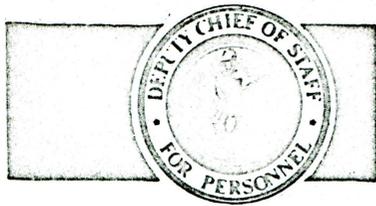
OPMS DUAL TRACK DEVELOPMENT



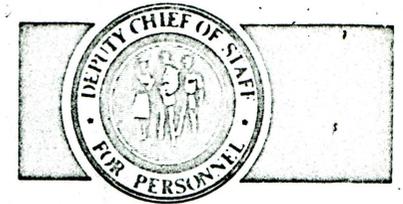
OPMS DUAL TRACK DEVELOPMENT



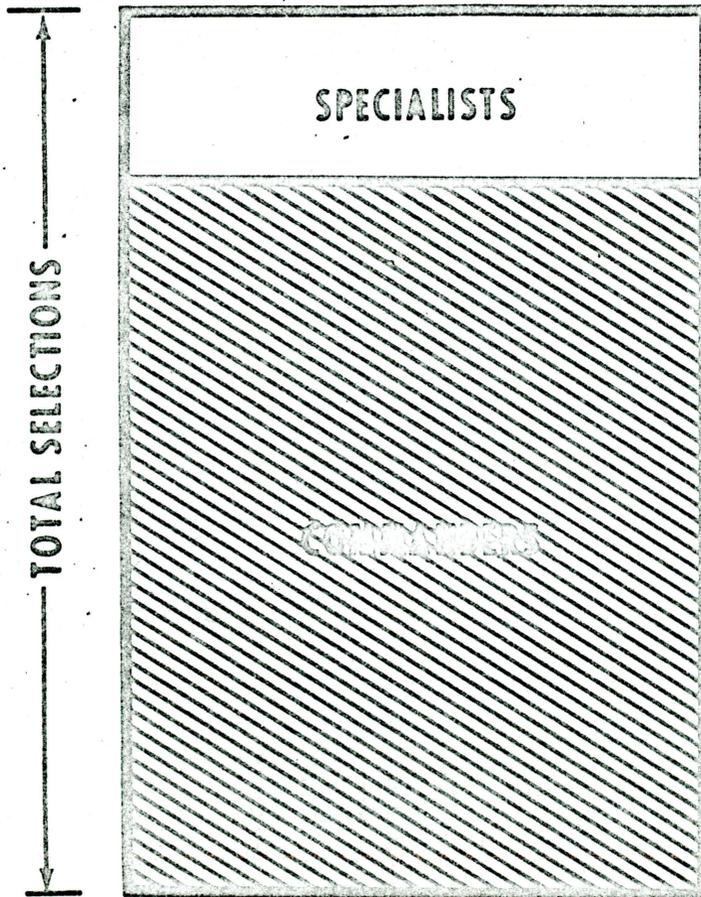
Slide 4



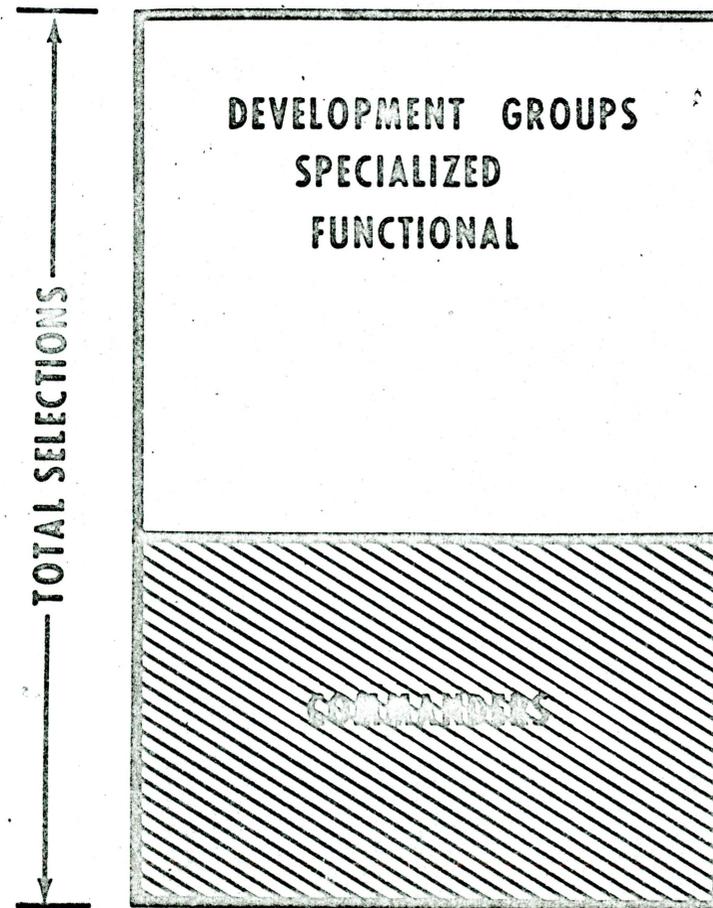
PROMOTION TO COLONEL (OPD)

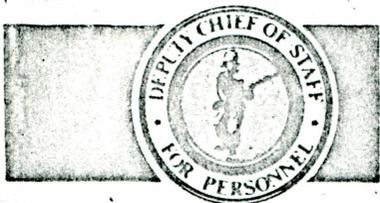


CURRENT SYSTEM



OPMS





OPMS

SPECIAL CAREER PROGRAM AREAS

AUTOMATIC DATA PROCESSING

INFORMATION

COMPTROLLER

OPERATIONS RESEARCH / SYSTEMS ANALYSIS

LOGISTICS

PROCUREMENT

RESEARCH AND DEVELOPMENT

FOREIGN AREA SPECIALIST

MILITARY ASSISTANCE

ATOMIC ENERGY