

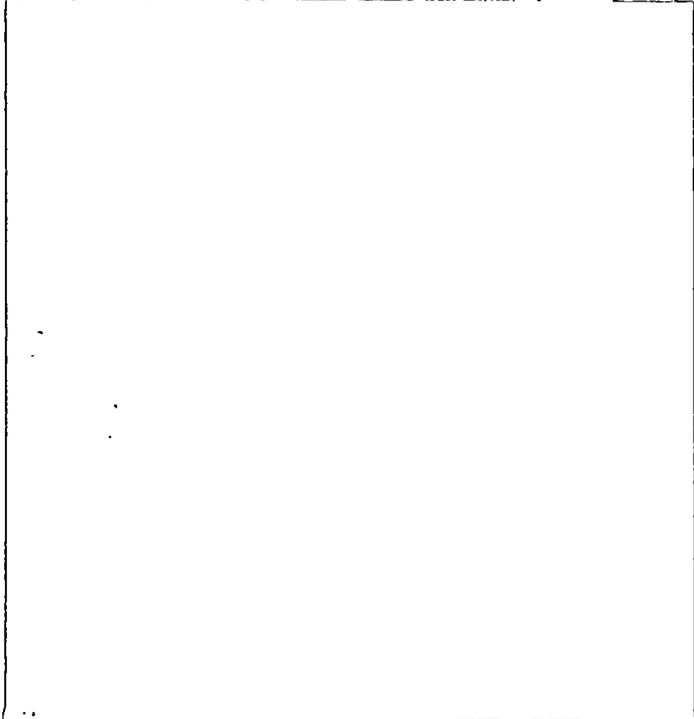
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**OFFICER PROFESSIONAL
DEVELOPMENT
AND
UTILIZATION**

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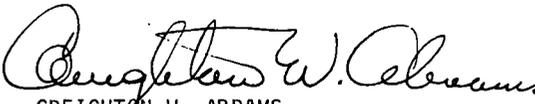


UNITED STATES ARMY
THE CHIEF OF STAFF

TO EACH OFFICER OF THE ARMY

The Officer Personnel Management System described in this pamphlet is the blueprint for development of the Army's officer corps of the future. This system will provide officers the opportunity to develop the professional skills that the leaders of tomorrow's Army will need.

I commend this pamphlet to your study, but caution you to bear in mind that how well you do in the Army depends not on our system of management but rather on your individual efforts and dedication to service.


CREIGHTON W. ABRAMS
General, United States Army
Chief of Staff



Pamphlet }
 No. 600-3 }

HEADQUARTERS
 DEPARTMENT OF THE ARMY
 WASHINGTON, DC 1 March 1974

OFFICER PROFESSIONAL DEVELOPMENT AND UTILIZATION

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CHAPTER 1

THE OFFICER PERSONNEL MANAGEMENT SYSTEM

1-1. The Officer Personnel Management System. *a.* This pamphlet provides guidance to individuals, commanders, and personnel managers for the professional development and utilization of commissioned officers of the United States Army, with the exception of officers of the Judge Advocate General's Corps, the Chaplains Corps and the Army Medical Department. The special branches have been excluded because they are not a part of the Officer Personnel Management System. However, some aspects of this pamphlet such as the chapters relating to officer education, general promotion policies and professionalism can be applied equally to the special branches as members of the Army team.

b. The officer personnel management system is the sum total of policies and procedures by which commissioned officers of the Army are procured, trained, assigned, developed, evaluated, promoted, and separated from active duty. The purpose of the officer personnel management system is to increase the effectiveness and professionalism of the US Army officer corps.

1-2. Objectives. The objectives of the officer personnel management system are—

a. To develop officers in the right numbers and with the right skills to satisfy Army requirements, taking maximum advantage of the inherent abilities, aptitudes, and interests of the individual officer.

b. To assign officers according to the Army's needs and the individual's competence and desires.

c. To improve the motivation and professional satisfaction of the officer corps.

1-3. Environmental Factors Impacting on the Officer Personnel Management System. Certain environmental factors are continuously influencing the operation of the officer personnel management system, requiring continuous action by Headquarters, Department of the Army

(HQDA) to make necessary policy changes and adjustments. These factors include—

a. Technological Change. Changing technology results in changing skill requirements in the force structure, with resulting changes in the number, type, and education of officers needed to satisfy the needs of the Army.

b. Specialization. The increasing complexity of Army jobs, and the greater length of time required to master the knowledge associated with such jobs, has required greater specialization to develop competence.

c. Social Change. Changing attitudes towards job satisfaction, leadership, and discipline are examples of social changes in society at large that are reflected in the values of junior officers.

d. Changing Quantitative Requirements. Any change in officer strength impacts upon officer professional development. A strength buildup, by increasing the pace of promotion, advances officers to supervisory duties more rapidly, without the benefits of desirable developmental assignments. On the other hand, during a force drawdown officers in certain specialties may find their opportunities limited by a disproportionate reduction in force structure in their specialty.

e. Changing Skill Requirements. When new skills are immediately required by the Army, as in the case of the advisory mission in Vietnam, it is frequently necessary to train officers in a new skill area.

1-4. The Officer Personnel Management System, Personnel Managers, and the Individual. Since personnel management systems deal with people, they must take into consideration the personal needs of the individual, his goals, aspirations, aptitudes and interests; personal and family situation; and desires. The length of advance notice an officer receives prior to a change in assignment, the amount of leave he is authorized, whether his family may accom-

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pany him, whether the house will be sold, whether his children will finish school—such considerations can never be considered secondary or unimportant by the personnel manager. On the contrary, assistance to the individual officer is a major reason for existence of the personnel manager. Consequently, even

though the officer personnel management system consists primarily of policies and procedures applicable to large numbers of officers, in the final analysis the system functions through a personal relationship between the personnel manager and the individual officer.

CHAPTER 2

OFFICER PROFESSIONAL DEVELOPMENT

2-1. Officer Professional Development. *a.* The development of the professional attributes and capabilities of Army officers to meet the needs of the Army through planned assignments and schooling is known as officer professional development.

b. The overall objectives of officer professional development are—

(1) To develop officers in the right numbers and right skills to meet the functional requirements of the Army in the grade of colonel.

(2) To develop officers with the skills required to serve in positions of high responsibility involving the integration of various functions of the Army.

(3) To develop officers with technical and managerial skills, and outstanding executive talents, to serve in positions of high responsibility in the Army.

c. As the Army exists in peacetime to prepare for victory in war, so Army officer professional development is 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 schooling, experience, assignments and promotions are aimed.

2-2. Primacy of Army Requirements. *a.* The number and skills of officers to be developed is determined by Army requirements. As requirements change, the number and skills of officers to be developed are adjusted accordingly.

b. The target grade for officer professional development, that is, the grade whose skill requirements are used to determine the number and types of officers required, is the grade of colonel.

2-3. Elements of Officer Professional Development. The basic elements of officer professional development are—

a. Planned and progressive rotation of assignments.

b. Officer professional education, to include resident and nonresident instruction, on-the-job training, and individual study.

c. Officer evaluation system.

d. Officer promotion system.

e. Individual participation in professional development.

f. Professional development counseling.

2-4. Dual Specialty Development. *a.* The basic approach used by the Army for officer professional development and utilization is dual specialty development. Under dual specialty development the objective is for each officer to gain and maintain proficiency in a primary and an alternate specialty. The remainder of this chapter is devoted to explanation of this concept.

b. Dual specialty development is illustrated graphically in figure 2-1.

2-5. Specialty. A specialty is a grouping of duty positions whose skill and job requirements are mutually supporting in the development of officer competence to perform at the grade of colonel in the specialty. Each specialty contains sufficient positions in each grade to support officer utilization from entry level to the grade of colonel. It is important to note that a specialty is a grouping of positions, not of officers. Officers are utilized in these positions, and their professional qualifications are developed in these positions, but one should distinguish between the position and the officer. The authorized specialties, 47 in number, are listed below and described in other chapters of this pamphlet. To form these specialties, officer positions in the force structure with common skill and job requirements are grouped together.

SPECIALTIES

- * Air Defense Artillery
- * Armor
- * Field Artillery
- * Infantry
- * Engineer
- * Combat Communications-Electronics
- * Fixed Telecommunications Systems
- * Communications-Electronics Engineering

DUAL SPECIALTY DEVELOPMENT AND UTILIZATION

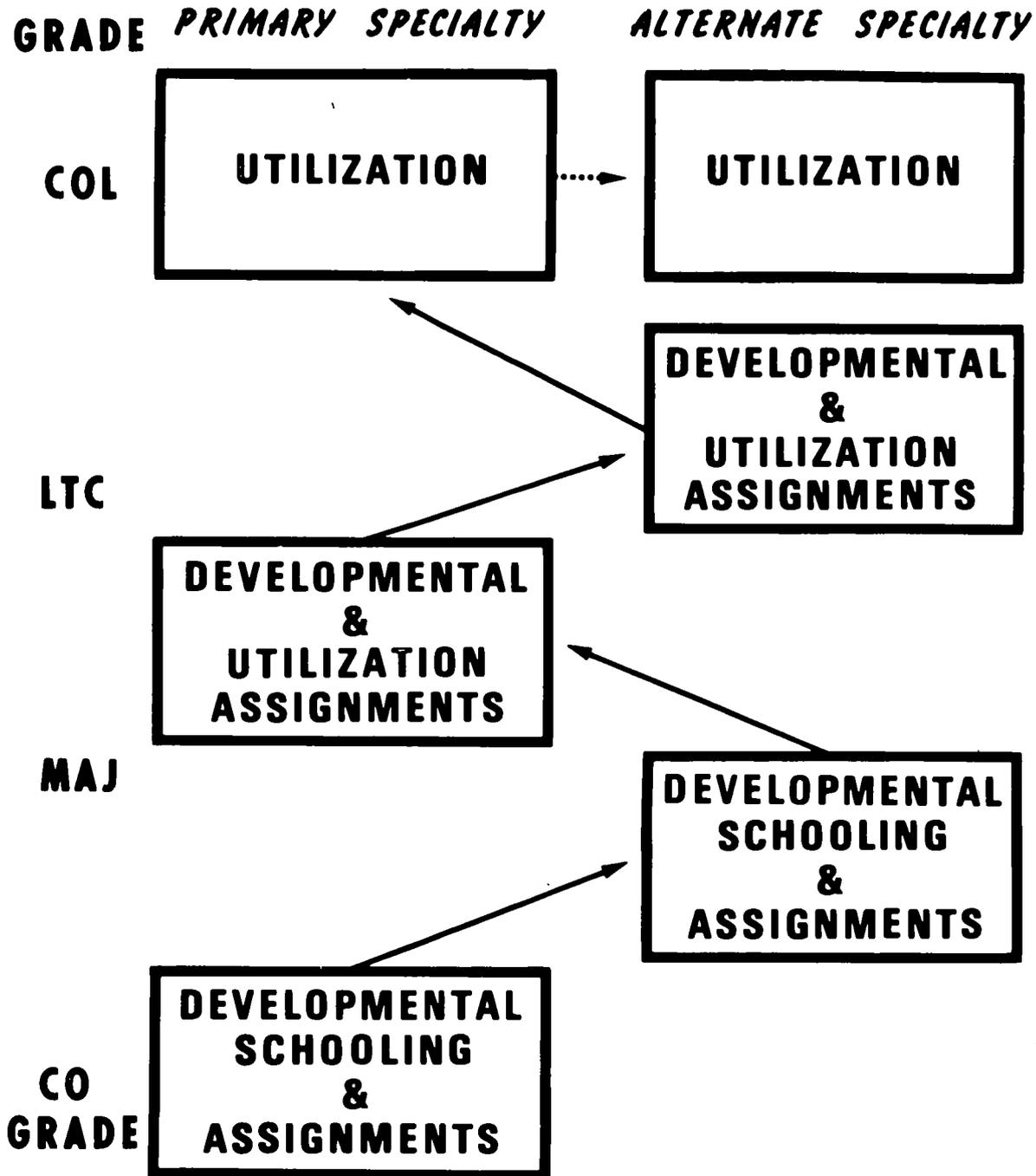


Figure 2-1. Dual Specialty Development and Utilization.

- * Law Enforcement
- Criminal Investigation
- * Tactical/Strategic Intelligence
- * Counterintelligence/HUMINT
- * Cryptology
- * Personnel Administration
- Personnel Management
- * Club Management
- * Finance
- Education
- Atomic Energy
- Automatic Data Processing
- Comptroller
- Foreign Area Officer
- Information
- * Audio-Visual Instructional Technology
- Research and Development
- Operations Research/Systems Analysis
- Operations and Force Development
- * Missile Materiel Management
- * Munitions Materiel Management
- * Tank/Ground Mobility Materiel Management
- * Armament Materiel Management
- * Aviation Materiel Management
- * Construction and Marine Materiel Management
- * POL Management
- * Food Management
- * General Troop Support Materiel Management
- * Communications-Electronics Materiel Management
- * Chemical
- * Highway-Rail Operations
- * Marine and Terminal Operations
- * Traffic Management
- Maintenance Management
- Transportation Management
- Supply Management
- Logistics Services Management
- Procurement
- Logistics Management
- * Basic Entry Specialties—(See paragraph 2-8b)

2-6. Branch and Specialty. *a.* A branch is an arm or service of the Army. The combat arms are: Air Defense Artillery, Armor, Field Artillery and Infantry. The combat support arms are: Corps of Engineers, Signal Corps, Military Police Corps and Military Intelligence. The services are: Adjutant General's Corps, Finance Corps, Quartermaster Corps, Ordnance Corps, Transportation Corps, and Women's Army Corps. (The Corps of Engineers, Signal Corps, and Military Police Corps are also services.)

b. A branch is a grouping of officers who are developed in various specialties. Whereas a specialty is a grouping of duty positions, a branch is a grouping of officers. Branch officers are developed and utilized in specialty positions. While certain specialties are closely related to certain branches, in principle branches could have officers participating in every specialty.

c. Certain specialties include functions which are the assigned responsibility of a particular branch under AR 10-6. The branch-related specialties are indicated below—

<i>Branch</i>	<i>Specialty</i>
Infantry -----	Infantry
Armor -----	Armor
Field Artillery -----	Field Artillery
Air Defense Artillery --	Air Defense Artillery
Corps of Engineers -----	Engineer
Military Police Corps ---	Law Enforcement
Signal Corps -----	Combat Communications-
	Electronics
	Fixed Telecommunications
	Systems
	Communications-Electronics
	Engineering
	Audio-Visual Instructional
	Technology
Military Intelligence ----	Tactical/Strategic Intelligence
	Counterintelligence/
	HUMINT
	Cryptology
Finance Corps -----	Finance
Adjutant General's	Personnel Administration
Corps -----	Club Management
Logistics Branches -----	Logistics specialties
(Ordnance Corps,	(see Chapter 24)
Quartermaster Corps,	
Transportation Corps)	

2-7. EASI Codes. Expanded use of Additional Skill Identifier (EASI) Codes are an interim method of identifying specialties in authorization documents, requisitions, and officer records. Under Project EASI, the principal specialty or specialties associated with an officer position (except general officer, warrant officer, Army Medical Department, Chaplains and Judge Advocate General Corps positions) will be identified by use of an EASI code or codes. An EASI code is a two digit numeric identifier. It will be used on officer records to identify the specialties of the officer, and will be used on officer requisitions to identify the specialty or specialties of the position for which the requisition is submitted. EASI codes are designed to permit accurate matching of officer personnel with specialty requirements. They will eventually be replaced by a revised officer MOS system. A list of authorized EASI codes is at Appendix B.

2-8. Primary Specialty, Basic Entry Specialty, Advanced Entry Specialty. *a.* An officer's primary specialty is the specialty which will receive emphasis in his professional development and utilization. The primary specialty will be designated by Headquarters, Department of the Army (HQDA), normally when an officer enters upon active duty.

b. Normally an officer entering on active duty will have a basic entry specialty designated as his primary specialty. A basic entry specialty is a specialty in which newly commissioned offi-

cers will normally receive their initial development.

c. The specialties in paragraph 2-5 not indicated as basic entry specialties are considered advanced entry specialties. An advanced entry specialty is one in which most of the position requirements are in the field grades and which is normally entered when an officer is a captain or major.

2-9. Alternate Specialty. a. An officer's alternate specialty is a second specialty, in addition to his primary specialty, designated for his professional development and utilization.

b. An officer's alternate specialty will be designated by HQDA prior to completion of the eighth year of commissioned service. Such designation will be based on Army requirements, the officer's qualifications as recorded in his official file, and his preferences expressed in priority of choice and communicated to his career branch.

c. It is desirable for an officer to make a decision concerning his preference for an alternate specialty prior to or during attendance at the advanced course, so that he may participate in appropriate alternate specialty education during the advanced course.

d. Officers who indicate a preference concerning their choice of alternate specialty prior to completion of their eighth year of commissioned service may request tentative designation of their alternate specialty at any time subsequent to designation of their primary specialty. Only Regular Army or Other than Regular Army (OTRA) officers in voluntary indefinite status are eligible to make such request. HQDA may tentatively designate the officer's choice of specialty as his alternate specialty, subject to confirmation, during the eighth year of service when formal designation of specialties for his year group occurs.

2-10. Selection of Alternate Specialty. a. Restrictions on an officer's choice of alternate specialty are few. Although many officers will be developed with specific primary/alternate specialty combinations to meet requirements, there are many positions which require expertise in only one specialty. In these cases officers possessing that specialty expertise, as an alternate specialty, may fill the position regardless of their primary specialty. With the exception of the restrictions outlined in paragraphs (1), (2) and (3) below, officers may state a preference for any alternate specialty.

(1) Officers of the branches of non-combat

arms may not have any of the combat arms specialties as an alternate specialty. In order to participate in the combat arms specialties (Infantry, Armor, Field Artillery, Air Defense Artillery), non-combat arms officers must transfer to the appropriate combat arms branch.

(2) Officers having any specialty or combination of specialties may request participation in the education specialty at any time. If approved, they will receive assignments conducive to their development as a professional educator or scholar. Officers whose alternate specialty has not been designated and who desire to be considered should select an alternate specialty other than education and concurrently submit application for participation in the education specialty. An officer will have only one primary and one alternate specialty; if selected for the education specialty, the education specialty will be designated as either the primary or alternate specialty of the officer.

(3) Only officers having a logistics specialty who attain the grade of colonel are eligible to participate in the Logistics Management specialty. Consequently, officers below the grade of colonel must select an alternate specialty other than Logistics Management. For further discussion see paragraph 24-26.

b. It is important to note that command is not a specialty. Like all other positions, command positions are found in the specialty to which they most nearly pertain, e.g., Infantry command positions in the Infantry specialty, Engineer command positions in the Engineer specialty. An officer participating in the specialty may serve in any position in that specialty; however, to serve in certain designated battalion or brigade level command positions, the officer must be selected by a HQDA Command Selection Board. For further discussion, see Chapter 7.

2-11. Application to WAC Officers. Women's Army Corps officers will be developed in two specialties in the same manner as male officers. They are eligible to participate in all specialties except Infantry, Armor, and Field Artillery, and in general will receive the same professional education and assignments as male officers participating in the same specialties. They are eligible for selection for command positions under the HQDA Command Selection System (Chapter 7). However, utilization of WAC officers in positions involving close combat or close combat support, e.g., combat engineers platoon leader positions, or positions directly involving confinement or detention of male prisoners, is

not permitted. WAC officers may be permanently detailed to one of the following branches: Air Defense Artillery, Corps of Engineers, Signal Corps, Military Intelligence, Military Police Corps, Ordnance Corps, Quartermaster Corps, Transportation Corps, Adjutant General's Corps, and Finance Corps. The branch to which detailed will assume the overall responsibility for the professional development of WAC officers. Newly commissioned WAC officers will attend an 11 week orientation course followed by attendance at one of the branch basic courses (except Infantry, Armor, or Field Artillery). WAC officers will normally attend the advanced course of the branch to which detailed, although they may complete the advanced course of another branch if this is advantageous to the officer's professional development in her alternate specialty.

2-12. Change of Primary Specialty. An officer may request designation of another specialty as his primary specialty at any time after completion of two years service.

2-13. Change of Alternate Specialty. An officer may request that his alternate specialty be changed to another alternate specialty at any time. If the requested change is approved, the officer's future professional development will be guided by the new alternate specialty, although his future utilization will be influenced by his overall specialty qualifications.

2-14. Branch Transfer. Officers may request transfer to another branch in accordance with the provisions of AR 614-100.

2-15. Fill of Principal Staff Positions. Objectives for assignment to principal battalion, brigade, and division staff positions are as follows:

a. Fill S1/G1, S2/G2 and S4/G4 positions at brigade and division level with an officer whose primary specialty is an appropriate Personnel, Intelligence, or Logistics specialty, respectively, *or* with an officer of the unit branch who has an appropriate Personnel, Intelligence or Logistics specialty as an alternate specialty.

b. Fill battalion S1, S2, and S4 positions with an officer whose primary specialty is an appropriate Personnel, Intelligence, or Logistics specialty, respectively, *or* with an officer of the unit branch, preferably one who has an appropriate Personnel, Intelligence or Logistics specialty as an alternate specialty.

c. Fill S3/G3 positions at battalion, brigade and division level with an officer whose primary specialty is that of the unit branch.

d. Fill Field Artillery and Engineer unit S2

positions with Field Artillery and Engineer officers respectively, *preferably* with officers who have an appropriate Intelligence specialty as an alternate specialty.

e. Fill Engineer unit S4 positions *preferably* with an Engineer officer who has an appropriate Logistics specialty as an alternate specialty, *or* with an officer whose primary specialty is Construction and Marine Materiel Management.

2-16. Professional Development Phases and Objectives. *a.* There are five phases of professional development. They correspond to military grade, typical duty assignments that can be expected during each phase, and a progression of education and training opportunities. Each phase of professional development has certain broad objectives in accordance with the dual specialty concept. These phases should be considered as flexible, as the actual course of an officer's professional development and utilization will be influenced by Army requirements and the officer's own capabilities and performance. Specific professional development objectives for each specialty are discussed in Chapters 8 through 28.

b. The five phases of professional development and their objectives are—

(1) *Lieutenant phase.* The objective of this phase is to commence development in an officer's primary specialty, and acquire maximum practical leadership experience and basic knowledge of the military profession.

(2) *Captain phase.* The objective of this phase is to continue development in an officer's primary specialty and commence development in an alternate specialty, while continuing to grow in practical leadership experience and professional military knowledge.

(3) *Major phase.* The objective of this phase is to continue development in the officer's primary specialty while emphasizing development in his alternate specialty and acquiring the staff and leadership experience, and professional military knowledge, appropriate to an officer in the grade of major.

(4) *Lieutenant Colonel phase.* The objectives of this phase are to continue development in the officer's primary and alternate specialties, acquire leadership and staff experience and professional military knowledge appropriate to an officer in the grade of a lieutenant colonel and demonstrate potential for advancement through service in positions of higher responsibility in either primary or alternate specialty.

(5) *Colonel phase.* The objective of this

phase is maximum utilization of the officer's capabilities and development of managerial skills and executive talents in positions of high responsibility in either primary or alternate specialty. Utilization will emphasize the specialty in which the officer is best qualified or most required.

2-17. Professional Development Guide. *a.* For each specialty a professional development guide has been prepared which graphically depicts years of commissioned service, phases of professional development, typical duty assignments during each phase, officer professional education and an illustrative professional development pattern which shows a program of assignments and schooling in both primary and alternate specialties over a full career. Professional development guides for each specialty are included in Chapters 8 through 28. It should be emphasized that the accompanying professional development pattern is for purposes of *illustration* only, and shows only one sequence of assignments and schooling of many possible variations.

b. Flexibility in the use of professional development guides 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 officer professional development. Managers must consider this factor and make the adjustments necessary to insure maximum contribution from and opportunity for their officers.

2-18. Professional Development Responsibilities. *a.* Officer professional development is a responsibility of HQDA, major commanders, immediate commanders or supervisors, and the individual officer.

b. HQDA participates in professional development by establishing basic policy, providing counseling services, making officer assignments, providing for officer professional education, selecting officers for promotion, and selecting officers for brigade and battalion level command.

c. Major commanders participate in officer professional development by insuring that officer position identification, requisitioning, and assignment reflects the specialties established herein, by properly utilizing officers in their primary or alternate specialty, by considering the professional development needs of the officer when reassigning officers within their command.

d. Immediate commanders and supervisors participate in officer professional development by coaching their subordinates in the performance of their duties, counseling them concerning their aptitudes and professional development needs, being cooperative and encouraging toward individual educational efforts where duties will permit, and preparing efficiency reports as required.

e. The most important element in officer professional development is the individual himself. Each officer should actively participate in his own professional development. He should identify his long term professional objectives and plan for their achievement. This planning should be communicated to personnel managers and becomes an important consideration in future decisions.

f. Efficient, personalized assignment and professional 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 HQDA level. Therefore, every officer should insure that a current preference statement is on file and should visit his career branch or review his branch file at least once every 3 years to obtain assistance in evaluating his professional development to date and planning his further progress. All branches welcome correspondence pertaining to professional development planning if an officer is unable to make a personal visit.

g. When in the Washington area, each officer should also make an effort to examine his Official Military File, located in the US Army Military Personnel Center, to ensure its accuracy and completeness. Since this is the file upon which promotion actions are based, it is especially important that, where feasible, this file be checked prior to the meeting of a promotion board at which the officer will be considered. Should the officer not be able to visit in person, he may deputize another officer in writing to examine his file.

2-19. Arms Detail. *a.* In order to provide training desirable for basic professional development, newly commissioned lieutenants in the Regular Army appointed in the Adjutant General's Corps, Finance Corps, Ordnance Corps, Quartermaster Corps, Transportation Corps and Military Intelligence will be detailed to Infantry, Armor, Field Artillery, and Air De-

fense Artillery. The period of detail is one year, exclusive of school and travel time. The officer will attend the basic course of the branch to which detailed.

b. Duty with a combat arms unit affords the newly commissioned officer a greater opportunity to familiarize himself at first hand with the combat soldier's needs. In such an environment the officer gains the perspective of those whom it will one day be his mission to support. It contributes to the development of a common outlook of the officer corps oriented to the combat mission of the Army.

2-20. Development of General Managerial Skills. No matter what an officer's specialties are, development of his general managerial ability should keep pace with development of his technical competence. As the officer progresses to positions of higher responsibility, he may expect more frequent assignments in positions which require the integration of functions performed in his specialty with other functions of the Army. His professional education will also emphasize the important interfaces among specialties and broader Army functions and activities. Far from implying that well rounded officers will no longer be required or developed, the present concept calls for building competence in two specialties as a solid base for developing the leadership, managerial, and executive talents needed for positions of high responsibility.

2-21. Promotion to General Officer. Even though officer professional development is oriented on the grade of colonel, the line of progression continues to general officer positions. However, the selection of officers to fill these positions in the future is likely to be little different from the present or the past. The basis for the selection of officers to general officer grade is probably best expressed in the following admonition quoted from the Armed Forces Officer: "It is intended that the highest posts will be filled by officers of the highest attainments, regardless of specialty. Be assured, whatever may be your field of endeavor, that your future as an officer rests, as it always has, in your hands. The outstanding officer will continue to be he who attacks with all his energy and enthusiasm tasks to which he is assigned and who grows in stature and understanding with his years and with his experience. Responsibility comes to him who seeks responsibility. It is this officer, regardless of his field of effort, who will be called to high command."

2-22. Assignment Considerations. a. Factors which influence an officer's assignments are—

- (1) Army requirements.
- (2) Professional development needs of the individual.
- (3) The officer's desires.
- (4) Availability of officers with required qualifications.
- (5) The grade, specialty, education, and experience of the officer.
- (6) Policy considerations such as stability of assignments and short tour equity.
- (7) The officer's manner of performance and potential.
- (8) Personal factors.

b. It is not anticipated that an officer's entire career will in practice be spent entirely within the confines of two specialties. A fluctuating force structure and differences in specialty requirements between CONUS and overseas are factors which will make it difficult to attain a perfect man—job match at all times. Officers must recognize that the needs of the service are the ultimate factors governing assignments and the true professional stands ready to contribute in whatever capacity he is called upon to serve.

c. In many instances officers may be assigned outside their two designated specialties to positions which require skills similar to those associated with their primary and alternate specialty. Service in such positions would complement an officer's development, thus enabling him to perform more effectively in his designated specialties. For example, assignment of a Signal Officer whose primary specialty is Combat Communications-Electronics and whose alternate is Research and Development to a Fixed Telecommunications Systems position would enhance the officer's skills and enable him to perform more effectively in both his primary and alternate specialties. Similarly, an Adjutant General's Corps officer whose primary specialty is Personnel Administration and whose alternate is Automatic Data Processing would complement his professional development through service in a Personnel Management position.

d. Assignments to many positions are filled in a manner that permits the officer to bring the background of his particular specialty or specialties to the particular positions. For example, there is no recruiting specialty. Rather, recruiting positions are filled by officers of different specialties, primarily combat arms and Personnel Management, whose particular attributes and skills are much desired in re-

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cruiting assignments. Inspector General, Congressional Liaison, Secretary of the General Staff, and the highly important US Army Reserve and National Guard Advisory positions are filled in a similar manner. The bulk of the positions in the training establishment are filled by officers in all specialties who bring

their special talents and fresh experience to the training mission. Only a comparative handful of positions in the training establishment are filled by officers in the education specialty. These officers provide continuity and depth to service school staffs and faculties.

CHAPTER 3

OFFICER EDUCATION SYSTEM

Section I. GENERAL

3-1. Scope. Officer professional education consists of professional military education and specialty education. Professional military education consists of that body of professional knowledge common to all Army officers, such as leadership, command, operations, logistics, communications skills, management, etc. Specialty education consists of education appropriate to each of the specialties described in this pamphlet.

3-2. Professional Military Education. A requirement for professional military education is satisfied by the Army professional military schooling system, consisting of basic and advanced courses taught at branch schools; the US Army Command and General Staff College (CGSC), Armed Forces Staff College (AFSC) or equivalent schools of sister services or foreign nations, and the US Army War College or other senior service colleges. Except for the officer basic course, which concentrates on preparing an officer for his first duty assignment at platoon level, each level of professional military education prepares an officer for more advanced duties and responsibilities. For example, the advanced course prepares commissioned officers to command at the company/battery/troop level. Instruction at advanced courses also includes training in appropriate staff duties at battalion through brigade or comparable level in both divisional and nondivisional activities. The Command and General Staff College prepares selected commissioned officers for duty as commanders of battalion, brigade and equivalent sized units, and as principal staff officers with echelons above division. The Army War College emphasizes national security management and national strategy. The professional military education system is illustrated in figure 3-1.

3-3. Specialty Education. Specialty education requirements are satisfied by both the Army's

military schooling system and civilian institutions. The officer basic course and follow-on training includes specialty education appropriate to the officer's basic entry specialty. The advanced courses, CGSC and the US Army War College provide opportunities for advanced specialty education. In addition, functional courses conducted by military schools also provide opportunities for specialty education. Advanced specialty education may consist of either resident or nonresident instruction in specialty related disciplines or courses of study conducted by a recognized military or civilian institution. The officer specialty education system is illustrated in figure 3-1.

3-4. Nonresident Instruction. Nonresident instruction (correspondence courses and nonresident courses which include a resident phase) are an important part of the officer education system. Officers who do not have the opportunity to attend a resident course should endeavor to complete the level of professional military and/or specialty education appropriate to their grade through nonresident instruction. Nonresident instruction affords an officer the opportunity to advance his professional education at his own pace of learning throughout his career, thereby enhancing his overall performance and potential. Correspondence courses are available not only through military schools and the United States Armed Forces Institute (USAFI), but increasingly, from civilian institutions as well.

3-5. Multiple Paths to Education. Today officers enter active duty with diverse educational backgrounds and civilian experiences. This diversity is amplified by the great variety of service experiences possible, even among officers of the same branch. Differences among individuals in pursuit of off-duty and nonresident instruction also contribute to differences in level of educational attainment. The officer

OFFICER PROFESSIONAL EDUCATION SYSTEM

PROFESSIONAL MILITARY EDUCATION		SPECIALTY EDUCATION	
30			
29			
28			
27			Advanced Specialty Education
26			
25			
24			
23	Army War College	Cooperative Degree Programs	Civilian and Military Non-Resident Courses
	National War College		
22	Industrial College of the Armed Forces		
21	Naval War College		
20	Air War College		
	Inter-American Defense College		
	British Imperial Defense College		
19	Canadian National Defense College		Resident Civilian Education (1)
18	French Ecole Superieure De Guerre		
17	AWC Non-Resident Course		Degree Completion Programs (2)
16	Army Command & General Staff College	Electives and Cooperative Degree Programs	Doctoral Study For Selected Officers
15	Armed Forces Staff College		
14	Navy Command & Staff College		
	Marine Command & Staff College		
13	Air Force Command & Staff College		
	School of the Americas		
12	CGSC Non-Resident Course		
11			Advanced Degree Programs
10			
9			
8		Electives and Degree Programs Arranged with Civilian Colleges and Universities	Top 5% Program for USMA and ROTC DMG
7	Advanced Course		
6			
5			
4		Skill Training: Aviation Airborne, Ranger, etc.	
3			
2		Basic Specialty Training	
1		Basic Course	

Figure 3-1. Officer Professional Education System.

professional education system is designed to permit an individual to build upon the achievements and experience of the past, and move forward to a higher level of learning. No matter what his level of achievement, there is always a higher level to strive for. Moreover, if an officer does not have the opportunity to attend resident schooling, his education need not be stymied, for there are numerous opportunities for nonresident instruction. It is important to recognize that there are diverse paths to an education, and no two individuals need follow the same path, even if they are in the same branch or specialty.

3-6. Educational Counseling. There are many courses that relate to the various specialties, and the many diverse educational opportunities make it extremely difficult for a single individual to have a grasp of all the facts upon which to base a decision concerning his educational program. He will frequently require, and should seek, professional counseling in this matter. For such counseling an officer should turn to the Professional Education Officer in his career branch, his local Army Education Center, or an Educational Counselor at his branch school. In addition, civilian institutions also provide counseling services.

Section II. ARMY MILITARY SCHOOL SYSTEM

3-7. Scope. This section outlines the Army military school system and the policies and procedures associated with military schooling for Army officers.

3-8. Military Schools. a. Basic Course—

(1) The basic course prepares newly commissioned officers for their first duty assignment at the platoon level, with ample instruction at the level of the squad including emphasis on how to train individuals, teams, and squads. In addition, the course will include sufficient instruction at the company/battery level in order to provide officers an understanding of the environment of the company, including its tactics, organization and administration.

(2) Each officer enters a basic entry specialty upon commissioning, and as soon as practicable after entry on active duty will attend a basic course for professional military and basic specialty education (see exception in paragraph 12-3a for C-E specialties). Branch immaterial officer candidate course graduates will receive their basic specialty education in their assigned branch basic course immediately upon graduation from officer candidate school. Regular Army officers detailed to the combat arms branches will attend the basic course of the branch to which detailed. Upon completion of detail, they may attend the basic course in their basic entry specialty.

b. Advanced Course—

(1) The advanced course prepares officers for duty at the company/battery level and should produce a tactically and administratively competent company/battery commander who can train as well as command his unit. The course will include a refresher on platoon and

squad level, and ample instruction at battalion level including the duties of the battalion staff.

(2) Career officers will attend the advanced course of their branch between their fourth and eighth year of commissioned service. The advanced course continues the officer's professional military education, and provides for either basic or advanced specialty education depending upon the officer's previous education or experience. Educational opportunities may consist of either resident or nonresident instruction conducted by a military or civilian institution.

c. Command and General Staff Level Colleges—

(1) The Command and General Staff College (CGSC) prepares selected commissioned officers for duty as commanders of battalion, brigade and equivalent sized units; develops managerial and specialist skills at equivalent levels in those cases where command is not applicable; prepares graduates to serve as principal staff officers with the Army-in-the-field from division through theater Army; prepares them for duty as Security Assistance Officers (less language and area orientations); provides them with an understanding of the functions of the Army General Staff and of Major Army, joint, unified and combined commands; and develops their intellectual depth and analytical ability.

(2) Commissioned officers in the active Army under 41 years of age who have completed a minimum of eight and not more than 16 years of promotion list service as of 1 September of the year of entry into a college are eligible to attend a CGSC level school. For officers in a reserve component, active federal commissioned service will be used for determin-

ing eligibility. The majority of officers selected attend CGSC at Fort Leavenworth. However, a few are selected for the Armed Forces Staff College, Navy, Marine, or Air Command and Staff Colleges, and the United States Army School of the Americas. Each career branch nominates officers eligible and available to attend. Nominations are based on a comparative appraisal of all officers on the current eligibility list. Types of duty performed, responsibility entailed, level of development of the officer concerned, demonstrated academic ability, and overall manner of performance and potential are factors considered in the nomination process. Ninety percent of the selections are made by the Officer Personnel Directorate, and 10 percent by a Department of the Army Selection Board without regard to branch.

(3) CGSC level schooling advances the officer's professional military education, and provides opportunity for advanced specialty education. Advanced specialty education may consist of either resident instruction conducted by the college or cooperating civilian institution, or nonresident instruction conducted by a recognized military or civilian institution. Officers may also be selected for civilian education, training with industry, attendance at another service school (e.g., Army Logistics Management Center, Army Management Engineering Training Agency, Institute for Military Assistance, Air Force Institute of Technology, Naval Postgraduate School), or alternative educational experience in a discipline or course of study related to their primary or alternate specialty. Officers not attending CGSC or equivalent military college are encouraged to complete the professional military education appropriate to their grade by taking the CGSC nonresident course.

d. Senior Service Colleges.

(1) The senior service colleges are at the apex of the professional military education system. Senior service colleges prepare officers for senior command and staff positions with the Army and throughout the Defense establishment. These colleges include 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 Superieure de Guerre.

(2) Officers in the grade of colonel or lieutenant colonel who have credit for CGSC level

schooling and have completed a minimum of 15 and not more than 23 years commissioned service as of 1 September of the year of entry into the college are eligible to attend. Officers are selected on the basis of best qualified from among eligible officers without regard to branch or assignment.

(3) The Army War College Nonresident Course provides an alternate means of attaining credit for SSC level schooling. Eligibility for selection is the same as for resident schooling with the exception that the officer remains eligible through his 25th year of commissioned service.

3-9. Department of Defense and State Department Schools. Based on Army requirements, officers may be designated to attend courses at schools operated by the Department of Defense and Department of State, Foreign Service Institute.

3-10. Foreign Schools. Each year approximately 30 outstanding, highly qualified officers are selected to attend 25 foreign schools in 16 different countries as students in accordance with invitational quotas received by the United States Government.

3-11. Language Training. More than 50 language courses are provided to meet Army requirements for officer linguists. Refresher language training will be provided by the Army Education Center when required to bring a previously trained officer up to an acceptable level of fluency in preparation for a utilization assignment.

3-12. Aviation Training. Company grade commissioned officers assigned to a branch of service authorized aviation may volunteer for initial entry flight training in rotary wing aircraft under the provisions of AR 611-110. Aviation MOS qualification and transition training are based on worldwide aviation skill requirements. Aviators requiring additional skills will normally receive training during a permanent change of station enroute to their next assignment. Course descriptions and prerequisites are contained in DA Pamphlet 350-10.

3-13. Other Military Schooling. 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 DA Pamphlet 350-10.

3-14. Qualification and Eligibility. Criteria for attendance at service schools are established by the Deputy Chief of Staff for Personnel, Department of the Army. Each career branch maintains current eligibility lists of officers qualified to attend appropriate military schools.

3-15. Application for Military Schools. It is not necessary for officers to make application for assignment to various professional military 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 skill or specialty training where special interest or aptitude is a factor in selection, or where attendance is restricted to officers who volunteer for such schooling.

3-16. 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 Com-

mand and General Staff College immediately after completing his branch advanced course.

3-17. Nonresident Schooling. All officers are encouraged to further their professional military and specialty education through appropriate courses of nonresident instruction. 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. However, in such event resident instruction will not be used to repeat previous instruction, but to advance the officer's level of learning. "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 351-20. Military school courses available through correspondence, or nonresident instruction with a resident phase, are listed in DA PAM 351-20.

3-18. Service Obligation. Attendance at certain military schools incurs a service obligation under the provisions of AR 350-100.

Section III. CIVILIAN EDUCATION

3-19. Purpose and Scope. *a.* The objective of the Army Civil Schooling Program is twofold. First, it is designed to meet Army requirements for officers educated in a variety of specialties at both the baccalaureate and graduate level. Second, it provides each officer the opportunity to satisfy his own educational aspirations through off duty study and, for many, the chance to meet the Army's minimum general educational goal of a baccalaureate degree through participation in full-time studies.

b. Each career officer when surveying his personal civilian education goals must consider the fact that his civilian education is a consideration in determining his overall qualifications for participation in a given specialty. Conversely, an officer's primary or alternate specialty is important to those officers pursuing off duty courses with a view towards future participation in a full time civilian education program. In these instances, priority will be afforded the officer pursuing studies commensurate with his primary or alternate specialty, or in the case of graduate education, to those officers who will study in an academic disci-

pline for which a specific need has been established by the Army Educational Requirements Board. These officers normally will be assigned to utilization positions in their primary or alternate specialty immediately upon completion of schooling. In this manner, specific Army requirements are satisfied while simultaneously contributing to the professional development of the officer corps and satisfying individual education aspirations.

c. Each officer should seek guidance from his career branch or service school before undertaking prolonged off duty course work if doubt exists as to whether his proposed educational program is compatible with the educational requirements of his primary or alternate specialty.

d. Specific academic disciplines appropriate to each specialty are listed in the specialty chapters.

3-20. Full Time Programs. *a.* Officers may pursue full time studies toward a baccalaureate, master's or doctorate degree under programs which are fully funded or partially

funded by the Army. These civil schooling programs are governed by AR 621-1.

b. Under fully funded programs the Army pays all tuition costs and reimburses the officer up to \$100 per fiscal year for textbooks and supplies. In addition, the Army provides the officer with full pay and allowances, and moves the officer and his family to the college or university where he will study. The period of schooling normally will not exceed two full years. Participants incur a service obligation of three years for each year of schooling or fraction thereof, but in no case more than 4 years.

c. An officer participating in a partially funded program receives full pay and allowances. In addition, the Army will move the officer and his family to the college where he will study if the period of study is 20 weeks or more. The officer is responsible for paying all costs related to tuition, fees, and books. Many officers use the financial benefits provided by the Veteran's Administration (GI Bill) to help defray the cost of tuition and fees. Participants incur a service obligation of three years for each year of schooling or fraction thereof, but in no case more than four years.

d. Fully Funded Programs—

(1) *Advanced Degree Program*—Selected officers attend graduate school to meet specific DA requirements established annually by the Army Educational Requirements Board (AERB). Upon completion of graduate studies, officers are assigned to positions which require the specific academic skills acquired. Such assignments normally are for a three year period in the officer's primary or alternate specialty. Officers can also expect reutilization assignments to capitalize on the knowledge gained through participation in this program. Primary zone for consideration to attend graduate school is 5 through 13 years.

(2) *Top 5 percent USMA and ROTC graduate schooling program*—This program, effective thru 1977, offers up to 2 full years of advanced civilian education to selected cadets to be commissioned in the Regular Army who rank in the top 5 percent of their graduating class. As a result of this academic standing and cadet performance, selected cadets are invited to pursue graduate civil schooling at the master's degree level under Army expense while on active duty. Graduate schooling will only be approved in those disciplines for which the Army has a valid requirement. Selected cadets may request to begin graduate civil schooling any time during the first 5 years of active commissioned service contingent upon HQDA approval and

on acceptability for graduate study by an accredited college or university in the approved discipline.

(3) *Short course training*—This training of less than 20 weeks duration is in subjects for which the Army has no in-house training capability. Examples include the DOD management program of the Naval Postgraduate School, Aviation Safety, and academic enrichment courses for USMA faculty.

(4) *Training with industry*—This program provides training in industrial procedures and practices not available through military service schools or civilian education. Training with industry provides officers with vital knowledge, experience and perspective in management and operational techniques in order to fill positions of significant responsibility in Army commands and activities which normally interface with civilian industry. Although academic degrees are not awarded as part of this program, several universities offer advanced Master's degree level standing to graduates of training with industry programs.

e. Partially Funded Programs—

(1) *Degree Completion Program (DCP)*—The Army authorizes officers up to 18 months full time civilian education to complete undergraduate or graduate degree requirements. Commissioned officers pursuing an advanced degree must agree to study in a discipline validated by the AERB and serve in a utilization position upon graduation. Such assignments normally will be in the officer's primary or alternate specialty. The primary zone of consideration is 3 through 14 years service at the undergraduate level and 5 through 13 years service at the graduate level. Priority for selection will go to those individuals who can complete degree requirements in the least amount of time. Commissioned officers who desire schooling to obtain a graduate degree are required to study in an academic discipline for which there are Army Educational Requirements Board (AERB) validated requirements. Selected officers, who have completed a substantial number of courses through off duty study prior to the effective date of this change, in disciplines for which there are no AERB validated educational requirements, may be authorized on an interim basis approximately six months or less to complete graduate degree requirements.

(2) *Advanced Degree Program for ROTC Instructor Duty (ADPRID) (AR 621-101)*—This program is designed to upgrade the academic qualifications and provide greater assignment

stability for officers assigned to ROTC instructor duty. Approved applicants already possessing a Master's degree are assigned to a three year ROTC assignment. Those applicants not possessing an advanced degree attend graduate school (normally the institution to which they will be assigned for ROTC duty) for up to two years to complete degree requirements at the Master's level. Schooling will be followed by a three year ROTC assignment.

(3) *Cooperative Degree Programs*—Students attending the Command and General Staff College (CGSC), the Logistics Executive Development Course (LEDC) at the Army Logistics Management Center, the Foreign Area Officer Course at the Institute for Military Assistance, and certain senior service colleges (SSC) and service schools are offered the opportunity to participate in various courses conducted by cooperating civilian institutions. Attendance at these courses is concurrent with the normal military schooling. Subsequent to graduation (except SSC), officers are authorized up to six months to complete graduate degree requirements as a full time resident student at the civilian institution. Those attending SSC pursue studies during summer school preceding and subsequent to completing the military course. Officers are required to pay all education costs and incur a two year service obligation for each year of schooling. Beginning in FY 75, officers participating in the LEDC cooperative degree program and those at Army service schools (less CGSC and SSC) will be required to serve in an AERB utilization assignment following graduation for a three year period.

f. *Fellowships, Scholarships, or Grants*. Under the provisions of AR 621-7, Acceptance of Fellowships, Scholarships, or Grants, eligible officers may apply for permission to accept fellowships, scholarships, or grants offered by

corporations, foundations, funds or educational institutions. Participation in such programs normally will not exceed 2 years. Officers incur a service obligation of 3 years for each year of schooling or fraction thereof.

3-21. Tuition Assistance. Eligible officers pursuing off duty civilian education courses may apply for tuition assistance under the provisions of AR 621-5, General Educational Development. If approved, the Army will pay up to 75 percent of tuition costs. All other amounts, fees for registration and matriculation, and cost of books and supplies are paid by the officer. Officers receiving tuition assistance incur a 2 year service obligation.

3-22. Eligibility Criteria and Application Procedures. a. Since certain elements of the various programs differ, officers should consult the specific eligibility criteria and application procedures for each of the foregoing programs which are found in the governing Army Regulations previously cited. Some general considerations applicable to all programs are provided below.

b. Selection for full time civil schooling is governed by the needs of the service, the officer's demonstrated manner of performance, and academic background. Study normally must be in a discipline that fulfills the requirements of the officer's primary or alternate specialty. In addition, applicants should have completed the branch advanced course. Because selection for participation in full time schooling programs is based in part on the availability of the officer, applications for schooling will be retained by the officer's career branch until such time as the applicant withdraws from further consideration or becomes ineligible by virtue of military performance or years of service. Officers selected for advanced civil schooling must agree to a utilization assignment immediately upon graduation.



CHAPTER 4

PROFESSIONAL DEVELOPMENT PLANNING

4-1. General. The primary purpose of officer personnel management is to ensure that sufficient numbers of highly qualified officers are always available to assume positions of increasing responsibility and scope throughout the Army. To accomplish this, the Army must ensure the intellectual and professional growth of all officers in accordance with Army needs; encourage competent officers to commit themselves to full term military careers by satisfying career aspirations; vary officer assignments and training to promote the development of a varied range of managerial, leadership, and technical skills; and counsel officers continuously to provide accurate and timely guidance on the opportunities and challenges of an Army career.

4-2. Scope. Each officer's professional development proceeds through the combined efforts of the individual, his immediate supervisor, his commander, and personnel manager at HQDA. Professional development efforts of all echelons must function within the overall personnel management system to ensure continuous, coordinated actions that contribute to each officer's professional growth regardless of where he is assigned.

a. Individual Participation. Officer professional development is a joint effort in which the Army creates the challenging environment favorable for growth of desirable attributes and skills and the individual officer applies himself in a manner to take advantage of the available education and job opportunities. HQDA, commanders, and personnel managers at all levels provide guidance and assistance in professional development, but the individual officer must take the initiative in achieving the knowledge and skills needed to perform successfully in positions of increasing challenge and responsibility. Each officer aspiring to a successful career must be aggressive in perfecting his performance and in acquiring the education and experience required in his designated special-

ties. It is the duty of each officer to plan his professional development in a manner that not only conforms to his individual desires but provides for realistic consideration of immediate and long-range Army requirements. He has the responsibility to make known the types of duty, training and education that best correspond to his aptitudes, interests and professional development goals so that he may contribute to the service in that endeavor which he does best.

b. Commander or Supervisor Participation. Commanders and supervisors at all levels must give fullest consideration to the individual's professional development needs when making or recommending assignments, training or education. They must possess knowledge of the many options available, such as civil schooling, military education, and assignment opportunities which contribute to an officer's professional development. Moreover, commanders and supervisors must carry out an effective counseling program to motivate officer's toward those choices which will contribute most beneficially to attainment of professional development objectives. Professional development counseling is an important part of effective leadership and involves assistance in making an objective self-appraisal, advice on professional development goals, and education and assignment opportunities that should be included in a well thought-out professional development plan. There is no substitute for the counsel provided by senior officers, commanders and supervisors whose experience is invaluable in informing, guiding, and motivating younger officers on matters pertaining to their professional development. The element of realism and example such experienced officers can inject may be obtained in no other manner. Consequently, a properly conducted professional development counseling program, which is a duty of leadership, not only encourages and assists the individual, but adds strength to the officer corps.

c. HQDA Personnel Manager's Participation. Officer Personnel Directorate counseling provides valuable and realistic guidance for the individual's professional development plan. The Officer Personnel Directorate counseling program considers the officer's educational requirements and prospective assignments in relation to his professional development goals and aspirations. The objective of educational counseling is to develop an educational program based on an appraisal of each officer and a determination of what educational experience, combined with a professional assignment, will best serve his own needs and the Army's.

4-3. Officer Professional Development Plan (DA Form 4190-R). DA Form 4190-R will be reproduced locally on 11 x 8½-inch paper. This form is designed to assist each officer in developing a workable career plan. The plan will indicate career progression to date and provide goals for the future. The officer professional development plan is more long-range and comprehensive than the officer assignment preference statement. The former is primarily for use of the individual, while the latter is primarily for use of personnel managers.

a. Purpose. The professional development plan provides the basis for preparation of a realistic assignment preference statement. When completed, the plan should be viewed not as a rigid blueprint for development, but as the

basis for a dialogue with commanders and personnel managers concerning desirable assignments and schooling. In few cases is it realistic to expect an officer's development to proceed by a fixed path; instead, the object should be to capitalize on the diverse assignment and schooling opportunities which exist at the moment, adopting a flexible approach to the attainment of professional development goals.

b. Scope. Each officer must visualize his path of professional development, then use the plan as a guide to individual efforts and as a measure of progress. The plan must be objective, sufficiently flexible, and consistent with overall officer personnel requirements. In formulating the plan, individuals should take into consideration their designated specialties, whether their strengths and aptitudes be in command, managerial, or technical areas, the professional development guide contained in this pamphlet, and information and guidance obtained from seeking the counsel of senior officers, commanders and personnel managers.

c. Disposition of DA Form 4190-R. Prepare in triplicate in accordance with instructions on the form. The original to be retained by officer; duplicate to the officer's personnel manager at HQDA; triplicate to officer's field personnel file. The plan will be reviewed at least once every three years and revised as necessary. Reviewed/revised copies will be distributed as above.

(Fold-in page 4-3, with reverse as 4-4, to follow here will be found in the back of this pamphlet.)

CHAPTER 5

OFFICER EVALUATION REPORTING

5-1. General. *a.* The most important periodic contribution to an officer's record of professional development is the official rating and description provided by the Officer Evaluation Report. This report documents the manner of performance of specific duties and potential during a specified period in a format readily usable by HQDA selection boards and career branches. When correlated with other data, information in these ratings is used by HQDA as a basis for personnel actions such as assignments, military and civil schooling selections, promotions, command designation, and eliminations. The reports also furnish the officer's career branch information needed for his efficient utilization and assignment.

b. Unless an officer's capabilities, strengths and weaknesses are reflected accurately in his evaluation reports, intelligent assignment and development of his potential become difficult at best. Each evaluation report must contain a comprehensive, objective appraisal of an officer's abilities, shortcomings, and potential in accordance with the "whole officer" concept if it is to facilitate qualitative personnel management decisions. Evaluation reports that are either incomplete or fail to provide a realistic and objective evaluation deny personnel management activities the information essential for evaluating an officer's professional development.

5-2. Management and the Evaluation Report.

a. Leadership of men in arms is often compared with management in industry and business. Certain techniques of operation apply equally to both. Individual virtues such as integrity, loyalty, initiative and dependability are prized alike. Since success depends upon the effectiveness of leaders at all levels, all organizations eventually become involved in the development of various systems to identify and assess leaders and develop their potential.

b. For Army officers, the evaluation reporting system is top management's method of

identifying those most qualified for higher positions and increased responsibilities. The system requires evaluation of subordinates by immediate superiors throughout the Army. Thus, every officer, sooner or later, shares the responsibility for success or failure of the system. Nothing he will do will have more long term impact upon the Army.

c. Comparison of military and business management techniques is generally valid. The successful leader possesses similar personal traits that make other men in other fields effective in their relationships with others. But the military goal of the Army is to be able to win in battle. The consequence of failure in battle is absolute.

5-3. Professionalism and the Officer. *a.* Truly professional officer corps are comparatively recent developments. For most of history, leadership came from the upper classes. Nobility of birth, inherited wealth, or both, were the criteria for superior military rank. The Roman centurion, the medieval knight, and the British or German general owed rank less to inherited ability than he did to inherited opportunity to be trained and educated for leadership which he acquired by accident of birth.

b. When Washington took command of the Continental Army in June, 1775, his officers came from the militia of the several colonies. For the most part, militia officers were chosen on the elective principle. Within a community, a zealous recruiter could become a captain by raising a body of men of company strength. A man of more resources and power of persuasion could raise the necessary quota for a regiment and become a colonel. Other company officers were elected by popular vote within the company. Field grade officers were elected by company officers within the regiment. From this largely undistinguished group, Washington set out to choose leaders for the undisciplined artisans and farmers who comprised his Army.

From generals and field grade officers of the day came these foreshadowings of the modern evaluation report—

A first lieutenant was described as “a very low-bred fellow;” another, “a good officer—will make a good adjutant.”

Captain John Doe was “a bad officer, at present under arrest and will, in all probability, be cashiered.”

c. Washington’s problem seems remote. But the nineteenth century was nearly over before professional qualification became the basis for selection of officers and systems were developed to assure that those most highly qualified rose to highest leadership.

5-4. Development of the Modern OER. Annual standardized evaluation reports for officers were first used in the Army in the early 1900’s. They have, since their earliest use, been under constant study and revision. The rapid growth of the Army during World War I brought many advances in the field of personnel management. During this time, the standard rating scale was introduced as a means which was designed with the intent of sorting out the most and least able from a vastly expanded officer corps. The rating scale has survived in numerous variations to the present time.

a. Form 67, introduced in the early 1920’s, was the forerunner of the modern evaluation reporting form. Initially, Form 67 provided Army-wide standards for rating in the form of five adjectives ranging from Inferior to Superior. A revised Form 67 later replaced the adjectival ratings with a numerical scoring procedure.

b. Form 67 was used until 1947, when a radical change was made in an effort to permit more discrimination in identifying the best officers. Form 67-1 featured the “forced choice,” wherein raters and indorsers described the rated officer by choosing descriptive phrases from a list of standard statements. The Department of the Army used the descriptive data to award numerical scores for each officer. A standard scale was used to translate raw scores into relative scores. These relative scores were the annual efficiency index and, averaged through the years, became a numerical score known as the Overall Efficiency Index (OEI).

c. Although DA Form 67-1 deferred inflation in reports, it was not popular. Rating officials complained that they had no way of knowing where they were placing rated officers in comparison with other officers and that the listed

phrases gave them insufficient means to describe various officers adequately.

d. In 1950, “forced choice” was dropped from the rating system. Further revisions of the form were made in 1953 and 1956. Each change embodied accumulated experience in evaluation reporting: rating scales had proved popular; ratings on promotion potential and overall value to the service were useful to selection boards; personnel management activities found ratings on performance in various types of duty useful. However, certain deficiencies were also becoming increasingly evident. Chief among these was the growing problem of inflated reports and the continuing inability to differentiate among officers at the top of the scale.

e. In 1958 began the most extensive study and review of the evaluation reporting system yet attempted. Analyses were made of the evaluation systems used by civilian firms and the Armed Forces of our own and other countries. Recommendations were obtained from the principal users of evaluation reports within the Army such as the Regular Army Augmentation Board, The Adjutant General, and the Deputy Chief of Staff for Personnel. Variations were field-tested and the proposed system submitted to senior Army commanders for recommendations.

f. Another system, embodied in DA Form 67-5, became effective in September 1961. Desirable features of older systems were retained and several new features adopted. The Overall Efficiency Index (OEI) was eliminated in favor of a composite score obtained from the rater’s and indorser’s portions of the report. Less emphasis was placed on the numerical score and more emphasis put on narrative description of actual performance of duty. Narrative justification was required for ratings in the highest and lowest categories. The role of the reviewer was substantially strengthened.

g. Even as the revised system was put into use, Army study of its effectiveness continued and, in 1965, further amendments were made. The prohibition against showing the report to the rated officer was removed, as was a mandatory requirement for formal performance counseling. Reporting annually by grade on specific dates was discontinued. Instead, reports were required upon completion of one year of duty following the date of the last report.

h. A new system using the newly developed reporting form (DA Form 67-6) was initiated on 1 April 1968. DA Form 67-6 represented an improved approach as a result of careful evaluation of how best to distinguish among offi-

cers of varying ability in an overall superior group. Specifically, precise scales were provided for measuring effectiveness and more precise definition and meaning were given to "potential." In addition, composite scores were discontinued and adverse reports were required to be forwarded to the rated officer for comment. However, within a year, an Army study established the need to begin a thorough revision of the total Officer Evaluation System.

5-5. Why Further Change? *a.* Successive changes in Officer Evaluation Reporting should not be regarded as final or as a panacea. For the most part, change has represented progress. DA Form 67-7, introduced 1 January 1973, represents a new system which was intended to overcome some of the shortcomings that lessened the effectiveness of the previous system.

b. In 1969, absence of automated systems for processing, capturing, storing and retrieving of efficiency report data was identified as a major evaluation system weakness. In particular, this weakness was a major factor explaining the absence of significant research and development activity in support of ongoing system evaluation, improvement and expansion. Furthermore, years of annual inflation of report scores had reduced the ability of personnel managers to discriminate degrees of quality and this helped contribute to an erosion of officer confidence in the evaluation system and the interacting selection processes. As a result, the Officer Evaluation Reporting System (OERS) was developed.

c. Specifically, AR 623-105 and DA Form 67-7 are the results of a series of study, test and evaluation actions which began in 1969. In particular, the Army's evaluation system was analyzed in relation to the officer evaluation systems of sister services and the Armed forces of several allied nations, the executive appraisal systems in use within industry, and related areas of psychology, testing and automation. The new system represents the results of careful evaluation after 3 years of research, development and field testing.

d. The mean score by grade for the officer corps is computed and published periodically. This information provides rating officials an objective reference point from which to begin their evaluation of subordinate officers.

e. Part IVa of the form contains sixteen questions on the officer's professional attributes. The rating officer is required to answer each of these and to support with narrative comments

any negative or "needs improvement" responses.

f. In the future, the officer's primary and alternate specialties, and the specialty or specialties associated with the duty position in which he is being rated, will be identified on the report form to permit evaluation of officer performance in his specialties. In order to effect this, changes will be made in the two parts of the report which request Special Career Program information.

g. The rating officer, not the personnel officer, completes a description of the rated officer's duties.

h. Two free-response questions are included in Part VI of DA Form 67-7. These are intended to aid personnel managers by identifying areas in which officers have high professional development potential.

i. The Officer Evaluation Report is completed in two copies—one for the rated officer and one to be forwarded to HQDA. The Military Personnel Center retains the original copy in the officer's Official Military Personnel File, and prepares and forwards a reproduced copy to the officer's career branch.

j. Continual officer counseling during the rating period is mandatory.

k. Instruction in officer evaluation is mandatory in Army officer service school courses, from the officer basic course through the Army War College.

l. The system capitalizes on the benefits of automation. A computerized file of officer evaluation data has been created and is continually updated to provide timely information to the individual officer and to HQDA personnel managers. As an important byproduct, a base of statistical data will be available to assess the effectiveness of the officer evaluation system and provide a basis for evolutionary improvement.

m. The supporting data system will capture information on the rating tendencies and trends of individual raters.

5-6. The Rating Chain. *a.* Since the preparation of an evaluation report is a serious responsibility, each individual should take the same painstaking care in the preparation of the report for his subordinates that he would expect his rating officer to take in the preparation of his own report.

b. The three-man rating chain is considered vital to an effective and meaningful evaluation system because the indorser and the reviewer

act as a check and balance which contribute to the fairness and impartiality of the system.

5-7. The Rater. The rater is the immediate supervisor in the rated officer's chain of command and is in the best position to have personal or official knowledge of the duty performance of the rated officer. It is anticipated that, in accordance with HQDA guidance, the rater will advise the rated officer upon assignment concerning scope of duties, objectives to be attained, expectations related to job performance and conduct, and routine operating procedures. Afterward, the rater should be prepared to coach and/or counsel the rated officer on a continuing basis. The rater should be a considerate and concerned supervisor who is fully informed concerning those he rates, and should take advantage of all opportunities to observe the rated officer. In addition, the rater should be aware of the working environment within which his subordinate must operate. In short, the rater knows his subordinates; he is in the best position to render a complete, accurate, objective and timely evaluation report concerning his subordinate's professionalism, performance and potential.

5-8. The Indorser. The indorser is the intermediate supervisor who is in the next best position to have personal or official knowledge of the rated officer's duty performance. He is *normally* the individual who rates the rater. Since his evaluation represents his own independent appraisal, the indorser may or may not agree with the rater's evaluation. However, despite total agreement with the rater, the unqualified remark "I concur" will *not* be used by the indorser. Specifically, the indorser will state his own views and may comment upon the rater's entries if he feels that they are unwarranted, whether favorable or adverse.

5-9. The Reviewer. The reviewer is *normally* the officer who rates the indorser. He is a US Army officer in all cases and he is the rating official most responsible for the integrity of the system. Thus, the reviewer must know and understand OERS and the role that he plays within the system. For example, the reviewer must take a special interest in the rating scheme which establishes the rater and indorser for each officer, and its validity, currency and relationship to the organizational structure. As the link between rating officials and Headquarters, Department of the Army, the reviewer is specifically charged with making a qualitative analysis of rater and indorser entries from the standpoint of objectivity and

fairness to both the Army and the rated officer. In addition, the reviewer must concern himself with the timeliness of each report arriving for his review.

a. Historically, most rating officials have not desired to criticize or hurt an individual and have, therefore, been inclined to render evaluations higher than those they considered to be true and accurate. Raters would prefer to veil their discontent of the rated officer's performance through the use of faint praise in the narrative rather than the more explicit and highly visible manner of lowering the checked performance of potential levels. Needless to say, a thorough understanding and honest application of the system are essential to a meaningful evaluation system. In essence, rating officials *must take responsibility* for judging another officer. Concurrently, rating officials have to represent the interests of both the rated officer and the service. Under these conditions, rating officials are specifically charged with factual reporting ("telling it like it is") without distortion or bias. Of course, the formal, written evaluation will be much easier to accomplish if the rater has periodically evaluated and, when appropriate, coached or counseled the rated officer during the period under evaluation.

b. If each rating official strives for completeness, accuracy and objectivity, and evaluates honestly and fairly, the evaluation system will be rated effective and meaningful by the officer corps and HQDA personnel managers.

5-10. Hints for the Rated Officer. *a.* Each officer is a manager in varying scope and magnitude as determined by his assignment. In addition, each officer brings to his job certain knowledge, experience, ability, attitude and motivation. Upon assignment, the rated officer is given a primary duty to perform. Specifically, the duty has inherent tasks, missions and responsibilities and it can be expected that additional missions, tasks and objectives will be assigned as appropriate. Hopefully, any problems or misunderstandings concerning job requirements and superior-subordinate expectations will quickly be resolved.

b. Thereafter, the rule to follow is to do each job to the best of your ability and let the chips fall where they may. Neither seek to magnify achievements nor conceal mistakes. Periodically evaluate your own performance and, when in doubt, seek the advice and counsel of more senior officers.

c. Above all else, the rated officer must real-

ize that his rater and indorser will consider the following when assessing his performance and preparing his OER.

(1) The talents and qualifications he possesses.

(2) His leadership ability and style of leadership.

(3) His understanding and application of the functions of management (planning, organizing, coordinating, directing and controlling) as applied to his present duty.

(4) The relative quality and effectiveness of his performance.

(5) Fulfillment of the responsibilities and demands associated with the position concerned (i.e. attainment of those organizational goals for which he was responsible).

5-11. The Officer and the System. *a.* The current frequency for officer evaluation reports is about two per year per officer. Likewise,

most officers serve as raters or indorsers or both. Thus, the officer evaluation reporting system directly and frequently affects the career of every officer. Eventually, every officer helps determine the long-range validity and acceptability of the system. If all officers were rated according to identical standards, the problem would be simple. They are not. People interpret words, instructions, and definitions in different ways, and machine precision in the human equation is impossible. Nevertheless, we must all strive for the highest degree of accuracy and objectivity in discharging our responsibilities under the system.

b. OERS and the new DA Form 67-7 represent the latest approach to officer evaluation reporting. Every officer in the Army should thoroughly understand the system and its use, and realize that the system will constantly change as the Army seeks to improve its evaluation system.



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CHAPTER 6

THE OFFICER PROMOTION SYSTEM

6-1. General. The discussion of officer promotions contained in this chapter is limited to the current active duty promotion system for commissioned officers through the grade of colonel. Consistent with the evolutionary nature of the promotion system, information contained herein is subject to change. This vital aspect of military personnel management affects each active duty officer irrespective of rank, sex, branch, component or current assignment. As such, the system must be legally correct, logically sound and administered in a fair and equitable manner. To do otherwise would jeopardize the effectiveness of the officer corps.

6-2. Objectives of the Promotion System. Though the specific procedures of selecting officers for grade advancement have varied over time, the objectives of this process have remained constant. The objectives of the promotion system are summarized as follows:

Insure advancement to the higher grades of the best qualified officers.

Provide career incentive.

Promote officers based on potential, not as a reward for past performance.

Identify and eliminate the ineffective officer.

These objectives must be consistent with statutory requisites and the realities of the Army structure and authorizations.

6-3. Statutory Requisites—The Legal Basis of the Promotion System. The legal foundation for the officer promotion system is contained in Title 10 of the United States Code (USC). This authorization in law prescribes, but is not limited to, strength authorizations, grade authorizations, promotion list components, promotion procedures, and separation procedures resulting from nonselection. These statutes pertain primarily to the Regular Army (RA) but also authorize the temporary promotion system,

Army of the United States (AUS). These two systems will be discussed in paragraph 6-4. The statutory requirements of Title 10, USC, have been promulgated through regulatory, directive and policy means in the establishment and administration of the promotion system.

6-4. Regular Army (Permanent) and Army of the United States (Temporary) Systems. *a. Regular Army.* The Regular Army (RA) is authorized by the Officer Personnel Act (OPA) of 1947 and may contain up to 49,500 commissioned officers exclusive of certain statutorily authorized categories such as the Army Nurse Corps and the Army Medical Specialist Corps. The RA promotion system pertains only to those officers appointed to the Regular Army who are on active duty. Officers are considered for promotion and subsequently promoted not later than certain fixed progression points based on years of Active Federal Commissioned Service (AFCS). Promotion in the RA provides a form of tenure, unless otherwise disqualified, until considered for the next higher grade. (See fig. 6-1.) Promotion in the Regular Army to captain and above is based on the recommendations of a HQDA promotion board which meets annually to consider eligible officers for each grade. As prescribed in law, the RA promotion board members must be senior in grade and rank to those officers being considered, may not serve longer than 1 year and no member may serve on two consecutive boards for promotion to the same grade. Each member of the board is required to take an oath that he/she will perform his/her duties without prejudice or partiality. Not later than 10 days after convening of a promotion board, any officer is entitled to send a letter, through official channels, calling attention to matters of record in the Department of the Army concerning himself that he considers important. The letter may not contain any reflection upon the character, conduct, or motives of any officer or criticism of any officer (Section 3297, Title 10, United States Code).

b. Army of the United States (AUS) Temporary Promotion System. The total active Army force is known as the Army of the United States (AUS). This force is composed of Regular Army officers (not to exceed 49,500) and other than Regular Army officers. Whenever the active Army (AUS) exceeds the Regular Army in size, temporary promotion is the means by which the great majority of officers receive a change in serving grade. In all but a few cases, an officer's temporary grade determines his pay, assignments and authorized insignia. Although such promotions are promulgated in AR 624-100, these regulations have as a basis the Officer Personnel Act. This Act states:

"Whenever the number of officers of the Regular Army . . . is less than the number authorized, the vacancies may be filled by the appointment of qualified officers . . . A Regular commissioned officer, or a Reserve commissioned officer who is serving on active duty, may be appointed in a temporary grade that is equal to or higher than his regular or reserve grade, without vacating any other grade held by him . . . Appointments . . . shall be made on a fair and equitable basis. Selection shall be based upon ability and efficiency with regard being given to seniority and age."

6-5. Army by-grade Structure. The distribution of grades major and above is currently controlled by the Officer Grade Limitation Act (OGLA) of 1954. Though OGLA has been, and will continue to be, subject to revision and modification, the basic concept remains unchanged. That is, the by-grade number of field grade and total general officers are a function of the total officer authorized strength. The total number of officer authorizations is based on the total size of the Army and is prescribed by the Secretary of the Army.

6-6. Promotion Flow. Changes in authorizations, losses, and promotions to the next higher grade create fluctuations in both time in service and time in grade at which temporary promotions occur. Under ideal circumstances, each qualified officer should advance through the grade structure with some degree of predictability. This relatively standardized promotion flow is not consistently obtainable due to expansion and contraction of the Army, changing promotion policies, and variations in officer losses each year. An idealized promotion flow objective may be expressed in terms of years of Active Federal Commissioned Service (AFCS) at which temporary promotion occurs. These time in service (TIS) promotion phasepoint objectives are—

AUS PROMOTION PHASEPOINT OBJECTIVES	
<i>Promoted To the Grade of</i>	<i>Not Later Than These Years of AFCS</i>
1LT	2
CPT	4-5
MAJ	10-11
LTC	16-17
COL	22-23

History has consistently revealed that rapid AUS promotions, in terms of reduced time in grade, have occurred during periods of force expansion. Conversely, promotions have always slowed down when force reductions occur.

6-7. Secondary Zone Promotions. The secondary zone promotion system is designed to allow the accelerated promotion of those officers who have demonstrated performance and indicated potential superior to their peers. Applying only to temporary (AUS) promotions, to the grade of major, lieutenant colonel, and colonel, the Secretary of the Army may approve up to 15 percent of the total list quota from the secondary zone. The 15 percent may be exceeded only on Secretarial authority and only upon recommendation of the promotion board President. It is an objective of the system that each officer will be eligible for secondary zone consideration at least twice to each applicable grade prior to entering the primary zone. Recommendations for secondary zone consideration are made to the primary promotion board through branch and screening board input.

6-8. Impact of OPMS. The officer promotion system has been, and will continue to be, modified as OPMS comes fully into being. Most significant to date, the following changes have occurred:

a. Instructions to Promotion Boards. Each board receives a letter of instruction from the Secretary of the Army providing guidance for the selection process. Copies of these letters are inclosed in each promotion circular. That portion pertaining to specialization has been expanded significantly to indicate that in today's Army the specialist has a role and responsibility that is equal to the role of the generalist.

b. Promotion Board Membership. Promotion board membership has increased in size from five to nine members. This increase recognizes the need for broader representation and increased expertise on the part of board members. Greater emphasis on specialty area assignments is being backed up by increased specialty representation on the promotion boards. Promotion board instructions will highlight the need for different officer professional development patterns required for accomplish-

ment of the Army's mission. Instead of a single, traditionally acceptable route through the rank structure, there will be multiple routes as the Army recognizes divergent service needs and individual capabilities. In addition, instructions to promotion boards will prescribe that

promotion potential will be determined, for the most part, based on an officer's record of performance in his primary specialty area, performance in his alternate specialty area, and his overall performance and potential.

Promotion Phase Points in the Regular Army

<i>A Regular Army</i>	<i>is eligible to be considered for promotion to:</i>	<i>in the</i>	<i>and if selected is promoted on the anniversary date of:</i>
2LT-----	1LT-----	2d yr of AFCS-----	3d yr AFCS
1LT-----	CPT-----	6th yr of AFCS-----	7th yr AFCS
CPT-----	MAJ-----	13th yr of AFCS-----	14th yr AFCS
MAJ-----	LTC-----	20th yr of AFCS-----	21st yr AFCS
LTC-----	COL*-----	24th yr of AFCS-----	25th yr AFCS

* Promotion to colonel, RA, is not prescribed in Title 10, USC, but is a regulatory procedure.

Figure 6-1



CHAPTER 7

COMMAND SELECTION SYSTEM

7-1. Scope. The HQDA Centralized Command Selection System establishes procedures for the selection of officers to fill brigade, group, and battalion level troop, logistics, and selected laboratory commands and district engineer positions. Officers to be assigned to such positions will be selected by board action based on their qualifications, demonstrated performance, and individual preference for command, normally during the year preceding the year of assignment.

7-2. Purpose. The purpose of the HQDA Centralized Command Selection System is to place the best qualified officers in command of Army troop units, logistics organizations, and engineer districts. There are three reasons for establishment of the system. First, the opportunity for command assignment has declined sharply due to the reduction of Army Forces and the stabilization of command tour lengths. Second, the challenges of command and crucial importance of successful leadership require that only outstanding and highly motivated officers be assigned to command positions; and third, selection of commanders by a board of experienced officers is considered to be an objective and impartial method of choosing officers for these important assignments. Moreover, centralized selection by HQDA provides a broader range of choice than selection by subordinate commands, since selection in the latter case must necessarily be limited to the officers assigned to the command at any given time.

7-3. Command Designated Positions. Command positions for which officers must be selected by a HQDA Board are designated by HQDA. These positions are of four types—

a. Troop Command Positions. These are defined as positions in which the ability to lead, manage, and work effectively with troops is the prime factor in accomplishment of the unit mission. In general, troop command positions include commanders of TOE organizations

which contain the term brigade, regiment, group, division artillery, command, squadron, or battalion in the unit title, Army training center and service school brigades and battalions, and selected TD organizations.

b. Logistics Command Positions. These are defined as positions in the logistics specialties in which the ability to manage materiel, financial, and personnel resources (predominantly other than troops) are the prime factors in the accomplishment of the organization's mission. They include command of selected depots, arsenals, and terminals, and other major logistics facilities.

c. Laboratory Command Positions. Selected colonel level command positions in the Research and Development specialty which have been approved by HQDA for inclusion in the Centralized Command Selection process.

d. District Engineer Positions. All colonel level district engineer positions are included. The district engineer is an officer in charge of an engineer district who supervises local construction in connection with fortifications and other military work, and supervises and administers civil works projects.

7-4. Eligibility Criteria. Eligibility criteria for consideration for command are established by HQDA. These criteria include—

a. Officers must be in grade appropriate to the command position, or selected for promotion to that grade. Officers retain eligibility, and will be considered for command as long as they are in grade of lieutenant colonel for battalion level commands, and colonel for brigade level commands, unless they have indicated in writing their desire not to be considered for command.

b. Officers must not have served previously in a command position appropriate to their grade. However, prior logistics or laboratory command or service as a district engineer does not preclude eligibility for troop command consideration at the colonel level. Conversely, prior troop

command does not preclude eligibility for logistics or laboratory command or district engineer consideration.

c. Officers of any branch who have a primary or alternate specialty which contains command positions, such as Law Enforcement, Intelligence or Logistics, may request to be considered for command in both their primary and alternate specialty. Officers will have the opportunity to express their preferences for command consideration.

7-5. Selection Procedures. a. Separate HQDA Selection Boards will be convened for the combat arms, combat support arms, and logistics specialties. The colonel's boards will consist of five general officers with command experience appropriate to their branch and grade and the lieutenant colonel's board will consist of one general officer and four colonels with command experience appropriate to their grade and branch. At least one member of the board will be of the same branch as the officers to be considered. A minimum of one member of the combat arms board will be a qualified aviator for the consideration of officers for command of aviation units. When considering officers for logistics commands, the logistics board will have at least one member with experience in the Research and Development specialty for the consideration for laboratory commanders.

b. The logistics board will prepare two command lists, troop command and logistics command. The combat support arms board will prepare two lists, a troop command list and a district engineer list.

c. The boards will consider the records of eligible officers, identify officers considered best qualified for command, and rank order them by command category, with the exception that the combat arms boards will prepare a consolidated listing of infantry and armor colonels selected for troop command, and a separate list of aviators considered best qualified for aviation troop command.

d. Aviators may be considered for command of both ground and aviation units, but will be selected for command of only one.

e. Based upon projected vacancies in command positions for the coming fiscal year, principal and alternate command designees are determined by the relative standing of officers on the HQDA Board's rank order list. Principal command designees will be programmed for command as soon as possible after selection, with provision for deferral due to the needs of the service or other cogent reasons. Deferrals normally will be for a maximum of 1 year. Alter-

nate command designees may be assigned to command in the event of unprogramed requirements for which no principal command designee is available, or in the event of mobilization or expansion. If not assigned to command during the fiscal year following the year of selection, alternate command designees will be reconsidered with all other eligible officers by subsequent selection boards provided they remain eligible and so desire. Officers will not be designated as principals for more than one type command, i.e., troop command, logistics command, or district engineer; neither will an aviator be designated as a principal for both a ground and an aviation unit.

f. Principal command designees will be programmed for command assignment based upon their standing on the HQDA Board's rank order list, the officer's branch and skill qualifications, and the qualifications desired by the field commander.

g. WAC officers will be considered for command in all specialties in which they are authorized to participate, provided they are eligible as described in para 7-4 above. However, WAC officers will not be assigned to command units involving close combat or close combat support, such as combat engineer units and Chaparral/Vulcan air defense units.

h. Adjutant General and Finance Corps officers, participating in a specialty containing command positions, may request to be considered for command in those specialties.

7-6. Notification Procedures for Principal Command Designees. Officers selected for principal command designation will be notified by Headquarters, Department of the Army Circular.

7-7. Withdrawal of Command Designation. Upon the recommendation of Commander, MILPERCEN, the Deputy Chief of Staff for Personnel may withdraw an officer's command designation for any of the following reasons:

- a. Relief from command for cause.
- b. Substandard performance of duty.
- c. Questionable moral or ethical standards.

7-8. The Challenge of Command. While there are numerous positions of high responsibility, other than command, in all specialties, it is nevertheless true that successful command is a hallmark of military professionalism. Thus command continues to be a much sought after and rewarding assignment. Because of limited command opportunity, many highly qualified officers may not be afforded command during peacetime, and will make their contribution to

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the service in other positions of responsibility. These officers should understand that nonselection for command in current circumstances does not diminish their capacity as a military professional. In the event of war or national emergency, they may suddenly find themselves confronted with the challenge of command. It is

therefore incumbent upon all professional officers to fully prepare themselves, so that by study, observation, and service in other capacities with troops they may equip themselves to discharge the responsibilities of command when the opportunity arises.



CHAPTER 8

AIR DEFENSE ARTILLERY SPECIALTY

8-1. Description of Air Defense Artillery Specialty. The Air Defense Artillery specialty encompasses positions concerned with the employment of Air Defense Artillery weapons in defense against enemy aircraft and missile attacks and in support of land combat operations. Air Defense Artillery forces employ both guns and missiles, placing either nuclear or non-nuclear fires on enemy targets. When not in combat, Air Defense Artillery units maintain a state of readiness in preparation for immediate combat worldwide. Air Defense Artillery is the basic entry specialty for Air Defense Artillery officers.

a. The primary function of Air Defense Artillery is to employ Air Defense Artillery weapons and related Army aviation elements in support of military operations on land and in defense against enemy aircraft and missile attacks. The functions and duties peculiar to this specialty include—

- (1) Commanding, directing and controlling Air Defense Artillery units.
- (2) Providing expertise on the employment of Air Defense Artillery forces at all staff levels.
- (3) Coordination of air space utilization over the battlefield.
- (4) Participation in the development of equipment, organization and doctrine to support the missions assigned to Air Defense Artillery units.

b. The principal MOS included within this specialty are—

<i>MOS</i>	<i>Duty Title</i>
1111 -----	Safeguard Unit Commander
1115 -----	Safeguard Staff Officer
1174 -----	Light Air Defense Artillery Unit Commander
1176 -----	Composite Anti-Aircraft Artillery Unit Commander
1177 -----	Air Defense Missile Staff Officer, Nike Hercules
1178 -----	Air Defense Missile Staff Officer, Hawk
1180 -----	Air Defense Missile Unit Commander
1181 -----	Guided Missile Systems Officer

2162 ----- Operations Officer (Battalion, Group,
Brigade, Division)

c. Officers in the Air Defense Artillery specialty serve in the following types of duty positions:

- (1) Positions in Air Defense Artillery units of all types.
- (2) Staff positions in military headquarters and activities requiring combat arms expertise.
- (3) Air space coordination elements of division and higher level.
- (4) Instructor positions in Air Defense Artillery tactics in service schools.
- (5) Members of advisory elements assigned to Military Missions or Advisory Groups in foreign countries.
- (6) Advisor positions in Reserve and National Guard units.
- (7) Combat and leadership positions in special forces units.
- (8) Recruiting, Inspector General, Congressional Liaison, and executive positions requiring the attributes of the Air Defense Artillery officer.

8-2. Role of the Air Defense Artillery Officer.

a. Air Defense Artillery is unique among the combat arms in that many Air Defense Artillery units perform their operational mission on a daily basis, even during peacetime, both overseas and in CONUS.

b. The missions of Air Defense Artillery units range from providing 24 hour defense of critical areas against enemy aircraft and missile attack, to controlling two-man teams in combat arms units armed with man-portable Air Defense missiles. Often, when the threat of air attack is diminished, or nonexistent, Air Defense Artillery units take on the additional mission of providing both direct and indirect fire in support of the ground units. Air Defense officers also man a variety of complex command and control systems to insure effective engagement of hostile targets, while affording

maximum protection for friendly aircraft. These missions are performed either in conjunction with Air Force elements or alone, as the situation and specific mission dictate.

c. The varieties of missions assigned to Air Defense Artillery units dictate a family of weapons systems ranging from relatively simple gun and missile systems, to some of the most sophisticated and complex equipment modern technology has developed. The ammunition used by these weapons systems varies from conventional high explosives to nuclear warheads. An officer serving in ADA will find he is constantly challenged by changing equipment as improvements are made to respond to the ever-changing threat.

d. In Air Defense Artillery, an officer is not only afforded the opportunity of being a combat leader with an operational mission; but he also is afforded the opportunity of using his technological background to employ the highly sophisticated equipment found in the Air Defense Artillery. By virtue of his mission, the Air Defense officer may find his place of duty in the front lines with the Infantry and Armor units, or in CONUS defending against air attack. He may find his mission is to provide around-the-clock surveillance, or to be prepared to load on aircraft for immediate deployment to some trouble spot of the world. The Air Defense Artillery officer faces the challenges and rewards of being a combat leader in a technical environment.

8-3. Participation. *a.* Air Defense Artillery officers will have the Air Defense Artillery specialty designated as their primary specialty upon entry on active duty. Air Defense Artillery officers may, within requirements, have any of the specialties listed in Chapter 2 designated as their alternate specialty except Armor, Field Artillery or Infantry.

b. Officers of other branches, who desire to participate in the Air Defense Artillery specialty, should request branch transfer to Air Defense Artillery Branch.

8-4. Professional Development Objectives. The overall objectives of professional development in the Air Defense Artillery specialty are—

a. First, to provide highly qualified officers possessing the skills required for effective performance of duty in Air Defense Artillery command and staff positions of high responsibility.

b. Second, to provide highly qualified officers possessing the skills required for effective inte-

gration of Air Defense Artillery functions with other functions of the Army.

c. Third, to provide a pool of exceptionally well qualified officers possessing managerial and combat arms skills and outstanding executive talents, capable of filling positions of the highest responsibility in the Army.

8-5. Lieutenant Phase. *a.* The objectives of this phase are to prepare newly commissioned officers for their first duty assignments and to attain maximum practical experience in troop leadership, weapons employment, and other skills of the Air Defense Artillery specialty.

b. Typical duty assignments during this phase are illustrated in figure 8-1.

c. Education and training during this phase include completion of the Air Defense Artillery Officer Basic Course and weapons qualification training followed by one or more skill development courses such as airborne, ranger or language training.

8-6. Captain Phase. *a.* The objectives of this phase are to advance the officer's Air Defense Artillery specialty qualification, and commence his alternate specialty qualification through service in leadership or staff positions at Air Defense Artillery Brigade or lower levels and through completion of the Air Defense Artillery Officer Advanced Course. A continuous goal will be to afford as many officers as possible the opportunity for battery command.

b. Typical duty assignments during this phase are illustrated in figure 8-1.

c. Education and training during this phase include completion of the Air Defense Artillery Officer Advanced Course. Selected officers may also attend civil schooling appropriate to their alternate specialty at the baccalaureate or graduate level.

8-7. Major Phase. *a.* The objective of this phase is to continue professional development in the Air Defense Artillery specialty while emphasizing development in a designated alternate specialty. Officers should seek troop assignments at division level or below.

b. Typical duty assignments during this phase are illustrated in figure 8-1.

c. Education and training during this phase include completion of Command and General Staff College, or equivalent, and advanced specialty education. Advanced specialty education include both resident and nonresident instruction in the Air Defense Artillery specialty or designated alternate specialty conducted by a recognized military or civilian institution. An

education objective for officers with a primary specialty of Air Defense Artillery is to complete the professional military education portion of CGSC by either resident or nonresident instruction.

8-8. Lieutenant Colonel Phase. *a.* The objective of this phase is to continue professional development in both the Air Defense Artillery specialty and designated alternate specialty.

b. Typical duty assignments during this phase are illustrated in figure 8-1.

c. Officers who desire to command troops at battalion level will be considered by a HQDA Command Selection Board. If selected, they will be programed for a troop command assignment, and will receive subsequent assignments in either the Air Defense Artillery specialty or designated alternate specialty.

d. Education and training during this phase include completion of senior service college for selected officers, and advanced specialty educa-

tion. Advanced specialty education includes both resident and nonresident instruction in the Air Defense Artillery specialty or designated alternate specialty conducted by a recognized military or civilian institution.

8-9. Colonel Phase. *a.* The objectives of this phase are maximum utilization of the officer's capabilities in either his primary or alternate specialty and full utilization of the officer's developed managerial skills and executive talents to meet the needs of the service.

b. Typical duty assignments during this phase are illustrated in figure 8-1.

c. Officers who desire to command troops at the Air Defense Artillery group level will be considered by a HQDA Command Selection Board. Officers selected will be programed for a troop command assignment, and will receive subsequent assignments in either the Air Defense Artillery specialty or designated alternate specialty.

(Fold-in page 8-5 to follow here will be found in the back of this pamphlet.)



CHAPTER 9

ARMOR SPECIALTY

9-1. Description of the Armor Specialty. The Armor specialty encompasses positions concerned with the employment of armored forces and related Army aviation elements in military operations on land. Armored forces embrace various combat and combat support elements whose principal purpose is to conduct offensive land warfare using armor, armored cavalry, air cavalry, and attack helicopter units. Armored forces emphasize combined arms operations employing firepower, mobility, shock action, and armor protection. When not in combat, Armor units maintain a state of readiness in preparation for immediate combat worldwide. Armor is the basic entry specialty of Armor officers.

a. The primary function of the Armor specialty is to employ armored maneuver forces and related Army aviation elements in offensive land warfare. The functions and duties peculiar to this specialty include—

(1) Commanding, directing and controlling armored and/or combined arms organizations in mobile land and air cavalry operations.

(2) Providing expertise on the employment of Armor at all staff levels, and on the planning and conduct of land military operations.

(3) Participating in the development of equipment, organization, and doctrine to support the missions assigned to armored units.

(4) Advising Reserve and National Guard elements and serving as members of Military Assistance Advisory Groups.

b. The principal MOS included in this specialty are—

<i>MOS</i>	<i>Duty Title</i>
1203 -----	Tank Unit Commander
1204 -----	Armor Reconnaissance Commander
2162 -----	Operations Officer (battalion, squadron, brigade and division)

c. Officers in the Armor specialty serve in the following types of duty positions:

(1) Positions in armored units of all types.

(2) Staff officer positions in military headquarters and activities requiring combined arms expertise.

(3) Instructor positions in Armor tactics in service schools.

(4) Positions in advisory elements assigned to Military Missions or Advisory Groups in foreign countries.

(5) Combat and leadership positions in special forces units.

(6) Recruiting, Inspector General, Congressional Liaison, and executive positions requiring the attributes of the Armor officer.

9-2. Role of the Armor Officer. *a.* Today's Armor has mobility and extreme flexibility born of its organization as a combined arms team of tanks, mechanized infantry, artillery, engineers, armored cavalry, air cavalry and attack helicopter units. The dynamism that distinguished the cavalry of yesteryear is now the hallmark of Armor—the Combat Arm of Decision.

b. The role of Armor today is to conduct decisive, highly mobile warfare. The basic units for accomplishing this are tank companies, attack helicopter companies, armored and air cavalry troops, tank battalions and armored and air cavalry squadrons.

c. Assignments in Armor vary from tanks to air cavalry, and embrace all the principal staff functions (personnel, intelligence, operations, and logistics) at brigade level and below. Of the assignments in Armor, troop command is the most challenging and rewarding. An Armor officer may begin as commander of a tank or reconnaissance platoon and advance to command of a company, battalion or squadron, brigade, or regiment. In addition, Armor officers serve in challenging instructor, advisory, and executive positions which add breadth and diversity to their experience.

d. The demands and pressures of the Armor

mission tolerate only the most professional. For those who measure up, the opportunities for challenging assignment and professional advancement are great.

9-3. Participation. *a.* Armor officers will have the Armor specialty designated as their primary specialty upon entry on active duty. Armor officers may, within requirements, have any of the specialties listed in Chapter 2 designated as their alternate specialty, except Air Defense Artillery, Field Artillery or Infantry.

b. Officers of other branches, except WAC, who desire to participate in the Armor specialty should request branch transfer to Armor Branch.

9-4. Professional Development Objectives. The overall objectives of professional development in the Armor specialty are—

a. First, to provide highly qualified officers possessing the skills required for effective performance of duty in Armor command and staff positions of high responsibility.

b. Second, to provide highly qualified officers possessing the skills required for effective integration of combined arms functions with other functions of the Army in positions of high responsibility.

c. Third, to provide a pool of exceptionally well qualified officers, possessing managerial and combined arms skills and outstanding executive talents, capable of filling positions of the highest responsibility in the Army.

9-5. Lieutenant Phase. *a.* The objectives of this phase are to prepare newly commissioned officers for their first duty assignments and to attain maximum practical experience in troop leadership, weapons employment, and other skills of the Armor specialty.

b. Typical duty assignments in this phase are illustrated in figure 9-1.

c. Education and training during this phase include completion of the Armor Officer Basic Course and one or more skill developmental courses such as ranger, airborne or organizational maintenance.

9-6. Captain Phase. *a.* The objectives of this phase are to advance the officer's Armor specialty qualification, and commence his alternate specialty qualification, through service in leadership or staff positions at brigade or lower levels and through attendance at the Armor Officer Advanced Course. A continuous goal will be to afford as many officers as possible the opportunity for company/troop command.

b. Typical duty assignments during this phase are illustrated in figure 9-1.

c. Education and training during this phase include completion of the Armor Officer Advanced Course. Selected officers may also attend civil schooling appropriate to their alternate specialty at the baccalaureate or graduate level.

9-7. Major Phase. *a.* The objective of this phase is to continue professional development in the Armor specialty while emphasizing development in a designated alternate specialty. Officers should seek troop assignments at division level or below.

b. Typical duty assignments during this phase are illustrated in figure 9-1.

c. Education and training during this phase include completion of Command and General Staff College, or equivalent, and advanced specialty education. Advanced specialty education includes both resident and nonresident instruction in the Armor specialty or designated alternate specialty conducted by a recognized military or civilian institution. An education objective for officers with a primary specialty of Armor is to complete the professional military education portion of CGSC by either resident or nonresident instruction.

9-8. Lieutenant Colonel Phase. *a.* The objective of this phase is to continue professional development in both the Armor specialty and designated alternate specialty.

b. Typical duty assignments during this phase are illustrated in figure 9-1.

c. Officers who desire to command troops at battalion level will be considered by a HQDA Command Selection Board. If selected, they will be programed for a troop command assignment, and will receive subsequent assignments in either the Armor specialty or designated alternate specialty.

d. Education and training during this phase include completion of senior service college for selected officers and advanced specialty education. Advanced specialty education includes both resident and nonresident instruction in the Armor specialty or designated alternate specialty conducted by a recognized military or civilian institution.

9-9. Colonel Phase. *a.* The objectives of this phase are maximum utilization of the officer's capabilities in either primary or alternate specialty and full utilization of the officer's developed managerial skills and executive talents to meet the needs of the service.

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b. Typical duty assignments during this phase are illustrated in figure 9-1.

c. Officers who desire to command troops at the brigade level will be considered by a HQDA Command Selection Board. Officers selected

will be programed for troop command assignment and will receive subsequent assignments in either the Armor specialty or designated alternate specialty.

(Fold-in page 9-5 to follow here will be found in the back of this pamphlet.)



CHAPTER 10

ATOMIC ENERGY SPECIALTY

10-1. Description of Atomic Energy Specialty. Atomic Energy is an advanced entry specialty containing those positions requiring the application of expertise in atomic energy, to include nuclear weapons and nuclear power.

a. The Atomic Energy specialty encompasses positions whose incumbents perform duties at all organizational and staff levels in the following functional areas:

- (1) Atomic energy research and development
- (2) Nuclear weapons operations and training
- (3) Nuclear weapons logistics
- (4) Nuclear weapons effects
- (5) Nuclear power engineering

b. The principal MOS included within the specialty are—

<i>MOS</i>	<i>Duty Title</i>
2187 -----	Research and Development Coordinator (except Research and Development specialty positions)
7812 -----	Physicist (except Research and Development specialty positions)
7880 -----	Nuclear Weapons Effects Officer (except Research and Development specialty positions)

c. In addition to positions identified with the MOS codes listed above, this specialty includes other positions in the force structure, regardless of MOS, which either require atomic energy skills or contribute to the development of these skills. Positions requiring only an elementary knowledge of nuclear weapons and their effects will not be considered as Atomic Energy positions. Service in these positions does, however, provide the opportunity to develop a fundamental knowledge of nuclear weapons and are thus of value in preparing an officer for ultimate assignment to Atomic Energy specialty positions. Positions in this category are found in the following type units:

- (1) Nuclear field artillery units
- (2) Special ammunition units

(3) Engineer atomic demolition munitions units

- (4) Ordnance nuclear support units
- (5) Other nuclear units

d. Officers in the Atomic Energy specialty can expect to serve with—

- (1) Department of Defense
- (2) US Atomic Energy Commission
- (3) Organization of the Joint Chiefs of Staff
- (4) Unified Commands
- (5) NATO Commands
- (6) Headquarters, Department of the Army
- (7) Major Army Commands
- (8) Other activities having a requirement for atomic energy expertise.

10-2. Role of the Atomic Energy Officer. The role of the officer serving in Atomic Energy specialty positions has taken on new dimensions in recent years due to the increased significance of nuclear weapons in land warfare, both for firepower and deterrent effects. Tactical doctrine in general war is based largely on the firepower and effective employment of nuclear cannon artillery, missiles, and engineer barrier devices. Atomic energy expertise is essential in planning for the effective utilization of these systems. Additionally, the skills of the Atomic Energy specialist are required in the areas of research and development, training, logistics, nuclear weapons effects, nuclear power engineering and other functions associated with nuclear energy. The technical knowledge involved requires officers possessing great aptitude in engineering, the physical sciences, mathematics or related disciplines. Officers participating in this specialty can expect a challenging and rewarding career.

10-3. Participation. Officers of any branch with any primary specialty may have Atomic Energy designated as an alternate specialty contingent upon Army requirements. A limited number of officers may be permitted to have Atomic Energy designated as their primary

specialty subject to approval by HQDA. Priority for acceptance into this specialty will be given to officers having primary specialties corresponding to the secondary specialty skill requirements of many Atomic Energy positions. For example, there are requirements for officers in Atomic Energy positions with Missile Materiel Management skills. Conversely, there are no requirements for officers to serve in Atomic Energy positions with POL Management skills. However, an individual with POL Management as his primary specialty might be accepted into Atomic Energy if he had the appropriate educational background, as he could serve effectively in positions not requiring secondary specialty skills.

10-4. Professional Development Objectives. The overall objectives of professional development in the Atomic Energy specialty are—

a. To provide highly qualified officers possessing both the technical and managerial skills required for effective performance in Atomic Energy positions of high responsibility.

b. To provide highly qualified officers possessing both the managerial and technical skills required in positions of high responsibility involving the formulation of Army and national policy related to the military applications of atomic energy, and the integration of atomic energy functions with other functions of the Army.

c. To provide a pool of exceptionally well qualified officers, possessing managerial and nuclear energy expertise and outstanding executive talent, capable of filling positions of the highest responsibility in the Army.

10-5. Lieutenant Phase. The primary objective of this phase is to develop basic military skills in the officer's primary specialty. A lieutenant will, in general, not be afforded the opportunity to serve in Atomic Energy positions because of the limited number of position requirements and the need for officers to bring a background of field experience to their atomic energy assignment. However, those officers who express a desire to participate in Atomic Energy and possess the necessary background may be assigned to atomic energy positions insofar as possible. As examples, there are force structure requirements for lieutenants with backgrounds in nuclear physics, nuclear engineering, mathematics and related disciplines. In addition, service in units with a nuclear mission contributes to the development of a fundamental knowledge of nuclear phenomena and weapon systems.

10-6. Captain Phase. *a.* During this phase, officers who have Atomic Energy as an alternate specialty may commence their development through service in the limited number of atomic energy positions which call for company grade officers.

b. Typical duty assignments during this phase are illustrated in figure 10-1.

c. Education and training during this phase consist of completion of the officer's branch advanced course, to include studies in the Atomic Energy specialty. Selected officers will receive civil schooling at the baccalaureate or graduate level. Disciplines in which officers in Atomic Energy may receive civil education include:

(1) Nuclear physics or other physical science

(2) Engineering

(3) Mathematics

(4) Other disciplines as required, to include disciplines related to the officer's primary specialty that are essential to his performance in Atomic Energy positions.

10-7. Major Phase. *a.* The objective of this phase is to continue professional development in both Atomic Energy and primary specialty. Many officers will receive their initial Atomic Energy assignment during this phase although they may have received some training in atomic energy during the advanced course, civil schooling, or assignment to units with nuclear operational or logistics missions.

b. Typical duty assignments during this phase are illustrated in figure 10-1.

c. Education and training during this phase include completion of Command and General Staff College and advanced specialty education in Atomic Energy for selected officers. Advanced specialty education includes both resident short courses and nonresident instruction related to Atomic Energy.

10-8. Lieutenant Colonel Phase. *a.* The objective of this phase is to continue professional development in the Atomic Energy specialty and demonstrate potential for further advancement through service in Atomic Energy positions of high responsibility.

b. Typical duty assignments during this phase are illustrated in figure 10-1.

c. Education and training during this phase include completion of senior service college and advanced specialty education in Atomic Energy for selected officers.

10-9. Colonel Phase. a. Senior Atomic Energy officers are charged with the most challenging responsibilities in management of the Army's nuclear energy programs. They serve in command positions and as key staff officers at all levels of the Department of Defense. In addition, they serve with agencies outside the De-

partment of Defense such as the US Atomic Energy Commission. Service in these and other important positions requires application of all the knowledge and expertise acquired throughout a career in Atomic Energy.

b. Typical duty assignments during this phase are illustrated in figure 10-1.

(Fold-in page 10-5 to follow here will be found in the back of this pamphlet.)



CHAPTER 11

AUTOMATIC DATA PROCESSING SPECIALTY

11-1. Description of the Automatic Data Processing Specialty. *a.* The Automatic Data Processing (ADP) specialty encompasses positions concerned with planning, organizing and directing Automatic Data Processing equipment and the information and data systems using such equipment. Automatic Data Processing is the handling of basic elements of data (facts, numbers, letters or symbols) by a system of electronics on electrical machines so interconnected and interacting as to reduce to a minimum the need for human assistance or intervention. Automatic Data Processing is an advanced entry specialty.

b. Principal functions included in the Automatic Data Processing specialty are—

(1) Command of data processing activities which operate systems for recording, collecting, verifying, manipulating and controlling data.

(2) Supervising the operation of electronic data processing equipment.

(3) Advising commanders and staffs on application of Automatic Data Processing to operational problems, management, and decision-making.

(4) Exercising staff responsibilities for the design, development and operation of Automatic Data Processing systems.

(5) Exercising staff responsibilities for the selection of Automatic Data Processing equipment and changes and modifications to such equipment required to meet organization requirements.

(6) Evaluation of programs, curricula, and materials used in the training of Automatic Data Processing personnel.

(7) Providing technical management essential to ensuring machine coordination and control.

c. Officers in the Automatic Data Processing specialty serve at the following organizational levels:

- (1) Office of the Secretary of Defense
- (2) Organization of the Joint Chiefs of Staff

(3) Office of the Secretary of the Army

(4) HQ, Department of Army Staff Agencies

(5) Defense Supply Agency

(6) US Army Forces Command, US Army Training and Doctrine Command, CONUS Armies, US Army Materiel Command, US Army Communications Command, and US Army Computer Systems Command.

(7) Joint, allied, and combined headquarters.

(8) Corps and major commands.

(9) Data processing commands, centers, and units.

(10) Staff and faculty of service schools.

d. The principal MOS included in the Automatic Data Processing specialty is—

MOS	Duty Title
2402 -----	ADP Officer

11-2. Role of the Automatic Data Processing Officer. Officers in the Automatic Data Processing Specialty are faced with the challenge of insuring the Army remains abreast of the data processing advances in this technological era. Officers possessing data processing expertise serve in a number of functional areas such as command and control, intelligence, personnel management, research and development, logistics, communications and intercontinental ballistic missiles. The data processing officer, employing the modern techniques made possible by automation, insures the availability of timely and accurate information and analysis so needed by commanders and managers in formulating their decisions.

11-3. Participation. Officers of any branch with any primary specialty may have Automatic Data Processing as an alternate specialty. A limited number of officers may have Automatic Data Processing designated as their primary specialty subject to approval by HQDA.

11-4. Professional Development Objectives. *a.* The overall objectives of professional develop-

ment in the Automatic Data Processing specialty are—

(1) To provide highly qualified officers possessing the skills required for effective performance of duty in Automatic Data Processing positions of high responsibility.

(2) To provide highly qualified officers possessing the skills required in positions of high responsibility concerned with the effective integration of Automatic Data Processing with other functions of the Army.

(3) To provide a pool of exceptionally qualified officers possessing managerial skills and outstanding executive talents, capable of filling positions of the highest responsibility in the Army.

b. Specific objectives for each phase of professional development are discussed in the paragraphs that follow.

11-5. Lieutenant Phase. Although Automatic Data Processing is an advanced entry specialty, there are numerous position requirements at the lieutenant level. While emphasis during the lieutenant phase is primarily directed toward development of basic entry specialty skills, many qualified junior officers will be afforded the opportunity to serve in Automatic Data Processing positions. Service in these positions is considered developmental toward attainment of Automatic Data Processing specialty skills.

11-6. Captain Phase. a. The objective of this phase is to continue development in the officer's primary specialty and commence development in the Automatic Data Processing specialty through service in an Automatic Data Processing position or military or civil schooling in Automatic Data Processing.

b. Typical duty assignments during this

phase are illustrated in figure 11-1.

c. Education and training during this phase consist of completion of branch advanced course, to include studies related to Automatic Data Processing. Selected officers may complete civil schooling at the baccalaureate or graduate level in one of the following disciplines required in the Automatic Data Processing specialty: business (ADPS), communications, engineering (ADPS), communications engineering, electronics engineering, and systems engineering.

11-7. Major Phase. a. The objective of this phase is to continue professional development in the officer's primary specialty while employing development in Automatic Data Processing.

b. Typical duty assignments during this phase are illustrated in figure 11-1.

c. Education and training during this phase consist of completion of Command and General Staff College for selected officers, and advanced specialty education in Automatic Data Processing.

11-8. Lieutenant Colonel Phase. a. The objectives of this phase are to continue professional development in the officer's primary specialty and Automatic Data Processing.

b. Typical duty assignments during this phase are illustrated in figure 11-1.

c. Education and training during this phase consist of completion of senior service college for selected officers, and advanced specialty education in Automatic Data Processing.

11-9. Colonel Phase. a. The objectives of this phase are maximum utilization of the officer's capabilities, developed managerial skills and executive talents in either primary specialty or Automatic Data Processing.

b. Typical duty assignments during this phase are illustrated in figure 11-1.

(Fold-in page 11-3 to follow here will be found in the back of this pamphlet.)

CHAPTER 12

COMMUNICATIONS-ELECTRONICS SPECIALTIES

Section I. GENERAL

12-1. Description of the Communications-Electronics Specialties. *a.* The Communications-Electronics specialties encompass positions concerned with providing the combat communications required for command and control of Army tactical fire and maneuver elements in land combat operations; the strategic communications required to link worldwide forces with major Army and joint headquarters, the Department of Defense, and the Commander-in-Chief, the management and development of communications-electronics systems; and technical services related to the effective utilization of audio-visual instructional technology.

b. The Communications-Electronics specialties are—Combat Communications-Electronics, Fixed Telecommunications Systems, Communications-Electronics Engineering and Audio-Visual Instructional Technology. The specialties are the basic entry specialties for Signal Corps officers. Officers of other branches may have one of these specialties designated as their alternate specialty. A related logistics specialty, Communications-Electronics Materiel Management, is also discussed in this chapter and in chapter 24, Logistics Specialties.

c. Principal functions performed by officers serving in the Communications-Electronics specialties include—

(1) Engineering, installation, operation and maintenance of Army communications systems including automatic data processing C-E support at all levels of command.

(2) Research and development, procurement, testing, and logistical support for all types of communications-electronics equipment, to include avionics.

(3) Management of the electromagnetic frequency spectrum.

(4) Audio-visual support, to include automated and televised instructional technology,

training aids, and still and motion picture photography.

d. Officers in the Communications-Electronics specialties perform the following types of duties:

(1) Command of signal units and installations.

(2) Communications-electronics staff officers at all levels to include:

(a) Combat battalions, groups, brigades, divisions, and corps.

(b) US Army Communications Command and Defense Communications Agency.

(c) Major commands and senior headquarters to include Department of the Army, Department of Defense, and the Joint Chiefs of Staff.

(d) Posts, camps and stations.

(3) Communications-electronics instructors and audio-visual instructional technologists at training centers and service schools.

(4) Communications-electronics advisors to US Army Reserve and National Guard units.

(5) Communications-electronics advisors assigned to Military Missions and Advisory Groups in foreign countries.

(6) Systems engineers in support of Army Communications Systems at all levels of command.

e. Communications-Electronics Specialties. Four specialties have been established to develop officers with the skills required to perform communications-electronics functions. Each specialty defines a sphere of communications-electronics for officer professional development. The Communications-Electronics specialties are discussed in section II.

12-2. Role of the Communications-Electronics Officer. *a.* Signal Officers provide the "voice of command" in today's concept of highly mobile warfare. Communications is an essential ele-

ment for success on the battlefield for it links the commander with his maneuver forces, allows coordination of the elements of combined arms teams, and makes timely fire support possible. It is recognized as essential in the combat triad "shoot . . . move . . . *communicate*". The Signal Officer is an integral part of combat units and combined arms teams. He serves in positions ranging from the Communications Officer in combat arms battalions to the highest levels of the Army and the White House.

b. The challenge is there. Although communications-electronics equipment is as rugged, advanced, and reliable as modern industry can make it, the Signal Officer must be professionally competent, resourceful, and imaginative to provide the command and control element under combat conditions that vary from jungle to desert and mountain. The operation and maintenance of global communications systems requires dedicated officers with both management and engineering skills and great initiative.

c. The Communications-Electronics specialties are designed to allow fulfillment of personal goals in positions that vary from the challenges of troop leadership to the management of world-wide communications systems, engineering, automatic data processing communications systems, and audio-visual instructional technology. Opportunities for command exist at every level from platoon through brigade and signal officers serve in staff positions related to operations, intelligence, personnel, and logistics. The opportunities for diversified assignments that broaden the Signal Officer's experience are virtually without limit. Positions are available throughout the world at all levels of the Army, joint service staffs, and allied headquarters.

12-3. Participation. a. *Basic Communications-Electronics Specialties.*

(1) Upon entry on active duty, Signal Corps officers will complete the Communications-Electronics officer basic course and be assigned duties in communications-electronics specialties. However, no specialty will be designated as the officer's primary specialty at this time. Assignments during the officer's first 4 to 5 years service will be devoted to the development of basic communications-electronics knowledge and skills, leadership, and staff skills. During this period officers will be given the opportunity to acquire a broad knowledge of communications-electronics to include as-

signments in more than one specialty. The object is to permit each officer to become familiar with the many communications-electronics functions and their important interrelationships. Besides acquiring a good foundation in basic military and communications-electronics knowledge, the officer gains from practical experience an appreciation of his own aptitudes and interests so that he may realistically state his preference for the specialties that will govern his future professional development. A primary objective is to afford the maximum number of company grade Signal officers opportunities to hold command at the platoon and company levels.

(2) Signal Corps officers will normally indicate their preference for a primary and alternate specialty while attending the advanced course. HQDA will designate specialties based on the officer's preferences and qualifications and Army requirements. Signal Corps officers will normally have a Communications-Electronics specialty designated as their primary specialty. They may have as their alternate specialty another Communications-Electronics specialty or one of the specialties outlined in Chapter 2. Officers of branches other than Signal Corps may have a Communications-Electronics specialty designated as their alternate specialty. However, in all cases, officers desiring to participate in the Communications-Electronics Engineering specialty should either have a baccalaureate degree in an engineering discipline or comparable civilian or military training or experience in an engineering field.

(3) Based on the large number of requirements in the C-E specialties, Signal Corps officers in the grade O-4 and O-5 will normally be expected to serve at least one tour in their C-E specialty in each grade.

b. *Communications-Electronics Materiel Management Specialty.*

(1) This is a logistics specialty; however, Signal Officers may participate as it is closely related to Communications-Electronics specialties. The principal function of officers serving in the Communications-Electronics Materiel Management specialty is to provide for the reliability, maintainability, and supportability of the communications-electronics materiel required by the Army to perform its mission. The principal MOS of this specialty is 4825, Electronics Maintenance Officer; however, other MOS related to logistics functions, such as supply, would be included in the specialty if the majority of such functions were related to com-

munications-electronics materiel. Many communications-electronics materiel managers also serve in positions related to procurement and production. This specialized field of logistics receives constant emphasis as the Army's communications-electronics assets total into

the billions of dollars. Management of the logistical aspects of these assets presents a challenge to the most competent and dedicated officers.

(2) For additional information on C-E Materiel Management, see paragraph 24-8.

Section II. COMMUNICATIONS-ELECTRONICS SPECIALTIES

12-4. Combat Communications-Electronics Specialty. *a.* The Combat Communications-Electronics specialty encompasses positions concerned with the employment of telecommunications and integrated Communications-Electronics systems and equipment, to include communications security equipment, in a tactical mobile environment to support ground combat operations.

b. The principal functions included in this specialty are—

(1) Command, administration, and training of communications-electronics units in direct support of combat operations.

(2) Planning, installation, operation, maintenance and management of tactical communications systems and facilities to include COMSEC and automatic data processing C-E support.

c. Principal duties performed by Combat Communications-Electronics officers include—

(1) Performance of all tasks necessary to provide tactical communications.

(2) Supervision of the implementation of signal security policies and procedures.

(3) Advising the commander and staff on installation and operation of communications, audiovisual, and automated data processing systems, and on matters pertaining to electromagnetic radiation and management of the radio frequency spectrum.

(4) Tactical air traffic control and airborne relay of Communications-Electronics systems.

d. Officers serving in the Combat Communications-Electronics specialty will normally be assigned to Signal units having the primary mission of supporting Army forces operating in a tactical, mobile environment in the conduct of ground combat operations. Emphasis is placed on developing a highly skilled, professional communicator who is totally familiar with, and sensitive to the needs of, the tactical maneuver elements of the Army in the field.

e. Principal MOS included in this specialty are—

<i>MOS</i>	<i>Duty Title</i>
0205 -----	Communications-Electronics Staff Officer

0220 -----	Area Signal Center Officer
0221 -----	Communications Center Officer
0405 -----	Telephone-Digital Communications Officer
0425 -----	Cable Communications Officer
0505 -----	Radio Systems Officer
1010 -----	Combat Signal Unit Commander

f. The preponderance of the Army's total requirements in the Communications-Electronics specialties are in the Combat Communications-Electronics specialty.

12-5. Fixed Telecommunications Systems Specialty. *a.* This specialty encompasses the employment of fixed telecommunications systems used for long haul communications and airfield communications-electronics facilities in support of Army installations.

b. Principal functions included in this specialty are—

(1) Planning, installation, operation and maintenance of Army communications other than tactical communications systems and facilities including automatic data processing C-E support.

(2) Command, administration, training and employment of signal units in general support of the Army in the field and the Army portion of the Defense Communications Systems.

(3) Command, administration, training and employment of signal units providing airfield communications-electronics facilities, including navigation aids and air traffic control, in support of Army installations.

c. Officers serving in this specialty perform duties related to management and operation of fixed communications facilities providing communications support over long distances to headquarters and installations and air traffic control functions in support of Army installations.

d. Principal MOS included in this specialty are—

<i>MOS</i>	<i>Duty Title</i>
0205 -----	Communications-Electronics Staff Officer
0213 -----	Post Communications-Electronics Staff Officer

0221 -----	Communications Center Officer
0300 -----	Fixed Plant Signal Unit Commander
0405 -----	Telephone-Digital Communications Officer
0505 -----	Radio Systems Officer

e. The second largest requirement for Signal officers is in the Fixed Telecommunications Systems specialty.

12-6. Communications-Electronics Engineering Specialty. a. This specialty encompasses positions involving the acquisition, installation, employment and support of military communications-electronics systems and equipment.

b. Principal functions included in this specialty are:

(1) Design, development, engineering, testing, construction, installation, and systems integration of transmission, switching, terminal and input/output communications equipment to include automatic data processing C-E support.

(2) Design, development, acquisition and testing of electronics devices.

(3) Planning, allocation, assignment and management of the radio frequency spectrum, and insuring the compatibility of spectrum use.

(4) Compatibility and standardization of communications-electronics systems and equipment throughout the life cycle process.

(5) Determination of susceptibility and vulnerability of communications-electronics systems and equipment to enemy detection and interference.

(6) Telecommunications traffic engineering.

c. Officers participating in the Communications-Electronics Engineering specialty serve in positions entailing responsibility for all aspects of the design, development, and installation of Communications-Electronics systems.

d. Principal MOS included in this specialty are:

MOS	Duty Title
0205 -----	Communications-Electronics Staff Officer
7601 -----	Electronics Engineer
7611 -----	Electrical Engineer
7750 -----	Communications-Electronics Systems Engineer
7860 -----	Radio Engineer
7881 -----	Radio Frequency Engineer

e. The third largest requirement for Signal officers is in the Communications-Electronics Engineering specialty.

12-7. Audio-Visual Instructional Technology Specialty. a. Audio-visual instructional technology represents the application of advanced instructional technology principles, using audio and visual media as delivery systems, to maximize the effectiveness of interpersonal communications. The Audio-Visual Instructional Technology specialty encompasses positions in a broad range of functions and activities related to the application of audio-visual devices, computer assisted instruction, automation techniques, and systems in support of the Army's mission.

b. Principal functions included in this specialty are—

(1) Assistance to school commandants, Directors of Instruction or Directors of Instructional Technology in training of military personnel and development of briefings, orientation of attitudes and other interpersonal communications.

(2) Planning, designing, engineering, management, and support of communications-electronics audio-visual systems and devices used by the Army-in-the-field and in garrison for education and training, management, public information, security, command and control, and troop morale functions.

c. Audio-Visual Instructional Technology Officers apply audio-visual instructional technology techniques and systems engineering to teaching, education and training; recommend policies and plans for approval; develop curricula using instructional technology procedures; develop informational materials related to development of desirable attitudes and goals based on instructional technology and systems engineering techniques; direct special studies to develop and validate new instructional procedures; and advise on the presentation of instruction, briefings, and demonstrations.

d. Principal MOS included in this specialty are—

MOS	Duty Title
8500 -----	Photographic/Audio-Visual Unit Commander
8510 -----	Audio-Visual Staff Officer
8511 -----	Motion Picture/T.V. Director
8521 -----	Motion Picture/T.V./Audio-Visual Writer
8530 -----	Audio-Visual Instructional Technology Officer

e. The Audio-Visual Instructional Technology specialty contains the smallest number of Signal officer positions.

Section III. PROFESSIONAL DEVELOPMENT

12-8. Professional Development Objectives.

The overall objectives of professional development in the Communications-Electronics specialties are—

a. To develop highly qualified officers possessing the skills required for effective performance of duty in Communications-Electronics positions of high responsibility throughout the Army and Department of Defense.

b. To provide a pool of exceptionally well qualified officers, possessing both communications-electronics skills and outstanding executive talents, who are capable of performing in positions of the highest responsibility.

12-9. Lieutenant Phase. a. The objectives of this phase are to prepare newly commissioned officers for their first duty assignments and develop fundamental leadership and communications-electronics skills.

b. Typical duty assignments during this phase in each of the Communications-Electronics specialties are illustrated in figures 12-1, 12-2, 12-3, and 12-4.

c. Education and training during this phase include completion of the officer basic course and specialty training in the control and supervision of specialized communications-electronics operations. In addition, officers may request to attend aviation training, or training such as ranger, special forces, pathfinder or amphibious warfare; and officers programmed for a position in an airborne unit may volunteer for airborne training.

12-10. Captain Phase. a. The objectives of this phase are to broaden communications-electronics knowledge and skills; to further develop leadership capabilities through service as a communications-electronics staff officer and, for selected officers, command of company size units; and to commence development in an alternate specialty.

b. Typical duty assignments during this phase are illustrated in figures 12-1 to 12-4.

c. Education and training during this phase include completion of branch advanced course, to include studies related to the Communications-Electronic specialties. Selected officers who demonstrate an aptitude for engineering will complete the Communications-Electronics Systems Engineering Course. Selected officers may also attend civil schooling in Communications-Electronics related disciplines at the baccalaureate or graduate level. Disciplines appropriate to each specialty include—

(1) *Combat Communications-Electronics*—electronics engineering, radio, communications, and telecommunications management.

(2) *Fixed Telecommunications Systems*—systems engineering, electronics engineering, communications, and telecommunications management.

(3) *Communications-Electronics Engineering*—electrical engineering, electronics engineering, communications, physics (general), physics (electricity and magnetism), and systems engineering.

(4) *Audio-Visual Instructional Technology*—education (Audio-Visual), instructional technology, motion picture production, photography, radio and television production, and audio engineering.

12-11. Major Phase. a. The objective of this phase is to continue professional development in both primary specialty and designated alternate specialty.

b. Typical duty assignments during this phase are illustrated in figures 12-1 to 12-4.

c. Education and training during this phase include completion of Command and General Staff College and advanced specialty education for selected officers. Officers who do not complete the Command and General Staff College resident course are encouraged to take the CGSC nonresident course. Advanced specialty education includes resident and nonresident instruction in the Communications-Electronics specialties conducted by recognized military or civilian institutions.

12-12. Lieutenant Colonel Phase. a. The objective of this phase is to continue professional development in the officer's primary and alternate specialty.

b. Typical duty assignments during this phase are illustrated in figures 12-1 to 12-4.

c. Education and training during this phase include completion of senior service college for selected officers, and advanced specialty education for selected officers. Advanced specialty education includes both resident and nonresident instruction in the Communications-Electronics specialties conducted by recognized military or civilian institutions.

12-13. Colonel Phase. The objective of this phase is maximum utilization of the officer's capabilities in either his primary or alternate specialty and full utilization of his developed managerial skills and executive talents to meet the needs of the service. During this phase

most officers will apply the skills and expertise developed in previous assignments in positions related to their primary or alternate specialty or in positions which encompass the broad sphere of Communications-Electronics operations. Officers with particularly outstanding

talents may have the opportunity to apply their knowledge and skills to problems of the highest Army and Defense interest concerned with integration of Communications-Electronics with other defense establishment functions.

(Fold-in pages 12-7, 12-9, 12-11, and 12-13 to follow here will be found in the back of this pamphlet.)

CHAPTER 13

COMPTROLLER SPECIALTY

13-1. Description of the Comptroller Specialty. *a.* The Comptroller specialty encompasses positions involving staff responsibility for the coordination and support of systems by which the use of resources is programed and managed in the Army. It is designed to develop officers who are skilled in both military matters and modern management techniques for assignment to comptroller positions throughout the Department of Defense and Department of the Army. The Comptroller specialty is an advanced entry specialty open to participation by officers of all branches.

b. Principal functions and duties performed by officers in the Comptroller specialty include—

(1) Serving as the commander's principal financial resource manager and assisting his staff in the effective and efficient overall management of the financial, personnel, and capital investment resources of the command.

(2) Supervising all matters pertaining to management analysis and improvement; planning, programing and budgeting system; program review and analysis, cost analysis, internal review, auditing, accounting systems and procedures, and reports control.

(3) Providing advice and assistance to headquarters staffs and activities in the areas of budgeting, management engineering and analysis, progress and statistical reporting, program analysis, and accounting.

(4) Studying, surveying and analyzing objectives, policies, methods, procedures, organization and administrative work flow in Army organizations and making recommendations for improvement of effectiveness and efficiency.

(5) Planning, developing, justifying, administering, reviewing and adjusting programs and budgets and reviewing the execution thereof.

c. Officers in the Comptroller specialty serve in duty positions such as comptroller, comptrol-

ler staff officer, chief of budget/management division, cost analyst and management analyst within the following commands and agencies:

- (1) Office of the Secretary of Defense
- (2) Organization of the Joint Chiefs of Staff
- (3) Office of the Secretary of the Army
- (4) Headquarters, Department of the Army

Staff agencies to include Office of the Comptroller of the Army.

(5) Major commands, major subordinate commands and installations of the Army.

(6) Joint, allied and combined command headquarters

(7) Staff and faculty of service schools

(8) Advisory elements in Military Missions or Military Assistance Advisory Groups in foreign countries.

(9) Other agencies or activities requiring officers of proven capability in comptrollership.

d. Principal MOS included in the Comptroller specialty are—

<i>MOS</i>	<i>Duty Title</i>
2800 -----	Comptroller
2801 -----	Comptroller Staff Officer
2610 -----	Management Analyst
6100 -----	Finance and Accounting Officer
6200 -----	Finance Staff Officer
6802 -----	Program/Budget Officer

13-2. Role of the Comptroller Officer. *a.* In today's modern Army, all officers play an important role in management processes. However, those in the Comptroller specialty will develop an especially high degree of expertise in the very dynamic and challenging field of comptrollership which include all aspects of management. Comptroller specialty officers are afforded the opportunity to participate in a specialty whose skills are in great demand in today's complex Army.

b. Advanced educational opportunities are available to assist in professional development of comptroller officers. Selected officers will attend high-level service schools to increase expertise and business acumen in management

of Army resources. Stimulating and innovative training courses designed to broaden professional development of experienced comptrollers are available.

c. Expertise achieved in the management of the Army's resources will prove invaluable to officers while serving in other assignments and allow those officers meeting the sternest challenges to advance to the highest levels of responsibility.

13-3. Participation. Officers of all branches may, within requirements, have Comptroller designated as their alternate specialty. A limited number of officers may, with HQDA approval, have Comptrollership as their primary specialty.

13-4. Professional Development Objectives. Overall professional development objectives in the Comptroller specialty are—

a. To provide highly qualified officers possessing the skills required for effective performance of duty in comptroller positions of high responsibility.

b. To provide a pool of exceptionally well qualified officers, possessing both managerial skills and outstanding executive talents, capable of filling positions of the highest responsibility in the Army.

13-5. Lieutenant Phase. Lieutenants, in general, will not be afforded the opportunity to serve in Comptroller specialty positions because of the limited number of position requirements and the need for officers to bring a background of field experience to their assignment. During this phase they will develop in their basic entry specialties. However, those junior officers who may be assigned to fill the limited position requirements are considered to be developing Comptroller specialty skills.

13-6. Captain Phase. *a.* The objective of this phase is for each comptroller officer to gain a broad knowledge of Army command problems and organization, and to commence comptroller development by serving in an appropriate developmental position.

b. Typical duty assignments during this phase are illustrated in the professional development guide at figure 13-1.

c. Education and training during this phase consists of completion of appropriate branch advanced course to include studies related to the Comptroller specialty. Officers will attend the Military Comptrollership course at the US Army Institute of Administration prior to their first tour in Comptrollership. Selected officers will be programed in leading colleges and uni-

versities to pursue an advanced degree in a comptroller related discipline such as business administration, economics, accounting, financial management, or systems management.

13-7. Major Phase. *a.* The objective of this phase is to continue professional development in both comptrollership and the officer's basic entry specialty.

b. Typical duty assignments during this phase are illustrated in figure 13-1.

c. Education and training during this phase includes completion of Command and General Staff College or equivalent military schooling and advanced specialty education in Comptrollership for selected officers. Advanced specialty education includes both resident and nonresident instruction in military and civilian schools. Those officers receiving orders for their first tour in Comptrollership will attend the Military Comptrollership course at the US Army Institute of Administration.

13-8. Lieutenant Colonel Phase. *a.* The objective of this phase is to continue professional development in both comptrollership and the officer's basic entry specialty.

b. Typical duty assignments during this phase are illustrated in figure 13-1.

c. Education and training during this phase includes completion of senior service college and advanced specialty education in Comptrollership for selected officers. Advanced specialty education includes civilian university classes (short courses, seminars) in a Comptroller related discipline, the Advanced Comptrollership Symposium conducted by the US Army Institute of Administration, and the Defense Management Systems Course conducted by the Naval Postgraduate School, Monterey, California.

13-9. Colonel Phase. *a.* The objectives of this phase are maximum utilization of the officer's capabilities in comptrollership and full utilization of his developed managerial skills and executive talents to meet the needs of the service.

b. Typical duty assignments during this phase are illustrated in figure 13-1.

c. Advanced specialty education for Comptroller officers during this phase includes the Top Management Seminar conducted by the US Army Management Engineering Training Agency, Rock Island, Illinois or the Defense Management Systems Course conducted by the Naval Postgraduate School, Monterey, California.

(Fold-in page 13-3 to follow here will be found in the back of this pamphlet.)

CHAPTER 14

CRIMINAL INVESTIGATION SPECIALTY

14-1. Description of the Criminal Investigation Specialty. Criminal Investigation is an advanced entry specialty encompassing positions requiring expertise in the investigation of crime involving United States Government property or individuals subject to the Uniform Code of Military Justice.

a. The Criminal Investigation specialty contains positions whose incumbents—

(1) Command criminal investigation units and crime laboratories.

(2) Supervise technical personnel in the investigation of known or suspected crimes involving government property and individuals subject to military jurisdiction.

(3) Plan, coordinate and direct criminal investigations, background investigations, crime surveys, protective services missions, polygraph support, and criminal intelligence activities, to include the development and control of informant programs.

(4) Manage resources to include Criminal Investigation personnel, equipment, and funds in support of the investigation effort.

(5) Coordinate criminal investigative activities with civil authorities when appropriate.

(6) Instruct criminal investigation subjects at service schools.

b. The principal MOS included within this specialty is 9150, Criminal Investigation Officer. In addition to positions identified with this MOS, the Criminal Investigation specialty includes other positions in the force structure, regardless of MOS, which either require criminal investigation skills or contribute to the development of such skills.

c. Officers assigned to Criminal Investigation positions serve in the United States Army Criminal Investigation Command and staff elements at all levels where there is a requirement for criminal investigation qualified officers.

14-2. Role of the Criminal Investigation Officer. The role of the Criminal Investigation

officer has become increasingly more challenging in recent times, as new organizational concepts and technology have resulted in the modernization of the Army's criminal investigation effort. Criminal Investigation officers are skilled in investigative methods and techniques, and in the pertinent military law, to enable them to effectively manage the consolidated resources available for the criminal investigation mission.

14-3. Participation. Officers of any branch with any primary specialty may have Criminal Investigation designated as an alternate specialty, subject to Army requirements. A limited number of officers may be permitted to have Criminal Investigation designated as their primary specialty. For example, there are requirements for officers with logistics skills to serve in Criminal Investigation positions. Conversely, there are no requirements for officers with highway-rail skills to serve in criminal investigations. However, officers with highway-rail skills could still be accepted into the Criminal Investigation specialty, as they could serve effectively in positions not requiring secondary specialty skills.

14-4. Professional Development Objectives. *a.* The overall objectives of professional development in the Criminal Investigation specialty are to provide highly qualified officers possessing the technical qualifications and experience required to manage Criminal Investigation activities, command Criminal Investigation units, and serve in staff positions in Criminal Investigation units and higher departmental and joint headquarters.

b. Criminal Investigation specialty professional development objectives for each phase of professional development are discussed in the following paragraphs.

14-5. Lieutenant Phase. The objective of this phase is to develop basic military skills in the

officer's primary specialty. This provides a foundation of essential military knowledge and prepares the prospective Criminal Investigation officer for service in Criminal Investigation at a later date. Military Police Corps officers through education, training, and assignments acquire knowledge of criminal investigation methods and related military law, which prepares them for further development in Criminal Investigation in the future.

14-6. Captain Phase. *a.* The objective of this phase is to commence development in Criminal Investigation skills while continuing development in the officer's primary specialty. During this phase, officers who have Criminal Investigation designated as an alternate specialty may commence their development through basic specialty education, during their advanced course or through service in Criminal Investigation positions. For most officers, the first Criminal Investigation assignment will be in the grade of captain or major.

b. Typical duty assignments during this phase are illustrated in figure 14-1.

c. Education and training during this phase consist of completion of the officer's branch advanced course, to include studies in the Criminal Investigation specialty. Selected officers may participate in a criminal investigation development program which includes formal schooling in criminal investigation skills and techniques, and on-the-job training appropriate to the grade and experience of each participant. Selected officers may receive civil schooling at the graduate level. Disciplines in which officers may receive civil education include—

- (1) Police Science and Administration.
- (2) Criminology.
- (3) Other disciplines related to law enforcement, as required.

14-7. Major Phase. *a.* The objective of this phase is to continue professional development in both primary specialty and Criminal Investigation. Many officers will receive their initial Criminal Investigation assignment during this phase although they may have received training in Criminal Investigation during the ad-

vanced course or civil schooling.

b. Typical duty assignments during this phase are illustrated in figure 14-1.

c. Education and training during this phase include completion of Command and General Staff College and advanced specialty education in Criminal Investigation for selected officers. Advanced specialty education includes both resident and nonresident instruction taken from military or civilian schools. Some examples are the Criminal Investigation course conducted by the US Army Military Police School, the Criminal Investigator Logistics Management Orientation Course conducted by the US Army Logistics Management Center, and the Homicide Seminar conducted by Michigan State University.

14-8. Lieutenant Colonel Phase. *a.* The objective of this phase is to continue professional development in the Criminal Investigation specialty and demonstrate potential for further advancement through service in Criminal Investigation positions of high responsibility.

b. Typical duty assignments during this phase are illustrated in figure 14-1.

c. Education and training during this phase include completion of senior service college and advanced specialty education in Criminal Investigation for selected officers.

14-9. Colonel Phase. Senior Criminal Investigation officers are charged with the most challenging responsibilities in management of the Army's Criminal Investigation programs. They act in command positions and as key staff officers in the Criminal Investigation Command and Department of the Army. At this point in his career, the officer makes his maximum contribution by applying the knowledge acquired throughout a career in Criminal Investigation.

14-10. Prerequisites. Officers selected for participation in this specialty must meet the acceptance criteria under the provisions of AR 195-3 (Acceptance and Accreditation of Criminal Investigative Personnel) and agree to complete the Criminal Investigation Development Program.

CHAPTER 15

EDUCATION SPECIALTY

15-1. Description of the Education Specialty.

a. The Education specialty is an advanced entry specialty encompassing selected staff and faculty positions in military service schools and colleges, and staff positions in headquarters with supervisory responsibilities for military education, in which the skills required are those of a professional educator or scholar.

b. The purpose of the Education specialty is to provide a nucleus of professionally competent military officers with special talents in education, capable of making a sustained contribution to military education and scholarship. The great majority of instructor positions in the Army will be filled by officers having specialties other than education who will normally serve a 3-year tour in the education establishment. The flow of these officers into and out of the education system leads to continuous infusion of officers with fresh perspectives and recent practical experience in the great variety of skills required to accomplish the education mission. The group is complemented by a smaller, highly select group of officers, members of the education specialty, who provide continuity and depth to the staffs and faculties of service schools, and bring experience in curriculum development, counseling, and other aspects of educational administration to high level management and supervisory positions in the education establishment. In addition, these officers possess subject matter competence in a wide range of disciplines required by the schooling system, and have the opportunity to undertake research and make scholarly contributions that enhance the status of military scholarship. They constitute a core of professional educators who are not only outstanding teachers and students of the learning process, but are capable of ensuring efficient use of the resources devoted to military education and guiding the growth and development of the education establishment. They also provide an assemblage of military scholars who may be

called upon to contribute to the solution of problems of high level Army and defense interest, and to seek the solution of such problems through a wide range of scholarly endeavors in association with civilian academicians. Officers of all branches may participate in this specialty.

c. Principal duties performed by officers participating in this specialty include—

(1) Planning, development, and conduct of formal instruction at Army service schools and other education facilities.

(2) Supervision of military education programs and activities.

(3) Evaluation of curricula, texts, teaching materials, and instructional technology.

(4) Student testing and evaluation.

(5) Systems engineering of education.

(6) Formulation of military educational policy.

d. Officers in the Education specialty serve in the following types of duty positions—

(1) Selected staff and faculty positions in military service schools and colleges.

(2) ROTC positions.

(3) Staff positions in headquarters directly concerned with formulation, development and supervision of military educational plans, policies and programs.

e. Principal MOS of positions included in the Education specialty are—

<i>MOS</i>	<i>Duty Title</i>
2517 -----	Professor of Military Science
2701 -----	Nonmilitary Subjects Instruction Officer
2720 -----	Military College Faculty Member

15-2. Participation. *a.* A limited number of officers who are motivated toward a career in education and who have special talents therein will be permitted to participate in the Education specialty. Lieutenants, in general, will not be afforded the opportunity to serve in Education specialty positions because of the limited position requirements and the need to bring a

background of field experience to their assignment. Normally an officer will enter this specialty when a senior captain or at a later phase of professional development. Potential entrants include—

(1) Officers who have become subject matter experts through professional development in other specialties and who have developed exceptional teaching or educational management talents.

(2) Officers with recognized credentials in such subjects as history, economics, political science or psychology, for which there are faculty requirements in the schooling system.

(3) Highly motivated officers interested in professional development in areas such as curriculum development, systems engineering of education, instructional methods, instructional evaluation and other aspects of educational administration.

b. A limited number of officers may enter the Education specialty during the captain phase of development. Entry will normally be subsequent to completion of a successful tour of duty as an instructor in an Army service school or as an ROTC instructor in a civilian institution.

c. Officers who have been developed in other specialties, and who wish thereafter to make contributions in the sphere of education, may request participation in the Education specialty at any time.

d. Officers will be selected for participation in the Education specialty based upon in-depth review of their qualifications and special evaluation of their attributes and potential.

e. Only officers who possess a baccalaureate degree and have completed their basic military development may enter this specialty. It is desirable that officers have a graduate degree in education or similar discipline by the time they are promoted to major and not later than promotion to lieutenant colonel.

15-3. Professional Development Objective. Only selected positions are identified as requiring a professional educator or scholar. An example would be the Director of Instruction at a service school. A position such as an Infantry school instructor would be considered an Infantry specialty position but developmental towards attainment of Education specialty skills.

a. The overall objective of officer professional development in the Education specialty is to create a nucleus of professional military educators and scholars who have the requisite scholarship, intellect, and academic credentials to serve effectively in teaching and supervisory

positions of high responsibility in the Army schooling system and to contribute through scholarly endeavors to the solution of problems of high-level Army and defense interest.

b. Specific objectives for each phase of professional development are discussed in the following paragraphs.

15-4. Captain Phase. *a.* The objectives of this phase are to acquire subject matter competence and basic knowledge of instructional methods, administration, and technology through service in staff and faculty positions in the military schooling system.

b. Education and training during this phase include completion of branch advanced course to include studies in areas of subject matter competence or educational administration. Selected officers may complete advanced civil schooling in disciplines related to their sphere of subject matter competence or educational administration.

15-5. Major Phase. *a.* The objective of this phase is to acquire a basic understanding of modern educational psychology and technology, and experience in staff and faculty of increasing challenge and responsibility. Officers may assume responsibilities as course director or assistant course director during this phase.

b. Typical duty assignments during this phase are illustrated in figure 15-1.

c. Education and training during this phase include completion of Command and General Staff College for selected officers and advanced civil schooling for selected officers.

15-6. Lieutenant Colonel Phase. *a.* The objectives of this phase are to continue development of educational management skills and scholarship through teaching, research, and service in staff positions concerned with curriculum development, teaching methods, preparation of course materials, and other aspects of educational administration.

b. Typical duty assignments during this phase are illustrated in figure 15-1. In addition to assignments in the schooling system, officers may receive assignments which broaden their capabilities through service in high level Department of Defense, or other government agencies, and service as advisors to foreign governments and armed forces. These experimental learning assignments not only enhance the officer's professional qualifications, but permit utilization of his special skills and talents in the solution of important problems. It is

characteristic of the Education specialty that assignments are not limited to positions in the schooling system, but may be in any position in the armed services or government in which the officer's skills and qualifications may be required or further developed. Instructions to assignment officers permit them to actively seek out the best possible developmental assignments for officers in the Education specialty.

c. Education and training during this phase include completion of senior service college for

selected officers and advanced specialty education for selected officers.

15-7. Colonel Phase. a. The objective of this phase is maximum utilization of the officer's capabilities as a professional educator or scholar and full utilization of his developed managerial skills and executive talents to meet the needs of the service.

b. Typical duty assignments during this phase are illustrated in figure 15-1. Experimental assignments outside the schooling system, as discussed in paragraph 15-6b, will continue.

(Fold-in page 15-5 to follow here will be found in the back of this pamphlet.)



CHAPTER 16

ENGINEER SPECIALTY

16-1. Description of the Engineer Specialty. The Engineer specialty is a basic entry specialty encompassing positions concerned with combat and construction engineering in support of the Army in the field, management of the Army's civil works and military construction programs, facilities engineering, and management of the Army's topographic activities. Engineer is the basic entry specialty of Corps of Engineer officers.

a. The Engineer specialty employs officers whose primary functions are training and leading troops in combat, construction and topographic operations essential to the Army in the field, providing engineering support in execution of the Army's military construction and civil works programs, and maintenance of installation facilities. Additionally, each officer is trained to lead Engineer troops in combat operations as Infantry when required. The principal functions included in the Engineer specialty are—

(1) Engineer support of the Army in the field, including planning and construction of fortifications, barriers, and other defensive works; construction and maintenance of lines of communication; map compilation and production, survey, and other topographic support; employment of atomic demolition munitions; and flame and smoke operations as required.

(2) Contract negotiation, including assessment of the environmental and ecological effects of construction; and construction supervision, both in CONUS and overseas, for military and civil works projects such as roads, bridges, dams, housing, navigational facilities, harbors, airfields, etc.

(3) Contracting for and supervising the operation and maintenance of facilities at military installations worldwide, including water, sewerage, electricity, heating, air-conditioning and fire prevention services.

b. The principal MOS included in this specialty are—

<i>MOS</i>	<i>Duty Title</i>
0663 -----	Engineer Equipment Officer
1328 -----	Engineer Construction Unit Cdr
1331 -----	Combat Engineer Unit Cdr
1342 -----	Portable Bridge Cdr
1367 -----	Amphib Engineer Unit Cdr
4010 -----	Supply Officer
4312 -----	Real Estate Officer
4940 -----	Water Supply Unit Cdr
4944 -----	Gas Gen Unit Cdr
7004 -----	Division Engineer
7010 -----	Engineer Staff Officer
7020 -----	Public Works and Utilities Officer
7110 -----	Construction Engineer
7130 -----	Facilities Engineer
7140 -----	Highway Engineer
7240 -----	Port and Dock Construction Engineer
7611 -----	Electrical Engineer
7900 -----	Civil Engineer
7902 -----	Soils Engineer
7915 -----	Topographic Engineer
7932 -----	Pipeline Engineer
7940 -----	Geologist
8311 -----	Geographer
9414 -----	Fire Protection Officer

c. Officers in the Engineer specialty serve in the following types of duty positions:

- (1) Positions in engineer units of all types.
- (2) Positions in Directorates of Facilities Engineering at military installations.
- (3) Engineer staff positions.
- (4) Resident, Area, District and Division Engineer positions.
- (5) Joint staffs and Defense agency positions.
- (6) Positions as members of advisory elements assigned to Military Missions or Advisory Groups in foreign countries.
- (7) Instructor positions in service schools.
- (8) Recruiting, Inspector General, Congressional Liaison, and executive positions requiring the attributes of the Engineer officer.
- (9) USAR and National Guard advisors for engineer units.

16-2. Role of the Engineer Officer. Corps of Engineer officers are unique in that their mission may be both military and civil. Military missions range from frontline combat and construction operations to the construction of missile bases for defense here at home. Civil missions embrace the planning and construction of public works to preserve or develop the resources of the Nation. In peace or at war, Army Engineers are faced with difficult, technical missions such as construction of roads, airfields, railroads, dams, bridges, pipelines, and permanent facilities, flood control, navigation on inland waterways, developing, testing and using nuclear power, and surveying and mapping rugged underdeveloped terrain. Whatever the assignment in the Corps of Engineers, the Engineer Officer will lead people and tackle challenges faced by the world's largest and foremost engineering organization.

16-3. Participation. *a.* Engineer officers will have the Engineer specialty designated as their primary specialty upon entry on active duty unless designation of another specialty as primary is approved by HQDA. Corps of Engineers officers may have any of the specialties listed in Chapter 2 designated as their alternate specialty, except Infantry, Armor, Field Artillery, or Air Defense Artillery.

b. Officers of branches other than Corps of Engineers may, within requirements, have the Engineer specialty designated as their alternate specialty.

16-4. Professional Development Objectives. *a.* The overall objectives of professional development in the Engineer specialty are—

(1) To provide fully qualified officers possessing the skills required for effective performance of duty in Engineer command and staff positions of high responsibility.

(2) To provide fully qualified officers possessing the skills required in positions of high responsibility involving the intergration of engineer functions with other functions of the Army.

(3) To provide a pool of exceptionally well qualified officers, possessing managerial skills and outstanding executive talents, capable of filling positions of the highest responsibility in the Army.

b. Specific objectives for each phase of professional development are discussed in the following paragraphs.

16-5. Lieutenant Phase. *a.* The objectives of this phase are to prepare newly commissioned

officers for their first duty assignments and attain maximum practical experience in troop leadership and engineering skills.

b. Typical duty assignments during this phase are illustrated in figure 16-2.

c. Education and training during this phase include completion of the Engineer Officer Basic Course and one of the following specialty training courses: Engineer Construction Officer, Facilities Engineering Management, Atomic Demolition Munitions Officer, Engineer Equipment Officer, or Mapping Charting and Geodesy. Officers may also submit requests for attendance at ranger, and aviation schools. Officers programed for a position in an airborne unit may volunteer for airborne training.

16-6. Captain Phase. *a.* The objectives of this phase are to enhance Engineer specialty development and to begin development in a designated alternate specialty through assigned duties in leadership or staff positions at brigade/group or lower unit level and through attendance at the Engineer Officer Advanced Course.

b. Typical duty assignments during this phase are illustrated in figure 16-2.

c. Education and training during this phase includes completion of the Engineer Officer Advanced Course for Corps of Engineers officers. Officers of branches other than Corps of Engineers having their alternate specialty in engineering will complete the appropriate branch advanced course, to include studies related to the Engineer specialty. Selected officers may also complete civil schooling at the baccalaureate or graduate level in an Engineer related discipline. These disciplines are listed in figure 16-1.

16-7. Major Phase. *a.* The objective of this phase is to continue professional development in both the Engineer specialty and designated alternate specialty.

b. Typical duty assignments during this phase are illustrated in figure 16-2. Because of the relatively large number of requirements in the Engineer specialty for officers in the grade of major, Corps of Engineer officers will normally serve in Engineer specialty positions during this phase.

c. Education and training during this phase include completion of Command and General Staff College for selected officers, and advanced specialty education for selected officers. Advanced specialty education includes both resident and nonresident instruction in the Engineer specialty conducted by the Engineer

School, the Army Management Engineering Training Agency, and civilian universities.

16-8. Lieutenant Colonel Phase. *a.* The objective of this phase is to continue professional development in both the Engineer specialty and designated alternate specialty.

b. Typical duty assignments during this phase are illustrated in figure 16-2. Officers who indicate a desire to command troops at the battalion level will be considered by a HQDA Command Selection Board. If selected, they will be programmed for a troop command and will receive subsequent assignments in either the Engineer specialty or designated alternate specialty.

c. Education and training during this phase include completion of senior service college for selected officers, and advanced specialty education for selected officers. Advanced specialty education includes both resident and nonresi-

dent instruction in subjects related to the Engineer specialty conducted by a recognized military or civilian institution.

16-9. Colonel Phase. *a.* The objectives of this phase are maximum utilization of the officer's capabilities in either primary or alternate specialty and full utilization of the officer's developed managerial skills and executive talents to meet the needs of the service.

b. Typical duty assignments during this phase are illustrated in figure 16-2. Officers who indicate a desire to command troops at the brigade or group level, or to be assigned as a District Engineer, will be considered by a HQDA Command Selection Board or District Engineer Selection Board. Officers selected will be programmed for a troop command or District Engineer assignment, and will receive subsequent assignments in either the Engineer specialty or designated alternate specialty.

Disciplines Appropriate for Civil Schooling—Engineer Specialty

Engineering, General
 Engineering, Architectural
 Engineering, Civil
 Civil Engineering (Dynamic Structure)
 Civil Engineering, Resources
 Engineering, Administration
 Engineering, Electrical
 Engineering, Mechanical
 Engineering, Nuclear
 Engineering, Industrial
 Systems Engineering
 ADPS, Engineering
 Operations Research/Systems Analysis
 Engineering, Public Health Sanitary
 Astro Dynamics
 Geodetic Science
 Topography and Photogrammetry
 Geology, General
 Geophysics

Figure 16-1.

(Fold-in page 16-5 to follow here will be found in the back of this pamphlet.)



CHAPTER 17

FIELD ARTILLERY SPECIALTY

17-1. Description of the Field Artillery Specialty. The Field Artillery specialty encompasses positions concerned with the employment of Field Artillery weapons and related Army aviation elements in support of military operations on land. Field Artillery forces employ both cannon, missiles, and aerial systems placing either nuclear or non-nuclear fires on enemy targets. Field Artillery personnel and units provide target acquisition, close and responsive fire support to the ground gaining arms, and coordinate all fire support means on the battlefield. When not in combat, Field Artillery units maintain a state of readiness in preparation for immediate combat worldwide. Field Artillery is the basic entry specialty of Field Artillery officers.

a. The primary function of the Field Artillery specialty is to employ Field Artillery weapons and related Army aviation elements in support of military operations on land. The functions and duties peculiar to this specialty include—

(1) Commanding, directing and controlling Field Artillery and/or combined arms organizations in land combat operations.

(2) Providing expertise on the employment of Field Artillery at all staff levels, directing target acquisition, and coordinating the planning and employment of Field Artillery weapons and other fire support means in land military operations.

(3) Participating in the development of equipment, organization, and doctrine to support the missions assigned to Field Artillery units.

(4) Serving as advisors to Reserve and National Guard elements and as members of Military Assistance Advisory Groups.

b. The principal MOS included in this specialty are—

MOS	Duty Title
1154 -----	Field Artillery Target Acquisition Officer
1181 -----	Guided Missile Systems Officer

1188 -----	Reconnaissance and Survey Officer
1190 -----	Ballistic Missile Unit Commander
1198 -----	Field Artillery Unit Commander
2182 -----	Operations Officer (Battalion, Division Artillery, Division, Group, and Corps Artillery)

c. Officers in the Field Artillery specialty serve in the following types of duty positions:

(1) Positions in Field Artillery units of all types.

(2) Staff officer positions in military headquarters and activities requiring combined arms expertise.

(3) Instructor positions in Field Artillery tactics in service schools.

(4) Positions as members of advisory elements assigned to Military Missions or Advisory Groups in foreign countries.

(5) Combat and leadership positions in special forces units.

(6) Recruiting, Inspector General, Congressional Liaison, and executive positions requiring the attributes of the Field Artillery officer.

17-2. Role of the Field Artillery Officer. *a.* The Field Artillery officer coordinates fire support at all levels, from the Field Artillery Forward Observer with a maneuver company to the Corps Artillery Commander. He performs duty as commander, staff officer, instructor, advisor and executive in support of the Army's mission worldwide.

b. To accomplish their mission, Field Artillery units must move, shoot, and communicate. In addition to employing formidable firepower, field artillery officers acquire knowledge and experience in the fields of physics, thermodynamics, survey, meteorology, communications, data processing, intelligence, logistics and many other demanding specialties. Most importantly, they develop the leadership needed to produce the teamwork essential in combat.

17-3. Participation. *a.* Field Artillery Branch officers will have the Field Artillery specialty

designated as their primary specialty upon entry on active duty. Field Artillery officers may, within requirements, have any of the specialties listed in Chapter 2 designated as their alternate specialty except Air Defense Artillery, Armor or Infantry.

b. Officers of other branches, except WAC, who desire to participate in the Field Artillery specialty, should request branch transfer to Field Artillery Branch.

17-4. Professional Development Objectives. The overall objectives of professional development in the Field Artillery specialty are—

a. First, to provide highly qualified officers possessing the skills required for effective performance of duty in Field Artillery command and staff positions of high responsibility.

b. Second, to provide highly qualified officers possessing the skills required for effective integration of combined arms functions with other functions of the Army in positions of high responsibility.

c. Third, to provide a pool of exceptionally well qualified officers, possessing managerial and combined arms skills and outstanding executive talents, capable of filling positions of the highest responsibility in the Army.

17-5. Lieutenant Phase. *a.* The objectives of this phase are to prepare newly commissioned officers for their first duty assignments and to attain maximum practical experience in troop leadership, weapons employment and other skills of the Field Artillery officer.

b. Typical duty assignments during this phase are illustrated in figure 17-1.

c. Education and training during this phase include completion of the Field Artillery Officer Basic Course and one or more skill developmental courses such as ranger, airborne, or organizational maintenance.

17-6. Captain Phase. *a.* The objectives of this phase are to advance the officer's Field Artillery specialty qualification, and commence his alternate specialty qualification, through service in leadership or staff positions at Division Artillery or lower levels and through completion of the Field Artillery Officer Advanced Course. A continuous goal will be to afford as many officers as possible the opportunity for battery command.

b. Typical duty assignments during this phase are illustrated in figure 17-1.

c. Education and training during this phase include completion of the Field Artillery Officer Advanced Course. Selected officers may also

attend civil schooling appropriate to their alternate specialty at the baccalaureate or graduate level.

17-7. Major Phase. *a.* The objective of this phase is to continue professional development in the Field Artillery specialty while emphasizing development in a designated alternate specialty. Officers should seek troop assignments at division level or below.

b. Typical duty assignments during this phase are illustrated in figure 17-1.

c. Education and training during this phase include completion of Command and General Staff College, or equivalent, and advanced specialty education. Advanced specialty education includes both resident and nonresident instruction in the Field Artillery specialty or designated alternate specialty conducted by a recognized military or civilian institution. An education objective for officers with a primary specialty of Field Artillery is to complete the professional military education portion of CGSC by either resident or nonresident instruction.

17-8. Lieutenant Colonel Phase. *a.* The objective of this phase is to continue professional development in both the Field Artillery specialty and designated alternate specialty.

b. Typical duty assignments during this phase are illustrated in figure 17-1.

c. Officers who desire to command troops at battalion level will be considered by a HQDA Command Selection Board. If selected, they will be programmed for a troop command assignment, and will receive subsequent assignments in either the Field Artillery specialty or designated alternate specialty.

d. Education and training during this phase include completion of senior service college for selected officers, and advanced specialty education. Advanced specialty education includes both resident and nonresident instruction in the Field Artillery specialty or designated alternate specialty conducted by a recognized military or civilian institution.

17-9. Colonel Phase. *a.* The objectives of this phase are maximum utilization of the officer's capabilities in either his primary or alternate specialty and full utilization of the officer's developed managerial skills and executive talents to meet the needs of the service.

b. Typical duty assignments during this phase are illustrated in figure 17-1.

c. Officers who desire to command troops at the division artillery and field artillery group

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level will be considered by a HQDA Command Selection Board. Officers selected will be programmed for a troop command assignment, and

will receive subsequent assignments in either the Field Artillery specialty or designated alternate specialty.

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CHAPTER 18

FINANCE SPECIALTY

18-1. Description of the Finance Specialty. *a.* The Finance specialty encompasses positions in which the tasks performed and skills required are primarily those associated with financial management relating to entitlements (military and civilian pay, commercial accounts and travel pay), disbursing, accounting for appropriated funds and financial management information systems. The Finance specialty is the basic entry specialty for Finance Corps officers.

b. Officers in the Finance specialty serve in the following types of duty positions at all organizational levels:

(1) Public Finance.

(2) Finance, to include entitlements—commercial accounts, travel pay, military and civilian pay—disbursements, collections, savings and life insurance programs, reports of survey, and provision of commercial banking facilities.

(3) Accounting.

(4) Budgeting.

(5) Management analysis.

(6) Internal review.

c. The following MOS are included in this specialty—

<i>MOS</i>	<i>Duty Title</i>
2610 -----	Management Analyst
6010 -----	Public Finance Officer
6100 -----	Finance and Accounting Officer
6101 -----	Accounting Officer
6200 -----	Finance Staff Officer
6201 -----	Finance Disbursing Officer
6302 -----	Program/Budget Officer

Several of these MOS are overlapping. For example, the Finance Staff Officer, MOS 6200, should be proficient in both MOS 6100 and 6201, and the Finance and Accounting Officer MOS 6100 includes both MOS 6101 and MOS 6201.

18-2. Role of the Finance Officer. *a.* The job of disbursing and accounting for Public Funds is a prime function of the Finance Officer and his staff. But today, in the Army, as in industry, professional analysis of financial data is necessary for efficient use of money, materiel and personnel. Data compilation and analysis

are vital parts of the Finance Officer responsibilities.

b. Whether he is paying the personnel of an Infantry division, budgeting for an installation, or serving in staff duty, the Finance Officer has an opportunity to assume management functions and develop the necessary professional and technical competence for service in positions at the highest levels of responsibility.

18-3. Participation. Finance Corps officers will have the Finance specialty designated as their primary specialty upon entry on active duty, or transfer from another branch, unless designation of another specialty as primary is approved by HQDA. Finance Corps officers may, within requirements, have any of the specialties listed in Chapter 2 designated as their alternate specialty, except the combat arms specialties. Officers of branches other than Finance Corps may have Finance designated as their alternate specialty, contingent upon Army requirements.

18-4. Professional Development Objectives. Overall professional development objectives in the Finance specialty are—

a. To provide highly qualified officers possessing financial management skills capable of filling finance positions of high responsibility.

b. To provide a pool of exceptionally well qualified officers possessing both managerial skills and outstanding executive talents, capable of filling positions of the highest responsibility in the Army.

18-5. Lieutenant Phase. *a.* The objectives of this phase are to prepare newly commissioned officers for their first duty assignments and attain maximum practical experience in leadership, management, and other skills of the Finance specialty.

b. During this phase Finance Corps officers appointed in the Regular Army are detailed to one of the combat arms where they acquire basic military knowledge and are given the

opportunity to exercise leadership responsibilities at platoon or company level. Reserve officers and officers completing combat arms detail are usually assigned to Finance Offices where they serve in Disbursing, Entitlements or Accounting positions. In these positions they commence their development as a Finance and Accounting Officer. Typical duty assignments during this phase are illustrated in figure 18-1.

c. Education and training during this phase include completion of the Finance Officer Basic Course followed by Finance specialty courses as required. RA officers complete the basic course of the combat arm to which detailed, and are normally programmed for Finance specialty education upon completion of combat arms detail.

18-6. Captain Phase. *a.* The objectives of this phase are to continue development in the Finance specialty and to commence development in a designated alternate specialty.

b. During this phase Finance Corps officers advance their knowledge in finance and accounting and develop basic knowledge in budgeting, management, internal review and analysis, and comptrollership. Each officer should progress in the field of financial management for which he is best suited. Typical duty assignments during this phase are illustrated in figure 18-1.

c. Education and training during this phase consist of completion of the Finance Officer Advanced Course. Selected officers may also complete civil schooling at the baccalaureate or graduate level. Officers of branches other than Finance Corps, having Finance as their alternate specialty, may take courses related to the Finance specialty during the advanced course.

18-7. Major Phase. *a.* The objective of this phase is to continue professional development in financial management while emphasizing development in a designated alternate specialty.

b. During this phase officers in the Finance specialty enter into important assignments as Finance and Accounting officers. They become technically qualified in all aspects of entitlements, disbursements, and accounting for public funds. They generate reports which become a part of the Army's Financial Management Information System. They develop the financial management expertise needed to furnish advice to the commander or comptroller. They become aware of the interrelationship of financial management and training, logistics and

installation activities. They develop a thorough understanding of the relationship between financial accounting and budget preparation and execution, cost control, and effective utilization of resources. Typical duty assignments during this phase are illustrated in figure 18-1.

c. Education and training during this phase include completion of Command and General Staff College and advanced specialty education for selected officers. Advanced specialty education includes both resident and nonresident instruction related to the Finance specialty conducted by a recognized military or civilian institution.

18-8. Lieutenant Colonel Phase. *a.* The objectives of this phase are to continue professional development in financial management and designated alternate specialty, and demonstrate potential for further advancement through service in positions of high responsibility.

b. During this phase officers in the Finance specialty contribute to the Army's Financial Management System through service in important staff assignments. They call on financial management knowledge and expertise to develop, initiate and supervise execution of procedures for advising and assisting commanders and Department of the Army agencies in managing the financial resources of the Army. Typical duty assignments during this phase are illustrated in figure 18-1.

c. Education and training during this phase consist of completion of senior service college and advanced specialty education for selected officers. Advanced specialty education includes both resident and nonresident instruction in Finance conducted by a recognized military or civilian institution.

18-9. Colonel Phase. *a.* The objectives of this phase are maximum utilization of the officer's capabilities in financial management and full utilization of his developed managerial skills and executive talents to meet the needs of the service.

b. During this phase Finance Officers become heads of staff agencies with important responsibilities for making financial management decisions in the name of the commander and providing the direction and impetus necessary to operate the command within available resources. They serve in high level financial management positions in major subordinate commands and HQDA. Typical duty assignments during this phase are illustrated in figure 18-1.

(Fold-in page 18-3 to follow here will be found in the back of this pamphlet.)

CHAPTER 19

FOREIGN AREA OFFICER SPECIALTY

19-1. Description of the Foreign Area Officer Specialty. *a.* The Foreign Area Officer specialty encompasses positions in which officers possessing critical skills associated with a basic entry specialty, together with foreign area expertise and politico-military awareness, serve as commanders, key staff officers, attaches, and advisors in the analysis and conduct of activities having political, socio-economic, cultural and military impact.

b. The Foreign Area Officer specialty is an advanced entry specialty encompassing these functional areas:

- (1) Plans and operations
- (2) Security Assistance
- (3) Attache duty
- (4) Politico-military affairs
- (5) Intelligence
- (6) Civil-military operations (G5/S5, CA/UW/PSYOP)
- (7) Service school academic faculty

c. Officers in the Foreign Area Officer specialty serve at the following organizational levels:

- (1) Office of the Secretary of Defense
- (2) Department of State
- (3) Defense Intelligence Agency
- (4) Organization of the Joint Chiefs of Staff
- (5) Combined, unified and joint commands
- (6) Department of the Army staff agencies and major commands
- (7) Military Assistance Advisory Groups, Missions and Liaison Offices.

d. As an advanced entry specialty the Foreign Area Officer specialty cross-cuts most MOS encompassed in the functional areas described above; further, the FAO specialty is not MOS-producing in itself, yet amplifies the critical skills of basic entry specialties with foreign area training, language proficiency and politico-military awareness. Additional Skill Identifiers 4A-4Z and 48 identify FAO specialty positions worldwide.

19-2. The Role of the Foreign Area Officer. *a.* The Foreign Area Officer can best be described as the Army's "Soldier-Statesman." Sensitive to the development and execution of the nations' national interests, foreign policy objectives and the interface with military strategy, the Foreign Area Officer acquires comprehensive, up-to-date knowledge of the language, armed forces, geography, history, economics, politics, culture and sociological factors of a geographic region of the world.

b. As a commander, staff officer or advisor, the Foreign Area Officer analyzes military problems as they are affected by political, economic and sociological variables of a geographic region.

c. As military forces are reduced overseas, the security interests and commitments of the United States will be sustained increasingly by small, highly sophisticated military elements such as missions, advisory groups, training teams and attaches. These elements must be staffed with high quality officers proficient in their basic entry specialty and in all aspects of the environment in which they serve.

19-3. Participation. Officers of any branch with any primary specialty may have the Foreign Area Officer specialty as an alternate specialty. A limited number of officers may have the Foreign Area Officer specialty designated as their primary specialty, subject to approval by HQDA.

19-4. Professional Development Objective. *a.* The objective of professional development in the Foreign Area Officer specialty is to provide highly qualified officers for assignment to worldwide Department of Defense and Department of the Army positions requiring a detailed knowledge of foreign areas, language proficiency and politico-military awareness.

b. Specific objectives for each phase of professional development are discussed in paragraphs that follow.

19-5. Lieutenant Phase. Lieutenants, in general, will not be afforded the opportunity to serve in Foreign Area Officer specialty positions because of the limited number of position requirements and a need to bring a background of experience to their assignment. During this phase they will develop in their basic entry specialty. However, those junior officers who may be assigned to fill the limited position requirements (psyop, civil affairs, special forces) are considered to be developing Foreign Area Officer skills.

19-6. Captain Phase. a. The objective of this phase is to continue development in the officer's basic entry specialty and initiate development in the Foreign Area Officer specialty.

b. Typical duty assignments during this phase are illustrated in figure 19-1.

c. Education and training during this phase consists of the following:

(1) Completion of branch advanced course to include FAO-related studies;

(2) Completion of civil schooling for selected officers at the graduate level in one of the following disciplines: anthropology, area studies, economics, ethnology, foreign affairs, geography, government, history, international relations, literature, political science, public administration, social science (general), sociology, social psychology;

(3) Development of language proficiency;

(4) Overseas orientation;

(5) Politico-military and security assistance schooling.

19-7. Major Phase. a. The objective of this phase is to continue professional development in the officer's basic entry specialty while emphasizing development and utilization in the Foreign Area Officer specialty.

b. Typical duty assignments during this phase are illustrated in figure 19-1.

c. Education and training during this phase consists of continuation and completion of para 19-6c above and completion of Command and General Staff College or equivalent for selected officers.

19-8. Lieutenant Colonel Phase. a. The objectives of this phase are to continue professional development in both the officer's basic entry specialty and the Foreign Area Officer specialty.

b. Typical duty assignments during this phase are illustrated in figure 19-1.

c. Education and training during this phase consists of the completion of paragraph 19-6c above, and completion of senior service college for selected officers.

19-9. Colonel Phase. a. The objectives of this phase are maximum utilization in those positions which carry the highest degree of responsibility and require incumbents with extensive experience in foreign area, politico-military and security assistance affairs.

b. Typical duty assignments during this phase are illustrated in figure 19-1.

(Fold-in page 19-3 to follow here will be found in the back of this pamphlet.)

CHAPTER 20

INFANTRY SPECIALTY

20-1. Description of the Infantry Specialty. The Infantry specialty encompasses positions concerned with the employment of Infantry forces and related Army aviation elements to 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. Infantry forces 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 services are grouped. When not in combat, the Infantry maintains a state of readiness in preparation for immediate combat worldwide. Infantry is the basic entry specialty of Infantry officers.

a. The primary function of the Infantry specialty is to employ Infantry maneuver forces and related Army aviation elements in military operations on land. The functions and duties peculiar to this specialty include—

(1) Commanding, directing and controlling Infantry and/or combined arms organizations on land combat operations.

(2) Providing expertise on the employment of Infantry forces at all staff levels, and on the planning and conduct of land military operations.

(3) Participating in the development of equipment, organization, and doctrine to support the missions assigned to Infantry units.

(4) Advising Reserve and National Guard elements and serving as members of Military Assistance Advisory Groups.

b. The principal MOS included in this specialty are—

<i>MOS</i>	<i>Duty Title</i>
1542 -----	Infantry Unit Commander
1543 -----	Infantry Heavy Mortar Unit Commander
1560 -----	Infantry Unit Commander (Mechanized)
2162 -----	Operations Officer (Battalion, Brigade and Division)

c. Officers in the Infantry specialty serve in the following types of duty positions:

(1) Positions in Infantry units of all types.

(2) Staff officer positions in military headquarters and activities requiring combined arms expertise.

(3) Instructor positions in Infantry tactics in service schools.

(4) Positions as members of advisory elements assigned to Military Missions or Advisory Groups in foreign countries.

(5) Combat and leadership positions in special forces units.

(6) Recruiting, Inspector General, Congressional Liaison, and executive positions requiring the attributes of the Infantry officer.

20-2. Role of the Infantry officer. *a.* Infantry, the "Queen of Battle", is the decisive element in all land combat operations. The Infantry soldier has the unique ability to fight under all conditions of weather and terrain, anywhere in the world.

b. Infantry officers develop the skills essential to the employment of infantry and combined arms forces in any environment. Primary among these skills is the leadership without which no unit can succeed in combat.

c. Assignments in Infantry include troop duty, staff duty, and service in instructor, advisory, and executive positions. Of these, troop command is the most challenging and rewarding. Throughout an Infantry career, the diversity of assignments offers change of pace and exposure to a wide variety of concepts. Infantry officers serve in counterinsurgency, riverine, airborne, ranger, special forces, airmobile or mechanized operations all over the world. The varied nature of these duties adds breadth and diversity to the professional development of the Infantry officer.

d. As the Infantry officer strives for professionalism in every task and meets each challenge successfully, he earns the reputation of

being a soldier's soldier. The demands of Infantry leadership are great, but for those who measure up the opportunities for challenging assignments and professional advancement are unsurpassed.

20-3. Participation. *a.* Infantry Branch officers will have the Infantry specialty designated as their primary specialty upon entry on active duty. Infantry officers may, within requirements, have any of the specialties listed in Chapter 2 designated as their alternate specialty, except Air Defense Artillery, Armor or Field Artillery.

b. Officers of other branches, except WAC, who desire to participate in the Infantry specialty should request branch transfer to Infantry Branch.

20-4. Professional Development Objectives. The overall objectives of professional development in the Infantry specialty are—

a. First, to provide highly qualified officers possessing the skills required for effective performance of duty in Infantry command and staff positions of high responsibility.

b. Second, to provide highly qualified officers possessing the skills required for effective integration of combined arms functions with other functions of the Army in positions of high responsibility.

c. Third, to provide a pool of exceptionally well qualified officers, possessing managerial and combined arms skills and outstanding executive talents, capable of filling positions of the highest responsibility in the Army.

20-5. Lieutenant Phase. *a.* The objectives of this phase are to prepare newly commissioned officers for their first duty assignments and to attain maximum practical experience in troop leadership, weapons employment, and other skills of the Infantry specialty.

b. Typical duty assignments during this phase are illustrated in figure 20-1.

c. Education and training during this phase include completion of the Infantry Officer Basic Course and one or more skill developmental courses such as ranger, airborne, or organizational maintenance.

20-6. Captain Phase. *a.* The objectives of this phase are to advance the officer's Infantry specialty qualification, and commence his alternate specialty qualification, through service in leadership or staff positions at brigade or lower levels and through completion of the Infantry Officer Advanced Course. A continuous goal will be to afford as many officers as possible the

opportunity for company command.

b. Typical duty assignments during this phase are illustrated in figure 20-1.

c. Education and training during this phase include completion of the Infantry Officer Advanced Course. Selected officers may also attend civil schooling appropriate to their alternate specialty at the baccalaureate or graduate level.

20-7. Major Phase. *a.* The objective of this phase is to continue professional development in the Infantry specialty while emphasizing development in a designated alternate specialty. Officers should seek troop assignments at division level or below.

b. Typical duty assignments during this phase are illustrated in figure 20-1.

c. Education and training during this phase include completion of Command and General Staff College, or equivalent, and advanced specialty education. Advanced specialty education includes both resident and nonresident instruction in the Infantry specialty or designated alternate specialty conducted by a recognized military or civilian institution. An education objective for officers with a primary specialty of Infantry is to complete the professional military education portion of CGSC by either resident or nonresident instruction.

20-8. Lieutenant Colonel Phase. *a.* The objective of this phase is to continue professional development in both the Infantry specialty and designated alternate specialty.

b. Typical duty assignments during this phase are illustrated in figure 20-1.

c. Officers who desire to command troops at battalion level will be considered by a HQDA Command Selection Board. If selected, they will be programed for a troop command assignment, and will receive subsequent assignments in either the Infantry specialty or designated alternate specialty.

d. Education and training during this phase include completion of senior service college for selected officers, and advanced specialty education. Advanced specialty education includes both resident and nonresident instruction in the Infantry specialty or designated alternate specialty conducted by a recognized military or civilian institution.

20-9. Colonel Phase. *a.* The objectives of this phase are maximum utilization of the officer's capabilities in either primary or alternate specialty and full utilization of the officer's developed managerial skills and executive talents to meet the needs of the service.

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b. Typical duty assignments during this phase are illustrated in figure 20-1.

c. Officers who desire to command troops at the brigade level will be considered by a HQDA Command Selection Board. Officers selected

will be programed for a troop command assignment, and will receive subsequent assignments in either the Infantry specialty or designated alternate specialty.

(Fold-in page 20-5 to follow here will be found in the back of this pamphlet.)



CHAPTER 21

INFORMATION SPECIALTY

21-1. Description of the Information Specialty. *a.* The Information specialty is an advanced entry specialty encompassing positions in which officers skilled in both military matters and information functions perform duties involving public information, command information and community relations programs and activities.

b. Principal duties performed by officers in the Information specialty include—

(1) Serving as the commander's principal advisor with respect to command information and public affairs.

(2) Planning, directing, and supervising information programs and coordinating these activities within the command.

(3) Exercising staff responsibility for information matters pertaining to operation of radio and television broadcast stations and networks.

c. Officers in the Information specialty serve in duty positions such as Information Officer, Public Information Officer, Community Relations Officer, Command Information Officer, Broadcast Officer and are assigned to the following commands and agencies:

(1) Office of the Secretary of Defense.

(2) Organization of the Joint Chiefs of Staff.

(3) Headquarters, Department of the Army.

(4) Major commands, major subordinate commands and installations of the Army.

(5) Joint, allied and combined command headquarters.

(6) Staff and faculty of service schools.

(7) Advisory elements in Military Missions and Military Assistance Advisory Groups in foreign countries.

(8) Other agencies or activities requiring officers of proven capability in the information field.

d. Principal MOS included in this specialty are:

MOS		Duty Title
5505	-----	Information Officer
5522	-----	Broadcast Officer

21-2. Role of the Information Officer. It is the Information Officer's job to tell the Army's story, the whole story. He must keep in mind a quote from a study made of the Army's Information Program. "If the Army is good, the story will be good . . . and public relations will be good . . . in the end, public opinion about the Army reflects what the Army itself is."

a. The Information Officer is a communicator. He is a staff officer who must combine the skills of a journalist, market researcher, editor, public relations counselor and public speaker. The Information Officer exists to serve the public right to full and complete information. The public must know what's going on; it must know it's Army in order to respect and support it.

b. But, informing the public is only part of the Information Officer's job. Before he can communicate effectively outside the Army, he must first assure understanding and support of those within it. The Information Officer must give the individual soldier a sense of his particular place in the larger picture to motivate him, and explain his responsibilities and the importance of his role.

c. Each Information Officer can fulfill his dual role by alternate internal and external information assignments, in which he gains expertise in all aspects of Army information.

d. The Information Officer is afforded the opportunity to develop in a specialty embracing all activities of public information, command information and community activities designed to obtain national defense through internal and external support of the Army's role in a sound national military program.

21-3. Participation. Officers of all branches may, within requirements, have Information designated as their alternate specialty. A limited number of officers may, with HQDA approval, have Information designated as their primary specialty.

21-4. Professional Development Objectives. Overall professional development objectives in the Information Specialty are—

a. To provide highly qualified officers possessing the skills required for effective performance of duty in Information positions of high responsibility.

b. To provide a pool of exceptionally well qualified officers possessing both managerial skills and outstanding executive talents, capable of filling Information positions of the highest responsibility in the Department of the Army and Department of Defense.

21-5. Lieutenant Phase. Lieutenants, in general, will not be afforded the opportunity to serve in Information specialty positions because of the limited position requirements and the need for officers to bring a background of field experience to their assignment. During this phase they will develop basic entry specialty skills. However, those junior officers who may be assigned to fill the limited position requirements are considered to be developing Information specialty skills.

21-6. Captain Phase. *a.* The objectives of this phase are to continue professional development in the officer's basic entry specialty and commence development in the Information specialty.

b. Typical duty assignments during this phase are illustrated in figure 21-1.

c. Education and training during this phase consist of completion of appropriate branch advanced course, to include studies related to the Information specialty. Selected officers will be enrolled in leading colleges and universities to pursue an advanced degree in journalism. Officers in the Information specialty will be pro-

grammed to complete the Information Officer course conducted by the Defense Information School, Fort Benjamin Harrison, Indiana.

21-7. Major Phase. *a.* The objective of this phase is to continue professional development in both Information and the officer's basic entry specialty.

b. Typical duty assignments during this phase are illustrated in figure 21-1.

c. Education and training during this phase include completion of Command and General Staff College and advanced specialty education in journalism for selected officers. Advanced specialty education includes both resident and nonresident instruction in the Information specialty conducted by recognized military or civilian institutions.

21-8. Lieutenant Colonel Phase. *a.* The objective of this phase is to continue professional development in both Information and the officer's basic entry specialty.

b. Typical duty assignments during this phase are illustrated in figure 21-1.

c. Education and training during this phase include completion of senior service college and advanced specialty education in journalism for selected officers. Advanced specialty education includes university classes (short courses, seminars) in journalism and resident or nonresident instruction in Information conducted by military schools.

21-9. Colonel Phase. *a.* The objectives of this phase are maximum utilization of the officer's capabilities in Information and full utilization of his developed managerial skills and executive talents to meet the needs of the service.

b. Typical duty assignments during this phase are illustrated in figure 21-1.

(Fold-in page 21-3 to follow here will be found in the back of this pamphlet.)

CHAPTER 22

INTELLIGENCE SPECIALTIES

Section I. GENERAL

22-1. Description of the Intelligence Specialties. The Intelligence specialties encompass officer positions in all grades requiring an intelligence or intelligence related skill in support of the Army's mission. This field includes the planning, collection, analysis/production, and dissemination of intelligence information derived from all sources available to the Army, sources which range from the rifleman in contact with the enemy to the most advanced forms of strategic collection devices.

a. Principal duties performed by officers participating in the Intelligence specialties of Cryptology, Tactical/Strategic Intelligence, and Counterintelligence/Human Intelligence include—

(1) Command of intelligence units and organizations.

(2) Service as an intelligence staff officer with HQDA, the Army in the field, and with joint, specified and combined commands and staffs to provide—

(*a.*) Production and dissemination of tactical and strategic intelligence.

(*b.*) Communications/electronic intelligence, communication/electronic security and electronic warfare.

(*c.*) Collection, production and dissemination of intelligence from human resources.

(*d.*) Counterintelligence support.

(*e.*) Intelligence through aerial surveillance and reconnaissance.

(3) Intelligence advisors with Military Missions and Military Assistance Advisory Groups in foreign countries.

b. Intelligence is composed of three specialties—Cryptology, Tactical/Strategic Intelligence and Counterintelligence/Human Intelligence (HUMINT). Each specialty is discussed in Section II.

22-2. Role of the Intelligence Officer. The role of the Intelligence officer is to support the

mission of the combat arms and, at DA and DOD level, to support national decisionmakers in the formulation of policy decisions. "If you know your enemy and know yourself, you need not fear the result of a hundred battles" (Sun Tzu, *The Art of War*). Throughout history, the ability of commanders to know their enemies has determined the success or failure of campaigns and the rise and fall of empires. Obtaining and disseminating knowledge of the enemy, terrain, and weather which will insure military success is the role of the modern intelligence officer. Whether one's interest lies with tactical or strategic intelligence, counterintelligence, human intelligence, or cryptology, service in Intelligence provides the opportunity for a challenging and rewarding career while playing a key role in the nation's defense.

22-3. Participation. *a.* Officers seeking a commission in Military Intelligence Branch and those desiring to participate in any intelligence specialty must meet the prerequisites set forth in AR 614-103. AR 614-103 should be consulted for a complete listing of prerequisites.

b. Military Intelligence (MI) Branch officers will have one of the three intelligence specialties designated as their primary specialty upon entry on active duty, unless designation of another specialty as primary is approved by HQDA. Prior to assignment to intelligence duties, MI Officers entering active duty in a Regular Army status will first attend a combat arms basic course and serve a 1 year detail with Infantry or Armor. During this period, the MI Officer acquires troop leadership experience and basic military knowledge essential to his professional development as an intelligence officer. Following relief from detail, these officers will receive appropriate specialty training in their designated intelligence specialty upon assignment to intelligence duties. In some cases,

Regular Army officers assigned overseas for the purpose of serving their combat arms detail may receive intelligence specialty training prior to departure from CONUS in order to allow for their utilization in intelligence duties in the overseas area following their relief from detail. Officers entering active duty in a Reserve status will complete the Military Intelligence Officer Basic Course. Upon successful completion of this course, these officers will receive training in their designated intelligence specialty.

c. Officers of branches other than Military Intelligence may, within requirements, have one of the Intelligence specialties designated as their alternate specialty. These officers will receive appropriate specialty training commensurate with their grade and programmed utilization.

d. Most Military Intelligence officers will have an Intelligence specialty designated as their alternate specialty. For example, an MI Officer with a primary specialty in Tactical/Strategic Intelligence may have Cryptology or Counterintelligence/HUMINT designated as his alternate specialty. Military Intelligence officers with a primary specialty in Cryptology or Counterintelligence/HUMINT are encouraged to seek Tactical/Strategic Intelligence as their alternate specialty. Development in this specialty will better prepare the Intelligence officer to perform his role in support of the combat arms. Illustrations of type professional development patterns in the Intelligence specialties are outlined in figures 22-1, 22-2 and

22-3. The volatile requirements for professional intelligence support to the Army will necessitate modifications in sequence and content of individual patterns, for maximum responsiveness to military needs at a given time. In lieu of an alternate specialty in Intelligence, MI Officers may, within requirements, have the specialties outlined in Chapter 2 designated as their alternate specialty. For example, Foreign Area officer is a suitable alternate specialty for an MI officer since many positions require skills of intelligence specialties, primarily Tactical/Strategic Intelligence. HQDA will select those MI officers possessing the aptitude and potential required for development in a non-intelligence specialty, taking into consideration Army requirements and the qualifications and preferences of the officer.

e. Officers with a primary specialty in other than Intelligence will usually participate in the Tactical/Strategic Intelligence specialty. However, Cryptology is an appropriate alternate specialty for highly qualified and motivated Communications-Electronics officers, and Counterintelligence/HUMINT is an appropriate alternate specialty for highly qualified and motivated officers of the Law Enforcement and Criminal Investigation specialties.

f. Officers choosing Cryptology as their alternate specialty must meet standards established in AR 614-103 and possess those qualifications and skills which can be readily applied to the Army cryptologic mission. These include but are not limited to, electronic engineering, operations research/systems analysis, electrical engineering, and automatic data processing.

Section II. INTELLIGENCE SPECIALTIES

22-4. Cryptology. a. The Cryptology specialty encompasses positions in signal intelligence, signal security and electronic warfare. This specialty supports the Army's mission through planning, collection, production and dissemination of communications and electronics intelligence, by ensuring the preservation of communications and electronics security, and by conducting electronic warfare operations.

b. Officers in the Cryptology specialty serve in command, staff and operational positions. Specific duties performed by these officers are described in AR 611-102 (CONFIDENTIAL).

c. Approximately eighteen percent of the Army's Intelligence position requirements are in the Cryptology specialty. The principal MOS in this specialty are—

MOS	Duty Title
1691 -----	Army Cryptologic and Electronic Warfare Unit Commander
9610 -----	Electronics Countermeasures Staff Officer
9620 -----	Signal Intelligence Staff Officer
9630 -----	Signal Security Staff Officer
9640 -----	Electronic Warfare/Cryptologic Staff Officer

d. Officers entering Cryptology will normally complete the Electronic Warfare/Cryptologic Officer Basic Course. This 16 week course introduces the officer to the basic skills and fundamentals of electronic warfare/cryptology including electronic countermeasures, data processing, analysis and reporting of intelligence information, communications security, and cryptologic and physical security. The

course prepares the officer for a wide variety of cryptologic duties. During the senior lieutenant, captain, and major phases of professional development, selected officers may participate in the National Security Agency Junior Officer Cryptologic Career Program. This program further develops officer skills in cryptology and prepares an officer for staff assignments with the National Security Agency as well as for command and staff positions in US Army Security Agency units. Selected officers may attend intermediate level training courses at the US Army Security Agency and National Cryptologic Schools. These courses are the Military Officer Advanced Cryptologic Course and the USASA Electronic Warfare/Cryptologic Course. Advanced specialty training for officers in the lieutenant colonel and colonel phases of professional development includes completion of the National Senior Cryptologic Course and the Senior Officer Electronic Warfare/Cryptologic Course. These courses prepare officers for service in key staff positions within Department of the Army and in unified and specified commands, as well as for staff and command positions in US Army Security Agency units.

22-5. Tactical/Strategic Intelligence. *a.* The Tactical/Strategic Intelligence specialty encompasses positions concerned with the planning, collection, production and dissemination of tactical intelligence and strategic intelligence, and the conduct of aerial surveillance.

b. Principal duties performed by officers participating in this specialty include—

(1) Directing or supervising employment of intelligence activities in acquisition and processing of intelligence.

(2) Directing or supervising intelligence activities which provide information on enemy strength, disposition, organization, equipment, tactics, morale, and logistics vulnerability.

(3) Preparation and presentation of intelligence estimates.

(4) Preparation and formulation of intelligence plans, policies and procedures as a member of a general or special staff.

(5) Planning and coordination of aerial surveillance and reconnaissance support for the Army-in-the-field.

(6) Directing imagery interpretation units in the acquisition of intelligence information.

c. The Tactical/Strategic Intelligence specialty includes approximately 57 percent of the Army's Intelligence position requirements. The principal MOS in this specialty are—

MOS	Duty Title
1690	Military Intelligence Unit Commander
9300	Strategic Intelligence Staff Officer
9301	Tactical Intelligence Staff Officer
9309	Aerial Surveillance Officer

d. Officers entering this specialty will normally complete the Tactical Intelligence Staff Officer Course. This course prepares officers for both tactical and strategic intelligence staff assignments and provides knowledge of S2/G2 intelligence responsibilities and operations at battalion, brigade and division levels.

e. A company grade officer in this specialty serves as an infantry or armored battalion S2 or as intelligence staff officer in an MI unit providing intelligence support at division or corps level. Most officers will also have the opportunity to command MI detachments and companies supporting the combat arms.

f. In the major phase of professional development the officer commands MI detachments supporting infantry and armored divisions or serves as a brigade S2. Additional assignments during this phase may place an officer in strategic intelligence duties at corps and above as well as duty on the staff of a unified or specified command.

g. During the lieutenant colonel phase of development selected officers will have the opportunity to command MI battalions. Other important assignments during this phase include duty as a strategic intelligence officer at HQDA or in a joint command, or a division G2. Advanced specialty training for the lieutenant colonel and colonel includes completion of the National Senior Officer Intelligence Course. This course prepares the officer for high level intelligence command and staff assignments.

h. Selected officers will receive additional training to perform duties related to imagery interpretation, and aerial surveillance and reconnaissance. Specialty training for these officers includes completion of the Aerial Surveillance Officer Course. This course offers instruction on aerial and ground sensors, photogrammetry, tactical interpretation of multisensor aerial imagery, aerial platforms, military geology, and preparation of terrain studies from aerial imagery. Strategic imagery interpretation planning, coordination of aerial surveillance operations, and imagery interpretation for intelligence production are also emphasized. Officers trained in this important area serve with G2/S2 sections at all levels where authorized, or as commanders or staff officers in aerial surveillance units. Officers trained in aerial surveillance will also be as-

signed to tactical and strategic intelligence duties to fully develop them as Tactical/Strategic Intelligence officers.

22-6. Counterintelligence/Human Intelligence (HUMINT). *a.* The Counterintelligence/HUMINT specialty encompasses positions involving the functions of counterintelligence and area intelligence. Counterintelligence includes personnel security, document security, counterespionage, countersabotage and countersubversion activities in support of the Army's mission. Area Intelligence encompasses direction, coordination and participation in collection operations to obtain military intelligence information.

b. Principal duties performed by officers in this specialty include—

- (1) Conducting or directing counterintelligence investigations.
- (2) Supervising and conducting counterintelligence surveys and inspections.
- (3) Assisting commanders in planning and implementing security education programs.
- (4) Planning, organizing and directing activities required to safeguard classified defense information, equipment and material.
- (5) Directing and coordinating planning for collection operations.
- (6) Determining and implementing collection personnel training.
- (7) Directing and assisting debriefing collection personnel.

(8) Directing and coordinating preparation of intelligence reports and summaries.

(9) Additional duties related to this specialty are found in AR 611-102 (CONFIDENTIAL).

c. This specialty includes approximately 25 percent of the Army's intelligence position requirements. Principal MOS in this specialty are—

MOS	Duty Title
1690 -----	Military Intelligence Unit Commander
9666 -----	Counterintelligence Officer
9668 -----	Area Intelligence Officer
9307 -----	Installation Intelligence Officer

d. Initial training in Counterintelligence/HUMINT includes completion of one of two specialty training courses: Intelligence Research Officer Course (MOS 9666) and Area Intelligence Officer Course (MOS 9668). The Intelligence Research Officer Course provides fundamental knowledge of counterintelligence investigations, operations, and reporting. The Area Intelligence Officer Course trains officers in specialized techniques of gathering, recording and reporting information. Some officers will complete both of these courses during their careers. Counterintelligence/HUMINT officers are assigned to Military Intelligence units providing intelligence and counterintelligence support at all organizational levels where authorized and to appropriate intelligence staff officer positions. Selected officers in this specialty will be afforded the opportunity to command counterintelligence and area intelligence units.

Section III. PROFESSIONAL DEVELOPMENT

22-7. Professional Development Objective. *a.* The overall objective of professional development in the Intelligence specialties is to prepare highly qualified officers for key intelligence command and staff positions within the Department of the Army and Department of Defense.

b. Intelligence officer professional development is phased to insure the fullest development and utilization of officers while accomplishing the intelligence mission. The objectives of each phase, to include the skills to be developed and educational goals, are discussed below. Typical assignments to accomplish the objectives are shown in the professional development guides, figures 22-1 to 22-3.

- (1) *Lieutenant Phase.*

(*a.*) The objective of this phase is to prepare newly commissioned officers for their first duty assignments, to provide them with basic military and specialty training, and to acquire fundamental leadership and intelligence skills. During this phase the officer gains experience through command, staff, and operational intelligence assignments appropriate to his specialty.

(*b.*) Education and training during this phase include completion of the appropriate officer basic course. Officers who volunteer will be eligible for airborne and ranger training. Military Intelligence Branch officers (other than Regular Army) will receive training in their designated Intelligence specialty following completion of the basic course. Military Intelligence officers appointed in the Regular

Army will normally receive such training upon completion of combat arms detail.

(2) Captain Phase.

(a) The objective of this phase is to continue development in an Intelligence specialty or designated primary specialty, and commence development in the officer's designated alternate specialty.

(b) Education and training during this phase consist of completion of the appropriate branch advanced course. This includes Intelligence specialty education taken during the advanced course by non-MI officers. Selected officers may complete civil schooling at the baccalaureate or graduate level in an intelligence related discipline. Officers selected for advanced civil schooling will normally pursue one of the following disciplines—

1 Cryptology Officers—physics, mathematics, statistics, electrical engineering, radio engineering, communications, automatic data processing, operations research/systems analysis.

2 Tactical/Strategic Intelligence Officers—international relations, foreign affairs, diplomacy, statistics, language and area studies.

3 Counterintelligence/HUMINT Officers—behavioral science, international relations, foreign languages, area studies.

(3) Major Phase.

(a) The objective of this phase is to continue professional development in the officer's primary specialty while emphasizing development in his designated alternate specialty.

(b) Education and training during this phase consist of completion of Command and General Staff College or equivalent and advanced specialty education for selected officers. Advanced specialty education includes both resident and nonresident instruction in Intelligence related studies conducted by a recognized military or civilian institution. Officers not selected for the Command and General Staff College resident course are urged to complete the CGSC nonresident course.

(4) Lieutenant Colonel Phase.

(a) The objective of this phase is to continue professional development in both primary and alternate specialty and demonstrate potential for service in positions of high responsibility.

(b) Education and training during this phase include completion of senior service college and advanced specialty education for selected officers. Advanced specialty education includes both resident and nonresident instruction in Intelligence related studies conducted by a recognized military or civilian institution.

(5) *Colonel Phase.* The objective of this phase is full utilization of the officer's capabilities and developed managerial skills and executive talents to meet the needs of the service. During this phase most officers will apply the knowledge and ability developed in previous assignments to high level positions in an Intelligence specialty or in positions which encompass management of the broad sphere of intelligence operations and related DA and DOD staff functions.

(Fold-in pages 22-7, 22-9, and 22-11 to follow here will be found in the back of this pamphlet.)



CHAPTER 23

LAW ENFORCEMENT SPECIALTY

23-1. Description of the Law Enforcement Specialty. Law Enforcement is a basic entry specialty encompassing positions concerned with the enforcement of laws and regulations essential to the preservation of order and discipline, the provision of military police support in combat operations, and the discharging of correctional functions. When not in combat, officers in the Law Enforcement specialty support peacetime operations and maintain a state of readiness in preparation for immediate combat support missions worldwide.

a. The Law Enforcement specialty encompasses positions whose incumbents—

(1) Command, direct, and control Military Police units engaged in traffic and movement control; physical security of critical equipment, facilities and lines of communication; apprehension and disposition of military offenders; security of Government officials; custody and evacuation of prisoners of war; and operation of military correctional facilities.

(2) Advise on law enforcement matters at all staff levels and supervise the planning and conduct of law enforcement operations.

(3) Participate in the development of equipment organization and doctrine to support the missions assigned to law enforcement activities.

b. The principal MOS included within this specialty are—

<i>MOS</i>	<i>Duty Title</i>
9100 -----	Provost Marshal
9110 -----	Military Police Officer
9121 -----	Correctional Officer

c. Officers in the Law Enforcement specialty serve in the following types of duty positions:

(1) Positions in Military Police units of all types.

(2) Staff officer positions at military headquarters and activities requiring law enforcement expertise.

(3) Instructor positions in law enforcement in service schools.

(4) Advisor positions in Military Missions or Military Assistance Advisory Groups in foreign countries.

23-2. Role of the Law Enforcement Officer.

In recent years the role of the Law Enforcement officer has become more demanding due to such factors as greater emphasis on crime prevention; society's increased sensitivity to the rights of the accused; greater emphasis being placed on the rehabilitation of the criminal; increasing prevalence of dissent and protest; greater complexity of traffic control in a highly mobile Army; greater attention being focused on the protection and safeguarding of critical supplies and facilities; and more numerous operational responsibilities in counterinsurgent warfare. Law Enforcement officers are increasingly confronted with complex situations requiring thorough knowledge and understanding of law, psychology, penology, sociology and criminology. They must be prepared to deal with disorder, drug and alcohol abuse, and other threats to order and discipline. At the same time, the responsibilities for military police support of the Army in the field have expanded considerably in line with greater mobility and dispersion on the battlefield. Consequently, the law enforcement officers face challenging tasks and responsibilities.

23-3. Participation. *a.* Military Police Corps officers will have Law Enforcement designated as their primary specialty upon entry on active duty. Military Police Corps officers may, within requirements, have any other specialty designated as their alternate specialty, with the exception of Infantry, Armor, Field Artillery, and Air Defense Artillery.

b. Officers of branches other than Military Police Corps may have Law Enforcement designated as their alternate specialty based on Army requirements.

23-4. Professional Development Objectives.

The overall professional development objectives in the Law Enforcement specialty are—

a. To provide highly qualified officers possessing the skills required for effective performance of duty in law enforcement positions of high responsibility.

b. To provide highly qualified officers possessing the skills required for effective integration of law enforcement functions with other functions of the Army.

c. To provide a pool of exceptionally well qualified officers, possessing managerial and law enforcement skills and outstanding executive talents, capable of filling positions of the highest responsibility in the Army.

23-5. Lieutenant Phase. *a.* The objective of this phase is to prepare newly commissioned officers for their first duty assignments, attain maximum practical experience in troop leadership, acquire basic military knowledge, and gain firsthand understanding of the problems of maintaining troop morale and discipline. Military Police Corps officers will serve in law enforcement assignments appropriate to their grade.

b. A majority of Military Police Corps officers will serve as platoon leaders in Military Police companies. They will lead platoons with a police, penal, or security mission and may spend as much as eighty percent of their time organizing, training and supervising platoon personnel. Other junior officers may be assigned to the staff of an installation Provost Marshal, where they will have responsibilities for installation law enforcement activities; or they may work at a correctional facility assisting with the rehabilitation and administration of those confined.

c. Typical duty assignments during this phase are illustrated in figure 23-1.

d. Education and training during this phase include completion of the branch basic course. Officers who volunteer may be selected to attend airborne and ranger training. Selected Military Police Corps officers will also complete basic specialty courses such as the Physical Security course conducted by the US Army Military Police School.

23-6. Captain Phase. *a.* The objective of this phase is to advance the officer's Law Enforcement specialty development and commence his alternate specialty development through completion of the branch advanced course. Military Police Corps officers will have the opportunity

to command an MP company, and may serve in staff positions concerned with a variety of law enforcement activities. Officers of branches other than Military Police Corps may commence their development in the Law Enforcement specialty through service in Law Enforcement positions and completion of basic specialty education during the advanced course.

b. Typical duty assignments during this phase are illustrated in figure 23-1.

c. Education and training during this phase consist of completion of the officer's branch advanced course, to include studies in the Law Enforcement specialty for non-MP officers having Law Enforcement as an alternate specialty. Officers may also complete the Correctional Administration or Civil Disturbance Orientation courses offered by the US Army Military Police School. Selected officers may receive civil schooling at the baccalaureate or graduate level. Disciplines in which officers in Law Enforcement may receive civil education include—

- (1) Correctional Administration.
- (2) Criminology/Corrections.
- (3) Psychology.
- (4) Police Science and Administration.
- (5) Social Science and Administration.
- (6) Criminal Justice.

23-7. Major Phase. *a.* The objective of this phase is to continue professional development in both primary and alternate specialty. However, the extensive requirements for Military Police Corps officers in the Law Enforcement specialty may preclude their serving in an alternate specialty during this phase.

b. Typical duty assignments during this phase are illustrated in figure 23-1.

c. Education and training during this phase include completion of Command and General Staff College and advanced specialty education in Law Enforcement for selected officers. Advanced specialty education includes both resident and nonresident instruction in Law Enforcement conducted by a recognized military or civilian institution.

23-8. Lieutenant Colonel Phase. *a.* The objective of this phase is to continue professional development in the Law Enforcement specialty and demonstrate potential for further advancement through service in Law Enforcement positions of high responsibility.

b. Typical duty assignments during this phase are illustrated in figure 23-1.

c. Education and training during this phase include completion of senior service college and

advanced specialty education in Law Enforcement for selected officers. Advanced specialty education includes both resident and nonresident instruction in Law Enforcement conducted by a recognized military or civilian institution.

23-9. Colonel Phase. *a.* Senior Law Enforcement officers are charged with the most challenging responsibilities in management of the

Army's law enforcement programs. They serve in positions such as commandant of correctional facilities, Military Police brigade commander, Army Provost Marshal, or on the staff of the Provost Marshal General. It is during this period that the officer makes his greatest contribution to the Army.

b. Typical duty assignments during this phase are illustrated in figure 23-1.

(Fold-in page 23-5 to follow here will be found in the back of this pamphlet.)



CHAPTER 24

LOGISTICS SPECIALTIES

Section I. GENERAL

24-1. Scope. The Logistics specialties comprise those positions filled by Army officers where the tasks performed and the skills required are associated with management and support of Army weapons systems and materiel and the movement of personnel and cargo by rail, air, highway, or surface vessel. Construction, hospitalization and evacuation are excluded. Simply stated, logistics for the purpose of this pamphlet is that aspect of military operations by which materiel, facilities, and services are provided to equip, move, and maintain forces. The procedures used to accomplish these functions embody The Army Logistics System which consists of three major segments; the CONUS wholesale logistics segment which develops and tests materiel and supplies, then procures, stores and distributes them from production source to point of entry into Army field distribution systems and finally disposes of nonexpendable items; the Army-in-the-field segment which distributes and maintains materiel and supplies within oversea commands and for deployable forces in CONUS; and the CONUS retail segment which sustains CONUS nondeployable units and installations. It is within this system that logistics officers are developed and utilized, forming a corps of professional officers with a single mission: to provide the finest possible logistic support for the US soldier with minimum expenditure of money and personnel. The principal functions performed by the military logistician include, but are not limited to—

a. Providing logistics support to the Army-in-the-field, to include maintenance and supply of materiel, movement and support of forces.

b. Commanding and performing staff functions in logistics organizations within the Army, Department of Defense, and Joint activities.

c. Performing logistics staff functions in non-logistics organizations.

d. Participating in development of weapons systems and individual items of Army materiel.

e. Planning, directing, and controlling the procurement of materiel and services.

f. Life cycle management of Army materiel.

24-2. Logistics Specialties. *a.* To meet Army requirements twenty basic and advanced entry specialties have been established, each corresponding to a sphere of logistics activity. Basic entry specialties may be entered anytime during an officer's career, but normally will be entered by logistics branch officers upon commissioning. Advanced entry specialties are entered by officers serving in the grade of captain or above. Logistics Management specialty is entered in the grade of colonel only. Figure 24-1 contains a listing of the Logistics specialties indicating the entry level of each.

b. The first eleven basic entry specialties are commodity oriented. A commodity is a homogeneous grouping of materiel items; for example, aircraft engines, rotors, and airframes are included in the aviation commodity grouping. Officers developed in these specialties are concerned with all logistics functions that apply to the particular commodity, for example, development and testing, requirements determination, supply, procurement, cataloging, inventory control, distribution, maintenance, overhaul, and disposal. In short, the commodity oriented specialties deal with all the functions of life cycle management for the commodity concerned. The objective of professional development within these specialties is to develop officers with a knowledge of the materiel and associated life cycle management functions encompassed by the specialty. Each of the commodity oriented specialties provides utilization opportunities through the grade of colonel.

c. Three basic entry specialties are related to transportation functions. The objective of these specialties is to develop officers proficient in a

particular aspect of transport operations. As in the case with the commodity oriented basic entry specialties, each of these specialties provides officers with utilization opportunities through the grade of colonel.

d. The five logistics functional specialties listed in the center of figure 24-1 have been established for mid-career level entry. The objective of these specialties is to develop officers with expertise in a specific logistics function, such as supply, maintenance or transportation, applicable to a multicommodity grouping.

e. The remaining specialty, Logistics Management, consists only of colonel positions, and only those which require skills that encompass more than two logistics functions. All officers having a Logistics specialty are, upon attaining the grade of colonel, deemed competent to fill these Logistics Management positions.

f. The percentage distribution of positions among the Logistics specialties in a model force structure is shown in figure 24-2.

24-3. Professional Development Objectives. a. The overall professional development objectives of the Logistics specialties are to—

(1) Provide a body of highly motivated and qualified professional logisticians to operate and manage the Army Logistics System.

(2) Create and maintain a pool of exceptionally well qualified officers possessing the technical and managerial skills which will enable them to fill positions of the highest responsibility in the Army.

b. To meet these objectives, officers with varied background are required to be developed in logistics. Consequently, officers from all branches of the Army have the opportunity of pursuing a career in logistics, either by combining one of the Logistics specialties with a non-logistics specialty, or by having both primary and alternate specialties in logistics.

c. The development received by officers initially commissioned in a logistics branch (Ordnance, Quartermaster, or Transportation) is different from that received by officers of non-logistics branches entering a Logistics specialty at mid-career level. Since this difference does exist, each case will be discussed separately.

24-4. Professional Development for Logistics Branch Officers. a. There are five phases of professional development corresponding to the grades of lieutenant, captain, major, lieutenant colonel, and colonel. Regardless of specialty, there exist commonalities in an officer's devel-

opment pattern and in what is expected of him during each of the phases. Where the development pattern in a particular specialty departs from the norm, this fact will be discussed in the paragraph pertaining to that specialty.

b. *Lieutenant Phase.*

(1) The objective of this phase is to provide each officer with the knowledge and experience that will serve as a foundation for his future development and utilization. All officers appointed in a logistics branch will have one of the logistics basic entry specialties designated as their primary specialty. Each officer will attend a basic course appropriate to his branch and basic entry specialty. These courses are approximately 8 to 12 weeks in duration and are designed to provide the newly commissioned officer with a working knowledge of the duties and responsibilities of a junior officer. During this course, officers will receive instruction relating to overall military programs, tactical operations, administration and staff procedures, combat service support organization, Army materiel, supply, maintenance and transportation. Additionally, the courses include instruction related to the overall mission and function of the officer's branch and the knowledge and skills associated with his basic entry specialty. While attending the basic course, officers will have the opportunity of meeting with representatives of their career branch who will give advice concerning the professional development of the individual officer, and personal factors that should be taken into consideration in planning his assignments and schooling.

(2) Officers may request to attend airborne, ranger, or flight school; however, controls are placed on who may attend these training courses. All officers may request to attend the eight week Ranger course at Fort Benning, Georgia. The only restriction placed on officers volunteering to attend the airborne course is that they be programmed for assignment to a position requiring qualification as a parachutist. Officers commissioned in the Transportation Corps may request to attend flight school. Ordnance and Quartermaster Corps do not have any authorized aviator positions. All officers accepted for flight training will attend rotary wing training. If accepted for this training, officers normally will attend upon completion of their basic course. Transportation Corps officers commissioned in the Regular Army may attend airborne and ranger training subsequent to completion of the basic course, with flight training scheduled upon completion of combat arms detail.

(3) An officer's first assignment allows the officer to apply what he has learned in school and provides him the opportunity to develop his leadership skills. Officers should seek out leadership positions in troop units whenever possible, since this type duty gives the officer a perspective of Army operations and life that will make a lasting contribution to his professional development.

(4) Regular Army officers appointed in Ordnance, Quartermaster, or Transportation Corps will initially be detailed in either Infantry, Armor, Field Artillery or Air Defense Artillery, and will attend the basic course of the branch to which detailed. This 1 year detail, which begins upon completion of an officer's initial training, is of great value to a junior officer because it enables him to develop his basic leadership skills in a combat unit, while concurrently allowing him to observe the operation of the logistics system from the user's standpoint. Upon completion of combat arms detail, the officer will normally attend specialty training appropriate to his basic entry logistics specialty enroute to his next assignment.

(5) Officers cannot expect that every assignment they receive will correspond to their specialty, since Army requirements may dictate otherwise. It is incumbent upon each officer, however, to do his best in whatever task he is given, for it is this "can do" attitude that is the hallmark of the Army officer corps. Moreover, all assignments provide invaluable experience which contributes to the officer's professional development. If, in the future, the officer desires to change his primary specialty, and service requirements necessitate such change, this may be accomplished by communication between the officer and his career branch. In all cases an officer's primary specialty will be designated by HQDA based on Army requirements, his preference, and qualifications.

c. Captain Phase.

(1) The objective of this phase is for officers to advance toward attainment of the professional development objectives established for the officer's primary specialty and to commence development in an alternate specialty. During this phase most officers will be selected to attend an advanced course of one of the logistics branches. These courses are designed to provide each officer with an understanding of the Army Logistics system to include logistics command and staff organization, supply systems, transportation systems, maintenance management, and theater level logistical operations in addition to general military subjects which include general staff operations, man-

agement, counterinsurgency, nuclear weapons, and tactics. Additionally, the officer will be offered the opportunity to select elective courses which will contribute to the development of primary and alternate specialties.

(2) Prior to the completion of their eighth year of service, officers will indicate to their career branch their preferences for an alternate specialty, and will have an alternate specialty designated by HQDA. Officers may express a preference for any of the specialties except Infantry, Armor, Field Artillery, or Air Defense Artillery. Figure 24-3 lists those considered most appropriate for designation as alternate specialties for logistics branch officers. The majority of officers no doubt will elect to have one of the logistics advanced entry specialties designated as their alternate specialty. The designation of an officer's alternate specialty will be based upon the officer's desires, his qualifications, and the needs of the Army, the last being the controlling factor.

(3) Upon completion of the advanced course, officers may receive assignments in either their primary or alternate specialty or in positions not directly related to either, such as ROTC Instructor duty, duty as an aide, an Inspector General, Safety Officer, etc. Regardless of the assignment received, each officer should tailor his educational program to enhance his professional development in either his primary or alternate specialty. For example, officers may request to attend graduate civil schooling in disciplines which complement their primary or alternate specialty. Correspondence courses which further an officer's professional development are also available from recognized military or civilian institutions. Questions regarding educational opportunities should be referred to the officer's local educational advisor or the education officer of the respective career branch.

d. Major Phase.

(1) The objective of this phase is for officers to continue development in their primary specialty while concurrently advancing towards attainment of the professional development objectives established for their alternate specialty. Officers will be assigned positions of increasing responsibility requiring the application of previously developed skills as well as expanding their overall professional development. Officers should welcome and seek out assignments in new environments which require the application of primary or alternate specialty skills since this increases the officer's scope of understanding while concurrently increasing his value to the Army.

(2) During this phase selected officers attend the Command and General Staff College at Fort Leavenworth or equivalent schools or colleges while other officers may complete the Command and General Staff course by correspondence. Completion of this course will enable officers to better serve as commanders and staff officers at division and corps, and provides the basis for future progression to higher command and staff responsibilities. Officers may also be selected for graduate civil schooling, or they may pursue such education on a part time basis as part of their individual professional development plan.

(3) Depending on Army requirements all assignments during this phase may not be in the officer's primary or alternate specialty. Should this occur, such assignments will serve to instill a breadth of knowledge and experience that will further his ability to provide outstanding logistic support to the Army in the field.

e. Lieutenant Colonel Phase.

(1) The objective of this phase is for each officer to continue to advance toward attainment of the professional development objectives established for his specialty and to demonstrate his potential for assuming positions of increasing responsibility.

(2) Assignments will continue to be made to progressively more responsible and challenging positions, commensurate with demonstrated performance, ability and potential. These positions will require the application of the officer's managerial expertise, leadership abilities, and overall understanding of military operations.

(3) Selected officers will attend a Senior Service College such as the Army War College, or the Industrial College of the Armed Forces. Remaining officers may complete the Army War College course, or selected portions thereof, by correspondence, if selected. The purpose of these courses is to prepare officers for high level command and staff duties. Some officers may be selected for advanced civil schooling in a general or specialized area relating to logistics. Specialty education during this phase will stress the development of managerial skills and techniques related to logistics.

f. Colonel Phase. In this phase maximum benefit is derived from the officer's previous training and experience. Many officers will have the opportunity of serving in positions related to their primary or alternate specialties, while others will have assignments which encompass the broadest aspects of logistics operations. Additionally, some officers will make

their contribution by applying their talents to problems of world strategy and by formulating logistics policy within the Department of Defense and other agencies of the US Government.

24-5. Professional Development for Non-Logistics Branch Officers Having a Logistics Specialty as an Alternate. *a.* Officers from the non-logistics branches will have the opportunity of requesting one of the Logistics specialties as an alternate. There are no restrictions as to which of the specialties a non-logistics branch officer may request; however, most of these officers will have either Supply Management, Maintenance Management, Transportation Management, or Procurement designated as their alternate specialty. Designation of an officer's alternate specialty will depend on Army requirements, the officer's qualifications and experience, and his personal desires.

b. The professional development objective for non-logistics branch officers having a Logistics specialty as an alternate is attainment of the highest level of expertise possible in the field of logistics so as to enable them to play a key role in the Army Logistics System. To this end, these officers will receive the same consideration for assignments and schooling as logistics branch officers.

c. During their professional development, officers will assume duties of increasing responsibility within the scope of their Logistics specialty. In the colonel phase, officers will be considered to fill Logistics Management positions on the same basis as colonels of the logistics branches.

24-6. Military Education and Training Relating to Logistics. Numerous educational opportunities exist for officers having logistics as one of their specialties. Military training related to specific specialties is discussed in the paragraph related to that specialty. Additionally, there are courses taught at the Army Logistics Management Center, Ft. Lee Virginia, which are applicable for officers from any of the Logistics specialties. These courses are shown at figure 24-4. Additional information about these courses can be found in AR 350-10, the US Army Formal Schools Catalog. For the most part these courses are designed for mid-career level completion, and serve to broaden an officer's understanding of logistics operations. Selected officers may also attend the Defense Systems Management School at Fort Belvoir, or schools conducted by other services such as

the Air Force Institute of Technology at Wright-Patterson Air Force Base, Ohio and the

Naval Postgraduate School, Monterey, California.

Logistics Specialties

<i>Basic Entry</i>	<i>Advanced Entry</i>	<i>Colonel Level</i>
Aviation Materiel Management	Maintenance	Logistics
Communications-Electronics Materiel Management	Management	Management
Missile Materiel Management	Supply Management	
Chemical	Logistics Services Management	
Munitions Materiel Management	Transportation Management	
Armament Materiel Management	Procurement	
Tank and Ground Mobility Materiel Management		
Construction and Marine Materiel Management		
POL Management		
Food Management		
General Troop Support Materiel Management		
Traffic Management		
Marine and Terminal Operations		
Highway-Rail Operations		

Figure 24-1

Percentage Distribution of Logistics Positions Among Specialties

<i>Specialty</i>	<i>Percentage</i>
Aviation Materiel Management -----	6.5%
Communications-Electronics Materiel Management -----	2.5%
Missile Materiel Management -----	6.3%
Chemical -----	3.1%
Munitions Materiel Management -----	5.3%
Armament Materiel Management -----	1.2%
Tank and Ground Mobility Materiel Management -----	8.1%
Construction and Marine Materiel Management -----	1.7%
POL Management -----	1.8%
Food Management -----	1.7%
General Troop Support Materiel Management -----	3.1%
Traffic Management -----	3.4%
Marine and Terminal Operations -----	3.3%
Highway-Rail Operations -----	4.2%
Maintenance Management -----	8.0%
Supply Management -----	24.7%
Logistics Services Management -----	2.2%
Transportation Management -----	4.0%
Procurement -----	4.7%
Logistics Management -----	4.2%

Figure 24-2

**Alternate Specialties Considered Most Appropriate
for
Selection by Logistics Branch Officers**

Logistics Basic Entry Specialties
Logistics Advanced Entry Specialties
Tactical/Strategic Intelligence
Personnel Management
Club Management
Comptroller
Information
Education
Foreign Area Officer
Research and Development
Atomic Energy
Operation Research/Systems Analysis
Operations and Force Development
Automatic Data Processing
Communications-Electronics Engineering

Figure 24-8

ARMY LOGISTICS MANAGEMENT CENTER COURSES

Course	Duration	Phase during which course is attended	Scope
Defense International Logistics Management Course	3 Weeks	Major and Lieutenant Colonel Phase	Provides an introduction to international logistics to include the organizational structure for the materiel support of foreign customers, management systems to include supply and delivery of materiel; international logistics, financial management, international development through economic aid and international logistics and distribution and maintenance management.
Defense Depot Operations Management Course	6 Weeks	Captain Phase and above	Provides an introduction to the management and operations aspects of DOD distribution systems with emphasis on the major depot functions of receipt, storage, care, distribution, and control of materiel.
Logistic Support Design Management Course	5 Weeks	Captain Phase and above	Encompasses all aspects of life cycle management with emphasis on a detailed evaluation of the engineering and logistics action necessary to field a new item of equipment and support it during its life cycle. A systematic approach to logistics.
Army Integrated Materiel Systems Management Course	6 Weeks	Captain Phase and above	Provides an introduction to the management techniques used to control Army materiel during its entire life cycle.
Logistics Executive Development Course	19 weeks	Major Phase and above	Provides an in-depth, comprehensive overview of current management techniques such as ADP, ORSA, and behavioral science as applied to logistics operations.

Figure 24-4

Section II. SPECIALTIES

24-7. Aviation Materiel Management Specialty.

a. The Aviation Materiel Management specialty is a basic entry Logistics specialty which encompasses those positions relating to life cycle management of aviation materiel including aircraft engines, airframes, components, accessories, instruments, rotor blades, power trains, or hydraulic, mechanical, and electrical fuel systems. Officers in this specialty may perform a variety of functions related to the life cycle management of aviation materiel to include research and development, test and evaluation, procurement and production control, inventory control, storage, distribution, maintenance and supply. During the lieutenant and captain phases officers will normally serve in positions developing skills in at least one of these life cycle management functions, and in later phases will assume duties of wider scope in the management of aviation materiel.

b. The principal MOS found in this specialty are 4420, Aircraft Supply Officer, and 4823, Aircraft Maintenance Officer. Other MOS related to specific logistics functions, such as supply, may be included in this specialty if the majority of the activities are related to aviation materiel.

c. Officers having Aviation Materiel Management as a specialty could expect to perform the following type duties:

(1) Serve as depot aircraft supply officer, storage officer, or stock control officer.

(2) Direct procurement, receipt, inspection, storage, maintenance, and distribution of aircraft supplies, repair parts, and equipment.

(3) Serve as commander of a section, platoon, detachment, company or battalion engaged in organizational, direct or general support level maintenance.

(4) Serve as staff officer in a commodity command or higher headquarters.

(5) Develop and improve methods and procedures for aircraft maintenance.

(6) Manage activities involved in the removal, installation, modification, overhaul, repair, and storage of aviation materiel.

d. Many newly commissioned officers who are programmed into Aviation Materiel Management positions will have the opportunity of completing the 15-week Aircraft Maintenance Officer course at Ft. Eustis, Virginia. This course is designed to provide officers with a working knowledge of organizational, direct and general support aircraft maintenance, and a general knowledge of

(Fold-in page 24-9 and 24-11 to follow here will be found in the back of this pamphlet.)

supply and maintenance management procedures as related to aviation materiel.

e. Advanced civil schooling for officers in support of the Aviation Materiel Management specialty would be in such disciplines as logistics management, industrial management, or engineering management.

f. At figure 24-5 is a Professional Development Guide for officers in the Aviation Materiel Management specialty.

24-8. Communications-Electronics (C-E) Materiel Management Specialty.

a. This specialty is a basic entry Logistics specialty which encompasses those positions relating to design, development, installation, operations, supply and maintenance of electronic and electromechanical systems associated with collecting, transmitting, storing, processing, recording, and display of data information via all forms of military communications, excluding responsibility for information and data systems which have been otherwise assigned.

b. The primary function of officers in the Communications-Electronics Materiel Management specialty is to provide for the reliability, maintainability, supportability of Communications-Electronics materiel required by the Army in performance of its mission. Many Communications-Electronics materiel managers will find themselves in positions related to procurement and production. In such positions, Communications-Electronics materiel managers must be able to effect a vigorous dialogue with Communications-Electronics materiel designers and functional logisticians as early as practicable in the materiel life cycle. The overriding criterion which must be considered by the Communications-Electronics materiel manager is that total system effectiveness depends on maximum availability of the system to perform designated missions within minimum life cycle costs. This requires that the manager be able to implement supply and maintenance discipline throughout the Communications-Electronics materiel life cycle.

c. The principal MOS in this specialty is 4825, Electronics Maintenance Officer. Other MOS related to specific logistics functions, such as supply, would be included in this specialty if the majority of the supply activities were related to communications-electronics materiel.

d. Officers having C-E Materiel Management

as a specialty can expect to perform the following type duties.

(1) Establish maintenance data collection and analysis procedures upon which improved maintenance programs are developed.

(2) Establish organizational maintenance practices, standards, and quality control techniques.

(3) Direct C-E supply activities.

(4) Supervise operation of inventory control centers for C-E materiel.

(5) Serve as unit C-E maintenance officer.

(6) Conduct reviews and develop plans for overhaul or replacement of communication systems, facilities, and equipment.

(7) Serve as staff officer in support of commodity management activities.

e. Officers anticipating a C-E materiel assignment may complete the 15 week Electronics Maintenance Officer Course offered at the US Army Southeastern Signal School at Fort Gordon, Georgia. The purpose of this course is to provide officers with the working knowledge needed to manage direct and general support maintenance operations on all types of general and special purpose electronic equipment. Additionally, each officer is provided with a background of electrical fundamentals and an orientation on the electronic equipment presently in the Army's inventory. The Basic Avionics Maintenance Officer Course, also taught at the Southeastern Signal School, is designed to provide officers with a working knowledge of the Army's supply and maintenance procedures as related to aircraft electronic communications, navigation, stabilization, and identification associated ground tactical equipment.

f. Advanced civil schooling in support of this specialty would be in such disciplines as electrical engineering, or logistics management.

g. Many officers having a Communications-Electronics specialty, such as Combat C-E, will participate in the C-E Materiel Management specialty. These officers will initially be developed within the scope of their primary C-E specialty; however, many will have the opportunity of serving in a C-E materiel assignment during their initial development. Later, these officers may have C-E Materiel Management designated as their primary or alternate specialty.

h. At figure 24-6 is a Professional Development Guide for officers having C-E Materiel Management as a specialty.

24-9. Missile Materiel Management Specialty.

a. The Missile Materiel Management specialty

is a basic entry logistics specialty which encompasses those positions involved in the life cycle support of air defense, land combat, and anti-tank missile systems to include associated guidance, launching, handling, and test equipment. Positions in the Missile Materiel Management specialty are found at all levels of the Army organization from company and battalion to major command, and include both operations and staff positions. Officers in this specialty may perform a variety of functions related to Missile Materiel Management. These life cycle functions are research and development, test and evaluation, procurement and production, inventory control, distribution, disposal, maintenance, supply and storage. During the lieutenant and captain phases, officers will normally serve in positions developing skills in at least one of these life cycle management functions, and in later phases will assume duties of wider scope in the management of missile materiel.

b. The principal MOS in this specialty is 4516; Missile Maintenance Officer. Other MOS related to specific logistics functions, such as supply, would be included in this specialty if the majority of the supply activities were related to missile materiel.

c. Officers having Missile Materiel Management as a specialty could expect to perform the following type duties:

(1) Command or serve as staff officer of unit or activity engaged in direct or general support maintenance of missile materiel.

(2) Develop and implement plans, policies and procedures relating to maintenance and supply of missile materiel.

(3) Serve as commodity manager for missile materiel at Corps or Theater headquarters and Materiel Management Centers.

(4) Plan and direct storage, maintenance, calibration, salvage, classification and disposition activities related to missile materiel.

(5) Command or serve as staff officer of general logistics support unit.

d. Newly commissioned officers scheduled for a missile materiel assignment may complete the 15 week Missile Maintenance Officer course at the US Army Missile and Munitions School, Redstone Arsenal, Alabama. The purpose of this course is to provide each officer with a general knowledge of the duties performed by missile maintenance unit commanders and staff officers and to provide a working knowledge of maintenance procedures, the supply system, repair parts management and test and

checkout procedures of missile systems and associated equipment. During the later years of the captain phase and during the major or lieutenant colonel phases, officers scheduled for assignments related to missile materiel, including special and conventional ammunition as pertains to missiles, may complete the Ammunition and Missile Maintenance Officer course of approximately 8 weeks at Redstone Arsenal. This course provides officers with a general knowledge of doctrine, plans, policies, and procedures relative to combat service support of ammunition and missile systems.

e. Advanced civil schooling in support of this specialty would be in such disciplines as guided missile engineering, electrical engineering, nuclear engineering, or industrial engineering.

f. At figure 24-7 is a Professional Development Guide for officers in the Missile Materiel Management specialty.

24-10. Chemical Specialty. *a.* The Chemical specialty is a basic entry logistics specialty which encompasses those positions involved in the life cycle management of chemical materiel, and staff positions requiring knowledge of Chemical, Biological, and Radiological (CBR) operations and systems to include employment, logistical support, defensive equipment and techniques, fallout prediction, surveying and monitoring procedures, battlefield survival techniques, and the intelligence aspects of CBR operations. Additionally, officers may volunteer for service in the explosive ordnance disposal field. Positions in this specialty are found at all levels of the Army organization. Officers involved in the life cycle management aspects of this specialty may perform a variety of functions as related to chemical materiel. These are research and development, test and evaluation, procurement and production, inventory control, storage, distribution, maintenance, disposal, and supply. During the lieutenant and captain phases officers will normally perform in a number of assignments each requiring the development of skills in a different functional area. In later phases, officers will perform duties requiring the integration of skills developed in earlier phases.

b. The principal MOS included in this specialty are 7319, Chemist; 7315, Chemical Combat Service Support Officer; 7314, Chemical Staff Officer; 7300, Chemical Engineer; 7360, Chemical Munition Development Officer; and 7318, Organic Chemist. Other MOS related to specific logistics functions, such as supply, would be included in this specialty if the major-

ity of the supply activities were related to chemical materiel.

c. Officers having Chemical as a specialty could expect to perform the following type duties:

(1) Advising the commander on plans for security and protective measures to be employed to minimize effectiveness of enemy chemical, biological and radiological attack.

(2) Establish and control supply activities relating to chemical materiel.

(3) Evaluate chemical, biological, and radiological technical intelligence data.

(4) Plan decontamination operations.

(5) Command chemical combat service support unit.

(6) Develop, analyze, or study chemical compounds, or supervise a laboratory involved in such studies.

(7) Develop, design, test and analyze new types of chemical munitions.

(8) Serve as Explosive Ordnance Disposal (EOD) officer.

(9) Serve as Project Manager for selected items.

d. Many newly commissioned officers scheduled for assignment in the Chemical specialty will have the opportunity of completing a 6-week CBR Staff Officer Course at the USA Ordnance School, Aberdeen, Maryland. The purpose of this course is to provide each officer with a general knowledge of the technical aspects of CBR operations to include medical, logistical, and intelligence aspects. Those officers volunteering for EOD duty will attend the 13 week Explosive Ordnance Disposal Course. The first phase of this course at Redstone Arsenal, Alabama, will qualify officers in detection, sampling, first aid, decontamination, handling and disposal of chemical agents found in unexploded ordnance. The second phase at the US Naval Explosive Ordnance Disposal School, Indian Head, Maryland, qualifies officers to locate, detect, evaluate, render safe, dispose of, recover, and destroy conventional unexploded ordnance. Officers anticipating an assignment where escort duties are performed may complete a Technical Escort Course at Redstone Arsenal. This course provides officers with a working knowledge of technical escort functions, materiel requiring escort, physiological effects of CBR materials, and the characteristics and shipping configuration of CBR containers, munitions and other hazardous materiel.

e. Advanced civil schooling in support of this specialty would be in such disciplines as chem-

(Fold-in pages 21-15 and 24-17 to follow here will be found in the back of this pamphlet.)

istry, chemical engineering, nuclear physics, biology, industrial management, nuclear engineering, and bacteriology.

f. At figure 24-8 is a Professional Development Guide for officers having Chemical as a specialty.

24-11. Munitions Materiel Management Specialty. a. The Munitions Materiel Management specialty is a basic entry logistics specialty which encompasses those positions involved in the life cycle support of munitions materiel, to include conventional and nuclear munitions and warheads, and associated maintenance, test and handling equipment. Also included in this specialty are positions relating to detection, identification, rendering safe, recovery, or destruction of hazardous US and foreign munitions. Positions in this specialty are found at all levels of the Army organization, involving both operational and staff activities. Officers in this specialty may perform a variety of functions relating to life cycle support of munitions materiel. These life cycle functions include research and development, test and evaluation, procurement and production, inventory control, distribution, maintenance, supply, storage and disposal. During the lieutenant and captain phases officers in this specialty will normally be assigned to positions requiring the development of skills in one or more closely related functional areas. In the later phases of development, officers will assume duties of a wider scope in the management of munitions materiel requiring the integration of skills developed in earlier phases.

b. The principal MOS in this specialty are 4514, Conventional Ammunition Officer; 4517, Special Ammunition Officer; 9224, Explosive Ordnance Disposal Officer; and 7320, Munitions Production Officer. Other MOS related to specific logistics functions, such as supply, would be included in this specialty if the majority of the supply activities were related to munitions materiel.

c. Officers having Munitions Materiel Management as a specialty could expect to perform the following type duties:

(1) Command or serve as a staff officer in a unit engaged in direct or general support of conventional or special ammunition.

(2) Plan and direct establishment of ammunition supply points.

(3) Direct the receipt, storage, surveillance, maintenance, modification, conversion, testing and assembly of special ammunition.

(4) Direct the recovery, collection, inspection and segregation of damaged, abandoned or captured conventional ammunition and recommend appropriate disposition.

(5) Advise the commander on matters relating to management and utilization of munitions materiel.

(6) Command a detachment engaged in locating, rendering safe, removing and subsequently disposing or salvaging unexploded ordnance items of a nuclear or non-nuclear nature.

(7) Direct or coordinate activities of manufacturing plants engaged in the production of munitions.

(8) Serve as project manager for selected items.

d. During the lieutenant phase, newly commissioned officers may complete one or two of several specialty courses. These are the Ammunition Officer Course, the Explosive Ordnance Disposal Course, the Nuclear Weapons Disposal Course, Special Ammunition Officer Course and the Technical Escort Course. During the captain, major and lieutenant colonel phases officers may complete the Ammunition and Missile Munitions Course.

(1) The Ammunition Officer Course is an 8 week school offered at the US Army Missile and Munitions School, Redstone Arsenal, Alabama. This course is designed to provide officers with a working knowledge of the organization and management of ammunition supply installations, and the procedures involved in the receipt, storage, maintenance, and issue of ammunition and guided missiles to include a general knowledge of nuclear weapons.

(2) The Explosive Ordnance Disposal Course at the US Naval Explosive Ordnance Disposal School, Indian Head, Maryland is an 11 week course designed to qualify officers to locate, detect, evaluate, render safe, dispose of, recover, and destroy conventional unexploded ordnance. Only volunteers may be sent to this course.

(3) The Nuclear Weapons Disposal Course lasting 6 weeks is offered at the US Naval Explosive Ordnance Disposal School at Indian Head, Maryland and is designed to provide officers with the skills necessary to dispose of unexploded nuclear weapons. Only officers who have volunteered for Explosive Ordnance Disposal duty may be sent to this course.

(4) The Special Ammunition Officer Course taught at Redstone Arsenal provides the officer with a working knowledge in the technical supervision and administration of nuclear

weapons assembly, maintenance, and logistical support.

(5) Officers anticipating an assignment where escort duties are performed may complete the Technical Escort Course. This course provides officers with the skills necessary to serve as escort officer for munitions and other hazardous materials during shipment.

(6) During the captain or major phases, officers may complete the Missile and Munitions Officer Course conducted by the Missile and Munitions School, Redstone Arsenal, Alabama. This course provides officers with a general knowledge of doctrine, plans, policies, and procedures relating to combat service support ammunition and missile systems.

(7) Field grade officer refresher courses are offered in the EOD field and may be attended by officers scheduled for EOD duties.

e. Advanced civil schooling in support of this specialty would be in such disciplines as industrial management, explosive engineering, guided missile engineering, nuclear engineering, chemistry or chemical engineering.

f. At figure 24-9 is a Professional Development Guide for officers in the Munitions Materiel Management specialty.

24-12. Armament Materiel Management Specialty. a. Armament Materiel Management is a basic entry logistics specialty which encompasses those positions involved in the life cycle management of armament materiel including artillery and infantry weapons, gun type armament for aircraft, and fire control equipment for weapons and vehicles for which the predominant requirement is firepower; i.e., self propelled artillery, tanks, and tank-like vehicles. Also included are related tools and equipment used in Army maintenance shops. Positions in this specialty are found at all levels of the Army organization. Officers in this specialty may perform a variety of functions related to life cycle management of armament materiel to include research and development, testing and evaluation, procurement and production, inventory control, storage, distribution, maintenance and supply. During the lieutenant and captain phases, officers will normally have a number of assignments, each developing skills in one of the life cycle management functions, while in later phases officers will frequently occupy positions requiring the integration of skills developed in earlier phases.

b. The principal MOS in this specialty is 4808, Armament Maintenance and Repair Officer. Other MOS related to specific logistics func-

tions are also included in this specialty if the duties performed are primarily related to armament materiel.

c. Officers having Armament Materiel Management as a specialty could expect to perform the following type duties:

(1) Supervise direct support, general support and depot maintenance of field and air defense artillery, small arms, and fire control equipment or direct manufacture of weapons and components in the arsenal system.

(2) Develop plans, policies, procedures, and doctrine relating to supply and maintenance of armament materiel.

(3) Supervise implementation of supply management procedures related to armament materiel at inventory control centers and depots.

(4) Plan and direct storage, maintenance, salvage, classification and disposition activities related to armament materiel.

(5) Serve as commander or staff officer of a general logistics support unit.

(6) Serve as Project Manager for new weapons systems.

d. During the lieutenant phase of professional development, many newly commissioned officers will have the opportunity of completing the 10-week Armament Maintenance and Repair Officer Course at the US Army Ordnance School, Aberdeen Proving Ground, Maryland. The purpose of this course is to provide officers with a working knowledge of field maintenance organizations, Army maintenance and supply systems as related to armament materiel, and an understanding of maintenance battalion operations. Officers programmed for an assignment requiring armament skills related to aircraft weapons systems may complete the Aircraft Armament Maintenance Supervisor Course, also conducted by the US Army Ordnance School. This course provides selected officers with a working knowledge in the operation, functioning, installation/removal, inspection/testing, trouble-shooting and repair of all aircraft armament subsystems.

e. Advanced civil schooling in support of the Armament Materiel Management specialty would be in one of the following disciplines: mechanical engineering, hydraulic engineering, metallurgical engineering, industrial engineering, industrial management.

f. At figure 24-10 is a Professional Development Guide for officers in the Armament Materiel Management specialty.

(Fold-in pages 24-21 and 24-23 to follow here will be found in the back of this pamphlet.)

24-13. Tank and Ground Mobility Materiel Management Specialty. *a.* Tank and Ground Mobility Materiel Management is a basic entry logistics specialty which encompasses those positions relating to the life cycle management of tank and ground mobility equipment including tracked, wheeled, and general purpose vehicles. Positions in this specialty are found at all levels of the Army from company and battalion to major command. Officers in this specialty may perform a variety of life cycle functions relating to tank and ground mobility materiel. These functions include research and development, test and evaluation, procurement and production, inventory control, distribution, maintenance, supply, storage, and disposal. Normally, officers in the lieutenant and captain phases will serve in a number of assignments, each developing skills in a different functional area. In the later phases, officers will perform duties requiring the integration of the skills developed in earlier phases.

b. The principal MOS included in this specialty is 0600, Motor Officer. Many positions identified by MOS 4815, Mechanical Maintenance Officer, are also included. Other MOS related to specific logistics functions, such as supply, would be included in this specialty if the majority of the supply activities related to tank and ground materiel.

c. Officers having Tank and Ground Mobility Materiel Management as a specialty can expect to perform the following type duties:

(1) Direct organizational maintenance activities within a unit to include assignment, classification, diagnosis of malfunction, repair, replacement of parts, overhaul of components, assembly, testing, and final inspection.

(2) Supervise the reconditioning of equipment.

(3) Plan the maintenance support of new materiel items.

(4) Supervise supply operations in support maintenance activities.

(5) Command or serve as staff maintenance officer of units engaged in providing direct support, general support, or depot maintenance of tank and ground mobility materiel.

(6) Advise commander and staff elements of maintenance policies, plans, and programs.

(7) Serve as Project Manager for selected items.

d. During the lieutenant phase, newly commissioned officers may have the opportunity of completing the Maintenance or Mechanical Maintenance Officer Courses conducted by the

US Army Ordnance School, Aberdeen Proving Ground, Maryland. Both courses are 8 weeks in duration. The Maintenance Officer Course provides officers with a knowledge of maintenance management, organizational maintenance management, and support maintenance operations and management related to Army materiel in general. The Mechanical Maintenance Course provides the officer with similar knowledge but related to mechanical materiel. The Motor Officer Course offered by the US Army Armor School at Fort Knox, Kentucky provides officers with a working knowledge of administrative and technical procedures, techniques, and data necessary to advise, direct, or supervise organizational maintenance at unit level.

e. Advanced civil schooling in support of this specialty would be in such disciplines as mechanical engineering, automotive engineering, electrical engineering, industrial engineering or industrial management.

f. At figure 24-11 is a Professional Development Guide for officers having Tank and Ground Mobility Materiel Management as a specialty.

24-14. Construction and Marine Materiel Management Specialty. *a.* The Construction and Marine Materiel Management specialty is a basic entry logistics specialty which encompasses those positions related to research and development, test and evaluation, procurement and production, inventory control, distribution, disposal, maintenance, supply, and storage of construction and marine materiel. Construction and marine materiel includes barriers and bridging, water purification equipment, construction equipment to include cranes, earth augers, power rollers, well drilling equipment, and materiel handling equipment, and marine and amphibious equipment.

b. The principal MOS included in this specialty are 7211, Marine Hull Maintenance Officer, and 7221, Marine Engine Maintenance Officer. Also included are positions in MOS 4200, Supply and Service Officer, that relate to construction and marine materiel. Other MOS related to specific logistics functions, such as maintenance, would be included in this specialty if the majority of the supply activities were related to construction or marine materiel.

c. Officers having Construction and Marine Materiel as a specialty can expect to perform the following type duties:

(1) Direct procurement, receipt, storage, is-

sue, and accounting for construction supplies, equipment, spare parts, and assemblies.

(2) Control inventories of construction materiel at Army Depots.

(3) Direct warehouse storage of marine and construction supplies.

(4) Serve as staff officer in a commodity command.

(5) Implement policies and procedures relating to repair and maintenance activities.

(6) Plan and direct alterations, conversions, maintenance, repair, and salvage of hulls and superstructures of Army vessels.

(7) Prepare specifications and designs for conversion or repair of marine engines and equipment.

d. Newly commissioned officers may complete the Harbor Craft Engine Operations Course conducted by the US Army Transportation School, Fort Eustis, Virginia. This course provides officers with a general knowledge of the operations and maintenance of engines and auxiliary machinery, and pipefitting and shipfitting techniques. Officers not completing this course will be considered for the Maintenance Officer Course. This 8-week course conducted by the US Army Ordnance School, Aberdeen Proving Ground, Maryland provides officers with an introduction to maintenance management, general and direct support maintenance operations, and an understanding of The Army Maintenance Management System (TAMMS).

e. Officers desiring advanced civil schooling in support of this specialty should consider pursuing a degree in logistics management.

f. At figure 24-12 is a Professional Development Guide for officers having Construction and Marine Materiel Management as a specialty.

24-15. POL Management Specialty. *a.* The Petroleum, Oil, and Lubricant (POL) Management specialty is a basic entry logistics specialty which encompasses those positions relating to procurement, storage, in-storage surveillance (testing), accounting, handling, distribution, and disposal of POL items. POL items include all lubricants and fuels, both bulk and packaged, used in support of the Army mission. Positions in this specialty are found at all levels of the Army structure from company and battalion to major command, with positions in joint activities as well.

b. The primary MOS in this specialty is 4960, Petroleum Products Supply Officer. Other MOS related to specific logistics functions, such as supply, would be included in this specialty if

the majority of the supply activities were related to POL.

c. Officers having POL Management as a specialty can expect to perform the following type duties:

(1) Prepare plans and policies for the supply and distribution of petroleum products.

(2) Direct operation of base or mobile laboratories engaged in inspection and testing of petroleum products.

(3) Establish depots, tank farms, and supply points for POL products in support of field operations.

(4) Plan and direct the operation and maintenance of POL pipeline distribution systems.

(5) Direct operation of fuel dispensing systems and bulk storage facilities.

(6) Resolve technical problems related to determination, estimation, computation and analysis of requirements.

(7) Contract for storage and handling of government owned fuel.

d. Newly commissioned officers scheduled for a POL specialty assignment will in most cases complete the 13-week Petroleum Officer Course conducted by the US Army Quartermaster School, Ft. Lee, VA. The purpose of this course is to provide officers with a working knowledge of functions, duties, and responsibilities of petroleum supply and laboratory techniques. Additionally, the supply of POL in a combat zone, to include terminal and pipeline operations, is covered.

e. Officers desiring advanced civil schooling in support of this specialty should pursue an advanced degree in petroleum management, petroleum engineering, or logistics management.

f. As stated in section I, officers may choose their alternate specialty from a number of specialties; however, officers having POL Management as a primary specialty should consider requesting Procurement or Supply Management as an alternate specialty. Since many colonel requirements in the POL field require a background in procurement, a POL/procurement combination is highly desirable. The benefit of a POL/Supply Management background results primarily from the opportunity afforded to master Army logistical doctrine, concepts, and planning which ultimately will have a direct impact on the petroleum field.

g. At figure 24-13 is a Professional Development Guide for officers having POL Management as a specialty.

24-16. Food Management Specialty. *a.* The Food Management specialty is a basic entry

(Fold-in pages 24-27, 24-29 and 24-31 to follow here will be found in the back of this pamphlet.)

logistics specialty which encompasses those positions relating to the direction of research, development, test, evaluation, and procurement of food and allied equipment; determination of food requirements, receipt, storage, issue, accounting and disposal of subsistence items, and supervision of food service activities within a command. Also included in this specialty are those positions related to the operation of the worldwide commissary network to include procuring, storing, issuing, selling, and accounting for subsistence supplies. Positions in this specialty are found at all levels of the Army from company and battalion to major command, with positions in joint activities as well.

b. The primary MOS in this specialty are 4130, Subsistence Officer; 4114, Food Advisor; 4120, Bakery Officer; and 4223, Commissary Officer. Other MOS related to specific logistics functions, such as supply, would be included in this specialty if the majority of the supply activities were related to subsistence items.

c. Officers having Food Management as a specialty can expect to perform the following type duties:

(1) Plan and coordinate command food programs.

(2) Conduct studies relating to individual food preference, food requirements, food conservation, dining facility operations, and menu planning.

(3) Supervise issue of rations or subsistence supplies to field ration dining facilities and related activities. Supervise receipt, storage and distribution of food at wholesale and retail levels to include cold stores, Class I Supply Points, and issue commissaries.

(4) Monitor execution of purchase contracts.

(5) Manage the operation of commissary stores.

(6) Supervise the requisitioning of subsistence supplies from depots and market centers.

(7) Monitor as directed the acquisition of subsistence items for use in the Military Assistance Program and other government controlled programs.

(8) Commissary management at intermediate, major command and DA level.

d. Newly commissioned officers scheduled for a subsistence related assignment may complete one of several specialty courses. The 13 week Subsistence Officer Course conducted at the US Army Quartermaster School, Ft. Lee, Virginia provides attending officers with a working knowledge of the policies, principles, standards,

and techniques involved in the management of subsistence operations to include subsistence procurement procedures. The 7-week Commissary Operations Course provides officers with a working knowledge of commissary operations to include accounting procedures, merchandising techniques, and inventory control. The 12-week Food Advisor/Technician Course provides officers with a working knowledge of the functions of dining facility management, nutrition and menu planning, theory and principles of food preparation, and operation of field dining facilities.

e. Advanced civil schooling in support of the Food Management specialty would be in such disciplines as food technology, or food marketing and distribution.

f. Officers having this specialty designated as their primary specialty should consider requesting Logistics Services or Procurement as their alternate specialty, although they are free to request any specialty listed in section I. The benefit of a Food Management/Procurement combination is that many senior officer positions in Food Management require a background in procurement. The benefit of a Food Management/Logistics Services combination derives from the opportunity to gain an overview of Army-wide logistical service doctrine, concepts and planning which ultimately have a direct impact on subsistence.

g. At figure 24-14 is a Professional Development Guide for officers having Food Management as a specialty.

24-17. General Troop Support Materiel Management Specialty. a. General Troop Support Materiel Management is a basic entry logistics specialty which encompasses those positions relating to research and development, testing and evaluation, procurement, storage, handling and distribution of clothing, individual equipment and general supplies to include textiles, footwear, helmets, body armor, bedding, tentage, canvas equipment, and Class II supplies. Also included in this specialty are positions related to the aerial delivery of supplies and equipment and the inspection, cleaning, repair, testing, supply, packing, rigging and storage of air drop materiel. Positions in this specialty are found at all levels of the Army from company and battalion to HQDA, with positions in joint activities as well.

b. The principal MOS found in this specialty is 4820, Parachute Maintenance and Aerial Supply. Also included are those positions in MOS 4201, Supply Management Officer, and

4200, Supply and Service Officer that relate to general troop support materiel.

c. Officer having General Troop Support Materiel Management as a specialty can expect to perform the following type duties:

(1) Direct rigging of supplies and equipment for aerial delivery, utilizing all types of aerial delivery containers, heavy drop kits, and cargo parachutes.

(2) Direct and supervise recovery of aerial delivered equipment and supplies.

(3) Monitor the movement of supplies in support of the Military Assistance Program and programs of other Federal Civil agencies.

(4) Formulate plans for and coordinate receipt, storage, and issue of general supplies.

(5) Participate in development and testing of textiles.

(6) Direct the cataloging, determination of requirements, distribution, overhaul, and disposal of materiel.

(7) Manage the operation of retail clothing stores.

d. Newly commissioned officers scheduled for a General Troop Support Materiel assignment may complete one of two courses. The Parachute Maintenance and Aerial Supply Officer Course conducted by the US Army Quartermaster School, Ft. Lee, Virginia is designed to prepare commissioned officers to supervise the packing, repair, and maintenance of personnel and cargo parachutes and airdrop equipment; the rigging and loading of cargo in an aircraft; and the recovery of parachutes and airdrop equipment. Officers attending this course are required to be qualified parachutists. The other course available to officers in this specialty is the Army Supply Management Officer Course, also taught at Ft. Lee. This course provides each officer with a working knowledge of supply policies and procedures applicable to all classes of supply and a general knowledge of the operation of the Army supply system.

e. Officers desiring advanced civil schooling in support of this specialty should pursue the following disciplines: logistics management or textile engineering.

f. As stated in section I, officers may choose their alternate specialty from a number of specialties; however, officers with General Troop Support Materiel Management as one of their specialties should consider requesting either Supply Management or Procurement as their alternate specialty. In many cases officers having one of these as an alternate specialty will be able to have assignments which concur-

rently utilize the skills developed in both their primary and alternate specialties.

g. At figure 24-15 is a Professional Development Guide for officers having General Troop Support Materiel Management as a specialty.

24-18. Traffic Management Specialty. a. The Traffic Management specialty is a basic entry logistics specialty which encompasses those positions related to the planning, coordination, and control of movement of personnel, personal property, and equipment on commercial and military transport systems. Positions in the Traffic Management specialty are in all commissioned officer grades. Most are located in major command headquarters, installation and depot staffs and with movement control units overseas. Positions are found in both operational and staff activities within both Army and joint staffs.

b. The principal MOS found in this specialty are 2640, Troop Movement Officer; 0693, Transportation Traffic Management Officer; 0694, Transportation Movement Officer; and 0612, Field Transportation Officer.

c. Officers having Traffic Management as a specialty can expect to perform the following type duties:

(1) Command Transportation Movement Control units in a theater of operations with responsibility for planning, programing, and controlling personnel and cargo movements within a geographic area.

(2) Serve as transportation staff officers in analyzing transport mode, capabilities, networks and facilities.

(3) Establish policies and procedures for the shipment of cargo by commercial or military container and insure the efficient use of containers.

(4) Supervise activities involved in the packing, crating, marking, and documentation of cargo for shipment by all transportation modes.

(5) Determine proper fares, charges, rules, regulations, and services in conjunction with the movement of personnel and cargo by commercial transportation.

d. Newly commissioned officers programed for a traffic management assignment may complete the Installation Traffic Management course conducted by the US Army Transportation School, Ft Eustis, Virginia. This 5-week course provides officers with a working knowledge of commercial and military traffic functions, and a general knowledge of transporta-

(Fold-in pages 24-35 and 24-37 to follow here will be found in the back of this pamphlet.)

tion functions at installation level. During the captain or major phases, officers may complete the 4-week Defense Advanced Traffic Management course, also conducted by the Transportation School. This course provides advanced training for officers involved in traffic management activities.

e. Officers desiring advanced civil schooling in support of the Traffic Management specialty should pursue a degree in one of the following disciplines: transportation management, or economics (Foreign Trade).

f. At figure 24-16 is a Professional Development Guide for officers in the Traffic Management specialty.

24-19. Marine and Terminal Operations Specialty. a. Marine and Terminal Operations is a basic entry specialty which encompasses those positions related to the management and operation of the Army's worldwide terminal and port facilities and watercraft units. Positions in this specialty are found at all levels of Army organization, and include both operational and staff activities.

b. The principal MOS found in this specialty are 0801, Harbormaster; 0804, Cargo Officer; 0815, Port Operations Officer; 0825, Harbor Craft Unit Commander; and 0668, Amphibious Craft Officer.

c. Officers having Marine and Terminal Operations as a specialty could expect to perform the following type duties:

(1) Supervise terminal operations to include directing cargo loading aboard ships, the operation of intransit storage areas, cargo accounting and documentation, and port facilities management.

(2) Command and control the operation of water transportation equipment assigned to a port.

(3) Program and supervise the movement of troops and cargo through ports and terminals.

(4) Participate in the development of equipment, organization, and doctrine to support transportation missions in terminal operations.

(5) Determine throughput capacity of terminal facilities.

(6) Command boat units in overseas areas providing support to forces in logistical over the shore or by coastal and inland waterway delivery.

(7) Command transportation units engaged in loading, unloading, or transferring cargo at rail, air, highway and ocean terminals.

d. Newly commissioned officers programed for a Marine and Terminal Operations assign-

ment may complete the 8-week Cargo Officer course conducted by the US Army Transportation School, Ft Eustis, Virginia. This course provides officers with a working knowledge of cargo planning procedures, terminal organization and operating procedures, and the principles of combat loading.

e. Officers desiring advanced civil schooling in support of the Marine and Terminal Operations specialty should pursue a degree in either transportation management or logistics management.

f. At figure 24-17 is a Professional Development Guide for officers in the Marine and Terminal Operations specialty.

24-20. Highway and Rail Operations Specialty. a. The Highway and Rail Operations specialty is a basic entry specialty which encompasses those positions related to the movement of personnel and cargo by highway or rail. It includes both operation and management of the two transport modes. Highway and rail transport plays an important part in sustaining the viability of the Army's supply lines. Both modes are employed in active theaters from ports to initial depots, with highway elements being additionally involved in delivery of materiel to the ultimate user. Currently rail units are located only in the Army reserve force structure; however, officers possessing expertise in this field are needed to provide interface between the Army and commercial carriers both overseas and in the United States.

b. The principal MOS included within this specialty are MOS 0660, Highway Transport Officer; 0615, Highway Traffic Engineer; and 0609, Highway Transport Planning Officer.

c. Officers having Highway and Rail Operations as a specialty can expect to perform the following type duties:

(1) Command truck unit, car unit, or administrative motor pool to include truck terminal and trailer transfer points in overseas areas and in the United States.

(2) Direct highway transport or motor pool operations to include related maintenance, supply, and employment.

(3) Plan for the utilization of highways and motor transport equipment.

(4) Conduct studies related to traffic operations with the objective of improving traffic flow.

(5) Supervise hauling of cargo and movement of personnel by motor transport.

d. Officers desiring advanced civil schooling

in support of this specialty should pursue a degree in one of the following disciplines: transportation management or logistics management.

e. At figure 24-18 is a Professional Development Guide for officers in the Highway-Rail Operations specialty.

24-21. Maintenance Management Specialty. a. Maintenance Management is an advanced entry logistics specialty which encompasses—

(1) Positions related to the actual maintenance (inspection, testing, service, repair, overhaul and reclamation) of materiel items that, when taken together, cannot be associated with a single commodity or commodity grouping.

(2) Positions related to formulation and review of overall maintenance plans, programs, and policies designed for implementation at HQDA or subordinate headquarters with the objective of promoting logistics readiness by improved maintenance effectiveness.

b. Many officers will have the opportunity of serving in positions associated with the Maintenance Management specialty while in the grades of lieutenant and captain. The experience gained in such positions will be of benefit to officers pursuing Maintenance Management as a specialty; however, previous experience is not required of those officers requesting Maintenance Management as a specialty. Similarly, officers with previous maintenance experience are not required to request Maintenance Management solely because of their experience.

c. Principal MOS included in this specialty are 4011, Maintenance Staff Officer and 4803, Maintenance Officer.

d. Officers having Maintenance Management as a specialty can expect to perform the following type duties:

(1) Command or serve as staff maintenance officer of units engaged in direct support, general support, and depot maintenance of Army materiel.

(2) Serve as staff maintenance officer and coordinate all maintenance activities of a command.

(3) Plan for mobilization maintenance and logistic readiness.

(4) Supervise the career programs and training of maintenance personnel.

(5) Assist in review of maintenance support planning for new items of materiel.

(6) Monitor effectiveness of the Army Maintenance Management System.

(7) Manage CONUS installation maintenance activities.

e. Officers with Maintenance Management as a specialty may complete one or more courses appropriate to mid-career level instruction. These are the Maintenance Officer Course, Maintenance Management Course, Defense Maintenance Management Information Systems Course, and the Defense Industrial Maintenance Management Course.

(1) The 8-week Maintenance Officer Course conducted by the US Army Ordnance School at Aberdeen Proving Ground, Maryland serves to provide the non-logistics branch officer, and the logistic branch officer with limited experience in maintenance management, with a general knowledge of the Army Maintenance System with emphasis on organizational and support maintenance operations.

(2) The 6-week Maintenance Management Course at the US Army Logistics Management Center, Ft. Lee, Virginia is designed to provide the mid-level manager with knowledge relating to formulation and implementation of plans, programs, and budgets as they relate to maintenance, control systems, control techniques and management of maintenance operations.

(3) The 3-week Defense Maintenance Management Information Systems Course offered at the Air Force's School of Systems and Logistics at Wright Patterson AFB, Ohio is designed to provide the mid-level manager with knowledge related to collection, analysis, and utilization of maintenance data generated by the Department of Defense maintenance management systems. Emphasis is placed on analytical appraisal of field maintenance data.

(4) The 4-week Defense Industrial Maintenance Management Course, also conducted by the USAF School of Systems and Logistics, is designed to provide professional development for mid-level managers involved in directing and controlling maintenance functions at depot and industrial levels. The course stresses the concepts and principles of industrial management as applied to the planning process, and develops skills in the quantitative techniques available to management for use in decision-making.

(5) The 2-week Decision Risk Analysis for Logisticians Course at the US Army Logistics Management Center is directed to logistics problems that may be encountered by supply or maintenance officers. This course provides instruction on the systematic treatment of risks and uncertainties that may be encountered in complex logistics problems.

f. Officers desiring advanced civil schooling in support of this specialty should pursue one of

(Fold-in pages 24-41, 24-43, 24-45 and 24-47 to follow here will be found in the back of this pamphlet.)

the following disciplines: industrial management or logistics management.

g. At figure 24-19 is a Professional Development Guide for officers having Maintenance Management as a specialty.

24-22. Supply Management Specialty. *a.* Supply Management is an advanced entry logistics specialty which encompasses—

(1) Those positions where one or more of the functions of supply are performed on materiel items that cannot be associated with a single commodity or commodity grouping.

(2) Those positions related to the operation of the supply system. Included in this specialty are stock control, supply control, and inventory control which consists of cataloging, requirements computation, storage, in storage maintenance, and distribution. The supply functions of disposal and procurement are found in the Logistics Services and Procurement specialties respectively. Positions in this specialty embrace the broader aspects of supply since supply operations related to single commodities or single commodity groupings are found in the commodity specialties. Positions in this specialty are found at all levels of the Army organization, with many in joint staffs and activities as well.

b. Many officers will have the opportunity of serving in positions associated with the Supply Management specialty while in the grade of lieutenant and captain, particularly officers of non-logistics branches who serve as unit S-4's. The experience gained in such positions will be of benefit to officers pursuing Supply Management as an alternate specialty; however, previous experience is not required of those officers who request this specialty as an alternate. Similarly, officers with previous supply experience are not required to request this specialty solely because of their experience.

c. The principal MOS found in this specialty are 4201, Supply Management Officer; 4445, Storage Officer; 4010, Staff Supply Officer; 4403, Foreign Aid Supply Officer; and those 4200, Supply and Service Officer, positions that relate to multicommodity supply activities.

d. Officers having Supply Management as a specialty can expect to perform the following type duties:

(1) Command or serve as staff officer of a unit engaged in supply activities.

(2) Plan, control and supervise the operation of storage facilities.

(3) Assist in the design and development of standard supply data systems.

(4) Operate and manage assigned supply data systems.

(5) Test and evaluate procedures related to computation of requirements, reporting, and distribution of supplies and equipment.

(6) Forecast projected requirements for equipment and supplies.

(7) Direct receiving, warehousing, care and preservation, and shipment of supplies and equipment.

(8) Develop foreign aid materiel requirements in accordance with governmental policy.

(9) Supervise operation of Inventory Control Centers.

(10) Manage CONUS installation supply activities.

e. There are three courses appropriate to mid-career level professional development of officers with Supply Management as a specialty. The Army Supply Management Officer Course conducted by the US Army Quartermaster School, Ft. Lee, Virginia, provides officers with a working knowledge of policies and procedures applicable to all classes of supply. This course provides an overview of supply operations that benefits officers having a limited background in supply management. The Defense Inventory Management Course conducted by the US Army Logistics Management Center, Ft. Lee, Virginia, is a 6-week course which prepares officers to serve in positions related to the management of materiel inventories. Covered in this course are the methods used in determining requirements for various categories of supply and the management of inventory through such tools as financial management and policies regarding the retention and ultimate disposition of materiel. During the major and lieutenant colonel phases, officers may attend the Defense Advanced Inventory Management Course at the Army Logistics Management Center. This course is broader in scope and covers commodity management, the organizational concepts of the Defense Supply System, and logistics planning, programming, budgeting, and financial management. The Supply Staff Officer Course (S-4/G-4) at the Quartermaster School provides officers with a working knowledge in planning, directing, supervising, and coordinating composite activities relating to supply, evacuation, transportation, services and other logistical activities as appropriate for officers serving as a S-4/G-4 of a tactical organization or as a Director of Industrial Operations at a CONUS installation.

f. Officers desiring advanced civil schooling in support of this specialty should pursue a degree in either industrial or logistics management.

g. At figure 24-20 is a Professional Development Guide for officers having Supply Management as a specialty.

24-23. Logistics Services Management Specialty. *a.* Logistics Services Management is an advanced entry logistics specialty which encompasses those positions involving the technical and supervisory responsibilities associated with management of the Army/Air Force Post Exchange System, collection and disposal of unserviceable and surplus military materiel, direction of the Army's memorial activities program, installation and operation of laundry, drycleaning, shower bath, and fumigation facilities, and management of post billeting facilities. Positions in this specialty exist at all levels of the Army structure from company and battalion to major command. Such positions may entail responsibilities for a single logistics service or may, as in the case of a Director of Services or equivalent position, require skills associated with several logistics services.

b. Although Logistics Services is an advanced entry specialty, many officers will have the opportunity of serving in a logistics services position while in the grade of lieutenant or captain. The skills acquired in these assignments will be of benefit to officers having Logistics Services Management as an alternate specialty; however, previous experience is not a prerequisite for requesting Logistics Services Management as an alternate specialty. Similarly, officers with prior experience in Logistics Services Management are not required to request Logistics Services Management solely because of such experience.

c. The principal MOS in this specialty are 4210, Army Exchange Officer; 4600, Property Disposal Officer; 2430, Graves Registration Officer; 4830, Laundry and Fumigation Officer, and 4601, Salvage Collection Officer.

d. Officers having Logistics Services Management as a specialty can expect to perform the following type duties:

(1) Determine requirements and develop plans for total logistics services support under war or emergency conditions.

(2) Develop plans and programs for current and future operations of Army/Air Force exchanges and related sales outlets.

(3) Direct the receipt, handling, and disposition of scrap, salvage materiel, surplus and

abandoned property, and items of supply and equipment which cannot be economically repaired.

(4) Establish and operate salvage collection points and property disposal facilities.

(5) Supervise, direct and support on-post housing programs.

(6) Direct and monitor logistics services provided by staff and field activities.

(7) Direct operations of mobile, semimobile or fixed laundries, drycleaning plants, shower bath units, or fumigation facilities.

(8) Supervise registration and marking of graves, collection of personal effects, funeral arrangements, and operation of military cemeteries.

e. Most officers having Logistics Services Management designated as one of their specialties and who have not had related experience will complete the Supply and Services Officer Course conducted by the US Army Quartermaster School, Ft. Lee, Virginia. This course provides officers with a working knowledge of supply and service policies, principles and procedures; the capabilities and employment of supply and service support units; and field supply management and accounting procedures. Those officers programed for post exchange management positions may complete the Army-Air Force Exchange Management Course in Dallas, Texas. This course is designed to provide officers with a working knowledge of the general management and operations of installation exchanges to include finance, accounting, and budgeting procedures. Officers programed for an assignment in the property disposal field may complete either the Property Disposal Operations Course or the Defense Advanced Property Disposal Management Course at the Army Logistics Management Center. Both courses cover responsibilities, processing of property, accounting procedures, and commercial law as applied to disposal; sale and contracting procedures; and management controls and operations. The Memorial Activities Officer Course at the Quartermaster School is designed to provide officers with a working knowledge of the duties and responsibilities assumed by officers assigned to support the Army's Memorial Activities Program. The Defense Family Housing Management Officer Course at the Army Logistics Management Center provides officers with a working knowledge of the policies, procedures, and techniques of family housing management to include maintenance and budgeting, operations, administration, and utilization.

(Fold-in pages 24-51 and 24-53 to follow here will be found in the back of this pamphlet.)

f. Advanced civil schooling in support of this specialty would be in one of the following disciplines: administration, economics, marketing, industrial management or logistics management.

g. At figure 24-21 is a Professional Development Guide for officers having Logistics Services Management as a specialty.

24-24. Transportation Management Specialty.

a. Transportation Management is an advanced entry logistics specialty which encompasses positions related to all facets of transportation at the higher level by performing command and staff duties related to planning, coordination and evaluation of water, rail, highway, and air transportation systems; assessment of transport capabilities in terms of current and projected requirements; operation of integrated transport facilities; and preparation of contingency transportation plans.

b. Many officers will have the opportunity of serving in positions associated with the Transportation Management specialty while in the grade of lieutenant or captain. This is particularly true for officers having Marine and Terminal Operations, Highway-Rail Operations, or Traffic Management as their primary specialty. Experience gained in such positions will benefit officers having Transportation Management as an alternate specialty; however, prior experience is not required of officers requesting Transportation Management as a specialty. Similarly, officers with previous transportation experience are not required to request Transportation Management as an alternate specialty solely because of such experience.

c. The principal MOS in this specialty is 0692, Transportation Officer.

d. Officers having Transportation Management as a specialty can expect to perform the following type duties:

(1) Command major transportation units engaged in cargo movement, troop movement or patient evacuation in overseas areas or in the United States.

(2) Supervise the evaluation, analysis, and development of transportation systems.

(3) Serve in instructor, advisory, and executive positions pertaining to the entire range of transportation functions within the military services.

(4) Establish priorities for allocation of personnel and equipment to transportation organizations.

(5) Coordinate with other services in the joint use of transportation facilities and carriers.

(6) Provide transportation expertise on the employment of transportation resources at all staff levels, and on the planning and conduct of transportation operations.

(7) Develop doctrine pertaining to transportation policies and procedures.

(8) Serve as installation transportation officer.

e. Officers desiring advanced civil schooling in support of this specialty should pursue either transportation management or logistics management.

f. At figure 24-22 is a Professional Development Guide for officers having Transportation Management as a specialty.

24-25. Procurement Specialty.

a. Procurement is an advanced entry logistics specialty which encompasses positions related to purchasing, renting, leasing, or otherwise obtaining supplies, services, and materiel which would include, for example, missiles, aircraft, tanks, other weapons systems and electronics. Also included are positions involving advance procurement, planning, negotiation, award of contracts, contract administration, and related matters such as price redetermination, termination, and settlement. Positions in this specialty are found not only in Army organizations, but also in the Office of the Secretary of Defense, and throughout the Defense Service Regions (DCASR's) conduct the contract administration and provide such services as inspection and acceptance of finished products, industrial security, quality control, and contract payments.

b. Although Procurement is an advanced entry specialty, many officers will have the opportunity of serving in procurement positions while in the grade of lieutenant or captain. Skills acquired in these assignments will benefit officers having Procurement as an alternate specialty; however, prior experience is not a prerequisite for requesting Procurement as a specialty. Similarly, officers with previous procurement experience are not required to request Procurement solely because of such experience.

c. The principal MOS included in this specialty are 4319, Procurement Control and Production Officer; and 4320, Procurement Officer.

d. Officers having Procurement as a specialty can expect to perform the following type duties:

(1) Manage procuring activities; evaluate effectiveness of organization and operating methods of the procurement function.

(2) Perform as contracting officers.

(3) Perform as contract negotiators.

(4) Conduct preaward surveys to determine contractor responsibility to perform.

(5) Monitor performance of contractors to assure compliance to contract provisions.

(6) Evaluate, review and analyze bids and proposals for responsiveness to requirements and select successful contractors.

e. There are three courses available for the professional education of officers having Procurement as a specialty. The Defense Procurement Management Course is offered by the Army Logistics Management Center, Ft Lee, Virginia, and is designed to provide an overview of service procurement systems. The course includes a detailed study of procedures contained in Armed Services Procurement Regulations (ASPR), as well as a general survey of basic statutes and authorities governing military procurement. Field grade officers (0-4/0-5) with experience in procurement (3 years preferred) will be eligible for the program manager's course at the Defense Systems Management School located at Fort Belvoir, Virginia. This course develops the skills necessary to manage the procurement of weapons systems and to acquaint contracting officers, buyers, and negotiators with advanced procurement methods and technique development which impact upon weapons systems acquisition. Field grade officers may complete the Defense Advanced Procurement Management Course offered by the Army Logistics Management Center. This course is designed to provide officers with a better understanding of the management of procurement systems and operations.

f. Officers desiring Procurement as a spe-

cialty are required to have a baccalaureate degree in industrial engineering, industrial management, or business administration. Officers desiring advanced civil schooling in support of this specialty should pursue one of the following disciplines: procurement, logistics management, industrial management, or business administration.

g. At figure 24-23 is a Professional Development Guide for officers having Procurement as a specialty.

24-26. Logistics Management Specialty. a. General Description. Logistics Management differs from the other logistics specialties in that it consists of only colonel positions. Logistics Management positions are those colonel positions entailing responsibilities for more than two logistics functions (supply, maintenance, transportation, services, or procurement), or more than two commodities. In addition to these multicommodity positions, Logistics Management also includes positions involving the development of overall logistic concepts, doctrine and plans.

b. Since the object of professional development in the logistics specialties is to produce officers qualified to serve in high level managerial positions in logistics, any officer attaining the grade of colonel who has a logistics specialty may fill a Logistics Management position provided he possesses the requisite qualifications. Since all officers will be considered for these positions, there is no requirement to request Logistics Management as either a primary or alternate specialty.

c. Logistics Management positions are typified by the following—

<i>Positions</i>	<i>Organization</i>
Chief, Operations Division	Office, Assistant Secretary of the Army (Installations and Logistics)
Deputy Director of Plans, Doctrine and Systems	Office of the Deputy Chief of Staff for Logistics, Department of the Army
Chief, Master Planning Division	US Army Logistics Evaluation Agency
Chief of Staff	HQ, US Theater Army Support Command, Europe
Chief, Supply, Maintenance and Logistical Operations Division	USA Advisory Group, Korea
Chief, Integrated Logistics Division	Logistics Evaluation Agency
Director, Systems Design	US Army Logistics Center
Director of Industrial Operations	CONUS Installation

(Fold-in pages 24-57 and 24-59 to follow here will be found in the back of this pamphlet.)

CHAPTER 25

PERSONNEL SPECIALTIES

Section I. GENERAL

25-1. Description of the Personnel Specialties. The Personnel specialties encompass duty positions in all grades which require skills for managing and administering the recruitment, selection classification, assignment, development, utilization and motivation of the Army's personnel, and operation of the Army's club system. The specialties which address these functions are Personnel Administration, Personnel Management and Club Management.

a. Principal functions performed by officers in the Personnel specialties include—

(1) Provision of personnel services and administration.

(2) Personnel management of officers, warrant officers, enlisted personnel, and civilians employed by Department of the Army.

(3) Commanding and managing programs and activities related to operation of the Army's club system.

b. Officers in the Personnel specialties serve in the following types of duty positions within Department of the Army and Department of Defense.

(1) Adjutants, Adjutants General and Personnel officers of units and major command staffs.

(2) S1/G1/DPCA of unit, installation, and major command staffs.

(3) Personnel management officers and personnel staff officers at all levels of command.

(4) Commanders of field units such as personnel service companies, replacement companies and battalions, and personnel administration agencies.

(5) Recruiting and Induction Officers in the US Army Recruiting Command.

(6) Postal Officers and Recreational Services Officers.

(7) Leadership instructors (ROTC, USMA, Service Schools).

(8) Race Relations/Equal Opportunity Officers.

(9) Alcohol and Drug Control Officers.

(10) Members of advisory elements in Military Missions and Military Assistance Advisory Groups in foreign countries.

(11) Managers of clubs and club activities.

(12) Installation club managers.

(13) Staff Officers in US Army Club Management Agency (USACMA) Headquarters and regional offices.

(14) Commanders of USACMA regional offices.

c. Although separate functions have been identified for positions in Personnel Administration and Personnel Management, these functions are not mutually exclusive. The personnel administrator, for example, must be familiar with personnel management functions such as career development, leadership, and equal opportunities as he performs administrative and personnel services functions. Similarly, the personnel manager must be familiar with personnel administration activities such as personnel services and organizational administration; however, his primary efforts are directed at personnel development, utilization and motivation. These specialties require skills common to both. The areas of emphasis are different, however, due to the specialty requirements. Both specialties are concerned with the challenges associated with meeting the needs of the Army's people while meeting the Army's people needs. Thus both involve the application of a similar general management expertise.

d. A description of the Personnel specialties and officer professional development in these specialties is contained in sections II and III.

25-2. Role of the Officer in the Personnel Specialties. Officers serving in the Personnel specialties manage Army personnel worldwide. These broad responsibilities require that offi-

cers possess the most current managerial and administrative skills in order to insure that the: (1) Unit readiness of major commands is maximized by the timely recruiting, selection, assignment, training and continued development of technically competent, motivated, and disciplined personnel; (2) Needs of the Army and the individual soldier are integrated to the maximum practical extent; (3) Army Personnel system provides the individual soldier with assignment and career opportunities which will insure his job satisfaction, professional growth and development. More specifically, the role of an officer in each specialty is as follows:

a. In Personnel Administration officers supervise the operation of the Army's administrative management systems which include strength accounting, micromation, word processing and other sophisticated management procedures, preserve and control records, operate publication, postal and courier systems, and operate personnel activities from procurement to separation. Officers also have the opportunity to work in recreational services and direct recreational activities worldwide.

b. In the Personnel Management specialty officers supervise personnel activities from procurement to separation and retirement. Of primary concern, however, is the development, effective utilization and motivation of Army

personnel. They act as principal staff coordinators for the commander for activities impacting on these functions.

c. In Club Management officers develop expertise in a specialty offering many of the challenges of the hospitality industry. They provide valuable services and contribute to the morale and welfare of service personnel and their families as they supervise the operations of the club system.

d. Officers serving in Personnel are afforded the opportunity to develop skills essential to today's modern Army through a variety of assignments and military/civilian schooling. They serve in positions which directly affect the professional quality, quantity, management and leadership of the Army's most critical resource—people. The professional manner in which they perform their duties has a direct bearing on mission accomplishment.

25-3. Participation. *a.* Adjutant General Corps officers will have one of the Personnel specialties designated as primary upon entry on active duty.

b. Officers of other branches with any primary specialty may have one of the Personnel specialties as an alternate specialty. A limited number of these officers may have one of the Personnel specialties designated as their primary specialty, subject to approval by HQDA.

Section II. PERSONNEL SPECIALTIES

25-4 . Personnel Administration Specialty. *a.* The Personnel Administration specialty encompasses positions concerned with policy for and provision of personnel services and administration. Officers serving in this specialty bear important responsibilities for maintenance of the morale and welfare of Army personnel.

b. Officers in the Personnel Administration specialty serve at all organizational levels within Department of the Army and the Department of Defense in duty positions primarily related to—

(1) Policy formulation for and the provision of personnel services and organizational administration to include operation of personnel activities from procurement to separation, strength accounting, maintenance of personnel records, personnel data processing, personnel replacement operations, printing and publications management, postal and courier services, casualty reporting, awards and decorations,

files administration, recreational services, and Army bands.

(2) Service as Adjutant, Adjutant General, or personnel officer of units, installations, and major commands.

(3) Command of field units such as personnel service companies, replacement companies and battalions, and personnel and administration agencies.

(4) Service as staff officers in the Office of the Adjutant General, Office of the Deputy Chief of Staff for Personnel, the US Army Military Personnel Center, the US Army Adjutant General Center, the US Army Reserve Components Personnel and Administration Center, major commands, joint, and combined staffs, and the Office of the Secretary of Defense.

(5) Service as Personnel Administration advisors assigned to Military Missions and Advisory Groups in foreign countries.

c. The principal MOS in this specialty are—

MOS	Duty Title
0030 -----	Postal Officer
2110 -----	Adjutant or Adjutant General
2120 -----	Administrative Officer
2200 -----	Personnel Officer
2239 -----	Psychological Assistant
5000 -----	Recreational Services Officer
5241 -----	Army Band Officer

d. Approximately 40 percent of the Army's total requirements in the Personnel specialties are in the Personnel Administration specialty.

25-5. Personnel Management Specialty. a. The Personnel Management specialty encompasses positions concerned with the formulation of personnel policies and supervision of personnel operations to ensure the development, effective utilization, and motivation of personnel throughout the Army. Officers serving in the Personnel Management specialty bear important responsibilities for ensuring that properly trained, motivated and disciplined personnel are available at the right place, at the right time, to accomplish the Army's mission.

b. Officers in the Personnel Management specialty serve at all organizational levels within Department of the Army and the Department of Defense in duty positions primarily related to—

(1) Policy formulation, staff supervision, and execution of military and civilian personnel operations to include manpower plans and programs, procurement, classification, training, distribution, utilization, promotion, separation, professional development and the development of an organizational climate that enhances the attitudes, motivation, commitment and sense of well being of soldiers and their families.

(2) Service as S1/G1/DPCA of units, installations, and major commands.

(3) Service as Adjutant, Adjutant General or Personnel Officer of units, installations, and major commands.

(4) Service as personnel management officers and personnel staff officers in the Office of the Deputy Chief of Staff for Personnel, the US Army Military Personnel Center, the Reserve Components Personnel and Administrative Center, major commands, joint, and combined staffs, and the Office of the Secretary of Defense.

(5) Service as personnel management advisors assigned to Military Missions and Advisory Groups in foreign countries.

(6) Service as leadership instructors (ROTC, USMA, Service Schools).

(7) Service in positions involving behavioral science research.

(8) Service as Race Relations/Equal Opportunity Officers.

(9) Service as Alcohol and Drug Control Officers.

(10) Service as Recruiting and Induction Officers.

(11) Service in positions involving individual training management.

c. The principal MOS in this specialty are—

MOS	Duty Title
2110 -----	Adjutant or Adjutant General
2200 -----	Personnel Officer
2210 -----	Personnel Management Officer
2260 -----	Personnel Staff Officer
2310 -----	Recruiting and Induction Officer
2350 -----	Race Relations/Equal Opportunity Officer

d. Approximately 55 percent of the Army's total requirements in the Personnel specialties are in the Personnel Management specialty.

25-6. Club Management Specialty. a. The Club Management specialty encompasses positions concerned with the management and operation of Army club systems. Officers serving in this specialty are responsible for the efficient management of Army clubs and their contribution to the morale and welfare of service personnel.

b. Officers serving in the Club Management specialty will normally be assigned to positions in posts, camps, stations and other installations, and the US Army Club Management Agency. These positions include—

(1) Installation Club Manager

(2) Regional Commander, US Army Club Management Agency

(3) Staff positions with the US Army Club Management Agency

(4) Officer Branch Manager

(5) Administrative Support Branch Manager

c. This specialty includes the following MOS: MOS 4112, Club Management Officer.

d. Approximately 5 percent of the Army's total requirements in the Personnel specialties are in the Club Management specialty.

e. Each officer desiring to participate in the Club Management specialty must undergo a CID records check. USACMA will review the results of the records check and determine the individual's suitability to enter the Club Management specialty.

f. The grade of officers assigned to club positions at installation level is determined by the

sales volume of the operation. The larger the sales volume the higher the grade authorized. Figure 25-4 depicts the size of operations and duty assignments Club Management officers can expect at various stages of professional development.

g. Club Management positions encompass a vast and complex field requiring an intimate working knowledge of the various facets of club

operations. In addition to the two management courses and advanced civil schooling opportunity, the specialty offers other training programs to prepare officers for assignments. Various workshops and seminars are conducted to keep club managers abreast of innovations in the hospitality industry. Selected officers will have an opportunity to participate in education with industry.

Section III. PROFESSIONAL DEVELOPMENT

25-7. Professional Development Objectives. The overall objectives of professional development in the Personnel specialties are—

a. To provide highly qualified officers possessing the skills required for effective performance of duty in personnel positions of high responsibility.

b. To provide a pool of exceptionally well qualified officers, possessing both managerial skills and outstanding executive talents, capable of filling positions of the highest responsibility in the Army.

25-8. Lieutenant Phase. *a.* The objectives of this phase are to prepare newly commissioned officers for their first duty assignment and to attain maximum practical experience in troop leadership and personnel functions. Adjutant General's Corps officers appointed in the Regular Army will serve a 1 year detail with a combat arm, where they will have an opportunity to gain practical experience in personnel management at the unit level, and to exercise leadership through command of a platoon or company. Upon completion of detail they will commence their development in a Personnel specialty. All Adjutant General's Corps officers will receive their initial development in one of the Personnel specialties.

b. Typical duty assignments during this phase for each of the Personnel specialties are listed in figures 25-1, 25-2 and 25-3.

c. Education and training during this phase include completion of the officer basic course followed by specialty training as required. Officers who volunteer may be selected for airborne and ranger training. Adjutant General's Corps Officers appointed in the Regular Army will attend the basic course of the branch to which detailed. Officers who will serve in Club Management positions will complete the Open Mess Management course conducted by the US Army Quartermaster School, Fort Lee, Virginia.

25-9. Captain Phase. *a.* The objectives of this phase are to continue development in the officer's primary specialty, and commence development in his alternate specialty. The alternate specialty for Adjutant General's Corps officers will be another Personnel specialty or any of the other specialties as outlined in Chapter 2. Officers of branches other than Adjutant General's Corps may commence development in a Personnel specialty during this phase.

b. Typical duty assignments during this phase are listed in figures 25-1, 25-2 and 25-3.

c. Education and training during this phase consist of completion of the appropriate branch advanced course, to include studies related to the Personnel specialties. Officers participating in the Club Management specialty will also attend the Installation Club Manager Course. Selected officers may also receive civil schooling in personnel related disciplines at either the baccalaureate or graduate level. Selected officers in Club Management will participate in the education with industry program. Disciplines pursued by officers in the Personnel specialties include, but are not restricted to—

(1) Personnel Administration—personnel administration, applied psychology, physical education, general management, social psychology, organizational behavior.

(2) Personnel Management—personnel management, general management, social psychology, organizational behavior, applied psychology.

(3) Club Management—hotel and restaurant administration.

25-10. Major Phase. *a.* The objective of this phase is to continue professional development in the officer's primary specialty while emphasizing development in his designated alternate specialty.

b. Typical duty assignments during this phase are listed in figures 25-1, 25-2 and 25-3.

c. Education and training during this phase

include completion of Command and General Staff College and/or advanced specialty education for selected officers. Advanced specialty education includes both resident and nonresident instruction in the Personnel specialties conducted by a recognized military or civilian institution. Selected officers in Club Management will participate in the education with industry program.

25-11. Lieutenant Colonel Phase. a. The objective of this phase is to continue professional development in both primary and alternate specialty.

b. Typical duty assignments during this phase are listed in the professional development guides in figures 25-1, 25-2 and 25-3.

c. Education and training during this phase include completion of senior service college for selected officers, and advanced specialty education for selected officers. Advanced specialty education includes both resident and nonresident instruction in the Personnel specialties conducted by a recognized military or civilian institution.

25-12. Colonel Phase. a. The objectives of this phase are maximum utilization of the officer's capabilities in Personnel and full utilization of his developed managerial skills and executive talents to meet the needs of the service.

b. Typical duty assignments during this phase are listed in figures 25-1, 25-2 and 25-3.

(Fold-in pages 25-7, 25-9 and 25-11 to follow here will be found in the back of this pamphlet.)



CLUB MANAGEMENT ASSIGNMENTS
BY GRADE AND DUTY POSITION

OFFICERS BRANCH SYSTEM			
DUTY POSITION	ANNUAL SALES VOLUME		
	UP TO 360M	360M - 1200M	1200M - 2160M
BRANCH MANAGER	LT	CPT	MAJ
ASSISTANT BRANCH MANAGER		LT	CPT

M - Thousands of dollars

INSTALLATION CLUB SYSTEM			
DUTY POSITION	ANNUAL SALES VOLUME		
	UP TO 240M	240M - 720M	720M - 2400M
INSTALLATION CLUB MANAGER	CPT	MAJ	LTC
ASSISTANT INSTALLATION CLUB MANAGER		CPT	MAJ
ADMINISTRATIVE SUPPORT BRANCH MANAGER	LT	LT	CPT

Figure 25-4



CHAPTER 26

OPERATIONS AND FORCE DEVELOPMENT SPECIALTY

26-1. Description of the Operations and Force Development Specialty. The Operations and Force Development specialty encompasses positions concerned with the establishment of requirements for, the structural development of, and the employment of military forces. It develops officers to serve at the highest levels in staff positions involving development of the forces, task organization, and plans essential to the successful conduct of military operations. Operations and Force Development is an advanced entry specialty.

a. The Operations and Force Development specialty employs officers whose primary functions are to determine the structure and composition of military forces and to plan, control and supervise their operations. Functions included in the Operations and Force Development specialty are—

- (1) Development of Army force requirements.
- (2) Determination of the structure and composition of Army forces.
- (3) Development of Army organization.
- (4) Development of Army doctrine for combined arms and larger unit (corps) operations.
- (5) Establishment of priorities for worldwide distribution of personnel and equipment.
- (6) Planning, controlling and supervising military operations.
- (7) Developing and supervising the implementation of training policies and programs for Army units.
- (8) Establishing policies and standards for unit readiness, and supervising efforts to obtain readiness standards.
- (9) War gaming.
- (10) Developing long-range war plans.
- (11) Recommending command relationships for control of joint and combined operations.

b. The principal MOS included in this specialty are—

<i>MOS</i>	<i>Duty Title</i>
2162 -----	Operations and Training Staff Officer (excludes battalion, brigade and division S3/G3 positions)
2163 -----	Air Operations Officer (excludes battalion, brigade and division positions)
2265 -----	Manpower Control Officer
2518 -----	Aviation Staff Officer
2615 -----	Organization and Equipment Planning Officer

c. S3/G3 positions at division and lower levels are not included in the Operations and Force Development specialty, but are included in the specialties associated with the skills required by the unit mission. For example, an Engineer battalion or group S3 position (MOS 2162) is included in the Engineer specialty, as engineer skills are considered the primary skills required in the position. The Division G3 position is included in the combat arms specialties, hence may be filled by any qualified combat arms officer, not necessarily an officer in the Operations and Force Development specialty. Service in a G3/S3 position at division level and below is considered an excellent assignment to prepare an officer for participation in the Operations and Force Development specialty.

d. Officers in the Operations and Force Development specialty serve in the following types of duty positions:

- (1) Operations and training staff officer (G3) positions above division level.
- (2) Staff positions in military headquarters and activities requiring operations and force development expertise.

26-2. Role of the Operations and Force Development Officer. Officers participating in Operations and Force Development serve at the highest Army and Defense levels. They have opportunities to perform duties in a variety of positions encompassing a broad spectrum of military duties ranging from Army corps operations to integrated military operations of the highest national defense interest. Whether its

planning national strategy or determining the composition of the Army's future forces, Operations and Force Development officers contribute to and influence mission accomplishment. Challenging and interesting assignments to positions of increasing responsibility are available to those who can meet the demands of service in the Operations and Force Development specialty.

26-3. Participation. Officers of any branch with any primary specialty may have Operations and Force Development as an alternate specialty. A limited number of officers may have Operations and Force Development as their primary specialty, subject to HQDA approval.

26-4. Professional Development Objectives. *a.* The overall objectives of professional development in the Operations and Force Development specialty are—

(1) First, to provide highly qualified officers possessing the skills required for effective performance of duty in Operations and Force Development positions of high responsibility.

(2) Second, to provide highly qualified officers possessing the skills required in positions of high responsibility involving the integration of operations and force development functions with other functions of the Army.

(3) Third, to provide a pool of exceptionally well qualified officers, possessing managerial and Operations and Force Development skills and outstanding executive talents, capable of filling positions of the highest responsibility in the Army.

b. Specific professional development objectives for officers pursuing the Operations and Force Development specialty are:

(1) Service in two different operations and force development assignments, one of which must be in a field grade position.

(2) Attaining a minimum of 3 years operations and force development experience in field grade positions.

c. Specific objectives for each phase of professional development are discussed in the following paragraphs.

26-5. Lieutenant Phase. Lieutenants, in general, will not be afforded the opportunity to serve in Operations and Force Development specialty positions because of the limited number of position requirements and the need to bring a background of field experience to their assignment. During this phase they will develop basic entry specialty skills. However,

(Fold-in page 26-3 to follow here will be found in the back of this pamphlet.)

those junior officers who may be assigned to fill the limited position requirements are considered to be developing Operations and Force Development specialty skills.

26-6. Captain Phase. *a.* The objectives of this phase are to continue development in the officer's primary specialty and commence development in the Operations and Force Development specialty through service in operations staff positions and completion of the advanced course.

b. Typical duty assignments during this phase are illustrated in figure 26-1.

c. Education and training during this phase consist of completion of the officer advanced course, to include studies related to the Operations and Force Development specialty. Selected officers may also complete civil schooling at the baccalaureate or graduate level in a discipline related to Operations and Force Development.

26-7. Major Phase. *a.* The objective of this phase is to continue development in the officer's primary specialty while emphasizing development in the Operations and Force Development specialty.

b. Typical duty assignments during this phase are illustrated in figure 26-1.

c. Education and training during this phase consist mainly of completion of Command and General Staff College. Advanced specialty education, which includes resident or nonresident instruction taken from a military or civilian institution in subjects related to Operations and Force Development, may also be pursued during this phase.

26-8. Lieutenant Colonel Phase. *a.* The objective of this phase is to continue development in the officer's primary specialty and the Operations and Force Development specialty.

b. Typical duty assignments during this phase are illustrated in figure 26-1.

c. Education and training during this phase include completion of senior service college for selected officers, and advanced specialty education in Operations and Force Development. Officers may also be selected for the Army War College nonresident course.

26-9. Colonel Phase. *a.* The objectives of this phase are maximum utilization of the officer's capabilities and full utilization of his developed managerial skills and executive talents to meet the needs of the service.

b. Typical duty assignments during this phase are illustrated in figure 26-1.

CHAPTER 27

OPERATIONS RESEARCH/SYSTEMS ANALYSIS SPECIALTY

27-1. Description of the Operations Research/Systems Analysis Specialty. The Operations Research/Systems Analysis (ORSA) specialty encompasses positions requiring the application of a systematic, reasoned approach to the solution of complex military requirements, operations, and management problems. The implementation of objective, analytic ORSA techniques provides decisionmakers with quantitative, meaningful data and information (e.g., effectiveness, risks, resources) necessary for determining which alternative policies or strategies best satisfy clearly defined objectives. ORSA techniques are applied to an unusually wide spectrum of Army activities. ORSA is an advanced entry specialty.

a. Principal duties included in this specialty are—

(1) Conduct of quantitative analyses for the systematic investigation of the relationships inherent in complex operational and management problems in areas such as strategy and tactics, logistical systems, command and control systems, weapons systems requirements, resource allocation, personnel and manpower management, intelligence, operational testing and evaluation, and impacts of scientific, political and economic developments.

(2) Problem formulation, research design, model development and application, and model interpretation.

(3) Application of tools and techniques such as statistical inference and decision theory, mathematical programming, probabilistic models, network analysis, and computer sciences to problem areas investigated.

(4) Staff responsibilities for planning, evaluation, coordination and integration of ORSA activities with other staff elements and Army functions.

(5) Review of ORSA studies for adequacy.

(6) Service as instructors of ORSA techniques in service schools.

b. Officers in the ORSA specialty serve at the following organizational levels:

(1) Office of the Secretary of Defense.

(2) Organization of the Joint Chiefs of Staff.

(3) Office of the Secretary of the Army.

(4) Headquarters, Department of the Army staff agencies.

(5) Joint, allied and combined headquarters.

(6) US Army Concepts Analysis Agency.

(7) US Army Operational Test and Evaluation Agency.

(8) US Army Materiel Command.

(9) US Army Training and Doctrine Command.

(10) US Army Forces Command.

(11) CONUS armies, corps, major commands and other agencies with ORSA responsibilities.

c. The principal MOS included in the ORSA specialty is MOS 8700, Operations Research/Systems Analysis Officer.

27-2. Role of the ORSA Officer. An officer pursuing the ORSA specialty will have the opportunity to apply ORSA techniques to a wide spectrum of Army problems. An operations research/systems analyst is a professional soldier who must frequently bridge the gap between the military and science and management activities. He thereby acquires varied competence in a wide variety of Army functions as well as in scientific tools of decision making that will permit him to make a significant contribution to the service.

27-3. Participation. Officers of any branch with any primary specialty may have ORSA designated as an alternate specialty. A limited number of officers may have ORSA designated as their primary specialty, subject to HQDA approval.

27-4. Professional Development Objectives. *a.* The overall objectives of professional development in the ORSA specialty are—

(1) To provide highly qualified officers possessing the skills required to conduct professionally competent ORSA studies and to serve in ORSA positions of high responsibility.

(2) To provide a pool of exceptionally qualified officers possessing managerial skills and outstanding executive talents, capable of filling positions of the highest responsibility in the Army.

b. Throughout the course of professional development in ORSA, an officer will receive assignments requiring the application of ORSA techniques to a wide variety of military functions, e.g., operations, logistics, personnel, etc. The object is to permit the ORSA officer to develop a broad perspective in dealing with military problems, and to become fully aware of the important interrelationships among major Army functions.

c. Specific objectives for each phase of professional development are discussed in the paragraphs that follow.

27-5. Lieutenant Phase. Lieutenants, in general, will not be afforded the opportunity to serve in the ORSA specialty because of the limited number of position requirements and the need to bring a background of field experience to their assignment. During this phase they will develop in basic entry specialties. However, those officers who may be assigned to fill the limited position requirements are considered to be developing ORSA specialty skills.

27-6. Captain Phase. *a.* The objective of this phase is to continue development in the officer's primary specialty and commence development in the ORSA specialty through service in ORSA positions or military or civil schooling in ORSA.

b. Typical duty assignments during this phase are illustrated in figure 27-1.

c. Education and training during this phase consist of completion of branch advanced course, to include ORSA related studies. Selected officers may complete civil schooling at the baccalaureate or graduate level in such ORSA disciplines as—ORSA business, ORSA engineering, or systems engineering.

27-7. Major Phase. *a.* The objectives of this phase are to continue professional development in the officer's primary specialty while emphasizing development in ORSA.

b. Typical duty assignments during this phase are illustrated in figure 27-1.

c. Education and training during this phase consist of completion of Command and General Staff College for selected officers and advanced specialty education in ORSA.

27-8. Lieutenant Colonel Phase. *a.* The objectives of this phase are to continue professional development in the officer's primary specialty and ORSA.

b. Typical duty assignments during this phase are illustrated in figure 27-1.

c. Education and training during this phase consist of completion of senior service college for selected officers, and advanced specialty education in ORSA.

27-9. Colonel Phase. *a.* The objectives of this phase are maximum utilization of the officer's capabilities and developed managerial skills and executive talents in either primary specialty or ORSA.

b. Typical duty assignments during this phase are illustrated in figure 27-1.

(Fold-in page 27-3 to follow here will be found in the back of this pamphlet.)

CHAPTER 28

RESEARCH AND DEVELOPMENT SPECIALTY

28-1. Description of the Research and Development Specialty. Research and Development is an advanced entry specialty encompassing those positions concerned with development of materiel from concept phase through product validation, and development of prototype operational programs and systems from concept phase through test and evaluation. It includes research, development, test and evaluation (RDTE) and engineering of materiel, programs and systems developed for joint or combined usage, and management of national missile ranges for which the Army is designated the executive agent. Research and Development officers provide the expertise to ensure that weapons, equipment, and systems superior to those of any potential enemy are developed and provided to the combat forces.

a. Officers who participate in the Research and Development specialty perform one or more of the following duties:

- (1) Management of the research and development of materiel during its life cycle from concept phase through completion of production validation, while assigned to a development or user-oriented activity.
- (2) Management of research and development of nonmateriel systems from concept stage through test and evaluation of prototype operational programs.
- (3) Research, development, test, and evaluation aspects of foreign area programs.
- (4) Formulation, justification, and execution of those portions of military budgets which pertain to RDTE.
- (5) Management of national missile ranges for which the Army is designated executive agent.
- (6) Determining requirements for and insuring proper use of intelligence information pertinent to RDTE.
- (7) Command and administration of research and development centers and activities.
- (8) Determination of materiel requirements.

b. The principal MOS included within this specialty are—

<i>MOS</i>	<i>Duty Title</i>
2040 -----	Service Test Officer
2167 -----	Research and Development Coordinator (except Atomic Energy specialty positions)
7330 -----	Nuclear Weapons Effects Officer (except Atomic Energy specialty positions)
7424 -----	Experimental Test Pilot

In addition to positions identified with the MOS codes listed above, this specialty includes other positions in the force structure, regardless of MOS, which either require the skills of research and development or whose principal duties contribute to development of the skills of research and development.

c. Officers in the Research and Development specialty can expect to serve with—

- (1) Department of Defense, Joint Chiefs of Staff, Defense Communications Agency, Defense Intelligence Agency, Headquarters, Department of the Army, and other high level staffs.
- (2) Headquarters, Army Materiel Command.
- (3) AMC Commodity Commands.
- (4) AMC Test and Evaluation Command.
- (5) Project Manager offices.
- (6) Research and Development activities.
- (7) Staff positions pertaining to research and development.

28-2. Role of the Research and Development Officer. The officer participating in the Research and Development specialty is charged with a most difficult task—to develop weapons, equipment, and systems superior to those of any potential enemy, in any environment, under all conditions of warfare. Research and development involves concepts, systems, and hardware which are continually changing under the impact of rapidly advancing technology. The dynamic nature of this activity and its increased significance in recent years have

greatly increased the demands for qualified Research and Development officers. More than ever before, the officer participating in this specialty can expect a most challenging and rewarding career.

28-3. Participation. Officers of any branch with any primary specialty may have R&D designated as an alternate specialty contingent upon Army requirements. A limited number of officers may be permitted to have R&D designated as their primary specialty, subject to approval by HQDA.

28-4. Professional Development Objectives.

The overall professional development objectives in the Research and Development specialty are—

a. To provide highly qualified officers possessing both the technical and managerial skills required for effective performance of duty in Research and Development positions of high responsibility.

b. To provide highly qualified officers possessing both the managerial and technical skills required in positions of high responsibility involving the integration of Research and Development functions with other functions of the Army.

c. To provide a pool of exceptionally well qualified officers, possessing managerial and Research and Development skills, and outstanding executive talents, capable of filling positions of the highest responsibility in the Army.

28-5. Lieutenant Phase. Lieutenants will be afforded the opportunity to serve in R&D positions consistent with Army requirements. Because of the limited number of positions in this specialty calling for lieutenants, and the requirement for officers with previous field experience, assignment opportunities for junior officers in the R&D specialty are limited. However, those officers expressing a desire to participate in Research and Development and who possess the necessary background may be assigned to R&D positions insofar as possible. For example, there are position requirements for lieutenants with background in electrical engineering, mechanical engineering, statistics, physics, and the like. Insofar as possible, those lieutenants expressing a preference for the R&D specialty and possessing the necessary qualifications will be selected to serve in these positions.

28-6. Captain Phase. *a.* During this phase, officers who have R&D as an alternate specialty may commence their development

through service in R&D positions. These developmental assignments are normally in positions that facilitate the acquisition of R&D skills, while utilizing the skills of the officer's primary specialty to the extent practicable. An example of such position would be a R&D Coordinator at a signal laboratory requiring an officer with Communications-Electronics Engineering skills. An officer serving in this position would develop R&D skills by virtue of his assignment, in addition to further developing his C-E Engineering skills.

b. Typical duty assignments during this phase are illustrated in figure 28-1.

c. Education and training during this phase consist of completion of the officer's branch advanced course, to include studies in the R&D specialty. Selected officers will receive civil schooling at the baccalaureate or graduate level. Disciplines in which officers in the Research and Development specialty may receive civil education include—

- (1) Behavioral Sciences.
- (2) Biological Science (various disciplines).
- (3) Engineering (various disciplines).
- (4) Geophysical Sciences.
- (5) Physical Science (various disciplines).
- (6) Management, Aerospace.
- (7) Management, Research Program.

(8) Other disciplines as required, to include disciplines related to the officer's primary specialty that are essential to his performance in an R&D position.

28-7. Major Phase. *a.* The objective of this phase is to continue professional development in both primary specialty and in Research and Development. The majority of officers will receive their initial Research and Development assignment during this phase, although they will have received some training in R&D during the advanced course.

b. Typical duty assignments during this phase are illustrated in figure 28-1.

c. Education and training during this phase include completion of Command and General Staff College and advanced specialty education in R&D for selected officers. Advanced specialty education includes both resident short courses and nonresident instruction related to R&D. Examples of resident courses available are the Research and Development Management Course and the Test and Evaluation Management Seminar conducted at the Army Logistics Management Center. These courses provide knowledge and skills essential to the scientific management of materiel develop-

ment, and efficient design and conduct of test and evaluation efforts.

28-8. Lieutenant Colonel Phase. a. The objective of this phase is to continue professional development in the R&D specialty and demonstrate potential for further advancement through service in R&D positions of high responsibility.

b. Typical duty assignments during this phase are illustrated in figure 28-1.

c. Education and training during this phase include completion of senior service college and advanced specialty education in R&D for selected officers. Advanced specialty education includes university classes (short courses, seminars) in disciplines related to R&D or completion of courses conducted by the Defense Systems Management School and the Army Logistics Management Center. Examples of

resident courses available are the Test and Evaluation Management Seminar, Research and Development Management, Decision Risk Analysis and Cost Estimating for Engineers courses conducted at the Army Logistics Management Center.

28-9. Colonel Phase. a. Senior R&D officers are charged with the most challenging responsibilities in management of Army research and development. They serve as key staff members at all levels; as commanders of research laboratories and test facilities; and as project managers for the development of major weapons systems. Service in these and other important positions requires application of all the knowledge and expertise acquired throughout a Research and Development career.

b. Typical duty assignments during this phase are illustrated in figure 28-1.

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CHAPTER 29

PROFESSIONAL DEVELOPMENT OF ARMY AVIATORS

29-1. Scope. Aviation is an additional skill that complements the development of an officer's qualifications in his primary and/or alternate specialty. While aviation is not a specialty, a separate discussion of the professional development of aviators has been included to provide an overview of the policies bearing on this subject.

29-2. Mission of Army Aviation. The mission of Army aviation is to augment the capability of the Army to conduct prompt and sustained combat operations on land.

29-3. Participation. *a.* Officers of all branches of the Army may apply for flight training as prescribed in AR 611-110. However, priority in approving applications will be given to officers pursuing basic entry specialties in which there are recognized aviator requirements. These specialties include: Infantry; Armor; Field Artillery; Air Defense Artillery; Engineer; the Intelligence specialties; Communications-Electronics specialties; Law Enforcement; Logistics specialties.

b. Aviators will have primary and alternate specialties designated in the same manner as other officers, and may serve in either aviation or non-aviation positions in those specialties. Insofar as possible, commissioned officer aviators will be developed and utilized in their designated specialties, and not in aviation alone. This stems from the mission of Army aviation, which requires that commissioned officer aviators be proficient in the land combat function which aviation is used to augment.

29-4. Professional Development. Aviation skills will be developed in accordance with the principles outlined below.

a. Systems Training and Utilization. The objective of the systems approach to aviator training and utilization is to obtain increased tactical and technical competence in aviation by reducing the number of aircraft systems in which an aviator is expected to be qualified. To

the extent possible, aviator positions in a unit that is associated with a particular aircraft system will be filled by officers who have previous experience in that type system. Thus, once an aviator qualifies in an aircraft system associated with a particular type unit, to the extent possible his utilization as an aviator will be in that system or a follow-on system in the same type unit. Commissioned officer aviators will receive transition training in additional and more complex aircraft systems only as the need for this training becomes apparent.

b. Development of Specialty Qualifications.

(1) Commissioned officer aviators will have primary and alternate specialties designated as provided for in Chapter 2 and will develop their aviation skills in conjunction with development of their qualifications in their primary and alternate specialties.

(2) Certain aviation units have been associated with a particular specialty; for example, the Air Cavalry Troop is associated with the Armor specialty. Assignment to these units is considered to contribute to the officer's professional development in the appropriate specialty the same as assignment to a non-aviation unit. Figures 29-1A and 29-1B list aviation units and their associated specialties. This does not mean that all officer positions within the unit must belong to the indicated specialty but that the indicated specialty will have proponentcy for the majority of positions, to include the command position.

(3) Certain aviation units have been designated as specialty immaterial. While professional military skills are required in commissioned officer aviator positions in such units, it is immaterial in which specialty the officer has acquired such skills. Assignment to these units is considered to contribute to the officer's professional development in his specialty the same as assignment to a non-aviation unit.

(4) Commissioned officer aviator positions, in addition to those in aviation units associated

with a specialty or designated specialty immaterial, are included in one of the other specialties. For example, Intelligence positions requiring aviators are in the Intelligence specialties. Assignment to these positions is considered to contribute to the officer's professional development in the specialty the same as assignment to a non-aviation position in the specialty.

(5) When an aviator is not serving in a position requiring aviation skills, his professional development will be governed by the same principles as for non-aviators.

29-5. Assignment Policies and Procedures.

a. Officers normally will be assigned to aviation duties upon graduation from an initial flight training course. Initial assignments in aviation are designed primarily to develop flying skills required in aviation units in an operational environment.

b. Commissioned officer aviators will be assigned to non-aviation duties to more fully develop their qualifications in their designated specialty when not required for utilization in aviation positions.

c. Insofar as possible, an aviator's assignments will be in one of two specialties, primary or alternate. He may serve in aviation or non-aviation positions in either of his specialties.

d. At the platoon and company level, aviators are eligible for command of both aviation and non-aviation units, and may command both. At battalion and brigade level, aviators may be considered by a HQDA Command Selection Board for command of both aviation and non-aviation units, but if selected will command only one.

e. Two illustrative professional development patterns for commissioned officer aviators are contained in figures 29-2 and 29-3.

AVIATION UNITS AND ASSOCIATED SPECIALTIES

Type aviation unit	TYPE DIVISION				SEPARATE UNITS
	Armored	Inf (Mech)	Inf/Abn	Airmobile	Separate units
HHC, Avn Bde					*
HHC, Avn Gp				Inf	*
HHC, Avn Bn	Armor	Inf	Inf	Inf	*
Assault Hel Co			Inf	Inf	Inf -----
Heavy Hel Co					Avn Materiel Mgt. --
Assault Support Hel Co				*	*
Avn Co, Army					*
Avn Co, Corps					*
Avn Co, Div	Armor	Inf			
Avn Co, GS Div			Inf	Inf	
Attack Hel Co				Armor	Armor
Aerial FA Bn				FA	FA
AFA Btry				FA	FA
Atk Hel Bn					Armor
Surveillance Bn					Tactical/Strategic Intel or Cryptology
Surveillance Co					Tactical/Strategic Intel or Cryptology
Avn Btry, Div Arty				FA	
Avn Det, HHB Div Arty	FA	FA	FA		
Avn Det, HHB Corps Arty					FA
Avn Det, HHB FA Gp					FA
HHC Air Cav Bde					Armor
Air Cav Sqdn				Armor	Armor
Air Cav Trp	Armor	Armor	Armor	Armor	Armor

* Indicates a type unit whose support function requires aviation skills which are applicable to several specialties.

Figure 29-1A

OTHER UNITS WITH ORGANIC AVIATION AND ASSOCIATED SPECIALTIES

<i>Type Unit</i>	<i>Specialties*</i>
HHC Brigade (Armored Division) -----	Armor
HHC Brigade (Inf/Mech/Abn/AMBL Divisions) -----	Inf
Separate Brigades	
HHC Abn Bde -----	Inf
HHC Armored Bde -----	Armor
HHC Mech Bde -----	Inf
HHC Lt Inf Bde -----	Inf
HHC Inf Bde -----	Inf
Armd Cavalry Regt	
Air Cavalry Troop -----	Armor
HHT Armd Cav Regt -----	Armor
HHT Cav Sqdn -----	Armor
Field Artillery	
HHB FA Gp, Corps Arty, Abn Corps Arty -----	Fld Arty
FA Bn (Pershing) -----	Fld Arty
Missile Command -----	Fld Arty
Air Defense Artillery	
Air Defense Bde, Gp -----	Air Def Arty
Avn Co (Radio Research) -----	Cryptology
Engineer	
HHC Engr Gp or Bde -----	Engr
Signal Corps	
Sig Co, Bn, Gp (A11) -----	Communications-Electronics Specialties
Logistics	
Aircraft Maintenance Co. (Division) -----	Avn Mat Mgt
Transportation Co DS, GS -----	Avn Mat Mgt
Seaborne Depot -----	Avn Mat Mgt
Avn Air Traffic Control Unit -----	Communications-Electronics Specialties

* Specialty associated with commissioned officer aviator positions in the unit.

Figure 29-1B

PROFESSIONAL DEVELOPMENT PATTERN
 COMMISSIONED OFFICER AVIATOR
 (ILLUSTRATION ONLY)

SVC	GR	PRIMARY SPECIALTY	ALTERNATE SPECIALTY	
		INFANTRY	AVIATION MATERIEL MANAGEMENT	
30	COL		COMMANDER (AVN MAINT CENTER)	
25			DIRECTOR AVN MAINT (ODCSLOG, HQDA)	
			DIVISION CHIEF OF STAFF	
20		LTC	COMMANDER (AVN GROUP)	
				CHIEF, AIRCRAFT SYSTEMS (ODCSLOG, HQDA)
			SSC	SSC
			COMMANDER (INF BN)	
15		MAJ	XO/S-3 (INF BN)	
				AVN MAINT STF OFFICER (DIVISION)
	COMMANDER (AVN CO)			
10	CPT	CGSC	CGSC	
			MAINT OFF (AVN BN)	
		COMMANDER (INF CO)		
5	LT	ADVANCED COURSE	ADVANCED COURSE	
		AVN PLT LDR		
		FLIGHT SCHOOL	FLIGHT SCHOOL	
		XO PLT LEADER (INF CO)		
		BASIC COURSE		

Figure 29-2

PROFESSIONAL DEVELOPMENT PATTERN
 COMMISSIONED OFFICER AVIATOR
 (ILLUSTRATION ONLY)

SVC	GR	<u>PRIMARY SPECIALTY</u>		<u>ALTERNATE SPECIALTY</u>	
		ARMOR		OPERATIONS AND FORCE DEVELOPMENT	
30	COL	CHIEF, TACTICS DEPARTMENT (ARMOR SCHOOL)		DEPUTY FOR PLANS AND TNG (ARMOR CENTER)	
		COMMANDER (ARMD CAV REGT)		CHIEF, OPERATIONS DIV (ODCSOPS, USAREUR)	
25	LTC	SSC		DIVISION CHIEF, DOCTRINE AND ORGANIZATION (OACSFOR, HQDA)	
		COMMANDER (AIR CAV SQDN)		SSC	
20	MAJ	S-3 (AIR CAV SQDN)		STAFF OFFICER (ODCSOPS, HQDA)	
		COMMANDER (AIR CAV TRP)		CGSC	
15	CPT	CGSC		CGSC	
		ASST S-3 (AIR CAV SQDN)		ADVANCED COURSE	
10	LT	ADVANCED COURSE		ADVANCED COURSE	
		OPNS OFFICER (AIR CAV TRP)		FLIGHT SCHOOL	
5	LT	FLIGHT SCHOOL		FLIGHT SCHOOL	
		PLT LEADER (ARMD CAV TRP)			
		BASIC COURSE			

Figure 29-3

CHAPTER 30

DEVELOPMENT OF PROJECT MANAGERS

30-1. General. Project Management is an additional developed skill that complements the development of an officer's qualifications in his primary and alternate specialties. It is a type of organizational structure, temporary in nature, formed to achieve a specific objective. The Manhattan Project of the 1940's, established to develop and produce the first atomic bomb, demonstrated the value of task management (management by objectives) wherein personnel with expertise in all functional areas of management were organized to channel their efforts toward achieving a single goal. To be successful, responsibility for the overall accomplishment of objectives must be placed in the hands of a single person—the project manager. The Army is responsible for life cycle management of the materiel systems developed for its use. For certain high dollar items, items of national urgency, or items designated by the Department of Army such as aircraft, missiles, and combat vehicles, project managers are assigned responsibilities for acquiring these systems. The project manager is delegated full authority by the Secretary of the Army for the management of his project and in turn is responsible for the following:

- a. Planning, directing, and controlling the allocation and utilization of all resources authorized for his project.
- b. Defining, developing, initially procuring, producing and distributing the item being developed.
- c. Achieving technical performance objectives of the project on a timely basis at the lowest practicable cost.
- d. Initiating practical trade-offs among system capabilities, costs, and schedule.

30-2. Qualifications. Only the most important, technically complex, and costly defense systems are afforded project management. Officers selected as project managers must possess managerial and leadership skills as well as the technical ability which will allow them to coor-

dinate the research and development, procurement, production and development phases of the project. Accordingly, the qualifications which follow serve as a basis for evaluating potential project managers. Although an officer selected as a project manager may not possess all qualifications, the list serves as an indication of the type officer the Army needs to fill project manager positions. The following are desired qualifications.

a. Education.

- (1) Possess a baccalaureate degree, preferably in engineering, a basic science or mathematics.
- (2) Possess an advanced degree in business (management) or in a technical field.
- (3) Be a graduate of the Defense Systems Management School.
- (4) Be a graduate of the Command and General Staff College (or equivalent).
- (5) Be a graduate of a Senior Service College.

b. Experience.

- (1) Have served as a staff officer at HQDA level or at HQ, AMC.
- (2) Have experience in at least two of the following areas: research and development, engineering, procurement, or general logistics.

c. Characteristics.

- (1) Have demonstrated executive ability in previous assignments.
- (2) Have continually demonstrated outstanding performance in positions of increasing responsibility.
- (3) Possess the background, experience, potential and ability to serve in the highest positions of the Army.

30-3. Professional Development. It is not desirable to establish a single specialty for the purpose of developing future project managers (just as it is not desirable to establish one for commanders) since the background experience and skills needed by project managers varies from project to project. Since projects encom-

pass a variety of materiel items, the skills needed by the project manager are developed in a number of specialties. Consequently, officers from all specialties may be considered for these positions provided they possess the necessary skills and experience. In order to develop officers with the requisite skills, potential project managers will receive interspecialty development.

Interspecialty development provides selected officers with the opportunity of acquiring skills in the principal functions associated with project management, namely, research and development, procurement, and general logistics, in addition to required technical background. The latter is frequently developed within the scope of an officer's primary specialty. For example, an officer acquiring the Missile Materiel Management specialty develops the technical background required to serve as a missile project manager. In addition to the necessary background, however, a project manager should have experience in research and development, procurement, and general logistics. The purpose of interspecialty development is to provide such background and experience for potential project managers through appropriate assignments and schooling.

There are no restrictions on the primary specialty which an officer pursuing interspecialty development should have. Such officers must; however, have as an alternate specialty either Research and Development, Procurement, a technically oriented specialty such as Communications-Electronics Engineering, or one of the materiel management specialties.

In some cases, either Comptroller or ADP may be an acceptable alternate specialty. The objective is to provide officers with experience which cuts across a number of specialties, thereby developing the skills required as a project manager. It will not be possible for all officers receiving interspecialty development to serve as project managers, since it is not possible to accurately forecast the number of officers needed in the future as well as the mixture of skills required. Officers not selected as project managers may contribute in staff capacity in supervisory headquarters, or in one of the functions in which they received their development. Figures 30-1, 30-2, and 30-3 show examples of type assignments officers pursuing interspecialty development might receive. The primary specialties shown are those which officers from the combat arms, combat support arms, and logistics branches might expect to have. The alternate specialties shown reflect

the need for potential project managers to develop skills in the areas of Research and Development, Procurement, and associated technical fields. The charts also serve to highlight how assignments in an officer's primary specialty may complement those in his alternate specialty, so that when taken together they provide the background, experience, and skills required to be a project manager.

30-4. Requesting Interspecialty Development.

a. Officers desiring to pursue interspecialty development are encouraged to inform their career branch of their desires. This may be done anytime after attendance at the advanced course and prior to completion of 13 years commissioned service. Officers deciding after 10 years service to request interspecialty development should possess a specialty related to one of the principal project manager functions or else have experience related to project management. In selecting officers to pursue interspecialty development, the following criteria will be used to evaluate the suitability of each applicant:

(1) Education.

(a) Possess a baccalaureate degree, preferably in engineering, a basic science, or mathematics.

(b) Possess an advanced degree in business, management, or related field, or be a suitable candidate for such schooling.

(c) Have completed professional education requirements appropriate to grade and specialty.

(2) Experience.

(a) Experience in research and development, engineering, procurement, or general logistics is desirable.

(b) Possess a record of continuous outstanding performance indicative of potential and ability to assume positions of increasing responsibility.

(3) Desire. Has expressed his desire and interest in project management in writing to his branch.

b. Officers requesting interspecialty development will be advised by their career branch of the action taken on their request.

30-5. Education. *a.* Officers being developed as potential project managers will for the most part receive education in support of their primary and alternate specialties. In addition, officers will be considered for attendance at the Defense Systems Management School (DSMS) at Fort Belvoir, VA. The Defense Systems Man-

agement School has been established to prepare selected field grade officers for assignments in project management. Students at DSMS are educated in a broad spectrum of project management activities through opportunities to experience the actions necessary in

resolving project management issues, management-simulation exercises, and case studies.

b. Officers selected for interspecialty development may also complete civil schooling appropriate to the functions in which they are being developed.

Primary Specialty Combat Communications-Electronics	Professional Development Phase	Alternate Specialty Communications-Electronics Engineering
XO, C-E Systems Integration Office, ECOM Chief, Inspector General Office, AMC	Colonel	Project Manager, Communications Director, Communications-Electronics Plans and Analysis, ECOM Staff Officer, Communications Systems Division, JCS
Communications - Electronics Programs Officer, ACSC-E Deputy Secretary General Staff, AMC Staff Officer, Communications Dir, OCRD	Lieutenant Colonel	Chief, Office of the Project Manager Field Office Chief, Technical Management Division, Office Project Manager
Plans Officer, ACSC-E New Equipment Training Ofcr, ECOM Brigade Signal Staff Officer	Major	Chief, Frequency Allocation Branch, ACSC-E Electrical Engineer, Systems Engineer Officer, Office Project Manager Staff Communications-Electronics Officer, USACC
Instructor, Signal School Commanding Officer, Signal Company Battalion S-4 Staff Officer, Field Army Signal Officer Communications Staff Officer, Army Depot	Captain	Electrical Engineer, Communications— Automatic Data Processing Laboratory Staff Officer, White Sands Missile Range Test Officer, Yuma Proving Grounds Staff Officer, Communications-Electronics Engineering and Installation Agency
Platoon Officer, Signal Battalion Communications-Electronics Maintenance Officer	Lieutenant	

Figure 30-1. Typical assignments of an officer selected for Interspecialty Development having Combat Communications-Electronics as a primary specialty and Communications-Electronics Engineering as an alternate specialty.

Primary Specialty Air Defense Artillery	Professional Development Phase	Alternate Specialty Research and Development
Director of Evaluation, ARADCOM Cdr, Air Defense Artillery Agency Chief, Strategic Forces Directorate, HQDA	Colonel	Project Manager, Missile System Director, Product Assurance, Missile Com- mand Chief, Missile Systems Division, AMC Director, Research, Development, Test and Evaluation, Safeguard Command
Surface to Air Missile Training Division, ARADCOM Chief, Missile Science Division, Air De- fense School Staff Ofcr, Plans and Policy, HQDA	Lieutenant Colonel	R & D Coordinator, Air Defense Branch, AMC Assistant Chief, Test Division, Air De- fense Board Technical Plans Ofcr, White Sands Missile Range
Herc-Hawk Evaluation Division, ARADCOM Plans Ofcr, ARADCOM Executive Officer, Air Defense Bn Guided Missile Systems Officer, AMC	Major	R & D Coordinator, Office of the Project Manager R & D Coordinator, Air Defense and Mis- sile Division, Ofc of the Chief, R & D R & D Coordinator, Advanced Ballistics Missile Defense Agency
Cdr, Air Defense Btry Instructor, Air Defense School Stf Ofcr, Air Defense Bn Guided Missile Systems Ofcr, Ofc of the Project Manager	Captain	R & D Coordinator, Product Assurance, MICOM Plans and Review Ofcr, Artic Test Center Procurement Ofcr, MICOM

Figure 30-2. Typical assignments of an Air Defense Artillery Officer selected for Interspecialty Development, with Research and Development as an alternate specialty.

Primary Specialty Munitions Materiel Management	Professional Development Phase	Alternate Specialty Procurement
Director, Logistics Plans Chief, Munitions Systems Office, Munitions Command Commanding Officer, Munitions Depot	Colonel	Project Manager, Ammunition Chief, Production Division, Armament Command Deputy for Procurement, Assistant Secre- tary of Army (Installations and Logis- tics)
Chief, Field Service Officer, Munitions Command Director, Explosive Ordnance Demolition Center Commanding Officer, Ammunition Plant	Lieutenant Colonel	Procurement Control and Production Of- ficer, Munitions Command Chief, Procurement Officer, Arsenal Procurement Officer, Major Command
Explosive Ordnance Demolition Liaison Officer Munitions Officer, Ammunition Procure- ment and Supply Agency Executive Officer, Battalion	Major	Chief, Project Management Branch, Munitions Command Management Analyst, Procurement Policy Division, AMC Procurement Officer, Army Logistics Man- agement Center R & D Staff Officer, Munitions Command
Executive Officer, Ammunition Plant Company Commander Operations Officer, Ammunition Branch Special Ammunition Officer	Captain	Procurement Staff Officer, Commodity Command Contract Analyst, AMC
Explosive Ordnance Demolition Detach- ment Commander Battalion S-4 Ammunition Platoon Leader	Lieutenant	

Figure 30-3. Typical assignments of an officer designated for Interspecialty Development having Munitions Materiel Management as a primary specialty and Procurement as an alternate specialty.



APPENDIX A

GLOSSARY OF TERMS

Advanced entry specialty—A specialty in which most of the position requirements are in the field grades and which is normally entered when an officer is a senior captain or major.

Alternate specialty—A second specialty, in addition to an officer's primary specialty, which is designated for his professional development and utilization.

Basic entry specialty—A specialty in which newly commissioned officers will normally receive their initial development.

Branch—An arm or service of the Army.

Branch related specialty—A specialty whose principal functions are the responsibility of a particular branch established under AR 10-6.

Career officer—An officer appointed in the Regular Army or a US Army Reserve officer in voluntary indefinite status.

Dual specialty development—The concept of officer professional development and utilization in which the objective is for each officer to gain and maintain proficiency in a primary and an alternate specialty.

EASI Codes—A two digit numeric code used in classifying commissioned officer position requirements (except general officer, AMEDD, Chaplains and JAG) in authorization documents. EASI stands for expanded use of additional skill identifier. However, it should be noted that existing ASI authorized by AR 611-101 are two position alpha-numeric codes, whereas EASI codes are two-position numeric codes.

Logistics branches or Logistics services—Ordnance Corps, Quartermaster Corps, Transportation Corps.

Logistics command position—Positions within logistics specialties in which the ability to manage materiel, monetary and personnel resources are the prime factor in accomplishment of the organization's mission.

Officer professional development—The development of the professional attributes and capabilities of the Army officer to meet the needs of the Army through planned assignments and schooling.

Primary specialty—The specialty which will receive emphasis in an officer's professional development and utilization.

Professional military education—Education pertaining to the body of professional knowledge common to all Army officers, such as leadership, military history, management, etc.

Specialty—A grouping of duty positions whose skill and job requirements are mutually supporting in the development of officer competence to perform at the grade of colonel in the specialty.

Specialty education—Education pertaining to the knowledge and skills associated with an officer's primary or alternate specialty.

Troop command position—A command position in which the ability to lead, manage, and work effectively with troops is the prime factor in accomplishment of the unit mission.



APPENDIX B
SPECIALTIES AND EASI CODES

OPMS SPECIALTY	EASI CODE	OPMS SPECIALTY	EASI CODE
Air Defense Artillery	14	Logistics Management	98
Armor	12	Logistics Services Management	93
Field Artillery	13	Maintenance Management	91
Infantry	11	Marine & Terminal Operations	87
Audio-Visual Instructional Technology	28	Missile Materiel Management	73
Combat Communications-Electronics	25	Munitions Materiel Management	75
Communications-Electronics Engineering	27	POL Management	81
Fixed Telecommunications Systems	26	Procurement	97
Counterintelligence/HUMINT	36	Supply Management	92
Cryptology	37	Tank/Ground Mobility Materiel Management	77
Tactical/Strategic Intelligence	35	Traffic Management	86
Club Management	43	Transportation Management	95
Personnel Administration	42	Engineer	21
Personnel Management	41	Finance	44
Armament Materiel Management	76	Law Enforcement	31
Aviation Materiel Management	71	Atomic Energy	52
Chemical	74	Automatic Data Processing	53
Communications-Electronics Materiel Management	72	Comptroller	45
Construction & Marine Materiel Management	78	Criminal Investigation	32
Food Management	82	Education	47
General Troop Support Materiel Management	83	Foreign Area Officer	48
Highway & Rail Operations	88	Information	46
		Operations & Force Development	54
		Operations Research/Systems Analysis	49
		Research & Development	51



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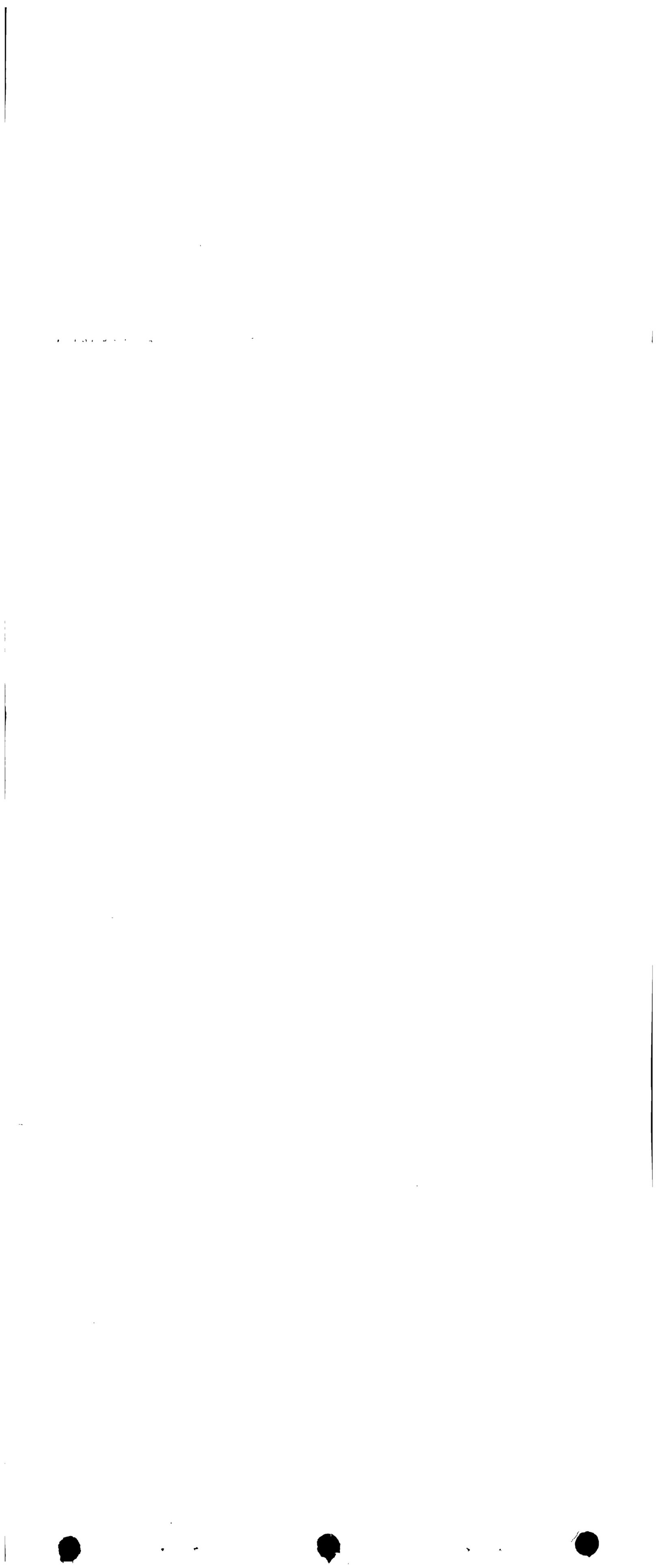


PROFESSIONAL DEVELOPMENT PLAN For use of this form, see DA Pam 600-3; the proponent is MILPERCEN.						See preparation instructions on reverse side. If additional space is required in items below, continue in remarks.		1. DATE PREPARED			
2. NAME (Last name - first name - middle initial)						3. SSN		4. PRIMARY SPECIALTY		4a. ALTERNATE SPECIALTY	
S. CAL- ENDAR YEAR	YEAR	PHASES OF DEVELOPMENT	6. PROFESSIONAL DEVELOPMENT OBJECTIVES (Be specific)	7. ACTUAL ASSIGNMENTS	8. DESIRED ASSIGNMENTS AND SCHOOLING (Primary Specialty)	8a. DESIRED ASSIGNMENTS AND SCHOOLING (Alternate Specialty)	YEAR				
	30	COL PHASE						30			
	29								29		
	28								28		
	27								27		
	26								26		
	25								25		
	24							24			
	23							23			
	22							22			
	21							21			
	20							20			
	19							19			
	18	LTC PHASE						18			
	17							17			
	16							16			
	15							15			
	14	MAJ PHASE						14			
	13							13			
	12							12			
	11							11			
	10							10			
	9							9			
	8	CPT PHASE						8			
	7							7			
	6							6			
	5							5			
	4	LT PHASE						4			
	3							3			
	2							2			
	1							1			
REMARKS											

DA Form 4190-R, 1 Dec 73

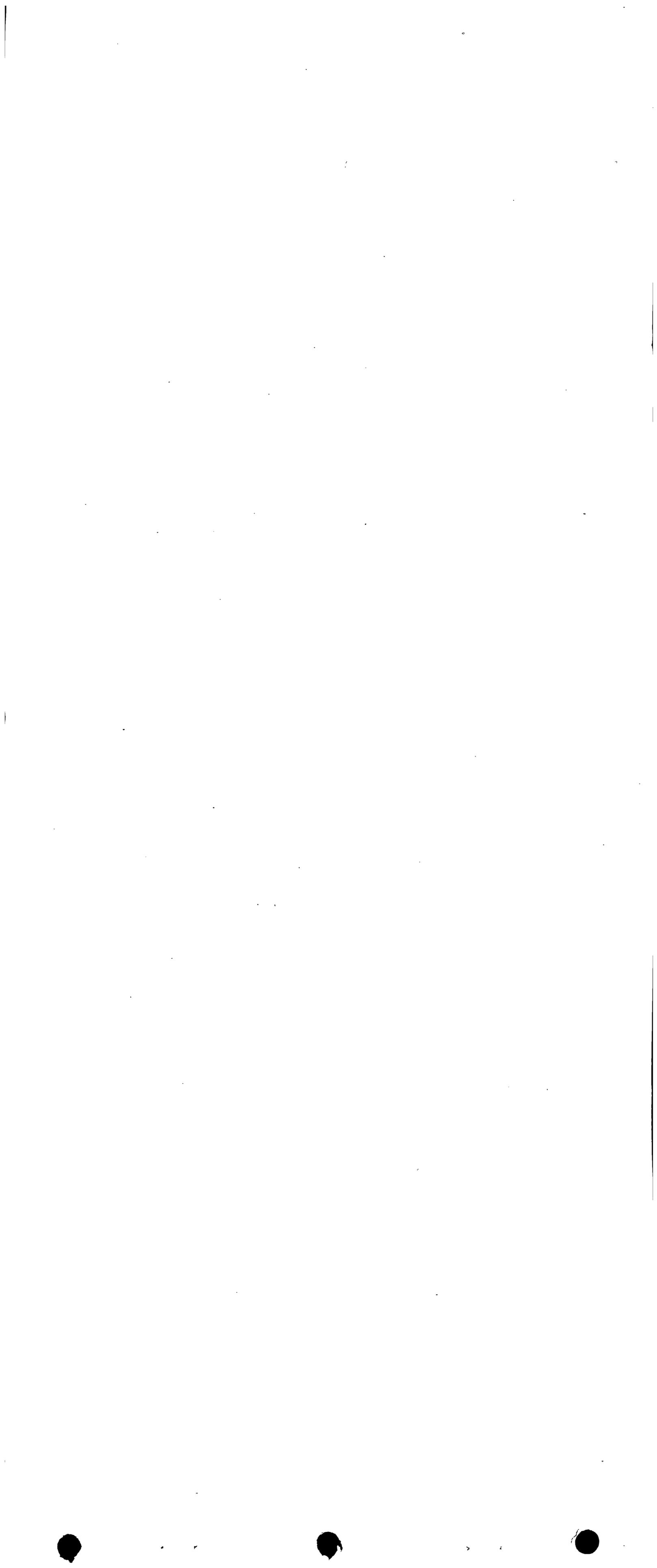
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Figure 4-1 (DA Form 4190-R)



PROFESSIONAL DEVELOPMENT GUIDE - ARMOR SPECIALTY						PROFESSIONAL DEVELOPMENT PATTERN (Illustrative)		YEAR			
YEAR	PHASES OF DEVELOPMENT	PROFESSIONAL DEVELOPMENT OBJECTIVES	ASSIGNMENTS	OFFICER PROFESSIONAL EDUCATION			Primary Specialty	Alternate Specialty	YEAR		
				Professional Military Education	Specialty Education		Armor	Operations and Force Development			
30	COLONEL Phase	Maximum utilization of officer's capabilities and developed managerial skills and executive talents in either Armor specialty or an alternate specialty.	Brigade Commander Post Commander Division Chief of Staff HQDA, JCS, OSD Division Chief Chief MAAG or Mission Corps or Higher Staff Officer Service School Department Head	Professional Military Education	Specialty Education			DIVISION CHIEF, DEPUTY CHIEF OF STAFF, MILITARY OPERATIONS (HQDA)	30		
29										29	
28											28
27											27
26											26
25											25
24	LIEUTENANT COLONEL Phase	Continue development in Armor specialty and an alternate specialty.	Post Commander Battalion Commander Commander, Special Forces Unit Brigade Staff Officer Division Staff Officer HQDA, JCS, OSD Staff Duty Service School Instructor MAAG and Mission Duty Reserve or National Guard Advisor	Army War College National War College Industrial College of the Armed Forces Naval War College Air War College Inter-American Defense College British Imperial Defense College Canadian National Defense College French Ecole Superieure de Guerre AWC Non-Resident Course	Cooperative Degree Programs	Civilian and Military Non-Resident Courses	Resident Civilian Education (1) Degree Completion Programs		24		
23										23	
22											22
21											21
20											20
19											19
18	MAJOR Phase	Continue development in Armor specialty while emphasizing development in an alternate specialty.	Commander, Special Forces Unit Brigade Staff Officer Division Staff Officer HQDA, JCS, OSD Staff Duty Service School Instructor MAAG and Mission Duty Reserve or National Guard Advisor	Army Command & General Staff College Armed Forces Staff College Navy Command & Staff College Marine Command and Staff College Air Force Command and Staff College School of the Americas CGSC Non-Resident Course	Electives and Cooperative Degree Programs		(2) Doctorial Study for Selected Officers		18		
17										17	
16											16
15											15
14											14
13											13
12	CAPTAIN Phase	Continue development in Armor specialty and commence development in an alternate specialty.	Company Commander Headquarters Commandant Instructor Battalion Staff Officer MAAG and Mission Duty Commander, Special Forces Unit	Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities		Advanced Degree Programs		12		
11										11	
10											10
9											9
8											8
7											7
6	LIEUTENANT Phase	Commence development in Armor specialty. Acquire basic military knowledge and maximum practical leadership experience.	Platoon Leader Company Executive Officer Training Officer Maintenance Officer Assistant Battalion Staff Officer		Skill Training: Aviation, Airborne, Ranger, etc.		Top 5% Program for USMA and ROTC DMG		6		
5										5	
4											4
3											3
2											2
1							Basic Course				1

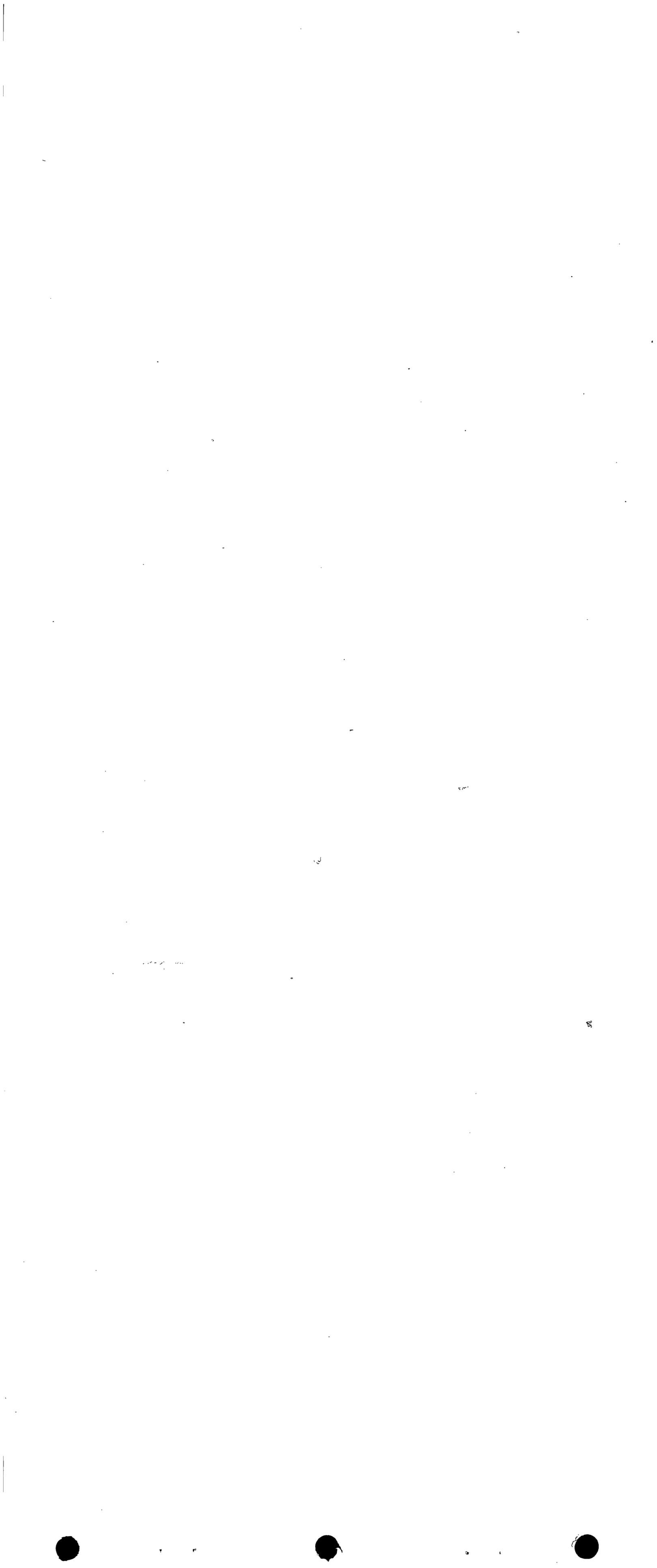
Figure 9-1



PROFESSIONAL DEVELOPMENT GUIDE - ATOMIC ENERGY SPECIALTY						PROFESSIONAL DEVELOPMENT PATTERN (Illustrative)		YEAR																																						
YEAR	PHASES OF DEVELOPMENT	PROFESSIONAL DEVELOPMENT OBJECTIVES	ASSIGNMENTS	OFFICER PROFESSIONAL EDUCATION		Primary Specialty	Alternate Specialty																																							
						Air Defense Artillery	Atomic Energy																																							
30	COLONEL Phase	Maximum utilization and continued development of Atomic Energy, managerial, and executive skills in positions at the highest level in primary or alternate specialty.	Military Assistant, Office Assistant Secretary of Defense (AE) Staff Officer, Defense Nuclear Agency Division Chief, Defense Intelligence Agency Assistant Director, R&D, AEC Plans Officer, Major Command Branch Chief, NATO Commands	Professional Military Education	Specialty Education		ASSISTANT DIRECTOR FOR R&D, DIVISION OF MILITARY APPLICATION (USAEC)	30																																						
29				Advanced Specialty Education	INSPECTOR GENERAL (US ARMY AIR DEFENSE COMMAND)			INSPECTOR GENERAL (US ARMY AIR DEFENSE COMMAND)	29																																					
28									GROUP COMMANDER		28																																			
27											SSC	SSC	27																																	
26													STAFF OFFICER, CHEMICAL AND NUCLEAR DIVISION (ACSFOR, HQDA)	STAFF OFFICER, CHEMICAL AND NUCLEAR DIVISION (ACSFOR, HQDA)	26																															
25															BATTALION COMMANDER		25																													
24																	S-3 (ADA BATTALION)		24																											
23																			CGSC	CGSC	23																									
22																					SURFACE-TO-AIR MISSILE OFFICER (COMBINED COMMAND)	SURFACE-TO-AIR MISSILE OFFICER (COMBINED COMMAND)	22																							
21																							ADVANCED CIVIL SCHOOLING		21																					
20	BATTERY COMMANDER (ADA BATTERY)		20																																											
19			ADVANCED COURSE	ADVANCED COURSE	19																																									
18					EXECUTIVE OFFICER (ADA BATTERY)		18																																							
17							PLATOON LEADER (ADA BATTERY)		17																																					
16									ADA BASIC COURSE		16																																			
15											Electives and Degree Programs Arranged with Civilian Colleges and Universities		15																																	
14													Skill Training: Aviation, Airborne, Ranger, etc.		14																															
13															Basic Specialty Training		13																													
12																	Basic Course		12																											
11																			Army War College National War College Industrial College of the Armed Forces Naval War College Air War College Inter-American Defense College British Imperial Defense College Canadian National Defense College French Ecole Supérieure de Guerre AWC Non-Resident Course	Cooperative Degree Programs	Civilian and Military Non-Resident Courses	Resident Civilian Education (1) Degree Completion Programs (2) Doctorial Study for Selected Officers	Top 5% Program for USMA and ROTC DMG	11																						
10	Army Command & General Staff College Armed Forces Staff College Navy Command & Staff College Marine Command and Staff College Air Force Command and Staff College School of the Americas CGSC Non-Resident Course	Cooperative Degree Programs																						Civilian and Military Non-Resident Courses	Resident Civilian Education (1) Degree Completion Programs (2) Doctorial Study for Selected Officers	Top 5% Program for USMA and ROTC DMG	10																			
9			Special Weapons Operations Officer, Army HQ Nuclear Weapons Effects Officer, Army HQ Staff Officer, Nuclear Power Group Research Associate, Scientific Lab	Cooperative Degree Programs																							Civilian and Military Non-Resident Courses	Resident Civilian Education (1) Degree Completion Programs (2) Doctorial Study for Selected Officers	Top 5% Program for USMA and ROTC DMG	9																
8					Staff Officer, Engineer Power Group Research Associate, Scientific Lab Nuclear Physicist, Research Lab Nuclear Engineer, Research Lab	Cooperative Degree Programs																								Civilian and Military Non-Resident Courses	Resident Civilian Education (1) Degree Completion Programs (2) Doctorial Study for Selected Officers	Top 5% Program for USMA and ROTC DMG	8													
7							Staff Officer, Engineer Power Group Research Associate, Scientific Lab Nuclear Physicist, Research Lab Nuclear Engineer, Research Lab	Cooperative Degree Programs																									Civilian and Military Non-Resident Courses	Resident Civilian Education (1) Degree Completion Programs (2) Doctorial Study for Selected Officers	Top 5% Program for USMA and ROTC DMG	7										
6									Staff Officer, Engineer Power Group Research Associate, Scientific Lab Nuclear Physicist, Research Lab Nuclear Engineer, Research Lab	Cooperative Degree Programs																										Civilian and Military Non-Resident Courses	Resident Civilian Education (1) Degree Completion Programs (2) Doctorial Study for Selected Officers	Top 5% Program for USMA and ROTC DMG	6							
5											Staff Officer, Engineer Power Group Research Associate, Scientific Lab Nuclear Physicist, Research Lab Nuclear Engineer, Research Lab	Cooperative Degree Programs																											Civilian and Military Non-Resident Courses	Resident Civilian Education (1) Degree Completion Programs (2) Doctorial Study for Selected Officers	Top 5% Program for USMA and ROTC DMG	5				
4													Staff Officer, Engineer Power Group Research Associate, Scientific Lab Nuclear Physicist, Research Lab Nuclear Engineer, Research Lab	Cooperative Degree Programs																												Civilian and Military Non-Resident Courses	Resident Civilian Education (1) Degree Completion Programs (2) Doctorial Study for Selected Officers	Top 5% Program for USMA and ROTC DMG	4	
3															Staff Officer, Engineer Power Group Research Associate, Scientific Lab Nuclear Physicist, Research Lab Nuclear Engineer, Research Lab	Cooperative Degree Programs																													Civilian and Military Non-Resident Courses	Resident Civilian Education (1) Degree Completion Programs (2) Doctorial Study for Selected Officers
2																	Staff Officer, Engineer Power Group Research Associate, Scientific Lab Nuclear Physicist, Research Lab Nuclear Engineer, Research Lab	Cooperative Degree Programs																												
1																			Staff Officer, Engineer Power Group Research Associate, Scientific Lab Nuclear Physicist, Research Lab Nuclear Engineer, Research Lab	Cooperative Degree Programs	Civilian and Military Non-Resident Courses	Resident Civilian Education (1) Degree Completion Programs (2) Doctorial Study for Selected Officers	Top 5% Program for USMA and ROTC DMG																							
	Staff Officer, Engineer Power Group Research Associate, Scientific Lab Nuclear Physicist, Research Lab Nuclear Engineer, Research Lab	Cooperative Degree Programs																						Civilian and Military Non-Resident Courses	Resident Civilian Education (1) Degree Completion Programs (2) Doctorial Study for Selected Officers	Top 5% Program for USMA and ROTC DMG																				

Figure 10-1

Note: Positions shown in both specialties are dual skill positions. 10-5



PROFESSIONAL DEVELOPMENT GUIDE - AUTOMATIC DATA PROCESSING SPECIALTY						PROFESSIONAL DEVELOPMENT PATTERN (Illustrative)		YEAR																																																																																														
YEAR	PHASES OF DEVELOPMENT	PROFESSIONAL DEVELOPMENT OBJECTIVES	ASSIGNMENTS	OFFICER PROFESSIONAL EDUCATION		Primary Specialty	Alternate Specialty																																																																																															
						Field Artillery	Automatic Data Processing																																																																																															
30	COLONEL Phase	Maximum utilization of the officer's capabilities and developed managerial skills and executive talents in either the primary specialty or Automatic Data Processing specialty.	Chief, Systems Division, Defense Supply Agency Chief, ADP Director, NATO ADP Systems Support Group Chief of Staff, Computer Systems Command Chief, Command Center Division Headquarters, USAREUR Chief, INFO Systems Office of the Chief, Research and Development, HQDA	Professional Military Education	Specialty Education		DEPUTY DIRECTOR, MGT INFO SYSTEMS DIR (HQDA)	30																																																																																														
29				Advanced Specialty Education								29																																																																																										
28																		28																																																																																				
27																								27																																																																														
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22																																																						22																																																
21																																																												21																																										
20	LIEUTENANT COLONEL Phase	Continue professional development in ADP and basic entry specialty.	Chief, OPS Section, NATO Automatic Data Processing Specialty Officer, FA Agency Commander, Data Processing Center			Army War College National War College Industrial College of the Armed Forces Naval War College Air War College Inter-American Defense College British Imperial Defense College Canadian National Defense College French Ecole Supérieure de Guerre AWC Non-Resident Course	Cooperative Degree Programs																																																					Civilian and Military Non-Resident Courses	Resident Civilian Education (1) Degree Completion Programs	DIVISION ARTILLERY COMMANDER	SSC	SSC	20																																					
19																																																															19																																							
18																																																																				18																																		
17																																																																									17																													
16																																																																														16																								
15																																																																																			15																			
14																																				MAJOR Phase	Continue professional development in ADP and basic entry specialty.	Deputy Director, Management INFO Systems Office ADPS Instructor Chief, DATA Systems Division Commanding Officer, Data Processing Unit Chief, Computer Operations Chief, Systems and Programming	Army Command & General Staff College Armed Forces Staff College Navy Command & Staff College Marine Command and Staff College Air Force Command and Staff College School of the Americas CGSC Non-Resident Course	Electives and Cooperative Degree Programs																																																	14													
13																																																																																														13								
12																																																																																																			12			
11																																																																																																						
10																																																																																																						
9																																																																																																						
8												CAPTAIN Phase	Continue development in primary specialty and commence development in ADP.	Commanding Officer, Data Processing Unit Chief, Computer Operations Chief, Systems and Programming	Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities																																																																																						
7																																																																																																						
6																																																																																																						
5																																																																																																						
4																																				LIEUTENANT Phase	Acquire basic military knowledge and leadership experience. Commence development in basic entry specialty.	Basic entry specialty assignments.																																																																
3																																																																																																						
2																																																																																																						
1																																																																																																						

Figure 11-1

PROFESSIONAL DEVELOPMENT GUIDE - COMBAT COMMUNICATIONS-ELECTRONICS SPECIALTY						PROFESSIONAL DEVELOPMENT PATTERN (Illustrative)		YEAR																																																		
YEAR	PHASES OF DEVELOPMENT	PROFESSIONAL DEVELOPMENT OBJECTIVES	ASSIGNMENTS	OFFICER PROFESSIONAL EDUCATION		Primary Specialty	Alternate Specialty																																																			
				Combat Communica- tions Electronics	Fixed Telecommuni- cations Systems																																																					
30	COLONEL Phase	Maximum utilization of developed managerial and executive talents in either Combat Communications-Electronics or alternate specialty.	C-E Staff Officer, OSD, JCS, SHAPE, HQDA, Army Military College Faculty Member Corps or Higher Signal Officer Professor of Military Science Commander; Signal Group, Signal Brigade	Professional Military Education	Specialty Education	SIGNAL OFFICER (CORPS)	C-E STAFF OFFICER (SHAPE)	30																																																		
29				LIEUTENANT COLONEL Phase	Continuing professional development in Combat Communications-Electronics and alternate specialty.		Operations and Training Officer, HQDA Signal Battalion Commander Staff/Faculty, CGSC C-E Staff Officer, OSD, JCS Post Commander	Army War College National War College Industrial College of the Armed Forces Naval War College Air War College Inter-American Defense College British Imperial Defense College Canadian National Defense College French Ecole Supérieure de Guerre AWC Non-Resident Course	Cooperative Degree Programs	Civilian and Military Non-Resident Courses	Resident Civilian Education (1) Degree Completion Programs	29																																														
28												MAJOR Phase	Continue development in Combat Communications-Electronics and designated alternate specialty.	Operations and Training Officer, Army Executive Officer, Battalion C-E Staff Officer, ASA, AMC, USACC	Army Command & General Staff College Armed Forces Staff College Navy Command & Staff College Marine Command and Staff College Air Force Command and Staff College School of the Americas CGSC Non-Resident Course	Electives and Cooperative Degree Programs	Advanced Degree Programs	(2) Doctorial Study for Selected Officers	28																																							
27																			CAPTAIN Phase	Continue development in Combat Communications-Electronics and initiate training in designated alternate specialty; develop an understanding of Communications-Electronics needs of combat forces and the Communications-Electronics officers' role as a member of the combined arms team.	Instructor Assistant S-3, Battalion C-E Staff Officer, ASA AMC, USACC Commander, Signal Company Telephone Digital Communications Officer, Battalion, Group, Brigade Radio Systems Officer, Battalion	Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities	Top 5% Program for USMA and ROTC DMG	COMPANY COMMANDER	27																																
26																										LIEUTENANT Phase	Develop fundamental troop leadership skills; develop basic knowledge of Communications-Electronics to include equipment capabilities and limitations.	Communications Center Officer Platoon Leader/Detachment Commander, Signal Unit Telephone Digital Communications Officer	Skill Training: Aviation, Airborne, Ranger, etc.	Basic Specialty Training	PLATOON LEADER AIRBORNE/RANGER TRAINING	26																										
25																																GROUP COMMANDER	C-E STAFF OFFICER (JCS)	C-E STAFF OFFICER (OACSCE, HQDA)	BATTALION COMMANDER	CGSC	ADVANCED CIVIL SCHOOLING	25																				
24																																						C-E STAFF OFFICER (USACC)	ADVANCED COURSE	ADVANCED COURSE	CGSC	CGSC	C-E FIXED TELE-COMMUNICATIONS OFFICER (USACC)	24														
23																																												C-E STAFF OFFICER (USACC)	ADVANCED COURSE	ADVANCED COURSE	CGSC	CGSC	C-E FIXED TELE-COMMUNICATIONS OFFICER (USACC)	23								
22																																																		C-E STAFF OFFICER (USACC)	ADVANCED COURSE	ADVANCED COURSE	CGSC	CGSC	C-E FIXED TELE-COMMUNICATIONS OFFICER (USACC)	22		
21																																																								C-E STAFF OFFICER (USACC)	ADVANCED COURSE	ADVANCED COURSE
20	C-E STAFF OFFICER (USACC)	ADVANCED COURSE	ADVANCED COURSE			CGSC																																																				
19				C-E STAFF OFFICER (USACC)	ADVANCED COURSE		ADVANCED COURSE	CGSC	CGSC	C-E FIXED TELE-COMMUNICATIONS OFFICER (USACC)	19																																															
18											C-E STAFF OFFICER (USACC)	ADVANCED COURSE	ADVANCED COURSE	CGSC	CGSC	C-E FIXED TELE-COMMUNICATIONS OFFICER (USACC)	18																																									
17																	C-E STAFF OFFICER (USACC)	ADVANCED COURSE	ADVANCED COURSE	CGSC	CGSC	C-E FIXED TELE-COMMUNICATIONS OFFICER (USACC)	17																																			
16																							C-E STAFF OFFICER (USACC)	ADVANCED COURSE	ADVANCED COURSE	CGSC	CGSC	C-E FIXED TELE-COMMUNICATIONS OFFICER (USACC)	16																													
15																													C-E STAFF OFFICER (USACC)	ADVANCED COURSE	ADVANCED COURSE	CGSC	CGSC	C-E FIXED TELE-COMMUNICATIONS OFFICER (USACC)	15																							
14																																			C-E STAFF OFFICER (USACC)	ADVANCED COURSE	ADVANCED COURSE	CGSC	CGSC	C-E FIXED TELE-COMMUNICATIONS OFFICER (USACC)	14																	
13																																									C-E STAFF OFFICER (USACC)	ADVANCED COURSE	ADVANCED COURSE	CGSC	CGSC	C-E FIXED TELE-COMMUNICATIONS OFFICER (USACC)	13											
12																																															C-E STAFF OFFICER (USACC)	ADVANCED COURSE	ADVANCED COURSE	CGSC	CGSC	C-E FIXED TELE-COMMUNICATIONS OFFICER (USACC)	12					
11																																																					C-E STAFF OFFICER (USACC)	ADVANCED COURSE	ADVANCED COURSE	CGSC	CGSC	C-E FIXED TELE-COMMUNICATIONS OFFICER (USACC)
10	C-E STAFF OFFICER (USACC)	ADVANCED COURSE	ADVANCED COURSE			CGSC																																																				
9				C-E STAFF OFFICER (USACC)	ADVANCED COURSE		ADVANCED COURSE	CGSC	CGSC	C-E FIXED TELE-COMMUNICATIONS OFFICER (USACC)																																																
8											C-E STAFF OFFICER (USACC)	ADVANCED COURSE	ADVANCED COURSE	CGSC	CGSC	C-E FIXED TELE-COMMUNICATIONS OFFICER (USACC)																																										
7																	C-E STAFF OFFICER (USACC)	ADVANCED COURSE	ADVANCED COURSE	CGSC	CGSC	C-E FIXED TELE-COMMUNICATIONS OFFICER (USACC)																																				
6																							C-E STAFF OFFICER (USACC)	ADVANCED COURSE	ADVANCED COURSE	CGSC	CGSC	C-E FIXED TELE-COMMUNICATIONS OFFICER (USACC)																														
5																													C-E STAFF OFFICER (USACC)	ADVANCED COURSE	ADVANCED COURSE	CGSC	CGSC	C-E FIXED TELE-COMMUNICATIONS OFFICER (USACC)																								
4																																			C-E STAFF OFFICER (USACC)	ADVANCED COURSE	ADVANCED COURSE	CGSC	CGSC	C-E FIXED TELE-COMMUNICATIONS OFFICER (USACC)																		
3																																									C-E STAFF OFFICER (USACC)	ADVANCED COURSE	ADVANCED COURSE	CGSC	CGSC	C-E FIXED TELE-COMMUNICATIONS OFFICER (USACC)												
2																																															C-E STAFF OFFICER (USACC)	ADVANCED COURSE	ADVANCED COURSE	CGSC	CGSC	C-E FIXED TELE-COMMUNICATIONS OFFICER (USACC)						
1																																																					C-E STAFF OFFICER (USACC)	ADVANCED COURSE	ADVANCED COURSE	CGSC	CGSC	C-E FIXED TELE-COMMUNICATIONS OFFICER (USACC)

Figure 12-1

PROFESSIONAL DEVELOPMENT GUIDE - FIXED TELECOMMUNICATIONS SYSTEMS SPECIALTY						PROFESSIONAL DEVELOPMENT PATTERN (Illustrative)		YEAR										
YEAR	PHASES OF DEVELOPMENT	PROFESSIONAL DEVELOPMENT OBJECTIVES	ASSIGNMENTS	OFFICER PROFESSIONAL EDUCATION		Fixed Telecommunications Systems	ADP	YEAR										
				Professional Military Education	Specialty Education													
30	COLONEL Phase	Maximum utilization of developed managerial and executive talents in Fixed Telecommunications Systems or alternate specialty.	Military College Faculty Member C-E Staff Officer; OSD, JCS, HQDA, ARADCOM, ASA USACC Commander, USACC Group White House Communications Agency, CEEIA	Professional Military Education		DEPT CHIEF (OACSCE, HQDA)	DIRECTOR (DATA SYSTEMS COMMAND)	30										
29				Specialty Education				Advanced Specialty Education	29									
28									GROUP COMMANDER (USACC)	28								
27										ADP C-E STAFF OFFICER (USACC)	27							
26											ADP C-E STAFF OFFICER (USACC)	26						
25												ADP C-E STAFF OFFICER (USACC)	25					
24													ADP C-E STAFF OFFICER (USACC)	24				
23	LIEUTENANT COLONEL Phase	Continuing professional development in Fixed Telecommunications Systems and alternate specialty.	C-E Staff Officer OSD, JCS, HQDA, Major Command C-E Department Chief AMC, HQDA Staff/Faculty, CGSC Battalion Commander	Army War College National War College Industrial College of the Armed Forces Naval War College Air War College Inter-American Defense College British Imperial Defense College Canadian National Defense College French Ecole Supérieure de Guerre AWC Non-Resident Course		SSC	SSC	23										
22				Cooperative Degree Programs				Civlian and Military Non-Resident Courses	Resident Civilian Education (1) Degree Completion Programs	22								
21										BATTALION COMMANDER	ADP OFFICER (COMPUTER SYSTEMS COMMAND)	21						
20												BATTALION COMMANDER	ADP OFFICER (COMPUTER SYSTEMS COMMAND)	20				
19														BATTALION COMMANDER	ADP OFFICER (COMPUTER SYSTEMS COMMAND)	19		
18																BATTALION COMMANDER	ADP OFFICER (COMPUTER SYSTEMS COMMAND)	18
17																		BATTALION COMMANDER
16	MAJOR Phase	Continued development in Fixed Telecommunications Systems and designated alternate specialty	Executive Officer; Battalion, Facility, Center Operations and Training Staff Officer, ASA, USACC C-E Staff Officer; ARADCOM, Army, ASA, HQDA, OSD, AMC Post C-E Officer; Army Garrison	Army Command & General Staff College Armed Forces Staff College Navy Command & Staff College Marine Command and Staff College Air Force Command and Staff College School of the Americas CGSC Non-Resident Course		CGSC	CGSC	16										
15				Electives and Cooperative Degree Programs				Advanced Degree Programs	ADP OFFICER (OACSCE, HQDA)	15								
14										ADP OFFICER (OACSCE, HQDA)	ADVANCED CIVIL SCHOOLING	14						
13												ADP OFFICER (OACSCE, HQDA)	ADVANCED CIVIL SCHOOLING	13				
12														ADP OFFICER (OACSCE, HQDA)	ADVANCED CIVIL SCHOOLING	12		
11																ADP OFFICER (OACSCE, HQDA)	ADVANCED CIVIL SCHOOLING	11
10																		ADP OFFICER (OACSCE, HQDA)
9	CAPTAIN Phase	Initiate development in Fixed Telecommunications Systems and alternate specialty. Broaden Communications-Electronics knowledge and skills. Continued development of leadership skills.	Communications Center Officer ASA, USACC Facility, Center C-E Fixed Telephone Communications Officer, DCA, NORAD, USACC Battalion, Facility, Center Instructor Company Commander Radio Systems Officer, Battalion, Company	Advanced Course		CGSC	CGSC	9										
8				Electives and Degree Programs Arranged with Civilian Colleges and Universities				Advanced Degree Programs	ADP OFFICER (HQ USAREUR)	8								
7										Advanced Degree Programs	ADP OFFICER (HQ USAREUR)	7						
6												Advanced Degree Programs	ADP OFFICER (HQ USAREUR)	6				
5														Advanced Degree Programs	ADP OFFICER (HQ USAREUR)	5		
4																Advanced Degree Programs	ADP OFFICER (HQ USAREUR)	4
3																		Advanced Degree Programs
2	LIEUTENANT Phase	Develop fundamental troop leadership skills. Develop basic knowledge of Communications-Electronics to include equipment capabilities and limitations.	Telephone Digital Communications Officer Platoon Leader, Signal Company	Skill Training: Aviation, Airborne, Ranger, etc.		Top 5% Program for USMA and ROTC DMG	PLATOON LEADER	2										
1				Basic Course				BASIC COURSE	BASIC COURSE	1								

Figure 12-2



PROFESSIONAL DEVELOPMENT GUIDE - COMMUNICATIONS-ELECTRONICS ENGINEERING SPECIALTY						PROFESSIONAL DEVELOPMENT PATTERN (Illustrative)		YEAR
YEAR	PHASES OF DEVELOPMENT	PROFESSIONAL DEVELOPMENT OBJECTIVES	ASSIGNMENTS	OFFICER PROFESSIONAL EDUCATION		Primary Specialty	Alternate Specialty	
				Professional Military Education	Specialty Education	C-E Engineering	Personnel Management	
30	COLONEL Phase	Utilize developed managerial, technical, and executive talents in either primary or alternate specialties.	Commander, USACC (Europe/Pacific) C-E Systems Engineer; USACC, OSD, HQDA Electrical/Electronics Engineer; OSD Frequency Engineer; OSD		Advanced Specialty Education	C-E SYSTEMS ENGINEER (DCA)	DEPUTY DIRECTOR FOR MANPOWER RESEARCH PROGRAMS (OSD M&RA)	30
29								29
28								28
27								27
26								26
25								25
24	LIEUTENANT COLONEL Phase	Continue development in primary and alternate specialties while enhancing technical competence, leadership skills, and managerial expertise.	Deputy Commander, USACC/CEEIA Commander, Battalion C-E Systems Engineer; OSD, USACC Electrical/Electronics Engineer; OSD, HQDA, AMC Radio Engineer; OSD, ASA Staff/Faculty; CGSC	Army War College National War College Industrial College of the Armed Forces Naval War College Air War College Inter-American Defense College British Imperial Defense College Canadian National Defense College French Ecole Superieure de Guerre AWC Non-Resident Course	Cooperative Degree Programs	ELECTRICAL/ELECTRONICS ENGINEER (HQDA)	CHIEF, MAN-POWER REQUIREMENTS DIVISION (ODCSPER, TRADOC)	24
23								23
22								22
21								21
20								20
19								19
18	MAJOR Phase	Continue development in primary and alternate specialties while enhancing leadership abilities and managerial skills.	Instructor, Service School Executive Officer, USACC Battalion Electrical/Electronics Engineer, ARADCOM, ASA, USACC, AMC, HQDA, OSD C-E Systems Engineer Radio Engineer; ASA Frequency Engineer Electrical/Electronics Engineer	Army Command & General Staff College Armed Forces Staff College Navy Command & Staff College Marine Command and Staff College Air Force Command and Staff College School of the Americas CGSC Non-Resident Course	Electives and Cooperative Degree Programs	SSC	PERSONNEL ACTIONS OFFICER (MILPERCEN)	18
17								17
16								16
15								15
14								14
13								13
12	CAPTAIN Phase	Advance towards the attainment of specialty qualification objectives and begin developing skills in an alternate specialty.	C-E Design Engineer, USATCOM C-E Systems Engineer; Group, Battalion, Brigade, USACC Facility, Center Radio Engineer; Signal School Group Frequency Engineer; Group, Brigade Electrical/Electronics Engineer	Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities	C-E SYSTEMS ENGINEER (USACC)	G1 (DIVISION)	12
11								11
10								10
9								9
8								8
7								7
6	LIEUTENANT Phase	Obtain basic understanding of the techniques and technical requirements of the primary specialty and develop leadership skills by serving in troop leadership positions.	Radio, Electrical, Electronic Engineer Telephone-Digital Communications Officer; Signal Battalion Platoon Leader; Signal Company	Skill Training: Aviation, Airborne, Ranger, etc.	Basic Specialty Training	ADVANCED CIVIL SCHOOLING	BRIGADE S1	6
5								5
4								4
3								3
2								2
1								1

Figure 12-3



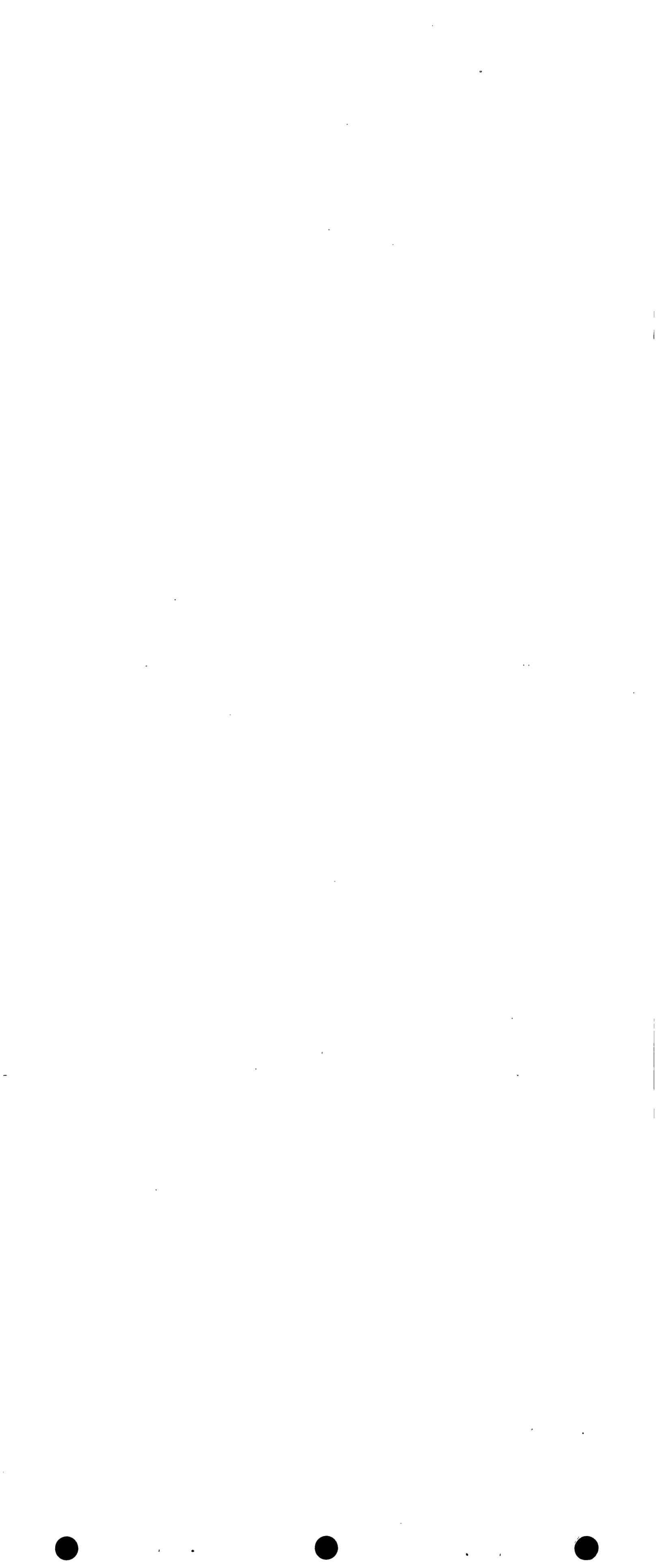
PROFESSIONAL DEVELOPMENT GUIDE - AUDIO VISUAL INSTRUCTIONAL TECHNOLOGY (AVIT) SPECIALTY						PROFESSIONAL DEVELOPMENT PATTERN (Illustrative)		YEAR					
YEAR	PHASES OF DEVELOPMENT	PROFESSIONAL DEVELOPMENT OBJECTIVES	ASSIGNMENTS	OFFICER PROFESSIONAL EDUCATION		Primary Specialty	Alternate Specialty						
				Professional Military Education	Specialty Education	AVIT	Fixed Telecommunications						
30	COLONEL Phase	Utilize developed managerial, technical, and executive talents in either primary or alternate specialties.	Commander, Student Brigade Pictorial Unit Commander AVIT Officer, HQDA Commander, Training Aids Management Agency	Professional Military Education		AVIT OFFICER (HQDA)		30					
29				Specialty Education					29				
28				Advanced Specialty Education				C-E STAFF OFFICER (OSD)	28				
27									27				
26								PICTORIAL UNIT COMMANDER (AUDIO-VISUAL AGENCY)	26				
25									25				
24	LIEUTENANT COLONEL Phase	Continue development in primary and alternate specialties while enhancing technical competence, leadership skills, and managerial expertise.	Commander, Student Battalion Pictorial Officer, TRADOC Motion Picture TV Director Writer, OSD, Service School Broadcast Officer AVIT Officer, Service School Training Officer, Service School Pictorial Unit Commander Staff/faculty; Command and General Staff College, Armed Forces Staff College	Army War College National War College Industrial College of the Armed Forces Naval War College Air War College Inter-American Defense College British Imperial Defense College Canadian National Defense College French Ecole Supérieure de Guerre AWC Non-Resident Course	Cooperative Degree Programs	Civillian and Military Non-Resident Courses	Resident Civilian Education (1) Degree Completion Programs	24					
23									AVIT OFFICER (TRADOC)	23			
22										C-E STAFF OFFICER (OACSC, HQDA)	22		
21											21		
20										SSC	SSC	20	
19											AVIT OFFICER SERVICE SCHOOL (CGSC)	19	
18												18	
17												17	
16												BATTALION EXECUTIVE OFFICER	16
15								MAJOR Phase	Continue development in primary and alternate specialties while enhancing leadership abilities and managerial skills.	Pictorial Officer, Army Motion Picture TV Director/Writer AVIT Officer; Service School, Training Center Staff/Faculty; Service School, USMA, ROTC	Army Command & General Staff College Armed Forces Staff College Navy Command & Staff College Marine Command and Staff College Air Force Command and Staff College School of the Americas CGSC Non-Resident Course	Electives and Cooperative Degree Programs	Advanced Degree Programs
14			C-E OFFICER (POST)	14									
13					13								
12			CGSC	CGSC	12								
11				MOTION PICTURE AND TV DIRECTOR (SERVICE SCHOOL)	11								
10	CAPTAIN Phase	Advance towards the attainment of specialty qualification objectives and begin developing skills in an alternate specialty.	Pictorial Unit Commander Company, Photography Detachment Broadcast Officer; Armed Forces Network Assistant AVIT Officer; Branch School Station Commander, Armed Forces Network	Advanced Course	Electives and Degree Programs Arranged with Civillian Colleges and Universities	Advanced Degree Programs		10					
9											9		
8											COMPANY COMMANDER	8	
7											TELEPHONE DIGITAL COMMUNICATIONS OFFICER (USACC)	7	
6	LIEUTENANT Phase	Obtain basic understanding of the techniques and technical requirements of the primary specialty and develop leadership skills by serving in troop leadership positions.	Pictorial Unit Commander Detachment Commander Pictorial Unit Officer, Company Motion Picture TV Director/Writer; Detachment, Company	Basic Course	Skill Training: Aviation, Airborne, Ranger, etc.	Top 5% Program for USMA and ROTC DMG		6					
5									ADVANCED COURSE	ADVANCED COURSE	5		
4											PICTORIAL OFFICER	4	
3											PLATOON LEADER	3	
2											MOS COURSE	2	
1				BASIC COURSE	1								

Figure 12-4



PROFESSIONAL DEVELOPMENT GUIDE - COMPTROLLER SPECIALTY						PROFESSIONAL DEVELOPMENT PATTERN (Illustrative)		YEAR																																																									
YEAR	PHASES OF DEVELOPMENT	PROFESSIONAL DEVELOPMENT OBJECTIVES	ASSIGNMENTS	OFFICER PROFESSIONAL EDUCATION		Primary Specialty	Alternate Specialty																																																										
				Infantry	Comptroller																																																												
30	COLONEL Phase	Maximum utilization of capabilities in Comptrollership and basic entry specialty. Full utilization of developed managerial skills and executive talents to meet needs of the service.	Budget Officer Comptroller Comptroller Staff Officer Chief, Budget Division Chief, Management Division Division Chief/Director	Professional Military Education	Specialty Education	Infantry	Comptroller (MAJ CMD)	30																																																									
29				LIEUTENANT COLONEL Phase	Continue professional development in Comptrollership and basic entry specialty.		Budget Analyst Budget Officer Comptroller Staff Officer Cost Analyst Deputy Comptroller Management Analyst Plans and Programs Officer	Army War College National War College Industrial College of the Armed Forces Naval War College Air War College Inter-American Defense College British Imperial Defense College Canadian National Defense College French Ecole Supérieure de Guerre AWC Non-Resident Course	Cooperative Degree Programs	Civilian and Military Non-Resident Courses	Resident Civilian Education (1) Degree Completion Programs	Comptroller (MAJ CMD)	29																																																				
28												MAJOR Phase	Continue professional development in Comptrollership and basic entry specialty.	Budget Analyst Budget Officer Comptroller Staff Officer Cost Analyst Deputy Comptroller Management Analyst Program Analyst	Army Command & General Staff College Armed Forces Staff College Navy Command & Staff College Marine Command and Staff College Air Force Command and Staff College School of the Americas CGSC Non-Resident Course	Electives and Cooperative Degree Programs	(2) Doctorial Study for Selected Officers	Advanced Degree Programs	DIVISION CHIEF (OFFICE OF COMPTROLLER, HQDA)	28																																													
27																			CAPTAIN Phase	Gain broad knowledge of Army command problems. Commence Comptroller development by serving in appropriate developmental position.	Budget Analyst Budget Officer Comptroller Staff Officer Cost Analyst Management Analyst	Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities	Top 5% Program for USMA and ROTC DMG	CGSC	Comptroller (INSTALLATION)	27																																						
26																										LIEUTENANT Phase	Development in basic entry specialty.	Basic entry specialty assignments.	Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities	Top 5% Program for USMA and ROTC DMG	CGSC	CHIEF OF STAFF (DIVISION)	26																															
25																																	LIEUTENANT Phase	Development in basic entry specialty.	Basic entry specialty assignments.	Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities	Top 5% Program for USMA and ROTC DMG	CGSC	Comptroller (INSTALLATION)	25																								
24																																								LIEUTENANT Phase	Development in basic entry specialty.	Basic entry specialty assignments.	Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities	Top 5% Program for USMA and ROTC DMG	CGSC	CHIEF OF STAFF (DIVISION)	24																	
23																																															LIEUTENANT Phase	Development in basic entry specialty.	Basic entry specialty assignments.	Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities	Top 5% Program for USMA and ROTC DMG	CGSC	CHIEF OF STAFF (DIVISION)	23										
22																																																						LIEUTENANT Phase	Development in basic entry specialty.	Basic entry specialty assignments.	Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities	Top 5% Program for USMA and ROTC DMG	CGSC	CHIEF OF STAFF (DIVISION)	22			
21																																																													LIEUTENANT Phase	Development in basic entry specialty.	Basic entry specialty assignments.	Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities
20	LIEUTENANT Phase	Development in basic entry specialty.	Basic entry specialty assignments.			Advanced Course																																																											
19				LIEUTENANT Phase	Development in basic entry specialty.		Basic entry specialty assignments.	Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities	Top 5% Program for USMA and ROTC DMG	CGSC																																																						
18												LIEUTENANT Phase	Development in basic entry specialty.	Basic entry specialty assignments.	Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities	Top 5% Program for USMA and ROTC DMG	CGSC																																															
17																			LIEUTENANT Phase	Development in basic entry specialty.	Basic entry specialty assignments.	Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities	Top 5% Program for USMA and ROTC DMG	CGSC																																								
16																										LIEUTENANT Phase	Development in basic entry specialty.	Basic entry specialty assignments.	Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities	Top 5% Program for USMA and ROTC DMG	CGSC																																	
15																																	LIEUTENANT Phase	Development in basic entry specialty.	Basic entry specialty assignments.	Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities	Top 5% Program for USMA and ROTC DMG	CGSC																										
14																																								LIEUTENANT Phase	Development in basic entry specialty.	Basic entry specialty assignments.	Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities	Top 5% Program for USMA and ROTC DMG	CGSC																			
13																																															LIEUTENANT Phase	Development in basic entry specialty.	Basic entry specialty assignments.	Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities	Top 5% Program for USMA and ROTC DMG	CGSC												
12																																																						LIEUTENANT Phase	Development in basic entry specialty.	Basic entry specialty assignments.	Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities	Top 5% Program for USMA and ROTC DMG	CGSC					
11																																																													LIEUTENANT Phase	Development in basic entry specialty.	Basic entry specialty assignments.	Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities
10	LIEUTENANT Phase	Development in basic entry specialty.	Basic entry specialty assignments.			Advanced Course																																																											
9				LIEUTENANT Phase	Development in basic entry specialty.		Basic entry specialty assignments.	Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities	Top 5% Program for USMA and ROTC DMG	CGSC																																																						
8												LIEUTENANT Phase	Development in basic entry specialty.	Basic entry specialty assignments.	Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities	Top 5% Program for USMA and ROTC DMG	CGSC																																															
7																			LIEUTENANT Phase	Development in basic entry specialty.	Basic entry specialty assignments.	Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities	Top 5% Program for USMA and ROTC DMG	CGSC																																								
6																										LIEUTENANT Phase	Development in basic entry specialty.	Basic entry specialty assignments.	Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities	Top 5% Program for USMA and ROTC DMG	CGSC																																	
5																																	LIEUTENANT Phase	Development in basic entry specialty.	Basic entry specialty assignments.	Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities	Top 5% Program for USMA and ROTC DMG	CGSC																										
4																																								LIEUTENANT Phase	Development in basic entry specialty.	Basic entry specialty assignments.	Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities	Top 5% Program for USMA and ROTC DMG	CGSC																			
3																																															LIEUTENANT Phase	Development in basic entry specialty.	Basic entry specialty assignments.	Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities	Top 5% Program for USMA and ROTC DMG	CGSC												
2																																																						LIEUTENANT Phase	Development in basic entry specialty.	Basic entry specialty assignments.	Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities	Top 5% Program for USMA and ROTC DMG	CGSC					
1																																																													LIEUTENANT Phase	Development in basic entry specialty.	Basic entry specialty assignments.	Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities

Figure 13-1



PROFESSIONAL DEVELOPMENT GUIDE - CRIMINAL INVESTIGATION SPECIALTY						PROFESSIONAL DEVELOPMENT PATTERN (Illustrative)		YEAR																																																								
YEAR	PHASES OF DEVELOPMENT	PROFESSIONAL DEVELOPMENT OBJECTIVES	ASSIGNMENTS	OFFICER PROFESSIONAL EDUCATION		Primary Specialty	Alternate Specialty																																																									
				Infantry	Criminal Investigation																																																											
30	COLONEL Phase	Maximum utilization and continued development of Criminal Investigation, managerial, and executive skills in positions at the highest level in primary or alternate specialty.	Deputy Commander, CID Command Director, Op Directorate, CID Command Chief, Office Criminal Intelligence, CID Command Chief, Office Criminal Intelligence, CID Command Director, Investigator, CID Command Region Commander	Professional Military Education	Specialty Education	CHIEF OF STAFF (DIVISION)	REGION COMMANDER (CID COMMAND)	30																																																								
29				LIEUTENANT COLONEL Phase	Continue Criminal Investigation professional development and demonstrate potential for further advancement through service in important positions in Criminal Investigation or in other specialties.			Assistant IG, CID Command Deputy Director, Personnel & Administration CID Command Deputy Director, Operations Division, CID Command Division Chief, Office of Criminal Intelligence, CID Command Division Chief, Investigation Division, CID Command Deputy Commander, Region	Army War College National War College Industrial College of the Armed Forces Naval War College Air War College Inter-American Defense College British Imperial Defense College Canadian National Defense College French Ecole Supérieure de Guerre AWC Non-Resident Course	Cooperative Degree Programs	Civilian and Military Non-Resident Courses	Resident Civilian Education (1) Degree Completion Programs	29																																																			
28													MAJOR Phase	Continue professional development through service in Criminal Investigation developmental positions; completion of Criminal Investigation Development Program; service in primary specialty and professional developmental studies.	Region Coordinator, CID Command Policies Staff Officer, CID Command Laboratory Policies Officer, CID Command Plans/Intelligence Officer, Region Commander, Field Office Commander, Resident Agency, Region Commander, Crime Laboratory	Army Command & General Staff College Armed Forces Staff College Navy Command & Staff College Marine Command and Staff College Air Force Command and Staff College School of the Americas CGSC Non-Resident Course	Electives and Cooperative Degree Programs	(2) Doctorial Study for Selected Officers	Advanced Degree Programs	28																																												
27																				CAPTAIN Phase	Commence development of Criminal Investigation skills and continue development in primary specialty.	Operations Officer, Operations Division, CID Command Plans/Intelligence Officer, Field Office	Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities	Top 5% Program for USMA and ROTC DMG	RECRUITING COMMAND DUTY	27																																					
26																											LIEUTENANT Phase	Develop fundamental military knowledge in basic entry specialty.	Basic entry specialty assignments.	Basic Course	Skill Training: Aviation, Airborne, Ranger, etc.	INTEGRATED PROGRAM	ADVANCED COURSE	26																														
25																																		LIEUTENANT Phase	Develop fundamental military knowledge in basic entry specialty.	Basic entry specialty assignments.	Basic Course	Skill Training: Aviation, Airborne, Ranger, etc.	INTEGRATED PROGRAM	ADVANCED COURSE	25																							
24																																									LIEUTENANT Phase	Develop fundamental military knowledge in basic entry specialty.	Basic entry specialty assignments.	Basic Course	Skill Training: Aviation, Airborne, Ranger, etc.	INTEGRATED PROGRAM	ADVANCED COURSE	24																
23																																																LIEUTENANT Phase	Develop fundamental military knowledge in basic entry specialty.	Basic entry specialty assignments.	Basic Course	Skill Training: Aviation, Airborne, Ranger, etc.	INTEGRATED PROGRAM	ADVANCED COURSE	23									
22																																																							LIEUTENANT Phase	Develop fundamental military knowledge in basic entry specialty.	Basic entry specialty assignments.	Basic Course	Skill Training: Aviation, Airborne, Ranger, etc.	INTEGRATED PROGRAM	ADVANCED COURSE	22		
21																																																														LIEUTENANT Phase	Develop fundamental military knowledge in basic entry specialty.	Basic entry specialty assignments.
20	LIEUTENANT Phase	Develop fundamental military knowledge in basic entry specialty.	Basic entry specialty assignments.			Basic Course	Skill Training: Aviation, Airborne, Ranger, etc.																																																									
19				LIEUTENANT Phase	Develop fundamental military knowledge in basic entry specialty.			Basic entry specialty assignments.	Basic Course	Skill Training: Aviation, Airborne, Ranger, etc.	INTEGRATED PROGRAM	ADVANCED COURSE																																																				
18													LIEUTENANT Phase	Develop fundamental military knowledge in basic entry specialty.	Basic entry specialty assignments.	Basic Course	Skill Training: Aviation, Airborne, Ranger, etc.	INTEGRATED PROGRAM	ADVANCED COURSE																																													
17																				LIEUTENANT Phase	Develop fundamental military knowledge in basic entry specialty.	Basic entry specialty assignments.	Basic Course	Skill Training: Aviation, Airborne, Ranger, etc.	INTEGRATED PROGRAM	ADVANCED COURSE																																						
16																											LIEUTENANT Phase	Develop fundamental military knowledge in basic entry specialty.	Basic entry specialty assignments.	Basic Course	Skill Training: Aviation, Airborne, Ranger, etc.	INTEGRATED PROGRAM	ADVANCED COURSE																															
15																																		LIEUTENANT Phase	Develop fundamental military knowledge in basic entry specialty.	Basic entry specialty assignments.	Basic Course	Skill Training: Aviation, Airborne, Ranger, etc.	INTEGRATED PROGRAM	ADVANCED COURSE																								
14																																									LIEUTENANT Phase	Develop fundamental military knowledge in basic entry specialty.	Basic entry specialty assignments.	Basic Course	Skill Training: Aviation, Airborne, Ranger, etc.	INTEGRATED PROGRAM	ADVANCED COURSE																	
13																																																LIEUTENANT Phase	Develop fundamental military knowledge in basic entry specialty.	Basic entry specialty assignments.	Basic Course	Skill Training: Aviation, Airborne, Ranger, etc.	INTEGRATED PROGRAM	ADVANCED COURSE										
12																																																							LIEUTENANT Phase	Develop fundamental military knowledge in basic entry specialty.	Basic entry specialty assignments.	Basic Course	Skill Training: Aviation, Airborne, Ranger, etc.	INTEGRATED PROGRAM	ADVANCED COURSE			
11																																																														LIEUTENANT Phase	Develop fundamental military knowledge in basic entry specialty.	Basic entry specialty assignments.
10	LIEUTENANT Phase	Develop fundamental military knowledge in basic entry specialty.	Basic entry specialty assignments.			Basic Course	Skill Training: Aviation, Airborne, Ranger, etc.																																																									
9				LIEUTENANT Phase	Develop fundamental military knowledge in basic entry specialty.			Basic entry specialty assignments.	Basic Course	Skill Training: Aviation, Airborne, Ranger, etc.	INTEGRATED PROGRAM	ADVANCED COURSE																																																				
8													LIEUTENANT Phase	Develop fundamental military knowledge in basic entry specialty.	Basic entry specialty assignments.	Basic Course	Skill Training: Aviation, Airborne, Ranger, etc.	INTEGRATED PROGRAM	ADVANCED COURSE																																													
7																				LIEUTENANT Phase	Develop fundamental military knowledge in basic entry specialty.	Basic entry specialty assignments.	Basic Course	Skill Training: Aviation, Airborne, Ranger, etc.	INTEGRATED PROGRAM	ADVANCED COURSE																																						
6																											LIEUTENANT Phase	Develop fundamental military knowledge in basic entry specialty.	Basic entry specialty assignments.	Basic Course	Skill Training: Aviation, Airborne, Ranger, etc.	INTEGRATED PROGRAM	ADVANCED COURSE																															
5																																		LIEUTENANT Phase	Develop fundamental military knowledge in basic entry specialty.	Basic entry specialty assignments.	Basic Course	Skill Training: Aviation, Airborne, Ranger, etc.	INTEGRATED PROGRAM	ADVANCED COURSE																								
4																																									LIEUTENANT Phase	Develop fundamental military knowledge in basic entry specialty.	Basic entry specialty assignments.	Basic Course	Skill Training: Aviation, Airborne, Ranger, etc.	INTEGRATED PROGRAM	ADVANCED COURSE																	
3																																																LIEUTENANT Phase	Develop fundamental military knowledge in basic entry specialty.	Basic entry specialty assignments.	Basic Course	Skill Training: Aviation, Airborne, Ranger, etc.	INTEGRATED PROGRAM	ADVANCED COURSE										
2																																																							LIEUTENANT Phase	Develop fundamental military knowledge in basic entry specialty.	Basic entry specialty assignments.	Basic Course	Skill Training: Aviation, Airborne, Ranger, etc.	INTEGRATED PROGRAM	ADVANCED COURSE			
1																																																														LIEUTENANT Phase	Develop fundamental military knowledge in basic entry specialty.	Basic entry specialty assignments.

Figure 14-1



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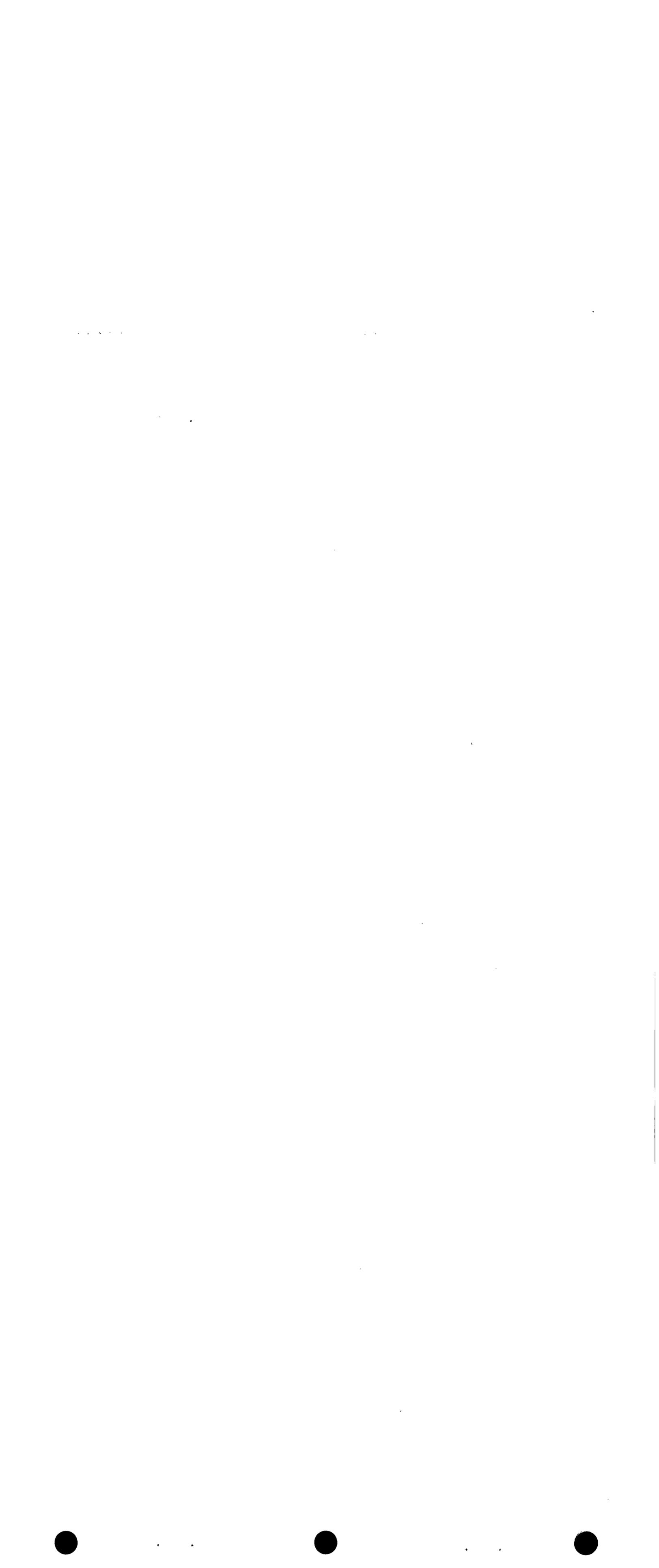


PROFESSIONAL DEVELOPMENT GUIDE - ENGINEER SPECIALTY						PROFESSIONAL DEVELOPMENT PATTERN (Illustrative)		YEAR																																																																																					
YEAR	PHASES OF DEVELOPMENT	PROFESSIONAL DEVELOPMENT OBJECTIVES	ASSIGNMENTS	OFFICER PROFESSIONAL EDUCATION		Primary Specialty	Alternate Specialty																																																																																						
				Professional Military Education	Specialty Education	Engineer	Research and Development																																																																																						
30	COLONEL Phase	Maximum utilization of developed Engineer managerial and executive talents in either Engineer specialty or alternate specialty.	Brigade/Group Commander District Engineer HQDA, JCS, OSD, OCE Division Chief Corps or Higher Staff Officer Professor of Military Science Defense Mapping Agency	Professional Military Education		DIVISION CHIEF OR DIRECTOR (OFFICE OF CHIEF OF ENGINEERS)		30																																																																																					
29				Advanced Specialty Education						29																																																																																			
28														28																																																																															
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21																																										21																																																			
20	LIEUTENANT COLONEL Phase	Continue professional development in both Engineer specialty and designated alternate specialty.	Battalion Commander Resident Engineer Facilities Engineer Division Engineer Division Staff Officer Service School Instructor Topographic Engineer Advisor Defense Mapping Agency			Army War College National War College Industrial College of the Armed Forces Naval War College Air War College Inter-American Defense College British Imperial Defense College Canadian National Defense College French Ecole Supérieure de Guerre AWC Non-Resident Course	Cooperative Degree Programs																																			Civilian and Military Non-Resident Courses	Resident Civilian Education (1) Degree Completion Programs	ENGINEER STAFF OFFICER (OFFICE OF CHIEF OF ENGINEERS)	R&D COORDINATOR (OFFICE OF CHIEF, R&D)	20																																															
19																																																		19																																											
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16																																																																	16																												
15																																																																						15																							
14																																																																											14																		
13																														MAJOR Phase	Continue professional development in both Engineer specialty and designated alternate specialty.	Topographic Engineer Construction Engineer Advisor Instructor Engineer Staff Officer, Brigade, Group, Division, Major Command	Army Command & General Staff College Armed Forces Staff College Navy Command & Staff College Marine Command and Staff College Air Force Command and Staff College School of the Americas CGSC Non-Resident Course																																										Electives and Cooperative Degree Programs						RESEARCH AND DEVELOPMENT COORDINATOR (US ARMY MOBILITY EQUIPMENT COMMAND)	13											
12																																																																																							12						
11																																																																																													11
10																																																																																													
9																																																																																													
8																																																																																													
7														CAPTAIN Phase	Advanced course graduate troop leadership and troop staff assignments. A continuous goal will be to afford as many officers as possible an opportunity for company command during this period.	Instructor, Service School Topographic Engineer Pipeline Engineer Civil Engineer Engineer Equipment Officer Company Commander Reserve Comp Advisor	Advanced Course																																						Electives and Degree Programs Arranged with Civilian Colleges and Universities																																						
6																																																																																													
5																																																																																													
4																																																																																													
3																																																																																													
2																																		LIEUTENANT Phase	Development in Engineer specialty.	Instructor, Service School Topographic Engineer Engineer Equipment Officer Company Executive Officer Platoon Leader																																																									
1																																																																																													

Figure 16-2

PROFESSIONAL DEVELOPMENT GUIDE - FIELD ARTILLERY SPECIALTY						PROFESSIONAL DEVELOPMENT PATTERN (Illustrative)		YEAR																					
YEAR	PHASES OF DEVELOPMENT	PROFESSIONAL DEVELOPMENT OBJECTIVES	ASSIGNMENTS	OFFICER PROFESSIONAL EDUCATION		Primary Specialty	Alternate Specialty	YEAR																					
				Professional Military Education	Specialty Education	Field Artillery	Tactical Strategic Intelligence																						
30	COLONEL Phase	Maximum utilization of officer's capabilities and developed managerial skills and executive talents in either Field Artillery specialty or an alternate specialty.	Brigade, Group, Post Commander Division Artillery Commander Division Chief of Staff HQDA, JCS, OSD Division Chief Chief MAAG or Mission Corps or Higher Staff Officer Service School Department Head	Professional Military Education		DIVISION ARTILLERY COMMANDER	DIVISION CHIEF (DEFENSE INTELLIGENCE AGENCY)	30																					
29				Specialty Education				ASSISTANT DEPUTY CHIEF OF STAFF, INTELLIGENCE (USAREUR)	29																				
28				Advanced Specialty Education					DEPUTY DIRECTOR (ASSISTANT CHIEF OF STAFF INTELLIGENCE, HQDA)	28																			
27										BATTALION COMMANDER	27																		
26											EXECUTIVE OFFICER (FA GROUP)	26																	
25			G2 STAFF OFFICER (FORCES COMMAND)	25																									
24				CGSC	24																								
23					ASSISTANT G2 (DIVISION)	23																							
22						BATTERY COMMANDER	22																						
21							ADVANCED COURSE	21																					
20	LIEUTENANT COLONEL Phase	Continue development in Field Artillery specialty and an alternate specialty.	Battalion Commander Post Commander Commander, Special Forces Unit Brigade or Higher Staff Officer Artillery Group Staff Officer Instructor MAAG and Mission Duty Reserve or National Guard Advisor					Army War College National War College Industrial College of the Armed Forces Naval War College Air War College Inter-American Defense College British Imperial Defense College Canadian National Defense College French Ecole Supérieure de Guerre AWC Non-Resident Course	Cooperative Degree Programs	SSC	SSC	20																	
19				MAJOR Phase				Continue development in Field Artillery specialty while emphasizing development in an alternate specialty.	Brigade or Higher Staff Officer Artillery Group Staff Officer Instructor MAAG and Mission Duty Reserve or National Guard Advisor			Army Command & General Staff College Armed Forces Staff College Navy Command & Staff College Marine Command and Staff College Air Force Command and Staff College School of the Americas CGSC Non-Resident Course	Electives and Cooperative Degree Programs	BATTALION COMMANDER	CGSC	19													
18					CAPTAIN Phase											Continue development in Field Artillery specialty and commence development in an alternate specialty.	Battery Commander Detachment Commander ROTC Instructor Battalion Staff Officer MAAG and Mission Duty Commander, Special Forces Unit Reserve or National Guard Advisor	Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities	EXECUTIVE OFFICER (FA GROUP)	CGSC	18							
17						LIEUTENANT Phase																Commence development in Field Artillery specialty. Acquire basic military knowledge and maximum practical leadership experience.	Battery Executive Officer Forward Observer Training Officer Survey Officer Maintenance Officer Fire Directions Officer Safety Officer	Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities	BATTERY COMMANDER	CGSC	17	
16							LIEUTENANT Phase																					Commence development in Field Artillery specialty. Acquire basic military knowledge and maximum practical leadership experience.	Battery Executive Officer Forward Observer Training Officer Survey Officer Maintenance Officer Fire Directions Officer Safety Officer
15	LIEUTENANT Phase	Commence development in Field Artillery specialty. Acquire basic military knowledge and maximum practical leadership experience.	Battery Executive Officer Forward Observer Training Officer Survey Officer Maintenance Officer Fire Directions Officer Safety Officer							Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities																		
14				LIEUTENANT Phase				Commence development in Field Artillery specialty. Acquire basic military knowledge and maximum practical leadership experience.	Battery Executive Officer Forward Observer Training Officer Survey Officer Maintenance Officer Fire Directions Officer Safety Officer			Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities	ADVANCED COURSE	CGSC														
13					LIEUTENANT Phase											Commence development in Field Artillery specialty. Acquire basic military knowledge and maximum practical leadership experience.	Battery Executive Officer Forward Observer Training Officer Survey Officer Maintenance Officer Fire Directions Officer Safety Officer	Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities	ADVANCED COURSE	CGSC								
12						LIEUTENANT Phase																Commence development in Field Artillery specialty. Acquire basic military knowledge and maximum practical leadership experience.	Battery Executive Officer Forward Observer Training Officer Survey Officer Maintenance Officer Fire Directions Officer Safety Officer	Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities	ADVANCED COURSE	CGSC		
11							LIEUTENANT Phase																					Commence development in Field Artillery specialty. Acquire basic military knowledge and maximum practical leadership experience.	Battery Executive Officer Forward Observer Training Officer Survey Officer Maintenance Officer Fire Directions Officer Safety Officer
10	LIEUTENANT Phase	Commence development in Field Artillery specialty. Acquire basic military knowledge and maximum practical leadership experience.	Battery Executive Officer Forward Observer Training Officer Survey Officer Maintenance Officer Fire Directions Officer Safety Officer							Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities																		
9				LIEUTENANT Phase				Commence development in Field Artillery specialty. Acquire basic military knowledge and maximum practical leadership experience.	Battery Executive Officer Forward Observer Training Officer Survey Officer Maintenance Officer Fire Directions Officer Safety Officer			Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities	ADVANCED COURSE	CGSC														
8					LIEUTENANT Phase											Commence development in Field Artillery specialty. Acquire basic military knowledge and maximum practical leadership experience.	Battery Executive Officer Forward Observer Training Officer Survey Officer Maintenance Officer Fire Directions Officer Safety Officer	Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities	ADVANCED COURSE	CGSC								
7						LIEUTENANT Phase																Commence development in Field Artillery specialty. Acquire basic military knowledge and maximum practical leadership experience.	Battery Executive Officer Forward Observer Training Officer Survey Officer Maintenance Officer Fire Directions Officer Safety Officer	Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities	ADVANCED COURSE	CGSC		
6							LIEUTENANT Phase																					Commence development in Field Artillery specialty. Acquire basic military knowledge and maximum practical leadership experience.	Battery Executive Officer Forward Observer Training Officer Survey Officer Maintenance Officer Fire Directions Officer Safety Officer
5	LIEUTENANT Phase	Commence development in Field Artillery specialty. Acquire basic military knowledge and maximum practical leadership experience.	Battery Executive Officer Forward Observer Training Officer Survey Officer Maintenance Officer Fire Directions Officer Safety Officer							Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities																		
4				LIEUTENANT Phase				Commence development in Field Artillery specialty. Acquire basic military knowledge and maximum practical leadership experience.	Battery Executive Officer Forward Observer Training Officer Survey Officer Maintenance Officer Fire Directions Officer Safety Officer			Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities	ADVANCED COURSE	CGSC														
3					LIEUTENANT Phase											Commence development in Field Artillery specialty. Acquire basic military knowledge and maximum practical leadership experience.	Battery Executive Officer Forward Observer Training Officer Survey Officer Maintenance Officer Fire Directions Officer Safety Officer	Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities	ADVANCED COURSE	CGSC								
2						LIEUTENANT Phase																Commence development in Field Artillery specialty. Acquire basic military knowledge and maximum practical leadership experience.	Battery Executive Officer Forward Observer Training Officer Survey Officer Maintenance Officer Fire Directions Officer Safety Officer	Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities	ADVANCED COURSE	CGSC		
1							LIEUTENANT Phase																					Commence development in Field Artillery specialty. Acquire basic military knowledge and maximum practical leadership experience.	Battery Executive Officer Forward Observer Training Officer Survey Officer Maintenance Officer Fire Directions Officer Safety Officer

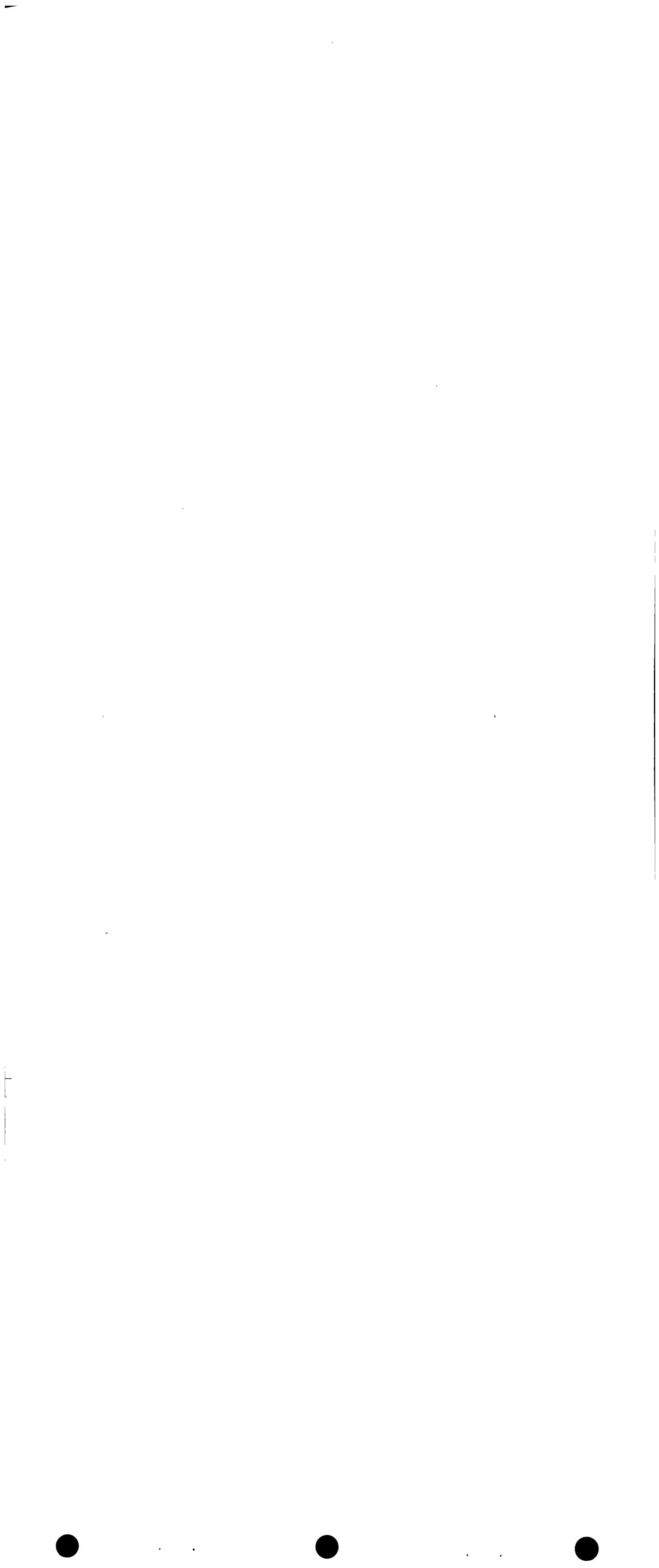
Figure 17-1



PROFESSIONAL DEVELOPMENT GUIDE - FINANCE SPECIALTY						PROFESSIONAL DEVELOPMENT PATTERN (Illustrative)		YEAR	
YEAR	PHASES OF DEVELOPMENT	PROFESSIONAL DEVELOPMENT OBJECTIVES	ASSIGNMENTS	OFFICER PROFESSIONAL EDUCATION		Primary Specialty	Alternate Specialty		
				Professional Military Education	Specialty Education	Finance	Comptroller		
30	COLONEL Phase	Maximum utilization of capabilities in financial management and alternate specialty; full utilization of developed managerial skills and executive talents to meet the needs of the service.	Budget Officer Chief, Finance & Accounting Division Dept. Director, US Army Institute of Administration Finance Officer Finance Staff Officer		Advanced Specialty Education	MILITARY ASSISTANT TO ASSISTANT SECRETARY OF ARMY (FINANCIAL MANAGEMENT)		30	
29								29	
28								28	
27								COMPTROLLER (MAJOR SUBORDINATE COMMAND)	27
26									26
25	LIEUTENANT COLONEL Phase	Continue professional development in financial management; alternate specialty and demonstrate potential for further advancement through service in increasingly important positions in Finance or alternate specialty.	Budget Officer Cdr, Finance Section Finance & Accounting Officer Finance Officer Finance Staff Officer Service School Instructor	Army War College National War College Industrial College of the Armed Forces Naval War College Air War College Inter-American Defense College British Imperial Defense College Canadian National Defense College French Ecole Supérieure de Guerre AWC Non-Resident Course	Cooperative Degree Programs	Civilian and Military Non-Resident Courses	Resident Civilian Education (1) Degree Completion Programs	24	
23								23	
22								COMPTROLLER STAFF OFFICER (OFFICE OF COMPTROLLER OF THE ARMY)	21
20									20
19									19
18	MAJOR Phase	Continue professional development in financial management and alternate specialty.	Budget Officer Cdr, Finance Section Finance & Accounting Officer Finance Officer Finance Staff Officer Service School Instructor	Army Command & General Staff College Armed Forces Staff College Navy Command & Staff College Marine Command and Staff College Air Force Command and Staff College School of the Americas CGSC Non-Resident Course	Electives and Cooperative Degree Programs	Civilian and Military Non-Resident Courses	(2) Doctorial Study for Selected Officers	18	
17								17	
16								FINANCE OFFICER (DIVISION)	16
15									15
14								CAPTAIN Phase	Advance Finance specialty development; progress toward financial management expertise; commence alternate specialty development.
13	13								
12	STAFF & FACULTY (SERVICE SCHOOL)	12							
11		11							
10	LIEUTENANT Phase	Prepare newly commissioned officer for duty in grade of lieutenant; attain experience and training for development in Finance.	Accounting Officer Asst Finance & Accounting Officer Finance Officer Finance Staff Officer	Basic Course	Skill Training: Aviation, Airborne, Ranger, etc.	Top 5% Program for USMA and ROTC DMG	Advanced Degree Programs		
9								9	
8								BUDGET OFFICER (INSTALLATION)	8
7									7
6								ADVANCED CIVIL SCHOOLING	6
5	5								
4	LIEUTENANT Phase						Top 5% Program for USMA and ROTC DMG	4	
3								3	
2								2	
1								1	

Figure 18-1





PROFESSIONAL DEVELOPMENT GUIDE - INFANTRY SPECIALTY						PROFESSIONAL DEVELOPMENT PATTERN (Illustrative)		YEAR																																																									
YEAR	PHASES OF DEVELOPMENT	PROFESSIONAL DEVELOPMENT OBJECTIVES	ASSIGNMENTS	OFFICER PROFESSIONAL EDUCATION		Primary Specialty	Alternate Specialty																																																										
				Professional Military Education	Specialty Education	Infantry	Personnel Management																																																										
30	COLONEL Phase	Maximum utilization of officers' capabilities and developed managerial skills and executive talents in either Infantry specialty or an alternate specialty.	Brigade Commander Post Commander Division Chief of Staff HQDA, JCS, OSD Division Chief Chief MAAG or Mission Corps or higher Staff Officer Service School Dept Head	Professional Military Education		CHIEF OF STAFF (INFANTRY DIVISION)	DIRECTOR (OFFICE OF SECDEF, MAN-POWER AND RESERVE AFFAIRS)	30																																																									
29				Advanced Specialty Education	29																																																												
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	LIEUTENANT COLONEL Phase										Continue development in Infantry specialty and an alternate specialty.	Post Commander Battalion Commander Commander, Special Forces Unit Brigade Staff Officer Division Staff Officer Corps or higher Staff Officer Service School Instructor ROTC Instructor MAAG and Mission Duty Reserve or National Guard Advisor	Army War College National War College Industrial College of the Armed Forces Naval War College Air War College Inter-American Defense College British Imperial Defense College Canadian National Defense College French Ecole Supérieure de Guerre AWC Non-Resident Course	Cooperative Degree Programs	Civilian and Military Non-Resident Courses	Resident Civilian Education (1) Degree Completion Programs (2) Doctorial Study for Selected Officers	BRIGADE COMMANDER	DIVISION CHIEF (DEPUTY CHIEF OF STAFF PERSONNEL, HQDA)																																															
		LIEUTENANT MAJOR Phase															Continue development in Infantry specialty while emphasizing development in an alternate specialty.	Commander, Special Forces Unit Brigade Staff Officer Division Staff Officer Corps or higher Staff Officer Service School Instructor ROTC Instructor MAAG and Mission Duty Reserve or National Guard Advisor	Army Command & General Staff College Armed Forces Staff College Navy Command & Staff College Marine Command and Staff College Air Force Command and Staff College School of the Americas CGSC Non-Resident Course	Electives and Cooperative Degree Programs	Advanced Degree Programs	Advanced Degree Programs	SSC	G1 STAFF OFFICER (DIVISION)																																									
			LIEUTENANT CAPTAIN Phase																				Continue development in Infantry specialty and commence development in an alternate specialty.	Company Commander Service School Instructor ROTC Instructor Battalion Staff Officer Brigade Staff Officer MAAG and Mission Duty Commander, Special Forces Unit Reserve or National Guard Advisor	Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities	Advanced Degree Programs	Advanced Degree Programs	BATTALION COMMANDER	PERSONNEL STAFF OFFICER (MILITARY PERSONNEL CENTER, HQDA)																																			
				LIEUTENANT 1ST LT Phase																									Commence development in Infantry specialty. Acquire basic military knowledge and maximum practical leadership experience.	Platoon Leader Company Executive Officer Training Officer	Basic Course	Skill Training: Aviation, Airborne, Ranger, etc. Basic Specialty Training	Advanced Degree Programs	Advanced Degree Programs	CGSC	ADVANCED CIVIL SCHOOLING																													
					LIEUTENANT 2ND LT Phase																														Commence development in Infantry specialty. Acquire basic military knowledge and maximum practical leadership experience.	Platoon Leader Company Executive Officer Training Officer	Basic Course	Skill Training: Aviation, Airborne, Ranger, etc. Basic Specialty Training	Advanced Degree Programs	Advanced Degree Programs	S1 STAFF OFFICER (BRIGADE)	ADVANCED COURSE																							
						LIEUTENANT 3RD LT Phase																																			Commence development in Infantry specialty. Acquire basic military knowledge and maximum practical leadership experience.	Platoon Leader Company Executive Officer Training Officer	Basic Course	Skill Training: Aviation, Airborne, Ranger, etc. Basic Specialty Training	Advanced Degree Programs	Advanced Degree Programs	COMPANY COMMANDER	COMPANY EXECUTIVE OFFICER																	
							LIEUTENANT 4TH LT Phase																																								Commence development in Infantry specialty. Acquire basic military knowledge and maximum practical leadership experience.	Platoon Leader Company Executive Officer Training Officer	Basic Course	Skill Training: Aviation, Airborne, Ranger, etc. Basic Specialty Training	Advanced Degree Programs	Advanced Degree Programs	ADVANCED COURSE	PLATOON LEADER											
								LIEUTENANT 5TH LT Phase																																													Commence development in Infantry specialty. Acquire basic military knowledge and maximum practical leadership experience.	Platoon Leader Company Executive Officer Training Officer	Basic Course	Skill Training: Aviation, Airborne, Ranger, etc. Basic Specialty Training	Advanced Degree Programs	Advanced Degree Programs	COMPANY COMMANDER	AIRBORNE TRAINING					
									LIEUTENANT 6TH LT Phase																																																		Commence development in Infantry specialty. Acquire basic military knowledge and maximum practical leadership experience.	Platoon Leader Company Executive Officer Training Officer	Basic Course	Skill Training: Aviation, Airborne, Ranger, etc. Basic Specialty Training	Advanced Degree Programs	Advanced Degree Programs	ADVANCED COURSE
										LIEUTENANT 7TH LT Phase																																																							Commence development in Infantry specialty. Acquire basic military knowledge and maximum practical leadership experience.
	LIEUTENANT 8TH LT Phase										Commence development in Infantry specialty. Acquire basic military knowledge and maximum practical leadership experience.	Platoon Leader Company Executive Officer Training Officer	Basic Course	Skill Training: Aviation, Airborne, Ranger, etc. Basic Specialty Training	Advanced Degree Programs	Advanced Degree Programs																																																	
		LIEUTENANT 9TH LT Phase															Commence development in Infantry specialty. Acquire basic military knowledge and maximum practical leadership experience.	Platoon Leader Company Executive Officer Training Officer	Basic Course	Skill Training: Aviation, Airborne, Ranger, etc. Basic Specialty Training	Advanced Degree Programs	Advanced Degree Programs																																											
			LIEUTENANT 10TH LT Phase																				Commence development in Infantry specialty. Acquire basic military knowledge and maximum practical leadership experience.	Platoon Leader Company Executive Officer Training Officer	Basic Course	Skill Training: Aviation, Airborne, Ranger, etc. Basic Specialty Training	Advanced Degree Programs	Advanced Degree Programs																																					
				LIEUTENANT 11TH LT Phase																									Commence development in Infantry specialty. Acquire basic military knowledge and maximum practical leadership experience.	Platoon Leader Company Executive Officer Training Officer	Basic Course	Skill Training: Aviation, Airborne, Ranger, etc. Basic Specialty Training	Advanced Degree Programs	Advanced Degree Programs																															
					LIEUTENANT 12TH LT Phase																														Commence development in Infantry specialty. Acquire basic military knowledge and maximum practical leadership experience.	Platoon Leader Company Executive Officer Training Officer	Basic Course	Skill Training: Aviation, Airborne, Ranger, etc. Basic Specialty Training	Advanced Degree Programs	Advanced Degree Programs																									
						LIEUTENANT 13TH LT Phase																																			Commence development in Infantry specialty. Acquire basic military knowledge and maximum practical leadership experience.	Platoon Leader Company Executive Officer Training Officer	Basic Course	Skill Training: Aviation, Airborne, Ranger, etc. Basic Specialty Training	Advanced Degree Programs	Advanced Degree Programs																			
							LIEUTENANT 14TH LT Phase																																								Commence development in Infantry specialty. Acquire basic military knowledge and maximum practical leadership experience.	Platoon Leader Company Executive Officer Training Officer	Basic Course	Skill Training: Aviation, Airborne, Ranger, etc. Basic Specialty Training	Advanced Degree Programs	Advanced Degree Programs													
								LIEUTENANT 15TH LT Phase																																													Commence development in Infantry specialty. Acquire basic military knowledge and maximum practical leadership experience.	Platoon Leader Company Executive Officer Training Officer	Basic Course	Skill Training: Aviation, Airborne, Ranger, etc. Basic Specialty Training	Advanced Degree Programs	Advanced Degree Programs							
									LIEUTENANT 16TH LT Phase																																																		Commence development in Infantry specialty. Acquire basic military knowledge and maximum practical leadership experience.	Platoon Leader Company Executive Officer Training Officer	Basic Course	Skill Training: Aviation, Airborne, Ranger, etc. Basic Specialty Training	Advanced Degree Programs	Advanced Degree Programs	
										LIEUTENANT 17TH LT Phase																																																							Commence development in Infantry specialty. Acquire basic military knowledge and maximum practical leadership experience.
	LIEUTENANT 18TH LT Phase										Commence development in Infantry specialty. Acquire basic military knowledge and maximum practical leadership experience.	Platoon Leader Company Executive Officer Training Officer	Basic Course	Skill Training: Aviation, Airborne, Ranger, etc. Basic Specialty Training	Advanced Degree Programs	Advanced Degree Programs																																																	
		LIEUTENANT 19TH LT Phase															Commence development in Infantry specialty. Acquire basic military knowledge and maximum practical leadership experience.	Platoon Leader Company Executive Officer Training Officer	Basic Course	Skill Training: Aviation, Airborne, Ranger, etc. Basic Specialty Training	Advanced Degree Programs	Advanced Degree Programs																																											
			LIEUTENANT 20TH LT Phase																				Commence development in Infantry specialty. Acquire basic military knowledge and maximum practical leadership experience.	Platoon Leader Company Executive Officer Training Officer	Basic Course	Skill Training: Aviation, Airborne, Ranger, etc. Basic Specialty Training	Advanced Degree Programs	Advanced Degree Programs																																					
				LIEUTENANT 21ST LT Phase																									Commence development in Infantry specialty. Acquire basic military knowledge and maximum practical leadership experience.	Platoon Leader Company Executive Officer Training Officer	Basic Course	Skill Training: Aviation, Airborne, Ranger, etc. Basic Specialty Training	Advanced Degree Programs	Advanced Degree Programs																															
					LIEUTENANT 22ND LT Phase																														Commence development in Infantry specialty. Acquire basic military knowledge and maximum practical leadership experience.	Platoon Leader Company Executive Officer Training Officer	Basic Course	Skill Training: Aviation, Airborne, Ranger, etc. Basic Specialty Training	Advanced Degree Programs	Advanced Degree Programs																									
						LIEUTENANT 23RD LT Phase																																			Commence development in Infantry specialty. Acquire basic military knowledge and maximum practical leadership experience.	Platoon Leader Company Executive Officer Training Officer	Basic Course	Skill Training: Aviation, Airborne, Ranger, etc. Basic Specialty Training	Advanced Degree Programs	Advanced Degree Programs																			
							LIEUTENANT 24TH LT Phase																																								Commence development in Infantry specialty. Acquire basic military knowledge and maximum practical leadership experience.	Platoon Leader Company Executive Officer Training Officer	Basic Course	Skill Training: Aviation, Airborne, Ranger, etc. Basic Specialty Training	Advanced Degree Programs	Advanced Degree Programs													
								LIEUTENANT 25TH LT Phase																																													Commence development in Infantry specialty. Acquire basic military knowledge and maximum practical leadership experience.	Platoon Leader Company Executive Officer Training Officer	Basic Course	Skill Training: Aviation, Airborne, Ranger, etc. Basic Specialty Training	Advanced Degree Programs	Advanced Degree Programs							
									LIEUTENANT 26TH LT Phase																																																		Commence development in Infantry specialty. Acquire basic military knowledge and maximum practical leadership experience.	Platoon Leader Company Executive Officer Training Officer	Basic Course	Skill Training: Aviation, Airborne, Ranger, etc. Basic Specialty Training	Advanced Degree Programs	Advanced Degree Programs	
										LIEUTENANT 27TH LT Phase																																																							Commence development in Infantry specialty. Acquire basic military knowledge and maximum practical leadership experience.
	LIEUTENANT 28TH LT Phase										Commence development in Infantry specialty. Acquire basic military knowledge and maximum practical leadership experience.	Platoon Leader Company Executive Officer Training Officer	Basic Course	Skill Training: Aviation, Airborne, Ranger, etc. Basic Specialty Training	Advanced Degree Programs	Advanced Degree Programs																																																	
		LIEUTENANT 29TH LT Phase															Commence development in Infantry specialty. Acquire basic military knowledge and maximum practical leadership experience.	Platoon Leader Company Executive Officer Training Officer	Basic Course	Skill Training: Aviation, Airborne, Ranger, etc. Basic Specialty Training	Advanced Degree Programs	Advanced Degree Programs																																											
			LIEUTENANT 30TH LT Phase																				Commence development in Infantry specialty. Acquire basic military knowledge and maximum practical leadership experience.	Platoon Leader Company Executive Officer Training Officer	Basic Course	Skill Training: Aviation, Airborne, Ranger, etc. Basic Specialty Training	Advanced Degree Programs	Advanced Degree Programs																																					

Figure 20-1

PROFESSIONAL DEVELOPMENT GUIDE - INFORMATION SPECIALTY						PROFESSIONAL DEVELOPMENT PATTERN (Illustrative)		YEAR																																																																																			
YEAR	PHASES OF DEVELOPMENT	PROFESSIONAL DEVELOPMENT OBJECTIVES	ASSIGNMENTS	OFFICER PROFESSIONAL EDUCATION		Primary Specialty	Alternate Specialty																																																																																				
				Air Defense Artillery	Information																																																																																						
30	COLONEL Phase	Maximum utilization of capabilities in Information and basic entry specialty; full utilization of officer's developed managerial skills and executive talents to meet needs of service.	Division Chief, Community Relations, Command Information Editor Command Information Unit Chief Public Information Unit Chief Public Affairs Officer	Professional Military Education	Specialty Education	SECRETARY (AIR DEFENSE SCHOOL)	DIRECTOR (OFFICE OF SECDEF FOR PUBLIC AFFAIRS)	30																																																																																			
29				Advanced Specialty Education	Air Defense Artillery			Information	29																																																																																		
28									Air Defense Artillery	Information	28																																																																																
27											Air Defense Artillery	Information	27																																																																														
26													Air Defense Artillery	Information	26																																																																												
25															Air Defense Artillery	Information	25																																																																										
24																	Air Defense Artillery	Information	24																																																																								
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22																					Air Defense Artillery	Information	22																																																																				
21																							Air Defense Artillery	Information	21																																																																		
20	Air Defense Artillery	Information	20																																																																																								
19			LIEUTENANT COLONEL Phase	Continue professional development in Information and basic entry specialty.	Broadcast Officer Command Information Officer Community Relations Officer Editor Information Officer Instructor News Media Officer Press Officer Public Information Officer Writer	Army War College National War College Industrial College of the Armed Forces Naval War College Air War College Inter-American Defense College British Imperial Defense College Canadian National Defense College French Ecole Superieure de Guerre AWC Non-Resident Course	Cooperative Degree Programs	Civilian and Military Non-Resident Courses																	Resident Civilian Education (1) Degree Completion Programs	INFORMATION OFFICER (ARMY)	19																																																																
18						Air Defense Artillery	Information		Air Defense Artillery	Information																	Air Defense Artillery	Information	Air Defense Artillery	Information	Air Defense Artillery	Information	18																																																										
17											Air Defense Artillery	Information																					Air Defense Artillery	Information	Air Defense Artillery	Information	Air Defense Artillery	Information	Air Defense Artillery	Information	17																																																		
16													Air Defense Artillery	Information																											Air Defense Artillery	Information	16																																																
15															Air Defense Artillery	Information																																	Air Defense Artillery	Information	15																																								
14																	Air Defense Artillery	Information																																							Air Defense Artillery	Information	Air Defense Artillery	Information	Air Defense Artillery	Information	Air Defense Artillery	Information	14																										
13																			MAJOR Phase	Continue professional development in Information and basic entry specialty.																																													Broadcast Officer Command Information Officer Community Relations Officer Editor Information Officer Instructor News Media Officer Press Officer Public Information Officer Writer	Army Command & General Staff College Armed Forces Staff College Navy Command & Staff College Marine Command and Staff College Air Force Command and Staff College School of the Americas CGSC Non-Resident Course	Electives and Cooperative Degree Programs	Civilian and Military Non-Resident Courses	Resident Civilian Education (2) Doctorial Study for Selected Officers	BATTALION COMMANDER	CGSC	CGSC	13																		
12																					Air Defense Artillery	Information																																												Air Defense Artillery	Information						Air Defense Artillery	Information	Air Defense Artillery	Information	Air Defense Artillery	Information	12												
11																							Air Defense Artillery	Information																																																							Air Defense Artillery	Information	11										
10	Air Defense Artillery	Information																																																																																					Air Defense Artillery	Information	Air Defense Artillery	Information	Air Defense Artillery
9			Air Defense Artillery	Information	Air Defense Artillery			Information																	Air Defense Artillery	Information																																																																	
8						Air Defense Artillery	Information		Air Defense Artillery	Information																	Air Defense Artillery	Information	Air Defense Artillery	Information	Air Defense Artillery	Information																																																											
7											CAPTAIN Phase	Continue basic entry specialty development. Commence development in Information specialty.																					Assistant/Deputy Information Officer Command Information Officer Community Relations Officer Circulation Manager Public Information Officer Writer	Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities	Civilian and Military Non-Resident Courses	Advanced Degree Programs	RECRUITING COMMAND DUTY	CGSC	CGSC																																																			
6													Air Defense Artillery	Information																											Air Defense Artillery	Information																																																	
5															Air Defense Artillery	Information																																	Air Defense Artillery	Information																																									
4																	LIEUTENANT Phase	Develop in basic entry specialty.																																							Basic entry specialty assignments.	Basic Course	Skill Training: Aviation, Airborne, Ranger, etc.	Civilian and Military Non-Resident Courses	Top 5% Program for USMA and ROTC DMG	BATTERY EXECUTIVE OFFICER	CGSC	CGSC																											
3																			Air Defense Artillery	Information																																													Air Defense Artillery			Information	Air Defense Artillery	Information	Air Defense Artillery	Information																			
2																					Air Defense Artillery	Information																																												Air Defense Artillery	Information						Air Defense Artillery	Information	Air Defense Artillery	Information	Air Defense Artillery	Information													
1																							Air Defense Artillery	Information																																																							Air Defense Artillery	Information											

Figure 21-1

PROFESSIONAL DEVELOPMENT GUIDE - CRYPTOLOGY SPECIALTY						PROFESSIONAL DEVELOPMENT PATTERN (Illustrative)		YEAR
YEAR	PHASES OF DEVELOPMENT	PROFESSIONAL DEVELOPMENT OBJECTIVES	ASSIGNMENTS	OFFICER PROFESSIONAL EDUCATION		Primary Specialty	Alternate Specialty	
				Professional Military Education	Specialty Education	Cryptology	Personnel Management	
30	COLONEL Phase	Maximum utilization of developed managerial and executive talents in Cryptology or alternate specialty.	Military College Faculty Member Major Department Chief HQDA, JCS, OSD, Major Command Commander, ASA Group, Field Station School Commandant		Advanced Specialty Education		MAJOR DEPARTMENT CHIEF (ODCSPER, USASA)	30
29								29
28								28
27								27
26								26
25								25
24								24
23	LIEUTENANT COLONEL Phase	Continuing professional development in both Cryptology and alternate specialty.	Commander, ASA Battalion Operations Officer, ASA Field Station Electronics Warfare Officer, HQDA, Joint Command Staff/faculty; Command and General Staff College	Army War College National War College Industrial College of the Armed Forces Naval War College Air War College Inter-American Defense College British Imperial Defense College Canadian National Defense College French Ecole Supérieure de Guerre AWC Non-Resident Course	Cooperative Degree Programs	Civilian and Military Non-Resident Courses	Resident Civilian Education (1) Degree Completion Programs	23
22								22
21								21
20								20
19								19
18								18
17								17
16								16
15								15
14								MAJOR Phase
13	13							
12	12							
11	11							
10	10							
9	CAPTAIN Phase	Continued development in Cryptology and designated alternate specialty. Continued development of leadership skills.	Instructor; Service School, ROTC, USMA Cryptologic Officer Commander ASA Detachment/Company Staff Officer; ASA Battalion ASA Liaison Officer	Advanced Course	Elective and Degree Programs Arranged with Civilian Colleges and Universities	Advanced Degree Programs	Top 5% Program for USMA and ROTC DMG	9
8								8
7								7
6	LIEUTENANT Phase	Develop basic cryptologic knowledge and skills; develop fundamental troop leadership skills.	Cryptologic Section Officer, ASA Unit Watch Officer, ASA Unit Platoon Leader, ASA Unit *Combat Arms Detail			Skill Training: Aviation, Airborne, Ranger, etc.	Top 5% Program for USMA and ROTC DMG	6
5								5
4	LIEUTENANT Phase					Basic Specialty Training	Top 5% Program for USMA and ROTC DMG	4
3								3
2								2
1								1

* RA Officer only

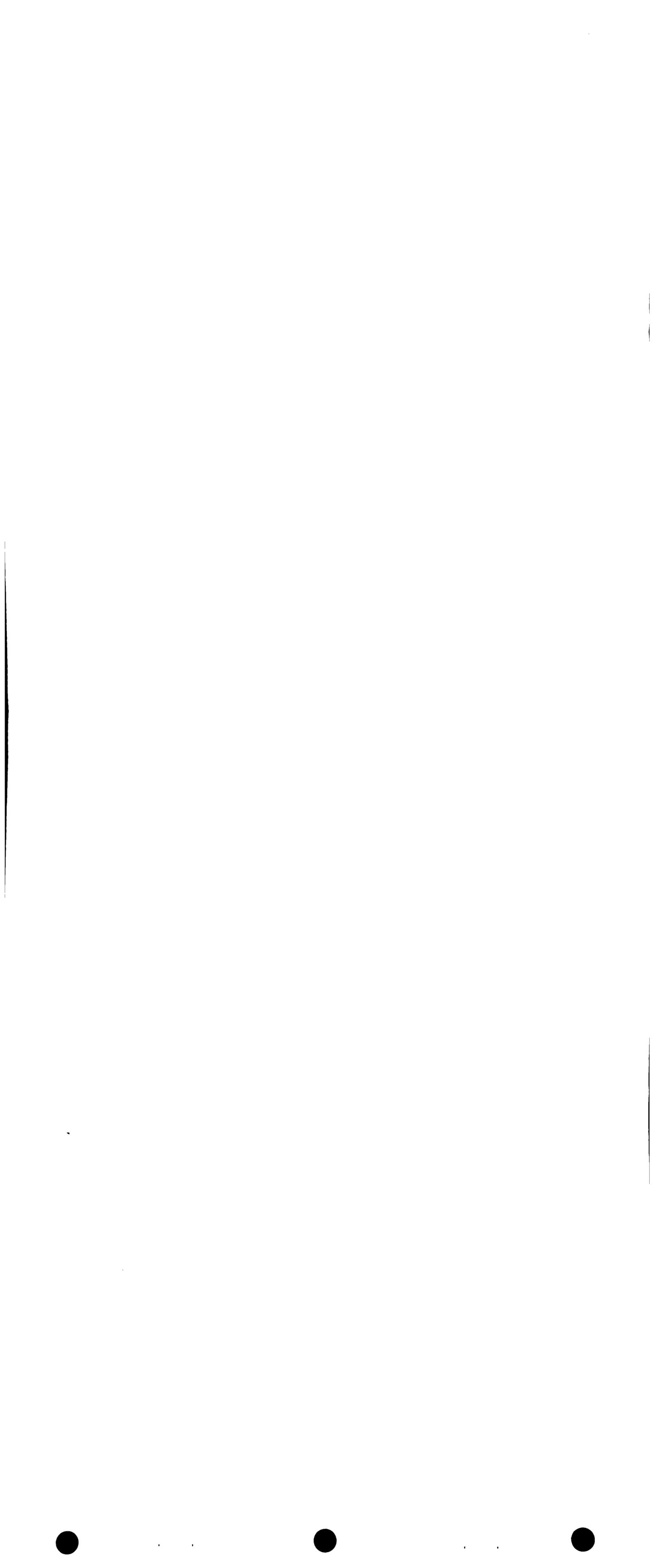
Figure 22-1

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 31 32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55 56 57 58 59 60 61 62 63 64 65 66 67 68 69 70 71 72 73 74 75 76 77 78 79 80 81 82 83 84 85 86 87 88 89 90 91 92 93 94 95 96 97 98 99 100

PROFESSIONAL DEVELOPMENT GUIDE-COUNTERINTELLIGENCE/HUMINT SPECIALTY						PROFESSIONAL DEVELOPMENT PATTERN (Illustrative)		YEAR
YEAR	PHASES OF DEVELOPMENT	PROFESSIONAL DEVELOPMENT OBJECTIVES	ASSIGNMENTS	OFFICER PROFESSIONAL EDUCATION		Primary Specialty	Alternate Specialty	
				Professional Military Education	Specialty Education	Counterintelligence / HUMINT	FAO	
30	COLONEL Phase	Maximum utilization of developed managerial and executive talents in Counterintelligence/HUMINT or alternate specialty.	Major Department Chief; DA, JCS, OSD, Major Command Commander, MI Group Military College Faculty Member		Advanced Specialty Education	DEPT CHIEF, J2 (USEUCOM)	DEFENSE ATTACHE	30
29								29
28								28
27								27
26								26
25								25
24								24
23	LIEUTENANT COLONEL Phase	Continuing professional development in Counterintelligence/HUMINT and designated alternate specialty.	Operations Officer, MI Group Installation Intelligence Officer, JCS Counterintelligence Officer, DA/Joint Commands, Corps Commander, Region/District Staff/Faculty; Command and General Staff College, AFSC	Army War College National War College Industrial College of the Armed Forces Naval War College Air War College Inter-American Defense College British Imperial Defense College Canadian National Defense College French Ecole Superieure de Guerre AWC Non-Resident Course	Cooperative Degree Programs	CIVILIAN and MILITARY Non-Resident Courses	Resident Civilian Education (1) Degree Completion Programs (2) Doctorial Study for Selected Officers	23
22								22
21								21
20								20
19								19
18								18
17								17
16	MAJOR Phase	Continued development in Counterintelligence/HUMINT and designated alternate specialty.	Service School, ROTC/USMA Instructor Counterintelligence Officer, Major Command, Joint Command Executive Officer, MI Region Operations Officer, MI Region Staff Officer, MI Group Commander, MI Unit	Army Command & General Staff College Armed Forces Staff College Navy Command & Staff College Marine Command and Staff College Air Force Command and Staff College School of the Americas CGSC Non-Resident Course	Electives and Cooperative Degree Programs	Advanced Degree Programs	CGSC	16
15								15
14								14
13								13
12								12
11								11
10								10
9	CAPTAIN Phase	Continued development in Counterintelligence/HUMINT and designated alternate specialty. Continued development of leadership skills.	Instructor; Service School, ROTC, USMA Installation Intelligence Officer, Post, Camp S2, MI Region Area Intelligence Officer CO, MI Field Office	Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities	Advanced Degree Programs	CGSC	9
8								8
7								7
6								6
5								5
4								4
3								3
2	LIEUTENANT Phase	Develop basic Counterintelligence/HUMINT knowledge and skills. Develop fundamental troop leadership skills.	Staff Officer/MI Region Intelligence Research Officer/MI Region Platoon Leader Combat Arms Detail*		Skill Training: Aviation, Airborne, Ranger, etc.	Top 5% Program for USMA and ROTC DMG	STAFF/OPERATIONS OFFICER, BATTALION *COMBAT ARMS DETAIL MOS COURSE BASIC COURSE	2
1								1

* RA OFFICER ONLY

Figure 22-3



PROFESSIONAL DEVELOPMENT GUIDE - LAW ENFORCEMENT SPECIALTY						PROFESSIONAL DEVELOPMENT PATTERN (Illustrative)		YEAR							
YEAR	PHASES OF DEVELOPMENT	PROFESSIONAL DEVELOPMENT OBJECTIVES	ASSIGNMENTS	OFFICER PROFESSIONAL EDUCATION		Primary Specialty	Alternate Specialty								
				Professional Military Education	Specialty Education	Law Enforcement	Personnel Management								
30	COLONEL Phase	Maximum utilization and continued development of Law Enforcement, managerial, and executive skills in positions at the highest level in primary or alternate specialty.	Deputy The Provost Marshal General Commandant, US Disciplinary Barracks Commander, US Army Retraining Brigade Staff Officer, HQDA, JCS OSD, Office of the Provost Marshal General (OTPMG) Commander, PW Command Provost Marshal Staff Officer, Army HQ Commander, Military Police Brigade Commander, US Army Military Police School Commander, Confinement Facility	Professional Military Education	Specialty Education		DIVISION CHIEF (DEPUTY CHIEF OF STAFF PERSONNEL, HQDA)	30							
29								29							
28								28							
27								27							
26								26							
25								25							
24								24							
23								23							
22								22							
21								LIEUTENANT COLONEL Phase	Continue professional development in Law Enforcement and demonstrate potential for service in positions of high responsibility through troop and staff duty, and professional studies.	Staff Officer OTPMG, Army HQ Provost Marshal, Division, Post, Camp, Station ROTC Instructor Advisor, MAAG or Mission Commander, Military Police Battalion Commander, Correctional Training Battalion Reserve Component Advisor	Army War College National War College Industrial College of the Armed Forces Naval War College Air War College Inter-American Defense College British Imperial Defense College Canadian National Defense College French Ecole Superieure de Guerre AWC Non-Resident Course	Cooperative Degree Programs	Civlian and Military Non-Resident Courses	Resident Civilian Education (1) Degree Completion Programs	21
20	20														
19	19														
18	18														
17	17														
16	16														
15	15														
14	14														
13	MAJOR Phase	Continue professional development through service in Law Enforcement troop and staff assignments and professional development studies and continue development in second specialty.	Provost Marshal, Sep Bde/Small Post Commander, Confinement Facility Assistant Provost Marshal, Division, Post, Camp, Station Correctional Officer, USDB Security Officer, Depot Staff Officer, Army Provost Marshal Office	Army Command & General Staff College Armed Forces Staff College Navy Command & Staff College Marine Command and Staff College Air Force Command and Staff College School of the Americas CGSC Non-Resident Course	Electives and Cooperative Degree Programs	Advanced Degree Programs	CGSC								13
12															12
11								11							
10								10							
9								9							
8								8							
7								CAPTAIN Phase	Advance Law Enforcement skills through assignment to command and staff positions of increasing importance and attendance at Military Police Corps advanced course or other branch advanced course. Commence development in alternate specialty.	Commander, Military Police Company Assistant Corrections Officer, Confinement Facility Operations Officer	Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities	Advanced Degree Programs	PERSONNEL STAFF OFFICER (ARMY HEADQUARTERS)	7
6															6
5															5
4															4
3	LIEUTENANT Phase	Develop fundamental military knowledge through attendance at the Military Police Basic Course and assignment to command and management positions.	Commander, Military Police Detachment Platoon Leader, Military Police Company	Basic Course	Skill Training: Aviation, Airborne, Ranger, etc.	Top 5% Program for USMA and ROTC DMG	CORRECTIONAL OFFICER (DISCIPLINE BARRACKS)								4
2															2
1															1

Figure 23-1

1 1 2 3 4 5 6 7 8 9 10

PROFESSIONAL DEVELOPMENT GUIDE - AVIATION MATERIEL MANAGEMENT SPECIALTY						PROFESSIONAL DEVELOPMENT PATTERN (Illustrative)		YEAR																																																																										
YEAR	PHASES OF DEVELOPMENT	PROFESSIONAL DEVELOPMENT OBJECTIVES	ASSIGNMENTS	OFFICER PROFESSIONAL EDUCATION		Primary Specialty	Alternate Specialty																																																																											
				Professional Military Education	Specialty Education	Aviation Materiel Management	Procurement																																																																											
30	COLONEL Phase	Utilize developed managerial, technical, and executive talents in either primary or alternate specialties.	Commander, Aviation Maintenance Center Director of Materiel Requirements Director, Aviation Maintenance Director for Field Assistance Chief, Logistics Division Director, Training Division Depot Commander	Professional Military Education		COMMANDER (AVIATION MAINTENANCE CENTER)		30																																																																										
29				Advanced Specialty Education						29																																																																								
28														28																																																																				
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21																																										21																																								
20	LIEUTENANT COLONEL Phase	Continue development in primary and alternate specialties while enhancing technical competence, leadership skills, and managerial expertise.	Battalion Commander Chief, Aircraft Systems, DCSLOG Aviation Logistics Programs Officer Aircraft Maintenance Officer Technical Assistance Officer Staff Officer, Depot Chief, Aircraft Quality Assurance Branch			Army War College National War College Industrial College of the Armed Forces Naval War College Air War College Inter-American Defense College British Imperial Defense College Canadian National Defense College French Ecole Supérieure de Guerre AWC Non-Resident Course	Cooperative Degree Programs																																			Civilian and Military Non-Resident Courses	Resident Civilian Education (1) Degree Completion Programs	COMMANDER, (DEFENSE CONTRACT AND SERVICES REGION)	CONTRACT ADMIN. (DEFENSE CONTRACT AND SERVICES DISTRICT)	20																																				
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Figure 24-5

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PROFESSIONAL DEVELOPMENT GUIDE - C-E MATERIEL MANAGEMENT SPECIALTY						PROFESSIONAL DEVELOPMENT PATTERN (Illustrative)		YEAR																																
YEAR	PHASES OF DEVELOPMENT	PROFESSIONAL DEVELOPMENT OBJECTIVES	ASSIGNMENTS	OFFICER PROFESSIONAL EDUCATION		Primary Specialty	Alternate Specialty																																	
				C-E Materiel Management	Procurement																																			
30	COLONEL Phase	Utilize developed managerial, technical, and executive talents in either primary or alternate specialties.	Chief of Staff, ECOM Director, Materiel Management, ECOM Director, Quality Assurance Commander, Depot Deputy Director, Log Systems Support Office, DCSLOG Chief, Log Systems Support Office, DCSLOG	Professional Military Education	Specialty Education	CHIEF OF STAFF (ELECTRONICS COMMAND)		30																																
29				Advanced Specialty Education	CIVILIAN and MILITARY Non-Resident Courses			Resident Civilian Education (1) Degree Completion Programs	DEPUTY DIRECTOR FOR MATERIEL ACQUISITION (DCSLOG, HQDA)		29																													
28											Cooperative Degree Programs	Director for Procurement Policy (ASA, I&L)	28																											
27													Army War College National War College Industrial College of the Armed Forces Naval War College Air War College Inter-American Defense College British Imperial Defense College Canadian National Defense College French Ecole Supérieure de Guerre AWC Non-Resident Course	COMMANDER (DEFENSE CONTRACT ADMINISTRATION SERVICES DISTRICT)	27																									
26															Battalion Commander	SSC	26																							
25																	Training Officer, Maintenance Engineer Division	SSC	25																					
24																			Battalion Commander	SSC	24																			
23																					Procurement Officer (Defense Contract Administration Services District)	SSC	23																	
22																							Electives and Cooperative Degree Programs	CGSC	22															
21																									Army Command & General Staff College Armed Forces Staff College Navy Command & Staff College Marine Command and Staff College Air Force Command and Staff College School of the Americas CGSC Non-Resident Course	CGSC	21													
20	Advanced Degree Programs	CGSC	20																																					
19			LIEUTENANT COLONEL Phase	Continue development in primary and alternate specialties while enhancing technical competence, leadership skills, and managerial expertise.	Director of Maintenance, Depot Maintenance Officer, Depot	BATTALION COMMANDER	SSC	19																																
18								Advance towards the attainment of specialty qualification objectives and begin developing skills in an alternate specialty.	Assistant Chief, Instrument Calibration and Maintenance Branch Assistant Chief, Electronics Division, Depot Maintenance Staff Officer, Maintenance Battalion Instructor	COMPANY COMMANDER	PROCUREMENT OFFICER (ELECTRONICS COMMAND)	18																												
17												Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities	CGSC													CGSC	17												
16															Signal Maintenance Officer, Depot Engineering Officer Platoon Leader	Skill Training: Aviation, Airborne, Ranger, etc.												ADVANCED COURSE	ADVANCED COURSE	16										
15																	Obtain basic understanding of the techniques and technical requirements of the basic entry specialty and develop leadership skills by serving in troop leadership positions.	Basic Specialty Training												PLATOON LEADER (MAINTENANCE BATTALION)		15								
14																			LIEUTENANT Phase	Continue development in primary and alternate specialties while enhancing leadership abilities and managerial skills.												Company Commander Maintenance Battalion	ADVANCED COURSE	ADVANCED COURSE	14					
13																					Basic Course	BASIC & MOS COURSE															13			
12																							MAJOR Phase	Continue development in primary and alternate specialties while enhancing leadership abilities and managerial skills.													Staff Officer, Field Artillery Board Maintenance Staff Officer, ASA Materiel Support Command Staff Officer, Depot	CGSC	CGSC	12
11																									STAFF OFFICER (OFFICE OF THE PROJECT MANAGER, ARMY AREA COMMUNICATIONS)	CGSC														CGSC
10	CAPTAIN Phase	Advance towards the attainment of specialty qualification objectives and begin developing skills in an alternate specialty.																																						
9			COMPANY COMMANDER	CGSC	CGSC	CGSC	9																																	
8							ADVANCED COURSE	CGSC	CGSC	CGSC	8																													
7											PLATOON LEADER (MAINTENANCE BATTALION)	CGSC	CGSC	CGSC													7													
6															ADVANCED COURSE	CGSC											CGSC	CGSC	6											
5																	PLATOON LEADER (MAINTENANCE BATTALION)	CGSC											CGSC	CGSC	5									
4																			ADVANCED COURSE	CGSC											CGSC	CGSC	4							
3																					BASIC & MOS COURSE	CGSC											CGSC	CGSC	3					
2																							BASIC & MOS COURSE	CGSC											CGSC	CGSC	2			
1																									BASIC & MOS COURSE	CGSC											CGSC	CGSC	1	

Figure 24-6

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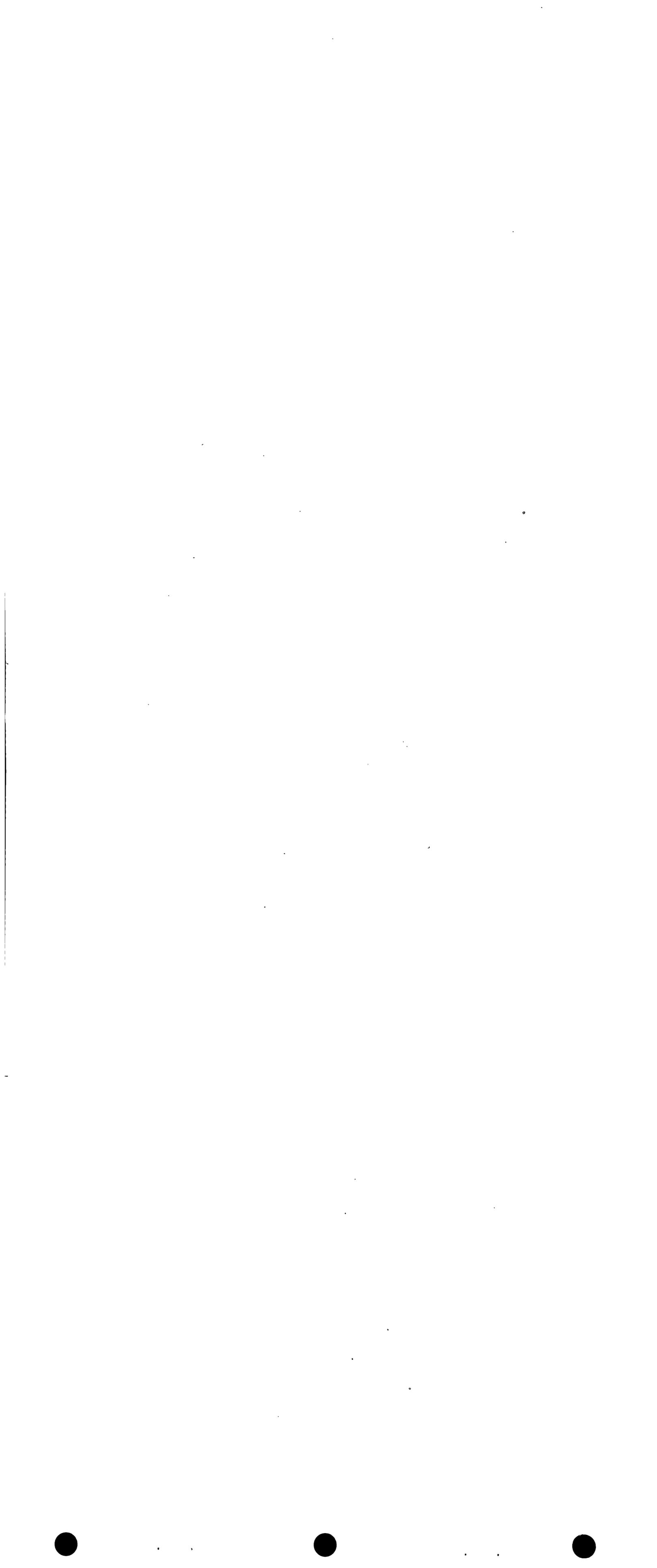
PROFESSIONAL DEVELOPMENT GUIDE - MUNITIONS MATERIEL MANAGEMENT SPECIALTY						PROFESSIONAL DEVELOPMENT PATTERN (Illustrative)		YEAR					
YEAR	PHASES OF DEVELOPMENT	PROFESSIONAL DEVELOPMENT OBJECTIVES	ASSIGNMENTS	OFFICER PROFESSIONAL EDUCATION		Primary Specialty	Alternate Specialty						
				Munitions Materiel Management	Procurement								
30	COLONEL Phase	Utilize developed managerial, technical, and executive talents in either primary or alternate specialties.	Director of Ammunition, DCSLOG, HQDA, Joint, Unified Command Plans and Analysis Officer, Armament Command Brigade Commander Director, Supply and Maintenance PMS	Professional Military Education	Specialty Education		DIRECTOR OF PROCUREMENT (ARMAMENT CMD)	30					
29									29				
28										28			
27									LOGISTICS PLANS AND OPERATIONS OFFICER (DCSLOG-DA)	27			
26									AMMUNITION OFFICER (MAJOR COMMAND)	26			
25										25			
24										24			
23										23			
22										DEPUTY CDR (DEFENSE CONTRACT AND SERVICES REGION)	22		
21										21			
20	LIEUTENANT COLONEL Phase	Continue development in primary and alternate specialties while enhancing technical competence, leadership skills, and managerial expertise.	Commodity Management Staff Officer Instructor Reserve Components Munition Advisor Communication Distribution and Planning Officer Ammo Plant Commander Battalion Commander Staff Officer, Ammunition Branch, JCS	Army War College National War College Industrial College of the Armed Forces Naval War College Air War College	Cooperative Degree Programs	Civilian and Military Non-Resident Courses	Resident Civilian Education (1) Degree Completion Programs (2) Doctorial Study for Selected Officers	COMMANDER (AMMO PLANT)	20				
19											19		
18											STAFF OFFICER (ARMY MATERIEL COMMAND)	18	
17												17	
16												16	
15	MAJOR Phase	Continue development in primary and alternate specialties while enhancing leadership abilities and managerial skills.	Ammunition Supply Officer Special Ammo Control Officer Executive Officer, Ammo Plant Materiel Staff Officer	Army Command & General Staff College Armed Forces Staff College Navy Command & Staff College Marine Command and Staff College Air Force Command and Staff College School of the Americas CGSC Non-Resident Course	Electives and Cooperative Degree Programs	Advanced Degree Programs		MUNITIONS PROCUREMENT CONTROL AND PRODUCTION OFFICER (ARMAMENT COMMAND)	15				
14											14		
13											ADVANCED CIVIL SCHOOLING	13	
12											CGSC	12	
11												11	
10	CAPTAIN Phase	Advance towards the attainment of specialty qualification objectives and begin developing skills in an alternate specialty.	Conventional Ammo Staff Officer Special Ammo Officer ROTC Instructor Operations Officer, Battalion	Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities			PROCUREMENT STAFF OFFICER (ARMY MATERIEL COMMAND)	10				
9											9		
8												8	
7												7	
6												6	
5	LIEUTENANT Phase	Obtain basic understanding of the techniques and technical requirements of the basic entry specialty and develop leadership skills by serving in troop leadership positions.	Platoon Leader S-4 EOD Detachment Commander		Skill Training: Aviation, Airborne, Ranger, etc.	Top 5% Program for USMA and ROTC DMG		COMPANY COMMANDER	5				
4											ADVANCED COURSE	4	
3												PLATOON LEADER	3
2													2
1												BASIC & MOS COURSE	1

Figure 24-9



PROFESSIONAL DEVELOPMENT GUIDE - ARMAMENT MATERIEL MANAGEMENT SPECIALTY						PROFESSIONAL DEVELOPMENT PATTERN (Illustrative)		YEAR		
YEAR	PHASES OF DEVELOPMENT	PROFESSIONAL DEVELOPMENT OBJECTIVES	ASSIGNMENTS	OFFICER PROFESSIONAL EDUCATION		Primary Specialty	Alternate Specialty			
				Professional Military Education	Specialty Education	Armament Materiel Management	Comptroller			
30	COLONEL Phase	Utilize developed managerial, technical, and executive talents in either primary or alternate specialties.	Director, Plans and Analysis Directorate Arsenal Commander Chief of Staff Director, Supply & Maintenance PMS	Professional Military Education		DIRECTOR OF SUPPLY AND MAINTENANCE (MAJOR COMMAND)		30		
29				Specialty Education				29		
28				Advanced Specialty Education				28		
27								27		
26				COMPTROLLER (ARMAMENT COMMAND)				26		
25								25		
24	LIEUTENANT COLONEL Phase	Continue development in primary and alternate specialties while enhancing competence, leadership skills and managerial expertise.	Commodity Manager Policy, Plans, Programs Officer Battalion Commander Division G-4 Field Service Liaison Officer Instructor, Army Logistics Management Center Advisor, MAAG	Army War College National War College Industrial College of the Armed Forces Naval War College Air War College Inter-American Defense College British Imperial Defense College Canadian National Defense College French Ecole Supérieure de Guerre AWC Non-Resident Course	Cooperative Degree Programs	Civilian and Military Non-Resident Courses	Resident Civilian Education (1) Degree Completion Programs (2) Doctorial Study for Selected Officers	24		
23								CHIEF, BUDGET DIVISION (MAJOR CMD)		23
22										22
21								INSTRUCTOR (ARMY LOGISTICS MGT CENTER)		21
20										20
19										19
18	MAJOR Phase	Continue development in primary and alternate specialties while enhancing leadership abilities and managerial skills.	Materiel Readiness Officer Battalion Executive Officer Armament Maintenance Staff Officer Special Items Management Officer ROTC Instructor Chief, Automatic Weapons Repair Division	Army Command & General Staff College Armed Forces Staff College Navy Command & Staff College Marine Command and Staff College Air Force Command and Staff College School of the Americas CGSC Non-Resident Course	Electives and Cooperative Degree Programs		Advanced Degree Programs	18		
17								ARMAMENT MAINTENANCE STAFF OFFICER (DIVISION)		17
16								CGSC		16
15								CGSC		15
14								COMPTROLLER (DEPOT)		14
13										13
12	CAPTAIN Phase	Advance towards the attainment of specialty qualification objectives and begin developing skills in an alternate specialty.	Programs Analyst Doctrine Plans Staff Officer Company Commander Staff Officer Project Management Unit S-4 Service School Instructor	Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities		Top 5% Program for USMA and ROTC DMG	12		
11								COST ANALYST (MAJOR COMMAND)		11
10										10
9								S-4 BATTALION		9
8								COMPANY COMMANDER		8
7								ADVANCED COURSE		7
6	LIEUTENANT Phase	Obtain basic understanding of the techniques and technical requirements of the basic entry specialty and develop leadership skills by serving in troop leadership positions.	Technical Supply Officer Platoon Leader Armament Maintenance & Repair Officer Shop Officer	Skill Training: Aviation, Airborne, Ranger, etc.	Basic Specialty Training			6		
5								ADVANCED COURSE		5
4								RESERVE COMPONENT DUTY		4
3								PLATOON LEADER		3
2								BASIC & MOS COURSE		2
1								BASIC COURSE		1

Figure 24-10



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PROFESSIONAL DEVELOPMENT GUIDE - CONSTRUCTION AND MARINE MATERIEL MANAGEMENT SPECIALTY						PROFESSIONAL DEVELOPMENT PATTERN (Illustrative)		YEAR				
YEAR	PHASES OF DEVELOPMENT	PROFESSIONAL DEVELOPMENT OBJECTIVES	ASSIGNMENTS	OFFICER PROFESSIONAL EDUCATION		Primary Specialty	Alternate Specialty					
						Construction & Marine Materiel Mgt	Automatic Data Processing					
30	COLONEL Phase	Utilize developed managerial, technical, and executive talents in either primary or alternate specialties.	Chief, Marine Maintenance Division Commander, Depot Director, Plans and Management	Professional Military Education	Specialty Education	COMMANDER (DEPOT)	DIRECTOR, ADP (MAJOR COMMAND)	30				
29									29			
28										28		
27										27		
26										26		
25										25		
24	LIEUTENANT COLONEL Phase	Continue development in primary and alternate specialties while enhancing technical competence, leadership skills, and managerial expertise.	Commodity Manager Management Control Officer Battalion Commander Chief, Management Control Office Reserve Component Advisor	Army War College National War College Industrial College of the Armed Forces Naval War College Air War College Inter-American Defense College British Imperial Defense College Canadian National Defense College French Ecole Supérieure de Guerre AWC Non-Resident Course	Cooperative Degree Programs	Civilian and Military Non-Resident Courses	Resident Civilian Education (1) Degree Completion Programs (2) Doctorial Study for Selected Officers	24				
23												23
22												22
21												21
20												20
19												19
18	MAJOR Phase	Continue development in primary and alternate specialties while enhancing leadership abilities and managerial skills.	Maintenance Officer Depot Operations Officer Storage Officer Battalion Executive Officer ROTC Instructor	Army Command & General Staff College Armed Forces Staff College Navy Command & Staff College Marine Command and Staff College Air Force Command and Staff College School of the Americas CGSC Non-Resident Course	Electives and Cooperative Degree Programs	Advanced Degree Programs	ADP STAFF OFFICER (DCSLOG DATA PROCESSING CENTER)	18				
17												17
16												16
15												15
14												14
13												13
12	CAPTAIN Phase	Advance towards the attainment of specialty qualification objectives and begin developing skills in an alternate specialty.	Maintenance Officer Marine Engineer Maintenance Officer Construction Equipment Supply Officer Company Commander Repair Parts Supply Officer Service School Instructor	Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities	Advanced Degree Programs	OPERATIONS OFFICER (DEPOT)	12				
11												11
10												10
9												9
8												8
7												7
6	LIEUTENANT Phase	Obtain basic understanding of the techniques and technical requirements of the basic entry specialty and develop leadership skills by serving in troop leadership positions.	Maintenance Officer Marine Engineer Maintenance Officer Platoon Leader	Skill Training: Aviation, Airborne, Ranger, etc.	Basic Specialty Training	Top 5% Program for USMA and ROTC DMG	COMPANY COMMANDER	6				
5												5
4												4
3												3
2												2
1												1

Figure 24-12

PROFESSIONAL DEVELOPMENT GUIDE - FOOD MANAGEMENT SPECIALTY						PROFESSIONAL DEVELOPMENT PATTERN (Illustrative)		YEAR
YEAR	PHASES OF DEVELOPMENT	PROFESSIONAL DEVELOPMENT OBJECTIVES	ASSIGNMENTS	OFFICER PROFESSIONAL EDUCATION		Primary Specialty	Alternate Specialty	
				Professional Military Education	Specialty Education	Food Management	Procurement	
30	COLONEL Phase	Utilize developed managerial, technical, and executive talents in either primary or alternate specialties.	Chief, Depot Subsistence Chief, Food Service/ Subsistence Activities Chief, Support Operations Subsistence Directorate Director, Subsistence, Defense Personnel Support Center	Professional Military Education	Specialty Education	COMMANDER (SUBSISTENCE REGION)		30
29								29
28								28
27								27
26								26
25								25
24								24
23	LIEUTENANT COLONEL Phase	Continue development in primary and alternate specialties while enhancing technical competence, leadership skills, and managerial expertise.	Commissary Staff Officer Commander, Supply and Services Battalion Depot Subsistence Officer Food Service Staff Officer	Army War College National War College Industrial College of the Armed Forces Naval War College Air War College Inter-American Defense College British Imperial Defense College Canadian National Defense College French Ecole Superieure de Guerre AWC Non-Resident Course	Cooperative Degree Programs	Civilian and Military Non-Resident Courses	Resident Civilian Education (1) Degree Completion Programs	23
22								22
21								21
20								20
19								19
18								18
17								17
16								16
15								15
14								MAJOR Phase
13	13							
12	12							
11	11							
10	10							
9	9							
8	CAPTAIN Phase	Advance towards the attainment of specialty qualification objectives and begin developing skills in an alternate specialty.	Class I Supply Officer Food Service Advisor Commissary Officer Commissary Sales Officer Subsistence Officer	Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities	Advanced Degree Programs	Top 5% Program for USMA and ROTC DMG	
7								7
6								6
5								5
4	LIEUTENANT Phase	Obtain basic understanding of the techniques and technical requirements of the basic entry specialty and develop leadership skills by serving in troop leadership positions.	Food Service Supervisor Subsistence Officer Class I Officer Storage Officer (Class I)	Skill Training: Aviation, Airborne, Ranger, etc.	Basic Specialty Training	Top 5% Program for USMA and ROTC DMG	Top 5% Program for USMA and ROTC DMG	4
3								3
2								2
1								1

Figure 24-14

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PROFESSIONAL DEVELOPMENT GUIDE - GENERAL TROOP SUPPORT MATERIEL MANAGEMENT SPECIALTY						PROFESSIONAL DEVELOPMENT PATTERN (Illustrative)		YEAR
YEAR	PHASES OF DEVELOPMENT	PROFESSIONAL DEVELOPMENT OBJECTIVES	ASSIGNMENTS	OFFICER PROFESSIONAL EDUCATION		Primary Specialty	Alternate Specialty	
				Professional Military Education	Specialty Education	General Troop Support Materiel Management	Logistics Services Management	
30	COLONEL Phase	Utilize developed managerial, technical, and executive talents in either primary or alternate specialties.	Division Chief, DSA, AMC, DCSLOG Commander, Depot Plans & Programs Staff Officer, DCSLOG, HQDA Director, Abn Dept., QM School Director, Air Drop Lab, AMC	Advanced Specialty Education	Advanced Specialty Education	PRINCIPAL STAFF OFFICER (DEFENSE SUPPLY AGENCY)		30
29								29
28								28
27								27
26								26
25								25
24	LIEUTENANT COLONEL Phase	Continue development in primary and alternate specialties while enhancing technical competence, leadership skills, and managerial expertise.	Supply Management Officer, DSA Commander, S&S Battalion Chief, General Materiel Branch Staff Officer, Troop Support Branch, DCSLOG Parachute Maintenance Officer, AMC G-4 Staff Officer, Div	Army War College National War College Industrial College of the Armed Forces Naval War College Air War College Inter-American Defense College British Imperial Defense College Canadian National Defense College French Ecole Supérieure de Guerre AWC Non-Resident Course	Cooperative Degree Programs	Civilian and Military Non-Resident Courses	Resident Civilian Education (1) Degree Completion Programs	24
23								23
22								22
21								21
20								20
19								19
18								18
17								17
16								16
15								MAJOR Phase
14	14							
13	13							
12	12							
11	11							
10	10							
9	CAPTAIN Phase	Advance towards the attainment of specialty qualification objectives and begin developing skills in an alternate specialty.	Commander, S&S Company Supply Officer, Retail Sales Outlet Staff Officer, Yuma Test Center Battalion S-4 Officer	Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities	Advanced Degree Programs	Advanced Degree Programs	9
8								8
7								7
6								6
5	LIEUTENANT Phase	Obtain basic understanding of the techniques and technical requirements of the basic entry specialty and develop leadership skills by serving in troop leadership positions.	Platoon Leader, S&S Company Platoon Leader, Aerial Delivery Company Chief, Clothing Issue, Reception Station Storage Officer, Post	Basic Course	Skill Training: Aviation, Airborne, Ranger, etc. Basic Specialty Training	Top 5% Program for USMA and ROTC DMG	Advanced Degree Programs	5
4								4
3								3
2								2
1								1

Figure 24-15



PROFESSIONAL DEVELOPMENT GUIDE - TRAFFIC MANAGEMENT SPECIALTY						PROFESSIONAL DEVELOPMENT PATTERN (Illustrative)		YEAR																																																																												
YEAR	PHASES OF DEVELOPMENT	PROFESSIONAL DEVELOPMENT OBJECTIVES	ASSIGNMENTS	OFFICER PROFESSIONAL EDUCATION		Primary Specialty	Alternate Specialty																																																																													
				Traffic Management	Supply Management	Traffic Management	Supply Management																																																																													
30	COLONEL Phase	Utilize developed managerial, technical, and executive talents in either primary or alternate specialties.	Chief, Materiel Movements Branch Chief, Traffic Management Agency Chief, Transportation Plans & Programs Chief, Export Traffic Division Senior Transportation Advisor MAAG Logistics Staff Officer	Professional Military Education	Specialty Education	CHIEF, EXPORT TRAFFIC DIVISION (HQ, MTMTS)		30																																																																												
29				Advanced Specialty Education								29																																																																								
28																		28																																																																		
27																								27																																																												
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22																																																						22																														
21																																																												21																								
20	LIEUTENANT COLONEL Phase	Continue development in primary and alternate specialties while enhancing technical competence, leadership skills, and managerial expertise.	Transportation Traffic Management Officer Transportation Movements Officer Post Transportation Officer Movement Control Staff Officer Battalion Commander			Army War College National War College Industrial College of the Armed Forces Naval War College Air War College Inter-American Defense College British Imperial Defense College Canadian National Defense College French Ecole Superieure de Guerre AWC Non-Resident Course	Cooperative Degree Programs																																																					Civilian and Military Non-Resident Courses	Resident Civilian Education (1) Degree Completion Programs	POST TRANSPORTATION OFFICER (INSTALLATION)		20																				
19																																																																			19																	
18																																																																						18														
17																																																																									17											
16																																																																												16								
15																																																																															15					
14																																				MAJOR Phase	Continue development in primary and alternate specialties while enhancing leadership abilities and managerial skills.	Military Traffic Manager Transportation Movement Officer Field Transportation Officer Movement Control Plans Officer Battalion Executive Officer Assistant Inspector General Chief, Traffic Management/Movement Section	Army Command & General Staff College Armed Forces Staff College Navy Command & Staff College Marine Command and Staff College Air Force Command and Staff College School of the Americas CGSC Non-Resident Course	Electives and Cooperative Degree Programs																																							(2) Doctorial Study for Selected Officers	TRANSPORTATION OFFICER (DIVISION)		14		
13																																																																																				
12																																																																																				
11																																																																																				
10																																																																																				
9																																																																																				
8												CAPTAIN Phase	Advance towards the attainment of specialty qualification objectives and begin developing skills in an alternate specialty.	Troop Movement Officer Traffic Management Staff Officer Training Center Transportation Officer Company Commander S-4, Battalion Service School Instructor	Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities																																																			Advanced Degree Programs	CGSC	CGSC															
7																																																																																				
6																																																																																				
5																																																																																				
4																																																																																				
3																																										LIEUTENANT Phase	Obtain basic understanding of the techniques and technical requirements of the basic entry specialty and develop leadership skills by serving in troop leadership positions.	Troop Movement Officer Passenger and Freight Officer Freight Transportation Officer																																						Top 5% Program for USMA and ROTC DMG	MOVEMENT CONTROL OFFICER (DIVISION)	
2																																																																																				
1																																																																																				

Figure 24-16

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PROFESSIONAL DEVELOPMENT GUIDE - MARINE AND TERMINAL OPERATIONS SPECIALTY						PROFESSIONAL DEVELOPMENT PATTERN (Illustrative)		YEAR																		
YEAR	PHASES OF DEVELOPMENT	PROFESSIONAL DEVELOPMENT OBJECTIVES	ASSIGNMENTS	OFFICER PROFESSIONAL EDUCATION		Primary Specialty	Alternate Specialty																			
				Professional Military Education	Specialty Education	Marine and Terminal Operations	Transportation Management																			
30	COLONEL Phase	Utilize developed managerial, technical, and executive talents in either primary or alternate specialties.	Commander, Transportation Command Logistics Plans & Operations Staff Officer Service School Department Head	Advanced Specialty Education		COMMANDER (TRANSPORTATION TERMINAL COMMAND)	DEPUTY DIRECTOR OF TRANSPORTATION (HQDA)	30																		
29				Army War College National War College Industrial College of the Armed Forces Naval War College Air War College Inter-American Defense College British Imperial Defense College Canadian National Defense College French Ecole Superieure de Guerre AWC Non-Resident Course	Cooperative Degree Programs		Civilian and Military Non-Resident Courses	Resident Civilian Education (1) Degree Completion Programs	J-4 TRANSPORTATION STAFF OFFICER (JCS)	29																
28									Terminal Operations Officer Marine Transportation Officer Commander, Transportation Terminal Unit Inspector General G4 Staff Officer	Cooperative Degree Programs	Civilian and Military Non-Resident Courses	Resident Civilian Education (1) Degree Completion Programs	TRANSPORTATION PLANS OFFICER (DCSLOG, HQDA)	28												
27													Port Operations Officer Executive Officer, Terminal Command ROTC Instructor Duty Advisor, MAAG Reserve or NG Advisor S-4 Staff Officer	Electives and Cooperative Degree Programs	Civilian and Military Non-Resident Courses	Resident Civilian Education (1) Degree Completion Programs	CHIEF, TRANSPORTATION SERVICE BRANCH (EIGHTH US ARMY)	27								
26																	Army Command & General Staff College Armed Forces Staff College Navy Command & Staff College Marine Command and Staff College Air Force Command and Staff College School of the Americas CGSC Non-Resident Course	Electives and Cooperative Degree Programs	Civilian and Military Non-Resident Courses	Resident Civilian Education (1) Degree Completion Programs	COMMANDER (TRANS. TERMINAL UNIT)	26				
25																					Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities	Civilian and Military Non-Resident Courses	Resident Civilian Education (1) Degree Completion Programs	POST OPERATIONS OFFICER (US ARMY TRANSPORTATION TERMINAL UNIT)	25
24																									Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities
23	Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities	Civilian and Military Non-Resident Courses	Resident Civilian Education (1) Degree Completion Programs	CGSC	23																				
22					Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities	Civilian and Military Non-Resident Courses	Resident Civilian Education (1) Degree Completion Programs	TRANSPORTATION PROGRAM ANALYST (US ARMY TRANSCOM)	22																
21	Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities	Civilian and Military Non-Resident Courses	Resident Civilian Education (1) Degree Completion Programs					TRANSPORTATION OPERATIONS OFFICER (US ARMY TRANSCOM)	21																
20					Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities	Civilian and Military Non-Resident Courses	Resident Civilian Education (1) Degree Completion Programs	ADVANCED CIVIL SCHOOLING	20																
19	Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities	Civilian and Military Non-Resident Courses	Resident Civilian Education (1) Degree Completion Programs					ADVANCED COURSE	19																
18					Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities	Civilian and Military Non-Resident Courses	Resident Civilian Education (1) Degree Completion Programs	ADVANCED COURSE	18																
17	Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities	Civilian and Military Non-Resident Courses	Resident Civilian Education (1) Degree Completion Programs					ADVANCED COURSE	17																
16					Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities	Civilian and Military Non-Resident Courses	Resident Civilian Education (1) Degree Completion Programs	ADVANCED COURSE	16																
15	Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities	Civilian and Military Non-Resident Courses	Resident Civilian Education (1) Degree Completion Programs					ADVANCED COURSE	15																
14					Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities	Civilian and Military Non-Resident Courses	Resident Civilian Education (1) Degree Completion Programs	ADVANCED COURSE	14																
13	Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities	Civilian and Military Non-Resident Courses	Resident Civilian Education (1) Degree Completion Programs					ADVANCED COURSE	13																
12					Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities	Civilian and Military Non-Resident Courses	Resident Civilian Education (1) Degree Completion Programs	ADVANCED COURSE	12																
11	Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities	Civilian and Military Non-Resident Courses	Resident Civilian Education (1) Degree Completion Programs					ADVANCED COURSE	11																
10					Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities	Civilian and Military Non-Resident Courses	Resident Civilian Education (1) Degree Completion Programs	ADVANCED COURSE	10																
9	Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities	Civilian and Military Non-Resident Courses	Resident Civilian Education (1) Degree Completion Programs					ADVANCED COURSE	9																
8					Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities	Civilian and Military Non-Resident Courses	Resident Civilian Education (1) Degree Completion Programs	ADVANCED COURSE	8																
7	Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities	Civilian and Military Non-Resident Courses	Resident Civilian Education (1) Degree Completion Programs					ADVANCED COURSE	7																
6					Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities	Civilian and Military Non-Resident Courses	Resident Civilian Education (1) Degree Completion Programs	ADVANCED COURSE	6																
5	Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities	Civilian and Military Non-Resident Courses	Resident Civilian Education (1) Degree Completion Programs					ADVANCED COURSE	5																
4					Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities	Civilian and Military Non-Resident Courses	Resident Civilian Education (1) Degree Completion Programs	ADVANCED COURSE	4																
3	Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities	Civilian and Military Non-Resident Courses	Resident Civilian Education (1) Degree Completion Programs					ADVANCED COURSE	3																
2					Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities	Civilian and Military Non-Resident Courses	Resident Civilian Education (1) Degree Completion Programs	ADVANCED COURSE	2																
1	Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities	Civilian and Military Non-Resident Courses	Resident Civilian Education (1) Degree Completion Programs					ADVANCED COURSE	1																

Figure 24-17

PROFESSIONAL DEVELOPMENT GUIDE - HIGHWAY AND RAIL OPERATIONS SPECIALTY						PROFESSIONAL DEVELOPMENT PATTERN (Illustrative)		YEAR
YEAR	PHASES OF DEVELOPMENT	PROFESSIONAL DEVELOPMENT OBJECTIVES	ASSIGNMENTS	OFFICER PROFESSIONAL EDUCATION		Primary Specialty	Alternate Specialty	
				Professional Military Education	Specialty Education	Highway and Rail Operations	Automatic Data Processing	
30	COLONEL Phase	Utilize developed managerial, technical, and executive talents in either primary or alternate specialties.	Group Commander Professor of Military Science Chief, Programs & Regulation Directorate AC of S Logistics Director, Transportation & Services Reserve Components Advisor	Professional Military Education	Specialty Education	Highway and Rail Operations	Automatic Data Processing	30
29								
28								
27								
26								
25								
24	LIEUTENANT COLONEL Phase	Continue development in primary and alternate specialties while enhancing technical competence, leadership skills, and managerial expertise.	Battalion Commander Plans Officer Rail Transport Staff Officer Transport Materiel Officer Inspector General	Army War College National War College Industrial College of the Armed Forces Naval War College Air War College Inter-American Defense College British Imperial Defense College Canadian National Defense College French Ecole Supérieure de Guerre AWC Non-Resident Course	Cooperative Degree Programs	Highway and Rail Operations	Automatic Data Processing	24
23								
22								
21								
20								
19								
18	MAJOR Phase	Continue development in primary and alternate specialties while enhancing leadership abilities and managerial skills.	Highway Transport Officer Highway Planning Officer Battalion Executive Officer Instructor, Army Logistics Management Center	Army Command & General Staff College Armed Forces Staff College Navy Command & Staff College Marine Command and Staff College Air Force Command and Staff College School of the Americas CGSC Non-Resident Course	Electives and Cooperative Degree Programs	Highway and Rail Operations	Automatic Data Processing	18
17								
16								
15								
14								
13								
12	CAPTAIN Phase	Advance towards the attainment of specialty qualification objectives and begin developing skills in an alternate specialty.	Motor Transport Officer Highway Traffic Engineer Battalion Operations Officer S-4 Company Commander Liaison Officer	Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities	Highway and Rail Operations	Automatic Data Processing	12
11								
10								
9								
8								
7								
6	LIEUTENANT Phase	Obtain basic understanding of the techniques and technical requirements of the basic entry specialty and develop leadership skills by serving in troop leadership positions.	Motor Operations Officer Platoon Leader Motor Transport Officer Aide-de-Camp	Basic Course	Skill Training: Aviation, Airborne, Ranger, etc. Basic Specialty Training	Highway and Rail Operations	Automatic Data Processing	6
5								
4								
3								
2								
1								

Figure 24-18

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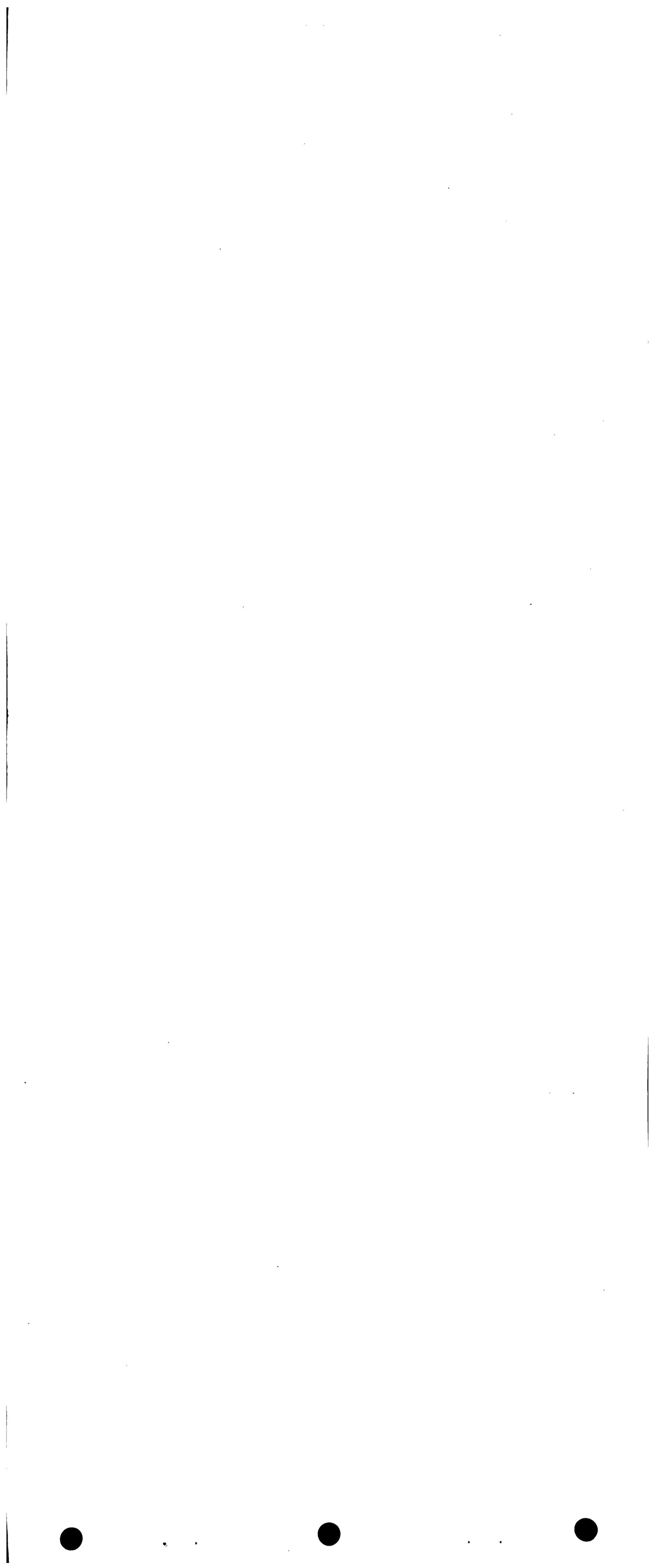
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PROFESSIONAL DEVELOPMENT GUIDE - MAINTENANCE MANAGEMENT SPECIALTY						PROFESSIONAL DEVELOPMENT PATTERN (Illustrative)		YEAR
YEAR	PHASES OF DEVELOPMENT	PROFESSIONAL DEVELOPMENT OBJECTIVES	ASSIGNMENTS	OFFICER PROFESSIONAL EDUCATION		Primary Specialty	Alternate Specialty	
				Professional Military Education	Specialty Education	Infantry	Maintenance Management	
30	COLONEL Phase	Utilize developed managerial, technical, and executive talents in either primary or alternate specialties.	President, USA Maintenance Board AC of S, Maintenance Director of Maintenance Chief, Supply & Maintenance AC of S G-4 Chief, Logistics Assistance Office		Advanced Specialty Education		AC OF S MAINTENANCE (AMC)	30
29								29
28								28
27								27
26								26
25	LIEUTENANT COLONEL Phase	Continue development in primary and alternate specialties while enhancing technical competence, leadership skills, and managerial expertise.	Chief, Maintenance Policy and Programs Member, Maintenance Board Chief, CMMI Team Commander, Maintenance Board Chief Operations Branch, Maintenance Directorate Instructor, Army Logistics Management Center Chief, Equipment Branch	Army War College National War College Industrial College of the Armed Forces Naval War College Air War College Inter-American Defense College British Imperial Defense College Canadian National Defense College French Ecole Supérieure de Guerre AWC Non-Resident Course	Cooperative Degree Programs	Civilian and Military Non-Resident Courses	Resident Civilian Education (1) Degree Completion Programs	25
24								24
23								23
22								22
21								21
20								20
19								19
18								18
17								17
16								MAJOR Phase
15	15							
14	14							
13	13							
12	12							
11	CAPTAIN Phase	Advance towards the attainment of specialty qualification objectives and begin developing skills in an alternate specialty.	Maintenance Officer Service School Instructor Company Commander Maintenance Test Officer	Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities	Advanced Degree Programs	CGSC	11
10								10
9								9
8	LIEUTENANT Phase	Obtain basic understanding of the techniques and technical requirements of the basic entry specialty and develop leadership skills by serving in troop leadership positions.	Basic entry specialty assignments.			Skill Training: Aviation, Airborne, Ranger, etc.	Top 5% Program for USMA and ROTC DMG	8
7								7
6								6
5								5
4								4
3								3
2								2
1								1

Figure 24-19

PROFESSIONAL DEVELOPMENT GUIDE - LOGISTICS SERVICES MANAGEMENT SPECIALTY						PROFESSIONAL DEVELOPMENT PATTERN (Illustrative)		YEAR					
YEAR	PHASES OF DEVELOPMENT	PROFESSIONAL DEVELOPMENT OBJECTIVES	ASSIGNMENTS	OFFICER PROFESSIONAL EDUCATION		Primary Specialty	Alternate Specialty						
						General Troop Support Materiel Management	Logistics Services Management						
30	COLONEL Phase	Utilize developed managerial, technical, and executive talents in either primary or alternate specialties.	Director of Services, Major Command Director of Industrial Operations, Garrison AC of S Services, Major Command Staff Officer, DSA Regional Commander, PX System	Professional Military Education		Advanced Specialty Education	PRINCIPAL STAFF OFFICER, (DEFENSE GENERAL SUPPORT CENTER)	DIRECTOR OF INDUSTRIAL OPERATIONS (INSTALLATION)	30				
29											29		
28												28	
27												27	
26												DIRECTOR OF SERVICES (MAJOR COMMAND)	26
25													25
24	LIEUTENANT COLONEL Phase	Continue development in primary and alternate specialties while enhancing technical competence, leadership skills, and managerial expertise.	Director of Services, Post Commander, S&S Battalion Property Disposal Staff Officer, Major Command PX Staff Officer Graves Registration Officer, Major Command Commander, PX Region, USAREUR	Army War College National War College Industrial College of the Armed Forces Naval War College Air War College		Cooperative Degree Programs	CIVILIAN and MILITARY Non-Resident Courses	Resident Civilian Education (1) Degree Completion Programs	23				
22											22		
21													21
20												CHIEF, PROPERTY DISPOSAL BRANCH, SUPPLY DIVISION, DIRECTORATE OF SUPPLY & MAINTENANCE (ODCSLOG, HQDA)	20
19													19
18												AC OF S SERVICES (MAJOR COMMAND)	18
17						17							
16	MAJOR Phase	Continue development in primary and alternate specialties while enhancing leadership abilities and managerial skills.	Staff Officer, Major Command Staff Officer, DCSLOG Service School Instructor Services Officer, Post Deputy Commander, Area PX System Property Disposal Staff Officer Chief, Billeting Officer, Post	Army Command & General Staff College Armed Forces Staff College Navy Command & Staff College Marine Command and Staff College Air Force Command and Staff College School of the Americas CGSC Non-Resident Course		Electives and Cooperative Degree Programs	(2) Doctorial Study for Selected Officers	CGSC	16				
15											15		
14												CGSC	14
13												STAFF OFFICER (DEF PERSONNEL SUPPORT CENTER)	13
12													12
11												COMPANY COMMANDER	11
10						10							
9	CAPTAIN Phase	Advance towards the attainment of specialty qualification objectives and begin developing skills in an alternate specialty.	Billeting Officer, Garrison Commander, S&S Company Commander, Property Disposal Unit Accountable Officer (PDO) Exchange Officer Assistant Mortuary Officer	Advanced Course		Electives and Degree Programs Arranged with Civilian Colleges and Universities	Advanced Degree Programs	PROPERTY DISPOSAL STAFF OFFICER (COSCOM)	9				
8											8		
7												7	
6												6	
5	LIEUTENANT Phase	Obtain basic understanding of the techniques and technical requirements of the basic entry specialty and develop leadership skills by serving in troop leadership positions.	Basic entry specialty assignments.	Skill Training: Aviation, Airborne, Ranger, etc.		Top 5% Program for USMA and ROTC DMG	ADVANCED COURSE	ADVANCED COURSE	5				
4											4		
3												S-4 (BATTALION)	3
2												PLATOON LEADER	2
1				Basic Course			BASIC & MOS COURSE	1					

Figure 24-21



PROFESSIONAL DEVELOPMENT GUIDE - TRANSPORTATION MANAGEMENT SPECIALTY						PROFESSIONAL DEVELOPMENT PATTERN (Illustrative)		YEAR							
YEAR	PHASES OF DEVELOPMENT	PROFESSIONAL DEVELOPMENT OBJECTIVES	ASSIGNMENTS	OFFICER PROFESSIONAL EDUCATION		Primary Specialty	Alternate Specialty								
				Professional Military Education	Specialty Education	Marine and Terminal Operations	Transportation Management								
30	COLONEL Phase	Utilize developed managerial, technical, and executive talents in either primary or alternate specialties.	Staff Officer, Director of Army Transportation Director of Transportation Director of Transportation Systems Chief, Transportation Division J-4 Transportation Staff Officer Chief, Storage and Transportation Division, AMC	Professional Military Education		Marine and Terminal Operations	DIRECTOR OF TRANSPORTATION (MAJOR COMMAND)	30							
29				Specialty Education				29							
28				Advanced Specialty Education				28							
27								27							
26								26							
25								25							
24								24							
23	LIEUTENANT COLONEL Phase	Continue development in primary and alternate specialties while enhancing technical competence, leadership skills, and managerial expertise.	Chief, Transportation Services Branch Chief, Transportation Procedures and Systems Branch Transportation Plans Officer Transportation Materiel Manager	Army War College National War College Industrial College of the Armed Forces Naval War College Air War College Inter-American Defense College British Imperial Defense College Canadian National Defense College French Ecole Supérieure de Guerre AWC Non-Resident Course	Cooperative Degree Programs	Civilian and Military Non-Resident Courses	Resident Civilian Education (1) Degree Completion Programs	23							
22										22					
21										21					
20										20					
19										19					
18										18					
17										17					
16	MAJOR Phase	Continue development in primary and alternate specialties while enhancing leadership abilities and managerial skills.	Division Trans Officer Transportation Plans & Policies Officer Assistant Chief, Distribution and Transportation Division Transportation Operations Officer Transportation Program Advisor	Army Command & General Staff College Armed Forces Staff College Navy Command & Staff College Marine Command and Staff College Air Force Command and Staff College School of the Americas CGSC Non-Resident Course	Electives and Cooperative Degree Programs	Civilian and Military Non-Resident Courses	Resident Civilian Education (2) Doctorial Study for Selected Officers	16							
15										15					
14										14					
13										13					
12										12					
11										11					
10										10					
9	CAPTAIN Phase	Advance towards the attainment of specialty qualification objectives and begin developing skills in an alternate specialty.	Transportation Staff Officer Transportation Programs Analyst Transportation Operations Officer Reserve Component Advisor	Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities	Civilian and Military Non-Resident Courses	Advanced Degree Programs	9							
8										8					
7										7					
6										6					
5										5					
4								LIEUTENANT Phase	Obtain basic understanding of the techniques and technical requirements of the basic entry specialty and develop leadership skills by serving in troop leadership positions.	Basic entry specialty assignments.	Basic Course	Skill Training: Aviation, Airborne, Ranger, etc.	Civilian and Military Non-Resident Courses	Top 5% Program for USMA and ROTC DMG	4
3															
2			2												
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Figure 24-22

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PROFESSIONAL DEVELOPMENT GUIDE- PERSONNEL MANAGEMENT SPECIALTY						PROFESSIONAL DEVELOPMENT PATTERN (Illustrative)		YEAR							
YEAR	PHASES OF DEVELOPMENT	PROFESSIONAL DEVELOPMENT OBJECTIVES	ASSIGNMENTS	OFFICER PROFESSIONAL EDUCATION		Primary Specialty	Alternate Specialty								
				Professional Military Education	Specialty Education	Infantry	Personnel Management								
30	COLONEL Phase	Maximum utilization of capabilities in Personnel Management. Full utilization of developed managerial skills and executive talents to meet needs of service.	Major Command Adjutant General AC of S, Pers & Admin Personnel Management Officer Personnel Staff Officer Race Relations/Equal Opportunity Officer		Advanced Specialty Education			PERSONNEL STAFF OFFICER (OFFICE OF SECDEF, MANPOWER AND RESERVE AFFAIRS)	30						
29														29	
28															28
27															27
26															26
25															25
24	LIEUTENANT COLONEL Phase	Continue professional development in both Personnel Management and alternate specialty.	Division AG/G1 Deputy AC of S, Personnel & Administration Personnel Management Officer Personnel Staff Officer Rctg & Induc Officer Personnel Officer Race Relations/Equal Opportunity Officer	Army War College National War College Industrial College of the Armed Forces Naval War College Air War College Inter-American Defense College British Imperial Defense College Canadian National Defense College French Ecole Superieure de Guerre AWC Non-Resident Course	Cooperative Degree Programs	Civilian and Military Non-Resident Courses	Resident Civilian Education (1) Degree Completion Programs (2) Doctorial Study for Selected Officers	G1/DPCA (MAJOR COMMAND)	24						
23														23	
22															22
21															21
20															20
19															19
18	MAJOR Phase	Continue professional development in Personnel Management while emphasizing professional development in designated alternate specialty.	Adjutant/S1 Chief, Pers Services Div Personnel Management Officer Personnel Staff Officer Rctg & Induc Officer Labor Relations Officer Race Relations/Equal Opportunity Officer	Army Command & General Staff College Armed Forces Staff College Navy Command & Staff College Marine Command and Staff College Air Force Command and Staff College School of the Americas CGSC Non-Resident Course	Electives and Cooperative Degree Programs	Advanced Degree Programs	Advanced Course	PERSONNEL STAFF OFFICER (ODCSPER, HQDA)	18						
17														17	
16															16
15															15
14															14
13															13
12	CAPTAIN Phase	Continue professional development in Personnel Management specialty and commence development in alternate specialty.	Adjutant/S1 Assistant Adjutant General Personnel Officer Personnel Staff Officer Race Relations/Equal Opportunity Officer	Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities	Advanced Degree Programs	Advanced Course	PERSONNEL MANAGE- MENT OFFICER (MILPERCEN)	13						
11														11	
10															10
9															9
8															8
7															7
6	LIEUTENANT Phase	Prepare officers for first duty assignments. Attain maximum practical experience in leadership and personnel functions.	Adjutant/S1 Personnel Management Officer Personnel Staff Officer Rctg & Induc Officer Race Relations/Equal Opportunity Officer	Advanced Course	Skill Training: Aviation, Airborne, Ranger, etc.	Top 5% Program for USMA and ROTC DMG	Advanced Course	RECRUITING AND INDUCTION OFFICER (RECRUITING COMMAND)	6						
5														5	
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3															3
2															2
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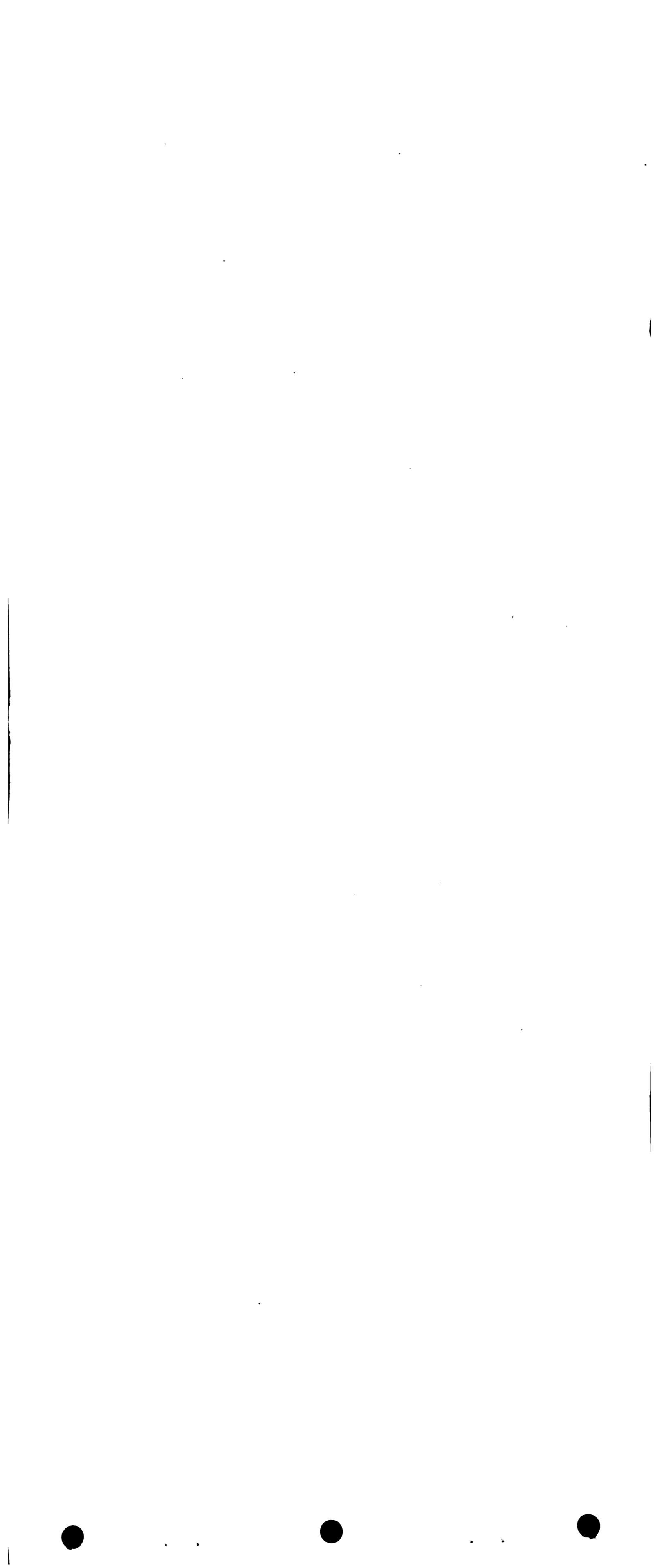
Figure 25-2

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PROFESSIONAL DEVELOPMENT GUIDE - CLUB MANAGEMENT SPECIALTY						PROFESSIONAL DEVELOPMENT PATTERN (Illustrative)		YEAR
YEAR	PHASES OF DEVELOPMENT	PROFESSIONAL DEVELOPMENT OBJECTIVES	ASSIGNMENTS	OFFICER PROFESSIONAL EDUCATION		Primary Specialty	Alternate Specialty	
				Professional Military Education	Specialty Education	Club Management	Personnel Administration	
30	COLONEL Phase	Maximum utilization of officer's capabilities in Club Management and other specialty; full utilization of officer's developed managerial skills and executive talents to meet needs of the service	Deputy Commander, USACMA Regional Commander, USACMA Staff Officer, USACMA Headquarters		Advanced Specialty Education	DEPUTY COMMANDER (USACMA)		30
29								29
28								28
27								27
26								26
25								25
24	LIEUTENANT COLONEL Phase	Advance professional development in Club Management and alternate specialty.	Installation Club Manager Staff Officer, USACMA Region Staff Officer, USACMA Headquarters	Army War College National War College Industrial College of the Armed Forces Naval War College Air War College Inter-American Defense College British Imperial Defense College Canadian National Defense College French Ecole Superieure de Guerre AWC Non-Resident Course	Cooperative Degree Programs	Civillian and Military Non-Resident Courses	Resident Civilian Education (1) Degree Completion Programs	24
23								23
22								22
21								21
20								20
19								19
18	MAJOR Phase	Continue professional development in Club Management and alternate specialty.	Assistant Installation Club Manager Installation Club Manager Officer's Branch Manager Staff Officer, USACMA Region Staff Officer, USACMA Headquarters	Army Command & General Staff College Armed Forces Staff College Navy Command & Staff College Marine Command and Staff College Air Force Command and Staff College School of the Americas CGSC Non-Resident Course	Electives and Cooperative Degree Programs	Civillian and Military Non-Resident Courses	Resident Civilian Education (2) Doctorial Study for Selected Officers	18
17								17
16								16
15								15
14								14
13								13
12	CAPTAIN Phase	Advance Club Management specialty development; commence alternate specialty development through service in appropriate developmental position.	Admin Support Branch Manager Assistant Installation Club Manager Installation Club Manager Officer's Branch Assistant Manager Officer's Branch Manager	Advanced Course	Electives and Degree Programs Arranged with Civillian Colleges and Universities	Civillian and Military Non-Resident Courses	Advanced Degree Programs	12
11								11
10								10
9								9
8								8
7								7
6	LIEUTENANT Phase	Prepare newly commissioned officers for duty assignments in grade of Lieutenant; attain thorough on-the-job experience and training for development in Club Management.	Admin Support Branch Manager Officer's Branch Assistant Manager Officer's Branch Manager	Basic Course	Skill Training: Aviation, Airborne, Ranger, etc.	Civillian and Military Non-Resident Courses	Top 5% Program for USMA and ROTC DMG	6
5								5
4								4
3								3
2								2
1								1

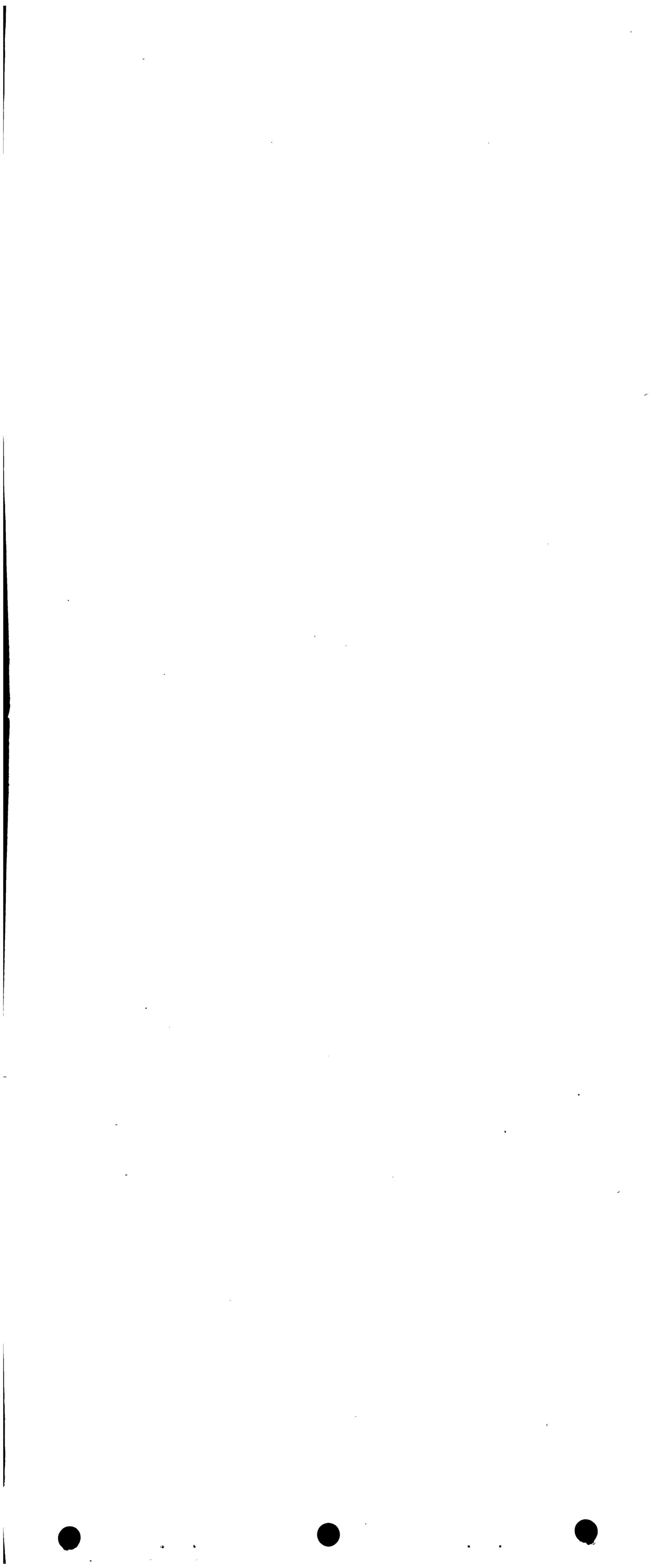
Figure 25-3





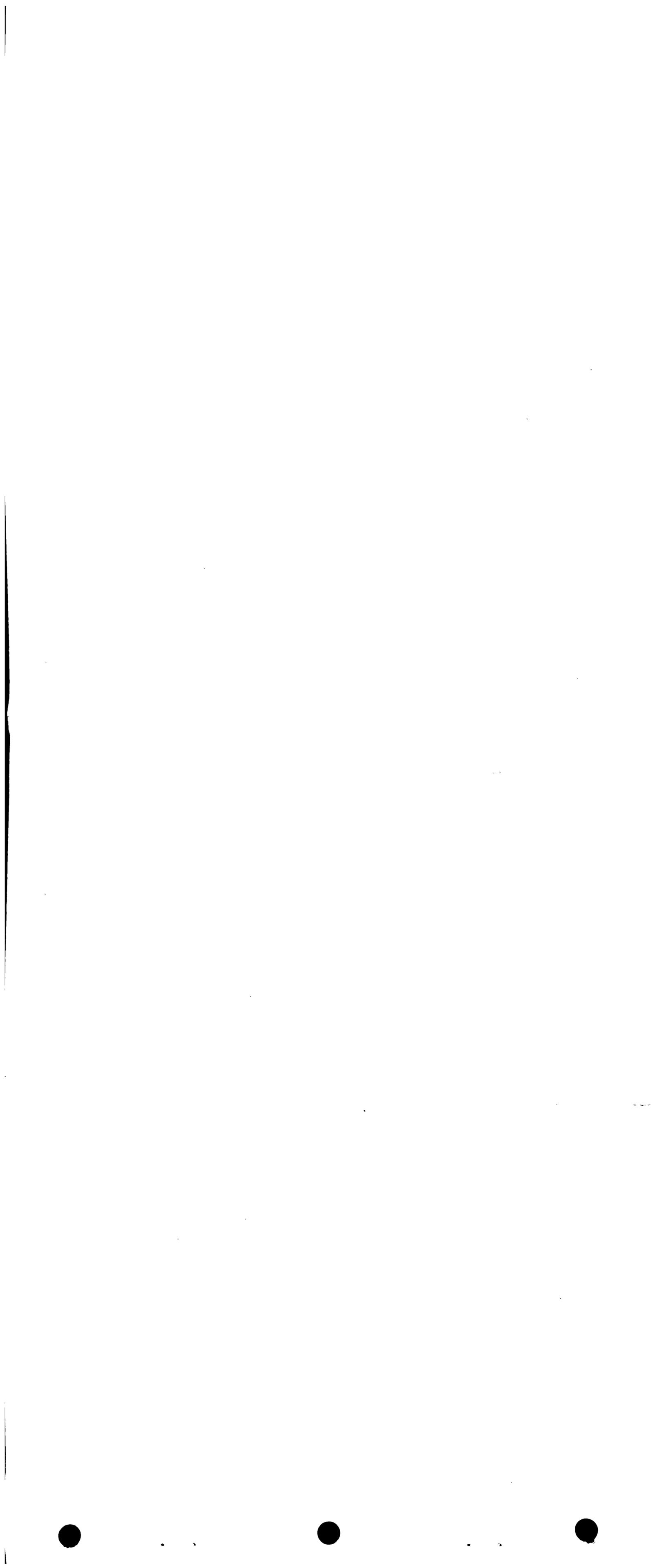
PROFESSIONAL DEVELOPMENT GUIDE - OPERATIONS RESEARCH/SYSTEMS ANALYSIS SPECIALTY						PROFESSIONAL DEVELOPMENT PATTERN (Illustrative)		YEAR								
YEAR	PHASES OF DEVELOPMENT	PROFESSIONAL DEVELOPMENT OBJECTIVES	ASSIGNMENTS	OFFICER PROFESSIONAL EDUCATION		Primary Specialty	Alternate Specialty									
				Armor	Operations Research/Systems Analysis											
30	COLONEL Phase	Maximum utilization of the officer's capabilities and developed managerial skills and executive talents in either primary specialty or ORSA.	Group Chief, Armor/Infantry Systems Group, HQDA Chief, Material Division, JCS Chief, Manpower Program Division, ODCSPER	Professional Military Education	Specialty Education	CHIEF, ARMOR BRANCH (MILPERCEN)		30								
29								29								
28									28							
27									GROUP CHIEF, ARMOR/INFANTRY SYSTEMS GROUP (HQDA)	27						
26										26						
25										25						
24	LIEUTENANT COLONEL Phase	Continue development in primary specialty and ORSA. Complete advanced specialty education in ORSA.	Systems Analyst, DOD, HQDA Branch Chief, Test and Evaluation Directorate, ODCSOPS, HQDA	Army War College National War College Industrial College of the Armed Forces Naval War College Air War College Inter-American Defense College British Imperial Defense College Canadian National Defense College French Ecole Superieure de Guerre AWC Non-Resident Course	Cooperative Degree Programs	Civilian and Military Non-Resident Courses	Resident Civilian Education (1) Degree Completion Programs	CHIEF OF STAFF (DIVISION)	24							
23													23			
22													ARMORED CAVALRY REGIMENT COMMANDER	22		
21													SSC	SSC	21	
20														SYSTEMS ANALYST (OFFICE OF ASSISTANT SECRETARY OF DEFENSE FOR MANPOWER AND RESERVE AFFAIRS)	20	
19															19	
18															18	
17															17	
16													(2) Doctorial Study for Selected Officers	SQUADRON COMMANDER	16	
15														BRIGADE/DIVISION STAFF OFFICER	15	
14	MAJOR Phase	Continue development in primary specialty while emphasizing development in ORSA.	Staff Operations Officer, JCS Program Analyst, HQDA Cost Analyst, Defense Supply Agency	Army Command & General Staff College Armed Forces Staff College Navy Command & Staff College Marine Command and Staff College Air Force Command and Staff College School of the Americas CGSC Non-Resident Course	Electives and Cooperative Degree Programs	Advanced Degree Programs		CGSC	CGSC	14						
13															13	
12															ORSA OFFICER (PROJECT MASSTER)	12
11																11
10															ADVANCED CIVIL SCHOOLING	10
9																9
8	CAPTAIN Phase	Continue development in primary specialty and commence development in ORSA. Complete officer advanced course, to include ORSA studies.	Project Officer, Armor and Engineer Board ORSA Officer, Armor Agency ORSA Officer, Project MASSTER	Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities	Advanced Degree Programs		ARMORED CAVALRY TROOP COMMANDER	8							
7															7	
6														ADVANCED COURSE	ADVANCED COURSE	6
5														ASSISTANT BATTALION S3		5
4	LIEUTENANT Phase	Acquire basic military knowledge and leadership experience. Commence development in basic entry specialty.	Basic entry specialty assignments.	Basic Course	Skill Training: Aviation, Airborne, Ranger, etc.	Top 5% Program for USMA and ROTC DMG		TANK PLATOON COMMANDER	4							
3															3	
2														AIRBORNE, RANGER TRAINING		2
1								BASIC COURSE	1							

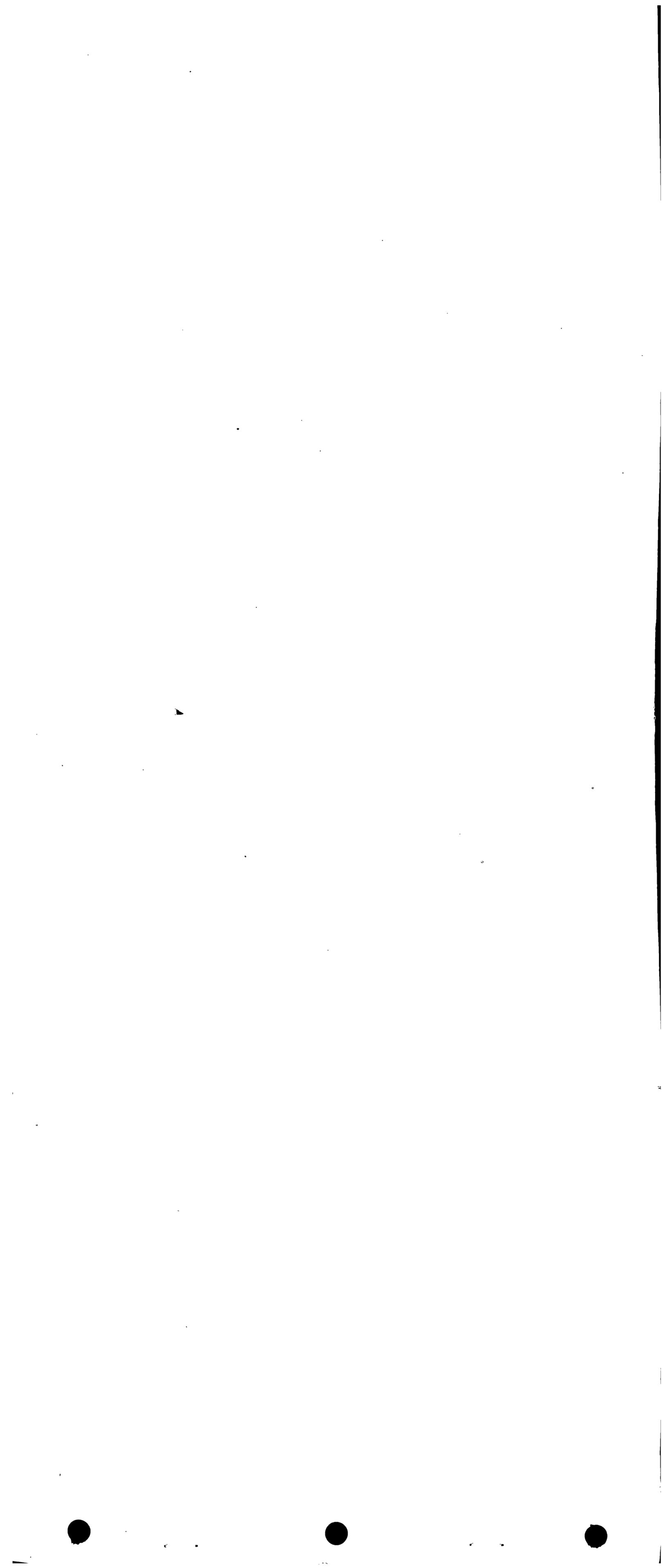
Figure 27-1



PROFESSIONAL DEVELOPMENT GUIDE - OPERATIONS & FORCE DEVELOPMENT SPECIALTY						PROFESSIONAL DEVELOPMENT PATTERN (Illustrative)		YEAR							
YEAR	PHASES OF DEVELOPMENT	PROFESSIONAL DEVELOPMENT OBJECTIVES	ASSIGNMENTS	OFFICER PROFESSIONAL EDUCATION		Primary Specialty	Alternate Specialty								
				Professional Military Education	Specialty Education	Infantry	Operations and Force Development								
30	COLONEL Phase	Maximum utilization of developed managerial and executive talents in either Operations and Force Development or primary specialty.	Division Chief or Deputy: Corps, Army, Major Command, HQDA, JCS, OSD				DIVISION CHIEF, J3 OPERATIONS (JOINT CHIEFS OF STAFF)	30							
29								29							
28								28							
27								CHIEF (MILITARY ASSISTANCE ADVISORY GROUP)	27						
26									26						
25									25						
24	LIEUTENANT COLONEL Phase	Continue development in Operations and Force Development and primary specialty.	Staff Officer: Installation, Corps, Army, Major Command, HQDA, JCS, OSD				ASSISTANT CHIEF OF STAFF, G3 (MAJOR COMMAND)	24							
23								23							
22								Army War College National War College Industrial College of the Armed Forces Naval War College Air War College Inter-American Defense College British Imperial Defense College Canadian National Defense College French Ecole Superieure de Guerre AWC Non-Resident Course	Cooperative Degree Programs	Civilian and Military Non-Resident Courses	Resident Civilian Education (1) Degree Completion Programs	SSC	SSC	22	
21														21	
20														DIVISION CHIEF, DOCTRINE AND ORGANIZATION (ASSISTANT CHIEF OF STAFF, FORCE DEVELOPMENT)	20
19															19
18	MAJOR Phase	Continue development in primary specialty while emphasizing development in Operations and Force Development.	Assistant Staff Officer, Staff Officer: Installation, Corps, Army, Major Command, HQDA, JCS, OSD				STAFF OFFICER (DEPUTY CHIEF OF STAFF, OPERATIONS, HQDA)	18							
17								17							
16								Army Command & General Staff College Armed Forces Staff College Navy Command & Staff College Marine Command and Staff College Air Force Command and Staff College School of the Americas CGSC Non-Resident Course	Electives and Cooperative Degree Programs	Advanced Degree Programs	(2) Doctorial Study for Selected Officers	DIVISION ASSISTANT G3	CGSC	16	
15														15	
14								NATIONAL GUARD ADVISOR	CGSC	Advanced Degree Programs	NATIONAL GUARD ADVISOR	CGSC	CGSC	14	
13														13	
12	CAPTAIN Phase	Continue development in primary specialty and commence development in Operations and Force Development.	Assistant Staff Officer: Installation, Corps, Army, Major Command, HQDA				ASSISTANT G3 (INSTALLATION)	12							
11								11							
10								Advanced Course	Electives and Degree Programs Arranged with Civilian Colleges and Universities	Advanced Degree Programs	COMPANY COMMANDER	CGSC	CGSC	10	
9														9	
8								Skill Training: Aviation, Airborne, Ranger, etc.	Basic Specialty Training	Advanced Degree Programs	ADVANCED COURSE	CGSC	CGSC	8	
7														7	
6	LIEUTENANT Phase	Commence development in basic entry specialty.	Basic entry specialty assignments.				BASIC COURSE	6							
5								5							
4								Top 5% Program for USMA and ROTC DMG	Skill Training: Aviation, Airborne, Ranger, etc.	Advanced Degree Programs	EXECUTIVE OFFICER	CGSC	CGSC	4	
3														3	
2								PLATOON LEADER	Basic Specialty Training	Advanced Degree Programs	PLATOON LEADER	CGSC	CGSC	2	
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Figure 28-1





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