

OFFICER

PERSONNEL

MANAGEMENT

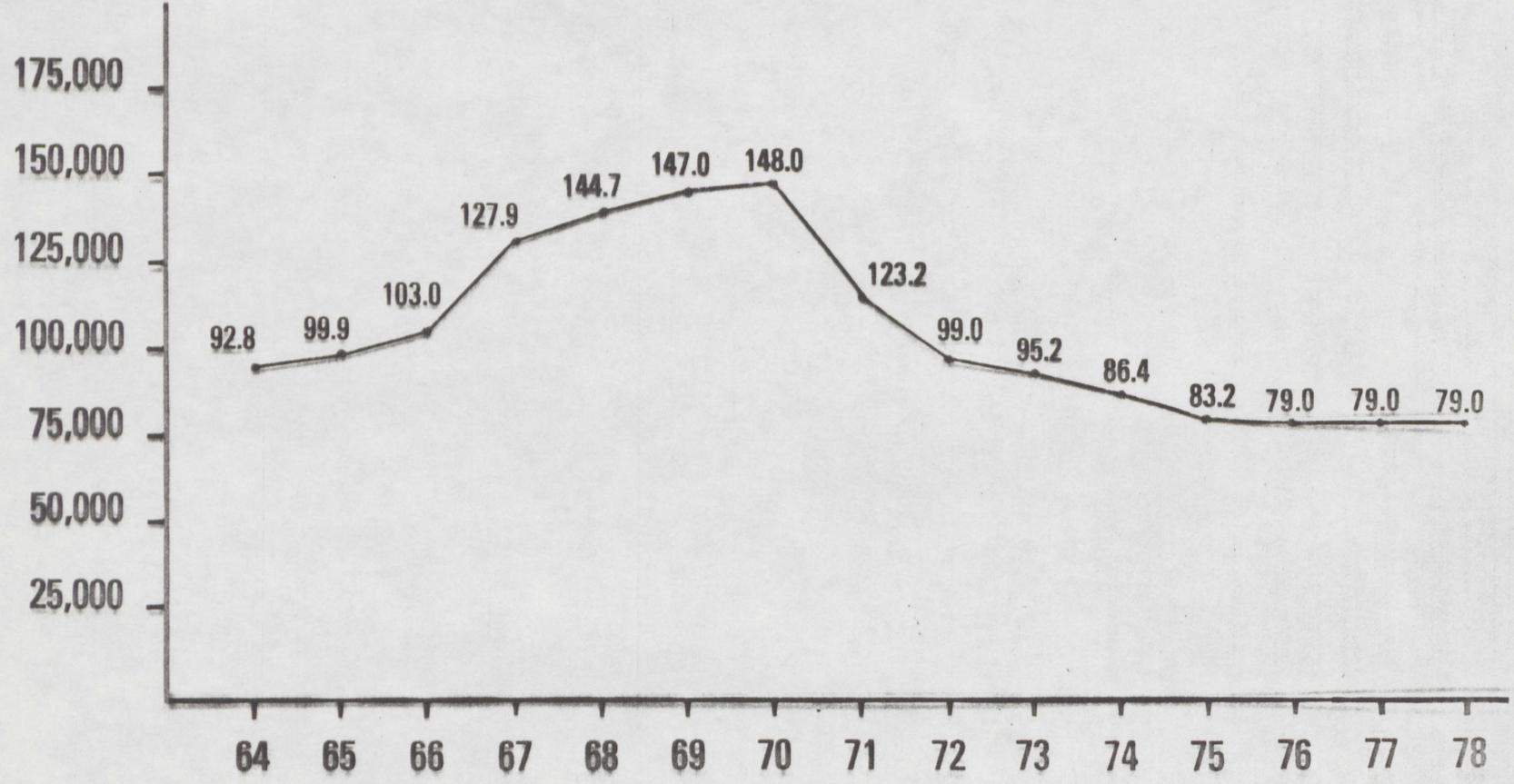
SYSTEM

OFFICER CORPS

- **SIZE DECREASING**
- **SPECIALIZATION/FUNCTIONALIZATION INCREASING**
- **SKILL IMBALANCE**
- **COMMAND OPPORTUNITY DECREASING**
- **PROMOTION SYSTEM ENCOURAGES GENERALIZATION**
- **IMPROVED PROFESSIONALISM AND CAREER SATISFACTION NEEDED**

OPMD - MANAGED OFFICERS

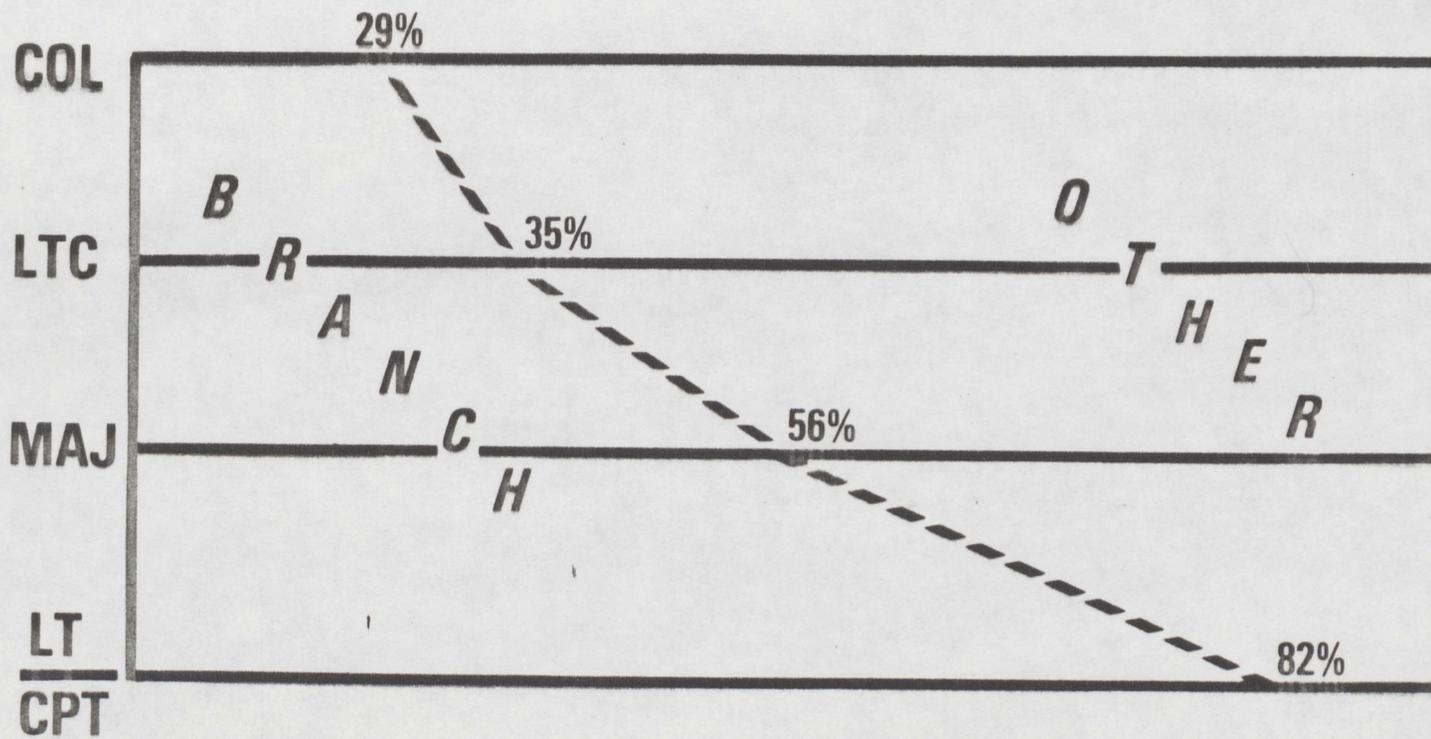
OFFICER
STRENGTH



FISCAL YEAR

DISTRIBUTION OF REQUIREMENTS

(COMBAT ARMS)



COMMAND OPPORTUNITY TROOP UNITS

	<i>BN/SQDN</i>		<i>BDE/GP/DIV ARTY</i>	
	1969	1976	1969	1976
INF	174	126	} 70	50
ARM	85	74		
FA	181	115	38	29
TOTAL	<u>440</u>	<u>315</u>	<u>106</u>	<u>85</u>

COMMAND TOUR

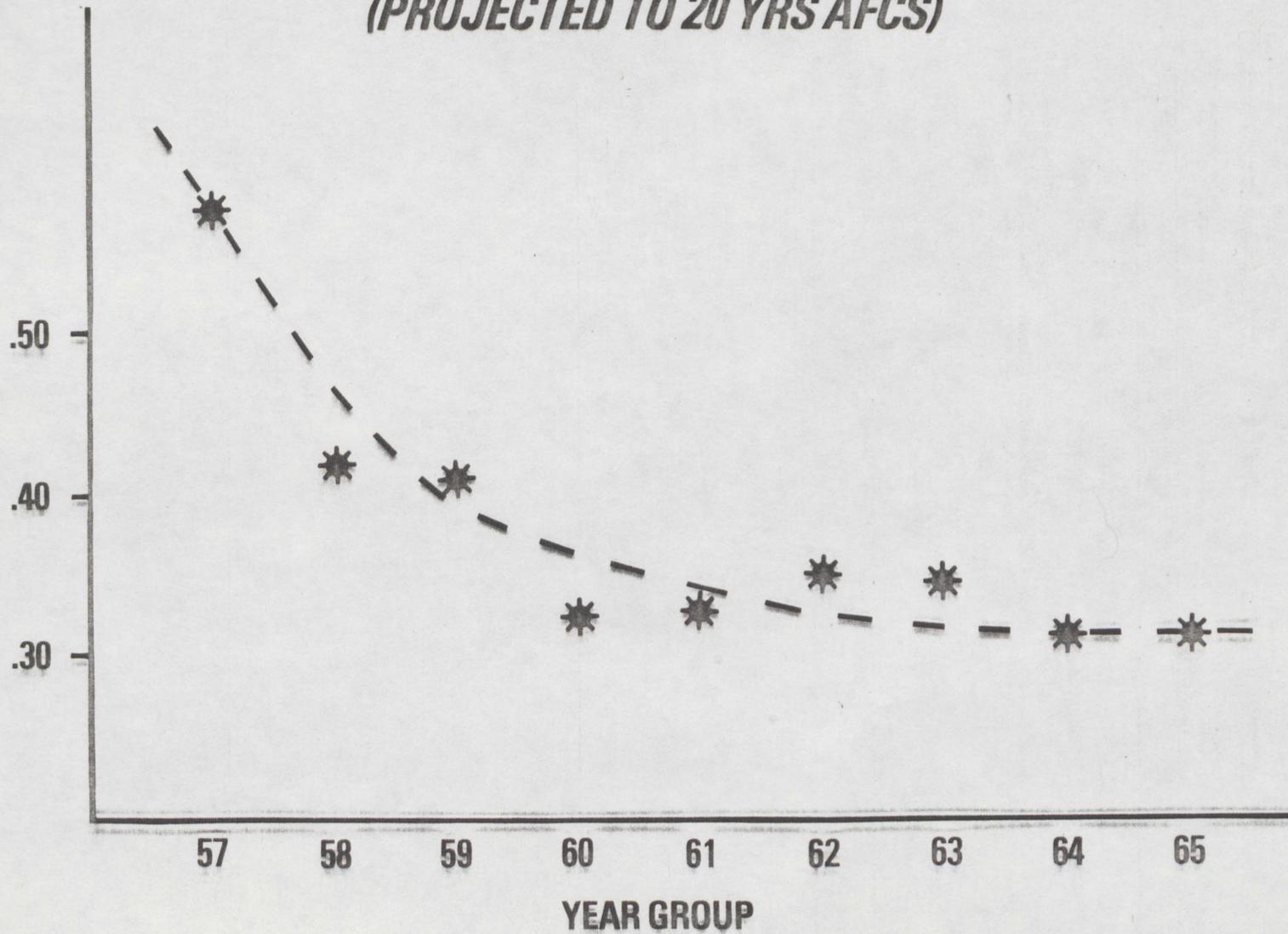
1969

1976

6-12 MO

18-24 MO

***% LTC WITH BN LEVEL CMD
(PROJECTED TO 20 YRS AFCS)***



RECOMMENDED COMPANY COMMAND TOUR LENGTH

<u>BRANCH</u>	<u>SPECIALTY CODE OF THE POSITION</u>	<u>MAXIMUM TOUR LENGTH (MONTHS)</u>
IN	11	13
AR	12	15
FA	13	21
AD	14	23
EN	21	16
SC	25, 26, 27, 28	16
MP	31	16
MI	35, 36, 37	12
OD	73, 75, 77, 91	17
QM	81, 83, 92	18
TC	71, 87, 88	13

NOTE:

- MINIMUM COMPANY COMMAND TOUR LENGTH IS 12 MONTHS
- MAXIMUM TOUR LENGTHS SHOWN AFFORD EACH OFFICER THE GREATEST OPPORTUNITY TO COMMAND PRIOR TO ATTAINING ELIGIBILITY FOR MAJOR

OPMS OBJECTIVES

- **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**
- **TO ASSIGN OFFICERS ACCORDING TO THE ARMY'S NEEDS AND THE INDIVIDUAL'S COMPETENCE AND DESIRES**
- **TO IMPROVE THE MOTIVATION AND PROFESSIONAL SATISFACTION OF THE OFFICER CORPS THROUGH A DISCIPLINED DUAL SPECIALTY PROFESSIONAL DEVELOPMENT SYSTEM**

BASIC OPMS TERM

SPECIALTY

- A PARTICULAR GROUPING OF DUTY POSITIONS WHICH ARE DISTINCT, SUPPORTIVE, AND HAVE A SPECIFIC FUNCTION, APPLICATION OR SCOPE.
- THE DUTY POSITIONS REQUIRE SKILLS, KNOWLEDGE AND JOB REQUIREMENTS WHICH ARE MUTUALLY SUPPORTIVE IN THE DEVELOPMENT OF OFFICER COMPETENCE TO PERFORM AT THE GRADE OF COLONEL IN THE SPECIALTY.

SPECIALTIES

<u>TITLE</u>	<u>CODE</u>	<u>TITLE</u>	
AIR DEFENSE ARTILLERY	14	PERSONNEL ADMINISTRATION	42
ARMOR	12	PERSONNEL MANAGEMENT	41
AVIATION	15	CLUB MANAGEMENT	43
FIELD ARTILLERY	13	TACTICAL/STRATEGIC INTELLIGENCE	35
INFANTRY	11	COUNTER INTELLIGENCE HUMINT	36
ENGINEER	21	CRYPTOLOGY	37
COMBAT COMMUNICATIONS- ELECTRONICS	25	OPERATIONS AND FORCE DEVELOPMENT	54
FIXED TELECOMMUNICATIONS SYSTEMS	26	ATOMIC ENERGY	52
C-E ENGINEERING	27	AUTOMATIC DATA PROCESSING	53
INSTRUCTIONAL TECHNOLOGY & MGT	28	COMPTROLLER	45
LAW ENFORCEMENT	31	FOREIGN AREA OFFICER	48
FINANCE	44	PUBLIC AFFAIRS	46
EDUCATION	47	RESEARCH AND DEVELOPMENT	51
		OPERATIONS RESEARCH SYSTEMS ANALYSIS	49

SPECIALTIES

<u>TITLE</u>	<u>CODE</u>	<u>TITLE</u>	<u>CODE</u>
ARMAMENT MATERIEL MGT	76	MUNITIONS MATERIEL MGT	75
AVIATION MATERIEL MGT	71	POL MGT	81
CHEMICAL	74	TANK/GROUND MOBILITY MATERIEL MGT	77
C-E MATERIEL MGT	72	TRAFFIC MGT	86
FOOD MGT	82	LOGISTICS SERVICES MGT	93
GENERAL TROOP SUPPORT MATERIEL MGT	83	MAINTENANCE MGT	91
HIGHWAY RAIL OPERATIONS	88	PROCUREMENT	97
MARINE & TERMINAL OPERATIONS	87	SUPPLY MGT	92
MISSILE MATERIEL MGT	73	TRANSPORTATION MGT	95
		LOGISTICS MGT	70

**OFFICER DEVELOPMENT
AND
USE UNDER OPMS**

**COMPANY
GRADE**

- DEVELOPMENT IN PRIMARY SPECIALTY
- IDENTIFY ALTERNATE SPECIALTY

MAJOR

- ASSIGNMENTS IN PRIMARY AND ALTERNATE SPECIALTIES

LTC

- ASSIGNMENTS IN PRIMARY AND ALTERNATE SPECIALTIES

COLONEL

- EMPHASIS ON USE IN EITHER PRIMARY OR ALTERNATE SPECIALTY AS REQUIREMENTS DICTATE

DESIGNATION OF SPECIALTIES FOR OFFICERS

MAJOR CONSIDERATIONS:

- 1. ARMY REQUIREMENTS IN THE SPECIALTY.**
- 2. CAREER PROGRESSION IN THE SPECIALTY.**
- 3. OFFICER'S PREFERENCE.**
- 4. OFFICER'S EXPERIENCE IN THE SPECIALTY.**
- 5. OFFICER'S EDUCATIONAL BACKGROUND.**
- 6. OFFICER'S DEMONSTRATED PERFORMANCE
AND POTENTIAL.**

CENTRALIZED SELECTION SYSTEM

- 1. CONTINUOUS ELIGIBILITY FOR BOARDS' CONSIDERATION**
- 2. PRIMARY SPECIALTY AND/OR ALTERNATE SPECIALTY CONSIDERATIONS (IF REQUESTED) AT BOTH THE LTC AND COL COMMAND LEVEL**
- 3. SEPARATE SELECTION BOARDS**
 - A. COMBAT ARMS (SELECTS OFFICERS TO FILL CBT ARMS, ARMS MATERIAL, AVIATION SPECIAL FORCES, AND FAO COMMANDS)**
 - B. COMBAT SUPPORT ARMS (SELECTS OFFICERS TO FILL ENGINEER, INTELLIGENCE, LAW ENFORCEMENT, C-E, WAC COMMANDS AND DISTRICT ENGINEER POSITIONS)**
 - C. LOGISTICS (SELECTS OFFICERS TO FILL TROOP AND LOGISTICS COMMANDS)**
 - D. PROJECT MANAGERS**

1977 C&GSC SELECTION SYSTEM

**SELECTION FOR PROMOTION TO MAJ, AUS, AND NOT MORE THAN
15 YEARS COMMISSIONED SERVICE**

(1977 PROMOTION LIST INCLUDED)

ADVANCED COURSE OR EQUIVALENT

FINAL SECRET AND INTERIM TOP SECRET CLEARANCE

AVAILABILITY NOT A BAR TO ELIGIBILITY

ALL ELIGIBLE OFFICERS TO THE DA C&GSC SCREENING BOARD

**SCREENING/MAJ, AUS BOARDS NOMINATE TO THE DA C&GSC
SELECTION BOARD**

**ATTENDANCE CONTINGENT ON AVAILABILITY (24 MO CONUS - 5/6
OS TOUR)**

SELECTION BOARD RESULTS ANNOUNCED IN DECEMBER

EDUCATION SYSTEM GUIDELINES

- **DO MORE WITH LESS MONEY**

PROVIDE:

- **ALTERNATE MEANS OF ATTAINING EDUCATIONAL GOALS**
- **ADVANCE DEGREES EARLY**
- **EDUCATIONAL OPPORTUNITIES TO MEET REQUIREMENTS**

REDUCE:

- **MANPOWER COSTS**
- **OFFICER TIME AWAY FROM UNITS**
- **FOCUS ON ALIGNMENT OF THE NEEDS OF THE ARMY WITH EDUCATION/TRAINING OF INDIVIDUALS**
- **ENHANCE QUALITY AND STATUS OF NON-RESIDENT INSTRUCTION**
- **INCORPORATE RESERVE COMPONENTS INTO EDUCATIONAL SYSTEM**
- **STRENGTHEN RELATIONSHIP BETWEEN EDUCATION AND UTILIZATION**
- **BUILD ON STRENGTH OF CURRENT SYSTEM**

MILITARY EDUCATION LEVEL CODES

PRESENT

CODE SCHOOL/STATUS

3 SSC GRD

5 CGSC GRD

6 ADV CRS GRD

7 BASIC CRS GRD

REVISED

CODE SCHOOL/STATUS

1 SSC GRD R/NR/CC

2 SSC RES DEFERRAL

3 AWCCS SELECTEE

**4 CGSC GRD R/NR/CC &
FOREIGN SCHOOLS**

5 CGSC RES DEFERRAL

6 ADV CRS R/NR GRD

7 BASIC CRS R/NR GRD

**GRADUATE LEVEL
CIVIL SCHOOLING POLICIES**

TRAIN FOR AERB SHORTAGE DISCIPLINES

DEGREE PROGRAM SUPPORTS OPMS SPECIALTY(IES)

ONLY HIGH QUALITY OFFICERS ATTEND

NORMAL DEGREE PROGRAM LIMITED TO 18 MONTHS

IMMEDIATE UTILIZATION OF DEGREE REQUIRED

MANAGEMENT TOOLS

- **PRA BY SPECIALTY AND GRADE**
- **REQUISITIONS BY SPECIALTY**
- **CONTROL SPECIALTY**
- **PROJECTED SPECIALTY**
- **OPMD ORGANIZATION**

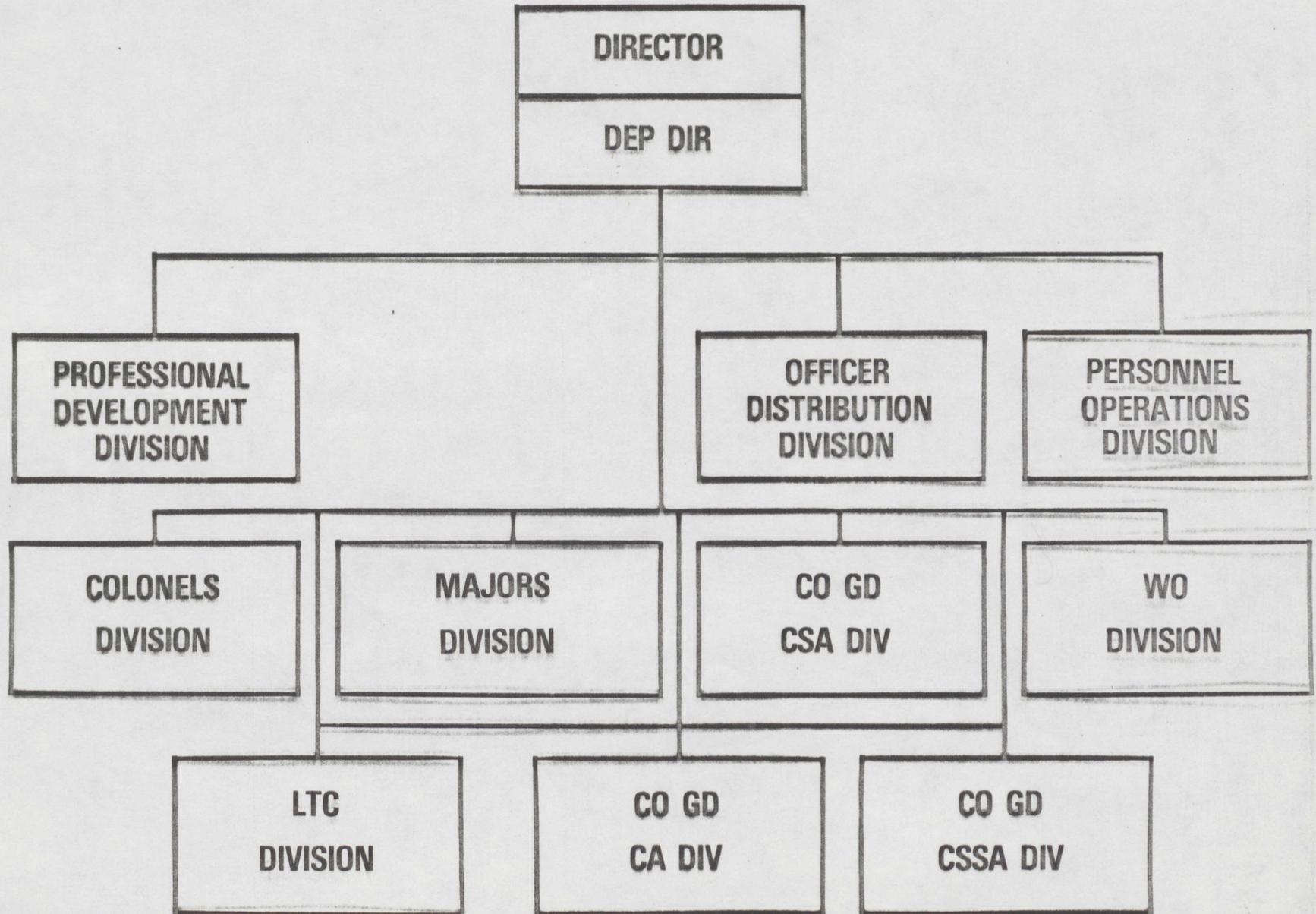
CONTROL SPECIALTY

- **MEANS TO ACCOUNT AND VALIDATE FOR OFFICERS BY SPECIALTY**
- **WILL APPEAR ON ASSIGNMENT ORDERS AND ORB's**
- **CANNOT BE CHANGED UNLESS APPROVED BY MILPERCEN**
- **REPLACES BRANCH AS MAJOR FACTOR IN PRESENTATION OF COMMISSIONED OFFICER DATA**

PROJECTED SPECIALTY

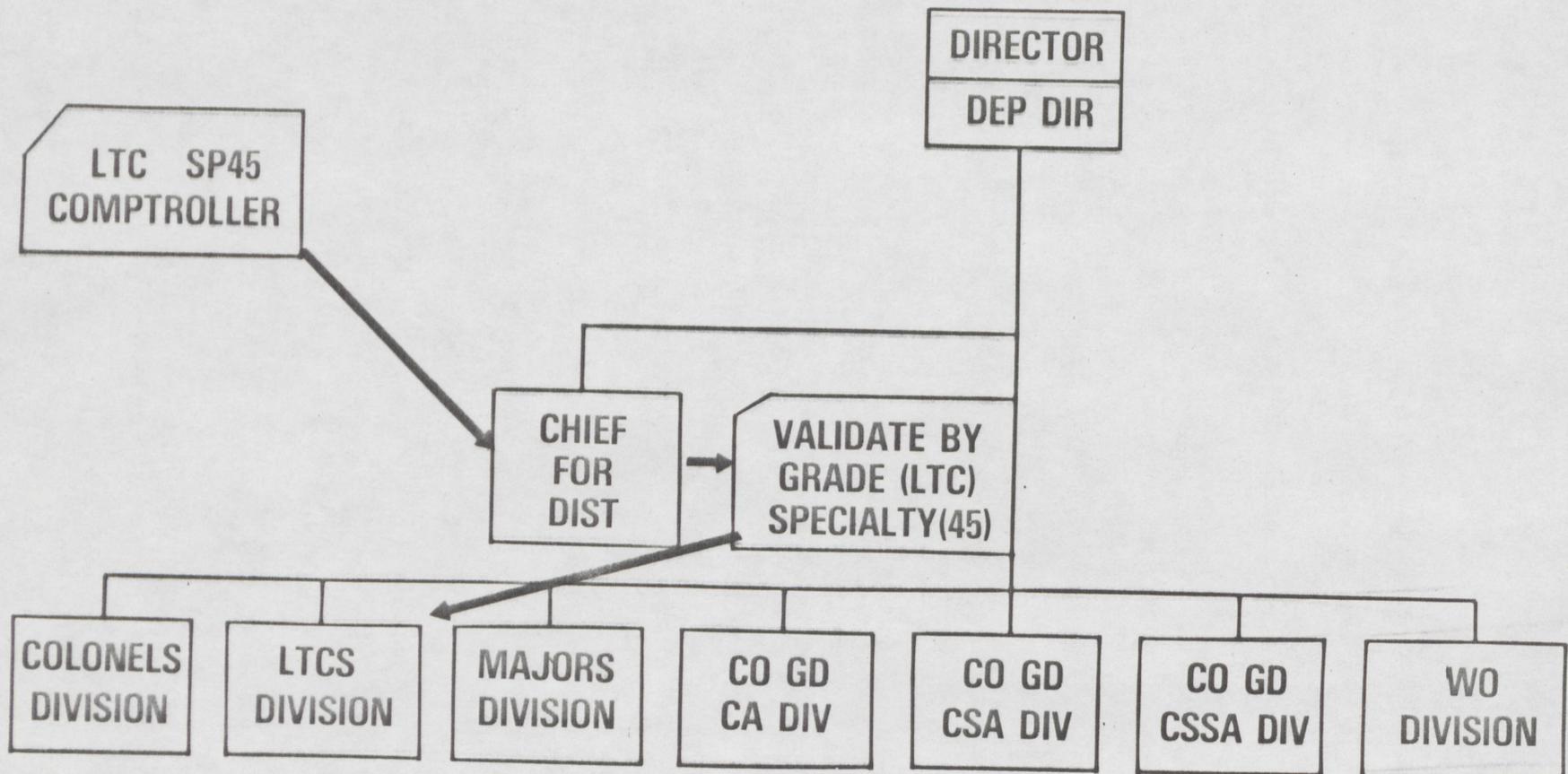
- THE PERSONNEL MANAGER'S RECOMMENDATION OF THE MOST APPROPRIATE SPECIALTY FOR AN OFFICER'S NEXT ASSIGNMENT WHICH WILL FURTHER PROFESSIONAL DEVELOPMENT AND BE CONSISTENT WITH ARMY REQUIREMENTS
- PROVIDES A MEANS TO PREDETERMINE FUTURE SPECIALTY ASSIGNMENTS
- PROVIDES BASIS FOR PROJECTING ASSETS FOR COMPUTATION OF PRA
- PROVIDES A MEANS OF ADJUSTING ASSETS TO MEET ARMY AUTHORIZATIONS BY SPECIALTY AND GRADE
- WILL APPEAR ON ASSIGNMENT ORDERS AND ORB's

OPMD ORGANIZATION

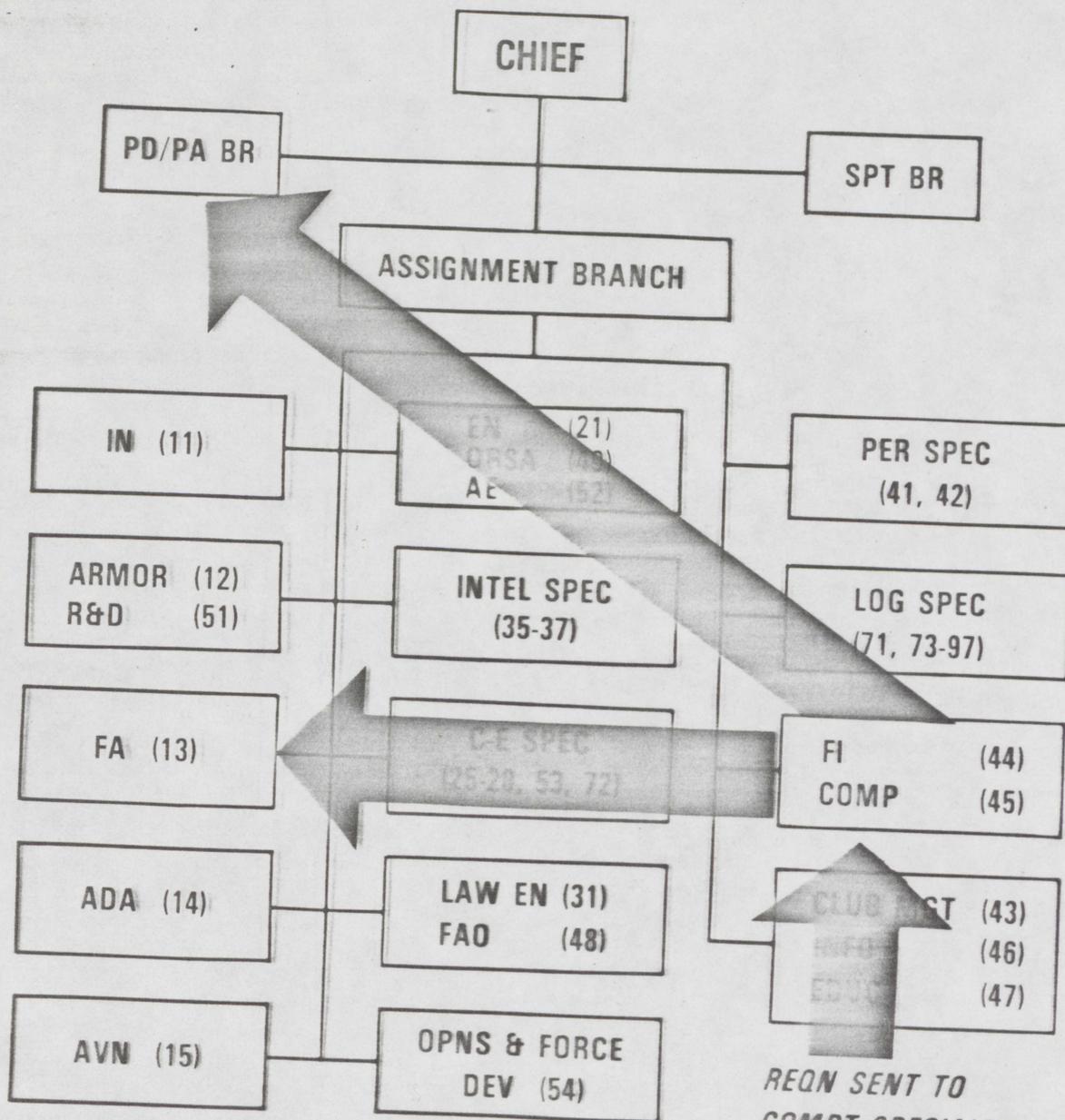


REQUISITION FLOW

NEW OPMD ORGANIZATION



LIEUTENANT COLONEL DIVISION



REQN SENT TO
COMPT SPECIALTY
MANAGER FOR FILL



CONCURRENCE

REQUISITION
COMPTROLLER
LTC

SPECIALTY CODE 45

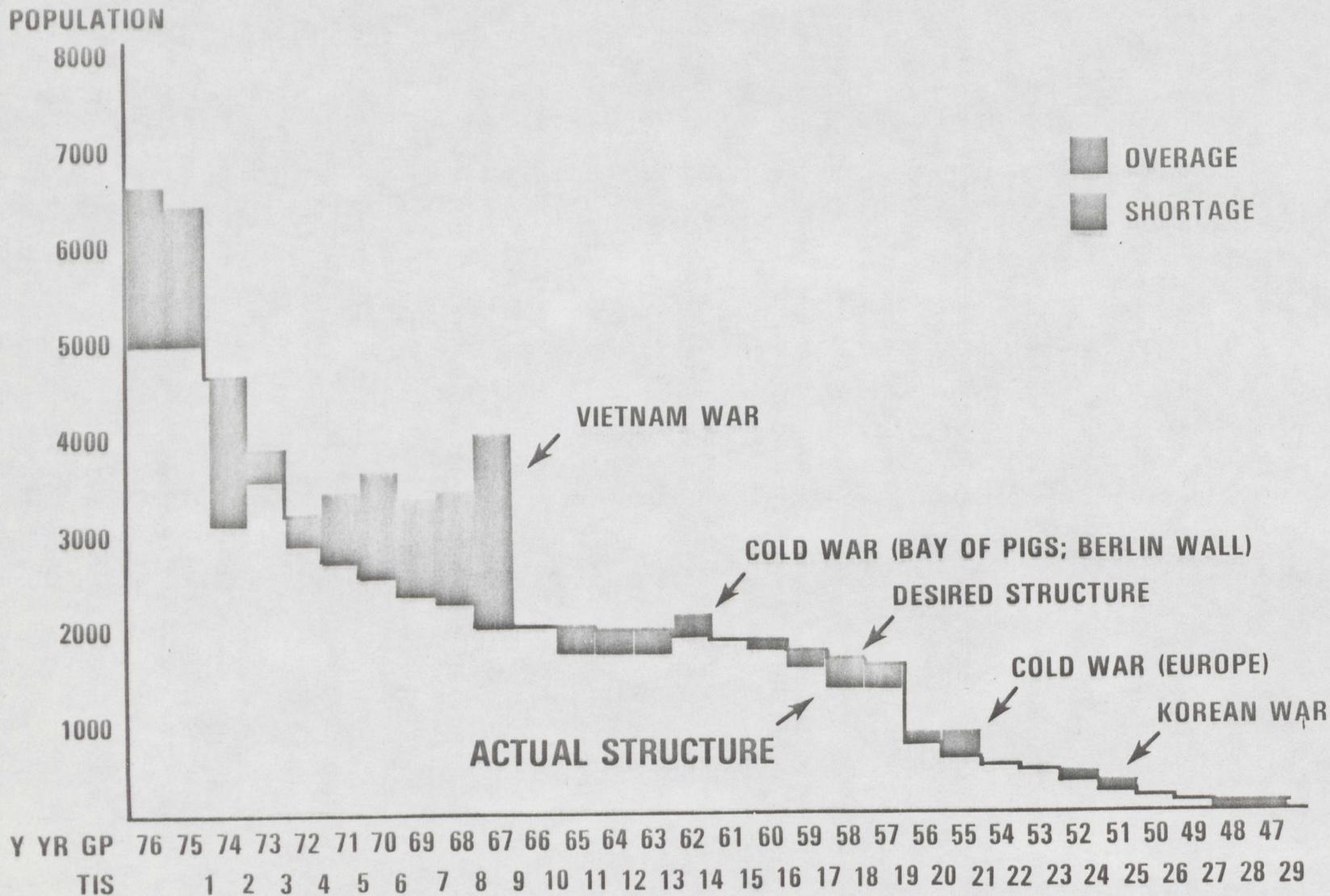
OPMS PROMOTION SYSTEM

- **EXPANDED BOARD MEMBERSHIP**
- **REVISED INSTRUCTIONS TO THE BOARD**
- **SELECTION OF BEST QUALIFIED**

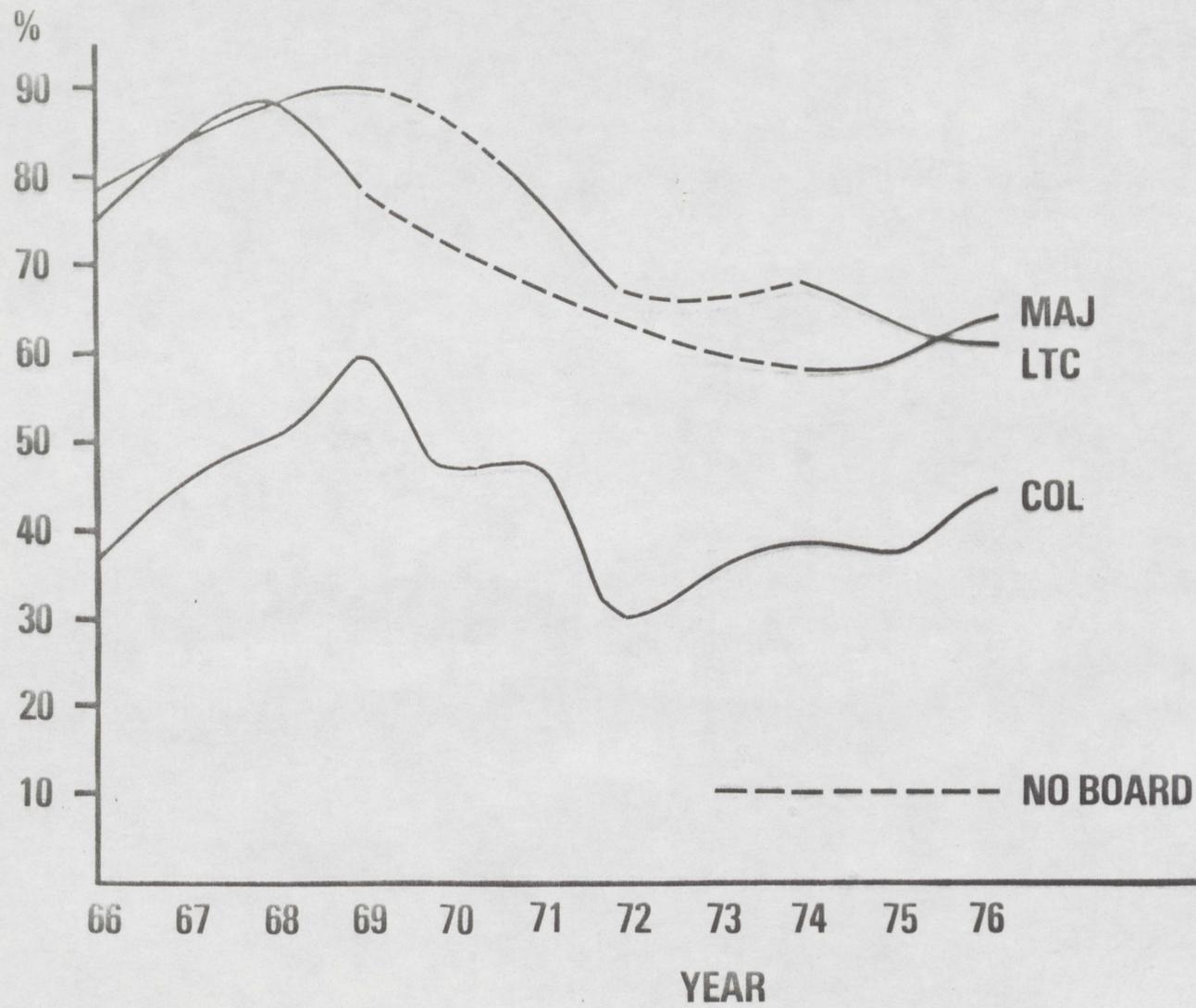
COL AUS BOARD GUIDANCE

- QUANTITATIVE GUIDANCE.
 - o TO MEET SPECIFIC NEEDS OF THE ARMY.
 - o EXTENSION OF OPMS.
- ADDITIONAL QUOTAS TO MEET SPECIALTY SHORTAGES.
- SELECTED OFFICERS ARE "ADD ONS".
- ADDITIONAL OFFICERS SELECTED ON A BEST-QUALIFIED BASIS.

OFFICER STRENGTH BY YEAR GROUP (END FY 76) OPD BRANCHES (LESS AMMED, JAGC, CH)



AUS SELECTION RATES FIRST TIME CONSIDERED



UNDERALIGNED SPECIALTIES

LTC

21 ENGR

27 C-E ENGR

31 LAW ENF

37 CRYPTO

44 FINANCE

49 ORSA

93 LOG SVCS MGT

MAJ

21 ENGR

27 C-E ENGR

44 FINANCE

49 ORSA

CPT

21 ENGR

42 PER ADMIN

49 OR/SA

53 ADP

92 SUPPLY MGT

OVERALIGNED SPECIALTIES

LTC

15 AVIATION
36 CI/HUMINT
54 OPS & FORCE DEV
71 AVIATION MAT MGT
76 ARMAMENT MAT MGT
86 TRAFFIC MGT

CPT

54 OPS & FORCE DEV
88 HWY RAIL

MAJ

51 R & D
77 TANK/GROUND MAT MGT

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OPMS IN-PROGRESS REVIEW

- A COMPREHENSIVE REVIEW OF ALL OPMS SPECIALTIES BY THE GENERAL OFFICER OPMS STEERING COMMITTEE.
- EACH REVIEW COVERS ALL ASPECTS OF EACH SPECIALTY STATUS.
 - REQUIREMENTS
 - ASSETS
 - TRAINING
 - UTILIZATION
- SERVES AS AN OPEN FORUM ON WHAT WE HAVE LEARNED AND HOW WE ARE DOING.
- PROBLEM AREAS ARE BEING IDENTIFIED AND ADDRESSED AS DIRECTED BY THE STEERING COMMITTEE.
- PROPONENCY COMMITTEES ARE BECOMING INVOLVED.
- EXPECTED REVIEW COMPLETION JULY 1977.

OFFICER

SYSTEMS

ANALYSIS

GROUP

OPMS SUB - SYSTEMS

ACCESSION SYSTEM

TRAINING/EDUCATION SYSTEM

PROFESSIONAL DEVELOPMENT SYSTEM

ASSIGNMENT SYSTEM

DISTRIBUTION SYSTEM

PROMOTION SYSTEM

PURPOSE

- TO EVALUATE THE IMPLEMENTATION TO DATE OF OPMS.
- TO ANALYZE THE SUBSYSTEMS WITHIN OPMS AND IDENTIFY POLICIES AND OPERATING PROCEDURES WHICH CONFLICT WITH ATTAINING THE DESIRED PERSONNEL MANAGEMENT GOALS.
- TO FORMULATE PROPOSED REVISIONS TO POLICIES AND OPERATING PROCEDURES AND A COMPREHENSIVE PLANNING SYSTEM.
- TO ARTICULATE OFFICER PERSONNEL MANAGEMENT PHILOSOPHY TO THE FIELD.

APPROACH

OBTAIN A HISTORICAL PERSPECTIVE

REVIEW AND ANALYZE REGULATORY GUIDANCE

TITLE 10, USC
DOD, DA AND OTHER POLICIES
OIs, LOIs AND OTHER PROCEDURES

DETERMINE RELATIONSHIPS WITH OTHER SYSTEMS

RECOGNIZE PROBLEMS

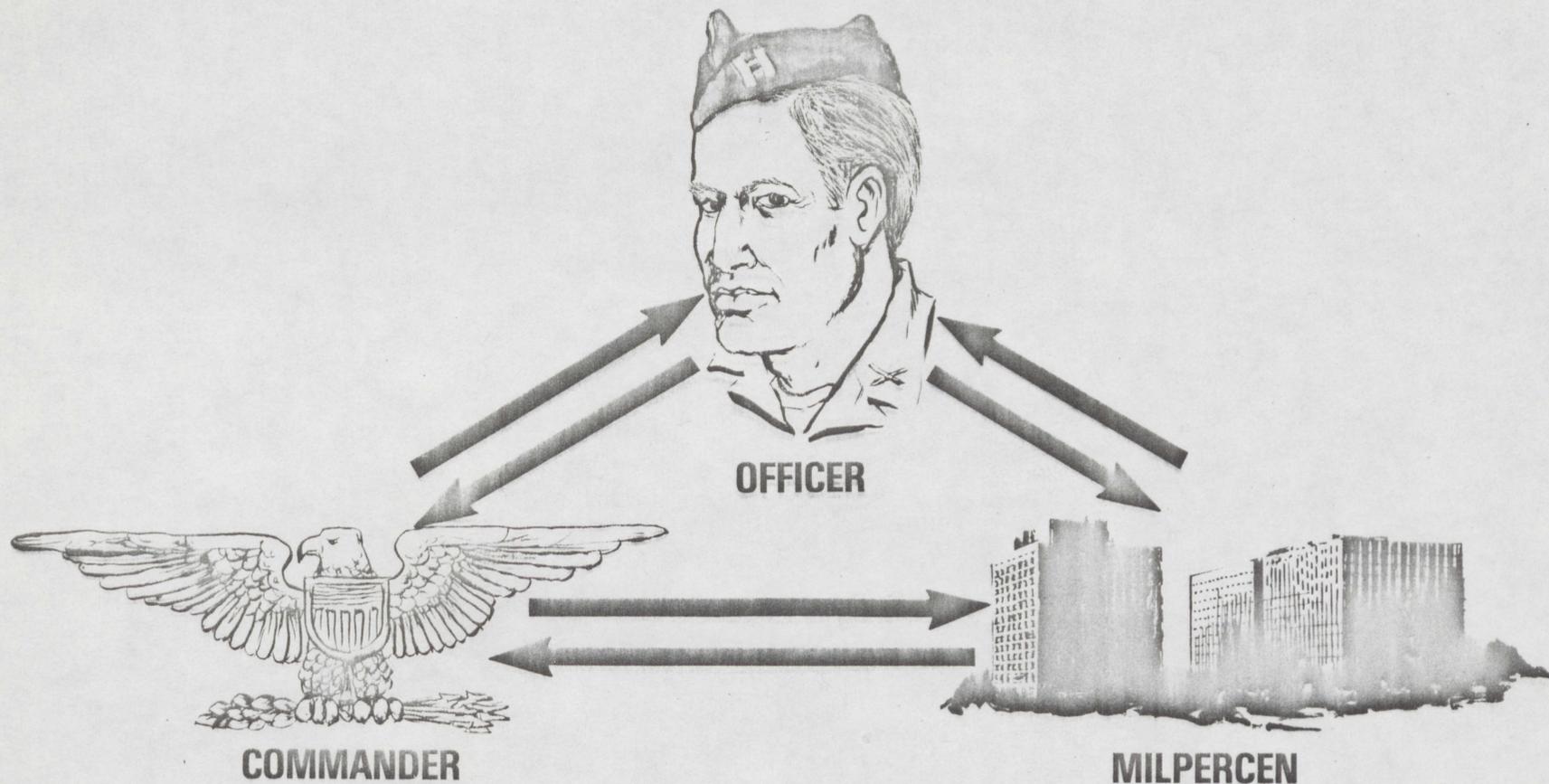
"SOLVE PROBLEMS"

TELL THE OFFICER CORPS



**OFFICER PROFESSIONAL
DEVELOPMENT
AND
UTILIZATION**

WHO IS RESPONSIBLE?



FOR PROFESSIONAL DEVELOPMENT

DEPARTMENT OF THE ARMY
OFFICE CHIEF OF STAFF
WASHINGTON

OTERG

6 Sep 77

MEMO FOR: DAS

SUBJ: Officer Education Review

1. CSA has approved a briefing for him in his office by BG Harrison at 1530 hrs, 16 Sep.
2. BG Harrison, or any other briefer, should confine his prepared remarks to 30 minutes. He should present for the CSA's decision a charter for his study group and brief on:
 - a. Objectives of the study
 - b. Methodology (How info is to be gathered and analyzed, etc)
 - c. Composition of the study group
 - d. Milestones
 - e. Any other study features of possible importance to the CSA
3. Briefer may use handouts or viewgraphs.
4. Please recommend a list of participants.

Memo from OTERG thru PA#2

*Hammond 2
DAS
PA#E rep # [who?]*

JOB
BRADSHAW