

Ch. 1, 2, 3
S/S Officer Rank Personnel Update,
10 July 84



OFFICER PROFESSIONAL DEVELOPMENT AND UTILIZATION

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CHANGE

No. 3

HEADQUARTERS
DEPARTMENT OF THE ARMY
WASHINGTON, DC, 1 November 1981COMMISSIONED OFFICER PROFESSIONAL DEVELOPMENT
AND UTILIZATION

This change deletes chapter 1, The Officer Personnel Management System; chapter 2, Officer Professional Development, chapter 4, Professional Development Planning; chapter 6, The Officer Promotion System; chapter 13, Field Artillery Specialty; chapter 15, Aviation Specialty; chapter 25, Combat Communications-Electronics Specialty; chapter 27, Communication-Electronics Engineering Specialty; chapter 31, Law Enforcement Specialty; chapter 44, Finance Specialty; chapter 45, Comptroller Specialty; chapter 46, Public Affairs Specialty; chapter 48, Foreign Area Officer Specialty; chapter 49, Operations Research/Systems Analysis Specialty; chapter 52, Atomic Energy Specialty; chapter 53, Automatic Data Processing Specialty; chapter 70, Logistics Management; chapter 72, Communications-Electronics Materiel Management Specialty; chapter 74, Chemical Specialty; chapter 82, Food Management Specialty; chapter 92, Supply Management Specialty; chapter 95, Transportation Management Specialty; chapter 102, Installation Management; and Appendix A, Glossary of Terms; and replaces them with chapter 1. The Officer Personnel Management System; chapter 2, Officer Professional and Planning; chapter 6, The Officer Promotion Process; chapter 13, Field Artillery; chapter 15, Combat Aviation; chapter 25, Communications-Electronics; chapter 27, Communication-Electronics Engineering; chapter 31, Military Police; chapter 44, Finance; chapter 45, Comptroller; chapter 46, Public Affairs; chapter 48, Foreign Area Officer; chapter 49, Operations Research/Systems Analysis; chapter 52, Nuclear Weapons; chapter 53, Automated Data Systems Management; chapter 72, Communications-Electronics Materiel; chapter 74, Chemical; chapter 81, Petroleum Management; chapter 82, Subsistence Management; chapter 92, Materiel/Services Management; chapter 95, Transportation Management; chapter 100, Organizational Effectiveness Staff Officer Program; chapter 102, Installation Management; and Appendix A, Glossary of Terms.

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PERSONNEL—GENERAL

COMMISSIONED OFFICER PROFESSIONAL DEVELOPMENT
AND UTILIZATION

This change deletes chapter 3, Officer Education System; chapter 5, Officer Evaluation Reporting; chapter 7, Air Defense Artillery; chapter 9, Armor Specialty; chapter 13, Aviation Materiel Management; chapter 20, Counterintelligence/Human Intelligence Specialty; chapter 22, Electronic Warfare/Cryptology Specialty; chapter 23, Engineer Specialty; chapter 31, Infantry Specialty; chapter 35, Maintenance Management; chapter 37, Missile Materiel Management; chapter 38, Munitions Materiel Management; and chapter 48, Tactical/Strategic Intelligence Specialty; and replaces them with chapter 3, Officer Education System; chapter 5, Officer Evaluation Reporting System; chapter 14, Air Defense Artillery; chapter 12, Armor; chapter 71, Aviation Logistics; chapter 35, Military Intelligence; chapter 36, Counterintelligence, Signal Security and Human Intelligence; chapter 37, Signal Intelligence-Electronic Warfare; chapter 21, Engineer; chapter 11, Infantry; chapter 91, Maintenance Management; chapter 73, Missile Materiel Management; chapter 75, Munitions Materiel Management; and chapter 22, Topographic Engineer.

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✓ 20-1	✓ none
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HEADQUARTERS
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WASHINGTON, DC, 1 June 1981★ COMMISSIONED OFFICER PROFESSIONAL
DEVELOPMENT AND UTILIZATION

This change establishes a new table of contents for DA Pam 600-3 and reorders the chapters to correspond with each specialty code's numerical designation, and deletes all specialty fold-in pages.

This change deletes Chapter 41, Personnel Administration and Administrative Management Specialty; Chapter 42, Personnel Management Specialty; and Chapter 15, Club Management Specialty and replaces them with Chapter 41, Personnel Programs Management; Chapter 42, Administrative and Personnel Systems Management; and Chapter 43, Community Activities Management.

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✓ 50-1	✓ none
✓ Appendix B	✓ none
Figures 4-2, 6-1, 7-1, 8-1, 9-1, 10-1, 11-1, 12-1, 13-1, 14-1, 15-1, 15-2, 16-1, 17-1, 18-1, 19-1, 20-1, 21-1, 22-1, 23-1, 24-1, 25-1, 26-1, 27-1, 28-1, 29-1, 30-1, 31-1, 32-1, 33-1, 34-1, 35-1, 36-1, 37-1, 38-1, 39-1, 40-1, 41-1, 42-1, 43-1, 44-1, 45-1, 46-1, 47-1, 48-1, 49-1, 50-1, 51-1, 54-1	none

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HEADQUARTERS
DEPARTMENT OF THE ARMY
WASHINGTON, DC, 1 September 1977

★ COMMISSIONED OFFICER PROFESSIONAL DEVELOPMENT AND UTILIZATION

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PART I

OPMS CONCEPT AND PHILOSOPHY

This part presents the concept and philosophy of the Officer Personnel Management System (OPMS). Each of the chapters discussed in Part One of this pamphlet is essential to an officer's understanding of his/her career in the Army. Particular attention should be given to the Chapters in Part Two which describe his or her initial and additional specialties.

CHAPTER 1

THE OFFICER PERSONNEL MANAGEMENT SYSTEM

1-1. General. *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 Chaplain Corps, and the Army Medical Department. However, some aspects of this pamphlet such as the chapters relating to officer education, general promotion policies, and officer evaluation are applicable to these branches.

b. Guidelines concerning career patterns and professional development are provided by the proponents, as listed in AR 600-101, Specialty Propensity. The coordination agency for active duty officers is the Officer Personnel Management Directorate (OPMD), MILPERCEN (DAPC-OPA-C) Alexandria, VA 22332 and for reserve officers the Office, Chief of Army Reserve (OCAR), Pentagon, (DAAR-PE) Washington, D.C. 23010.

c. The Officer Personnel Management System (OPMS) was created in 1972 as a result of a 1970 Study on Professionalism by the US Army War College and a follow on study by the Deputy Chief of Staff for Personnel. The System was implemented in 1975.

1-2. Purpose. The purpose of the Officer Personnel Management System is to enhance the effectiveness and professionalism of the United States Army Officer Corps. The Officer Personnel Management System is the sum total of policies and procedures by which commissioned officers of the Army are procured, trained, developed, evaluated, promoted, and separated from active duty.

1-3. Missions. The Officer Personnel Management System is implemented by the Officer Personnel Management Directorate of MILPERCEN. Its missions are to—

a. Access and designate officers in the right numbers and with the right skills to satisfy Army Requirements.

b. Develop the professional capacities of officers through planned schooling and progressive assignments.

1-4. Factors Affecting OPMS. Certain factors are continuously influencing the operation of the OPMS, requiring continuous adjustments and alterations of policy by the Deputy Chief of Staff for Personnel. These factors included—

a. Technological Change. Changing technology results in new and more complex items of equipment and, accordingly, changing specialty requirements in the force structure.

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, education, and training to develop competence.

c. Social Change. Changing attitudes towards career expectations job satisfaction, leadership, and discipline are examples of society changes to which the Army must be responsive if it is to be representative of the society it defends.

d. Changing Strength Requirements. Congressional limitations and any change in TOE, MTOE, and TDA documents drives changes to the Personnel Structure and Composition System (PERSACS). The PERSACS subsequently

changes the accession methodology, additional specialty code designations, rates of promotions, availability of jobs by grade and specialty within major commands, and the professional development of the officer corps.

1-5. **Concept.** *a.* The objectives of OPMS are translated into missions for the OPMD and OCAR and become the focal point of OPMS. As illustrated in figure 1-1, OPMS consists of three subsystems and numerous processes.

b. Interrelated with the subsystems is the centralized selection process which impacts on strength management, the professional development opportunities, and takes into account the evaluation of each officer's past performance.

c. OPMS is a very complex system driven by and for the officer corps through commanders, proponents, and MILPERCEN/RCPAC. Any change in one process or subsystem impacts upon

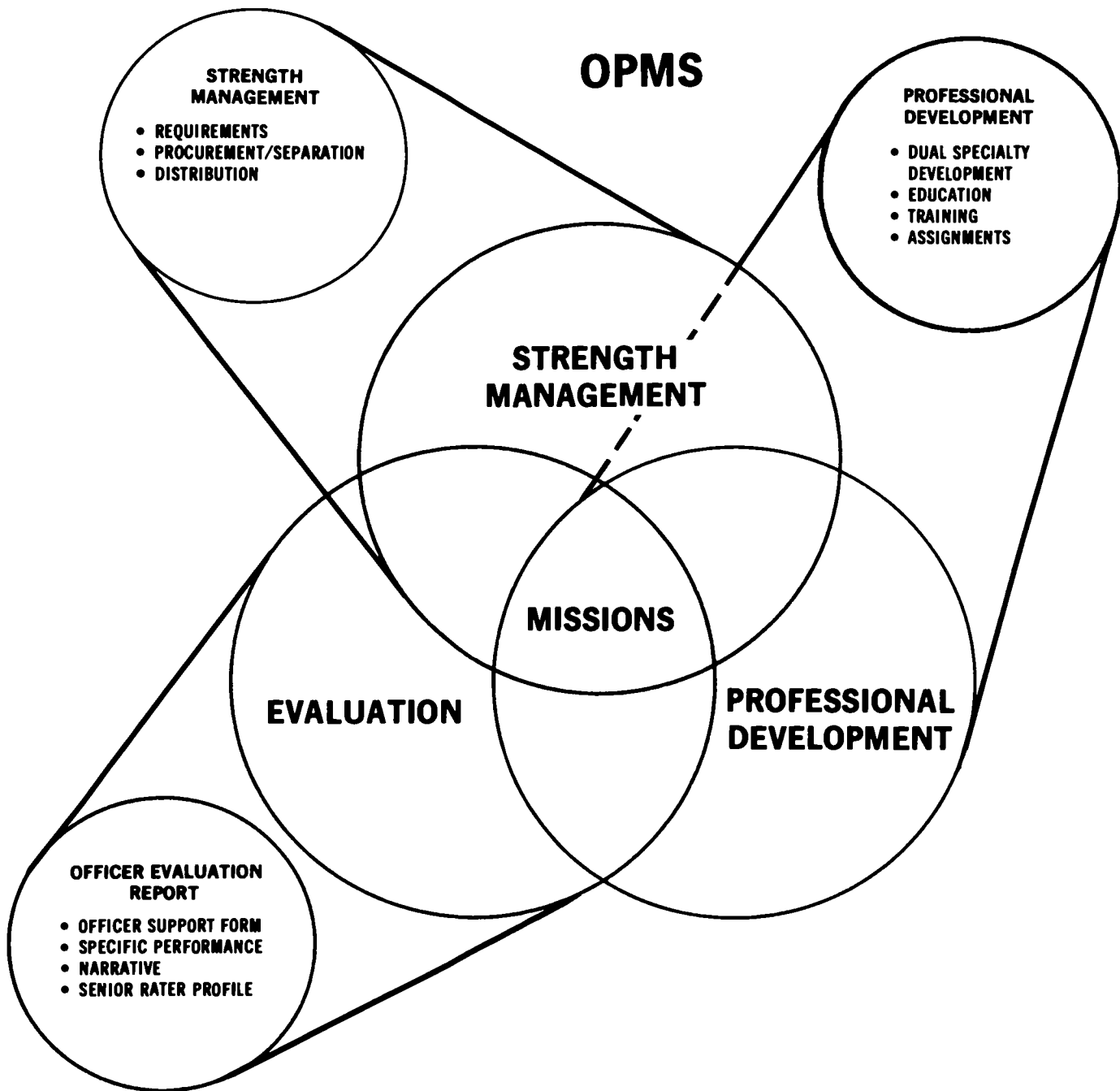


Figure 1-1. (Officer Personnel Management System)

processes and policies in the other two subsystems. Most importantly it is a system which satisfies

Army requirements through people, our most important resource.

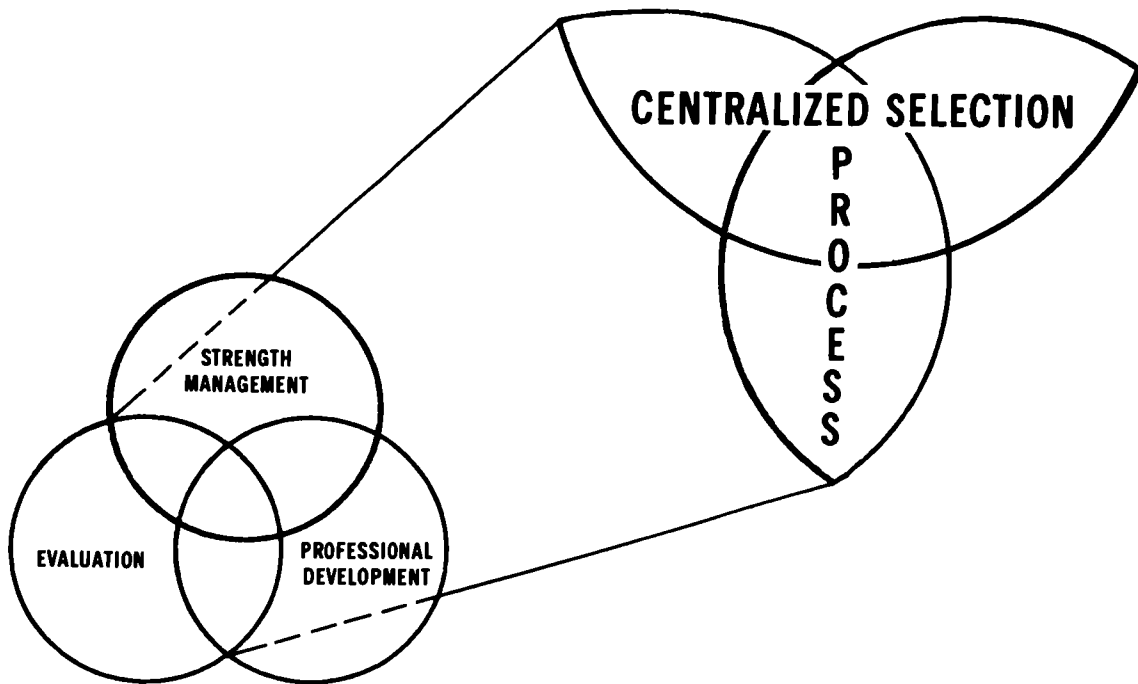


Figure 1-2



CHAPTER 2

OFFICER PROFESSIONAL DEVELOPMENT AND PLANNING

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 schooling and progressive assignments is officer professional development.

b. The Army exists in peacetime to prepare for the possibility of war. As such, professional development of Army officers is keyed to ensure that officers are properly trained so that they can perform effectively in time of war. Throughout officers' careers schooling, experience, assignments, and promotions are all aimed to professionally develop them toward this goal.

2-2. Primacy of Army Requirements. 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.

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

a. Dual Specialty Development.

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

c. Individual participation in professional development.

d. Planned and progressive rotation of duties to different assignments.

e. Professional development counseling by commanders.

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

2-5. Commissioned Officer Professional Development Opportunities. Illustrated graphically in figure

2-1 are the opportunities/expected experiences for an officer on active duty for 30 years. Most officers can aspire to be promoted to Colonel; but very few will ever command at battalion/squadron level or attend Senior Service College. Army requirements for certain specialties may demand deviations from a balanced dual development concept. In this regard, officers may also serve in other positions which contribute professionally to their career development but may not be specifically related to their designated specialties. Some examples of positions of this nature are—USAREC, ROTC, selected joint activities, aide-de-camp, Inspector General, USMA, Congressional Liaison, and other positions. Officers are selected for these positions based on overall performance, military expertise, military and civilian education, and estimated promotion potential.

2-6. Specialty Code (SC). A specialty code is a grouping of duty positions whose skills 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 through the grade of colonel. There are 35 authorized specialties in the Officer Personnel Management System to support the Army's requirements. These specialties are described in other chapters of this pamphlet. To form these specialties, officer positions in the Army's force structure which share common skill and job requirements are grouped together.

2-7. Branch and Specialty. *a.* A branch (AR 10-6) is a grouping of officers which comprises an arm or service of the Army and into which an officer is commissioned. Officers are developed and utilized in specialty positions. While certain specialties are closely related to certain branches, officers can be designated and serve in any specialty for which they have aptitudes or skills. In order to be designated into an Infantry, Armor, Field Artillery, or Air Defense Artillery specialty, officers must have a commission in the branch that corresponds to their desired specialty.

COMMISSIONED OFFICER PROFESSIONAL DEVELOPMENT OPPORTUNITIES

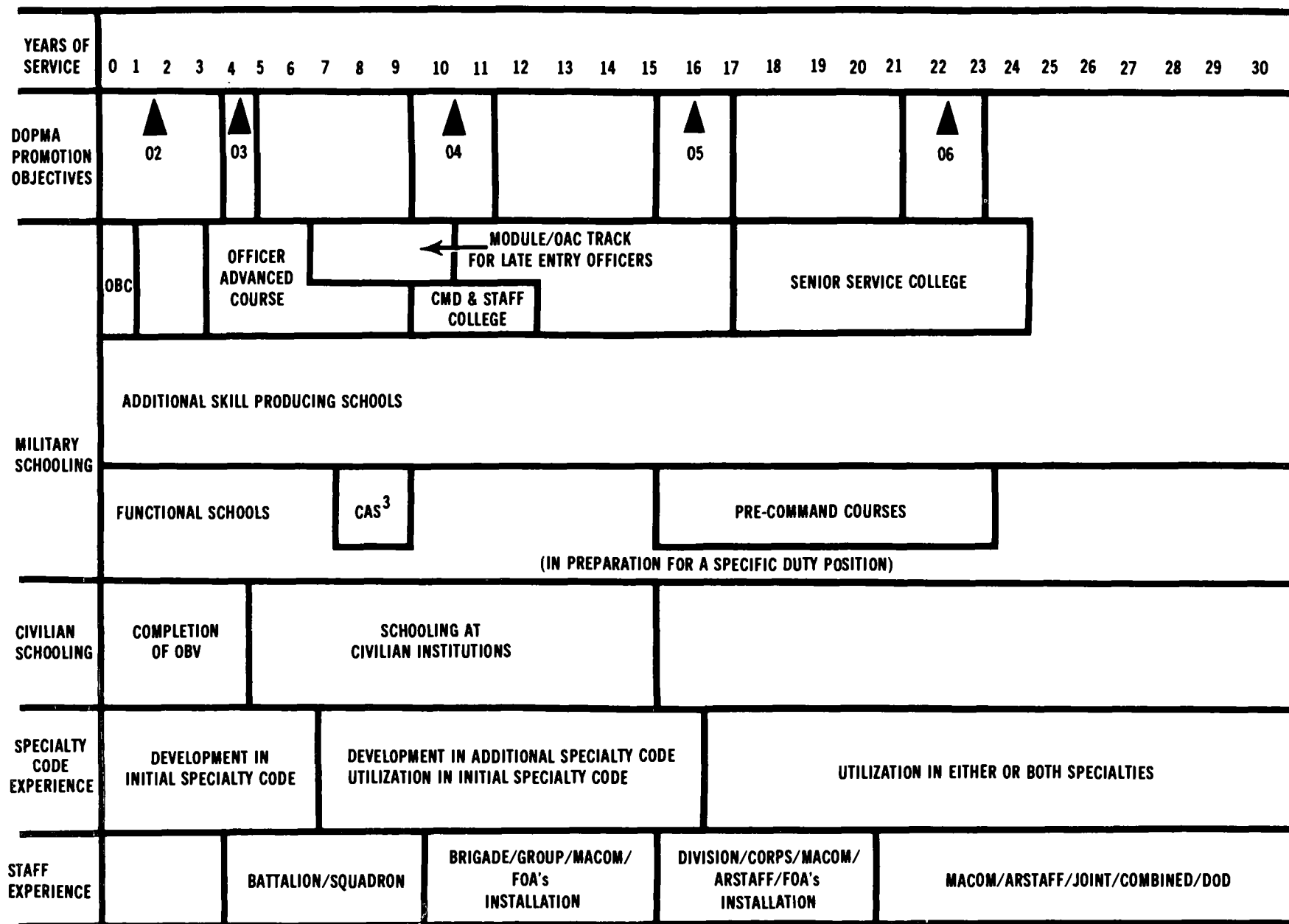


Figure 2-1

b. The related specialties are indicated below—

<i>Branch</i>	<i>SC</i>	<i>Specialty</i>
Infantry -----	11	Infantry
Armor -----	12	Armor
Field Artillery -----	13	Field Artillery
Air Defense Artillery ---	14	Air Defense Artillery
Corps of Engineers -----	21	Engineer
	22	Topographic Engineer
Chemical Corps -----	74	Chemical
Military Police Corps ---	31	Military Police
Signal Corps -----	25	Communications-Electronics
	27	Communications-Electronics Engineering
	72	Communications-Electronics Materiel Management
Military Intelligence Corps -----	35	Military Intelligence
	36	Counterintelligence/Signal Security/Human Intelligence
	37	Signal Intelligence/Electronic Warfare
Finance Corps -----	44	Finance
Adjutant General's Corps	42	Administrative & Personnel Systems Management
	43	Community Activities Management
Ordnance Corps -----	73	Missile Material Management
	75	Munitions Materiel Management
	91	Maintenance Management
Quartermaster Corps ---	81	Petroleum Management
	82	Subsistence Management
	92	Materiel/Services Management
Transportation Corps ---	71	Aviation Logistics
	95	Transportation Management

2-8. Discussion of Specialty Terminology and Designation Procedures. a. "Initial" and "additional" are terms used to identify an officer's two specialties. Neither term imparts preeminence, and there should be no primacy associated with the terms when viewing the professional development and utilization of officers possessing dual specialties. The significant differences between the two terms is in the timing of training assignments, professional development, and command consideration. Initial specialty professional development normally begins more professional development associated with the additional specialty.

b. When officers are commissioned in a branch of service, they are simultaneously designated an OPMS specialty for entry on active duty training and utilization. Normally, this specialty has a relationship as shown in paragraph 2-7 and is

referred to as the officer's initial specialty. During the first six years of service, this specialty receives emphasis in the professional development of the functional skills associated with the specialty through assignments and training.

c. By the completion of 8 years Active Federal Commissioned Service (AFCS) all officers will have had an additional specialty designated. However, some officers may have two specialties designated for professional development prior to the eighth year point in their careers. The designation of an additional specialty prior to the eighth year of AFCS will occur as the result of some event such as flight training, graduate school training or when in the opinion of the career division the officer has successfully met the requisite skill requirements for designation in a specialty. Officers receiving flight training prior to 8 years AFCS will be designated in the Aviation Specialty (SC 15). Since Aviation Logistics (SC 71) officers have an Aviation coded initial specialty, they will not receive SC 15 as their additional specialty. However, at the eighth year point, these officers will be evaluated along with their contemporaries to determine the two proper specialty combinations. Officers selected for advanced degree training programs prior to their eighth year of service will be designated an additional specialty at the time of selection for graduate school as the degree discipline will support the specialty. For example, an Infantry officer selected for degree work in Operations Research Systems Analysis-Engineering (ORSA) would have ORSA as a designated specialty.

d. Additional specialties may be selected from any of the OPMS specialties with the exception of the Infantry, Armor, Field Artillery and Air Defense Artillery specialties. There are several specialties in which many position requirements exist in the field grade structure. As such, officers are designated into these additional specialties no later than the eighth year of service to prepare them for field grade jobs. Specialties which are neither initial specialty codes or related to a branch are:

<i>Specialty Code</i>	<i>Title</i>
45	Comptroller
46	Public Affairs
48	Foreign Area Officer
49	Operations Research/Systems Analysis
51	Research and Development
52	Nuclear Weapons
53	Automated Data Systems Management
54	Operations Plans and Training
97	Procurement

e. Some officers may have assignments in some of the above listed specialties prior to having their additional specialty designated and may request "permissive designation" upon completion of one year experience in that specialty. Additionally, the experience acquired by such assignments is considered developmental.

f. The selection of an additional specialty is a key aspect of not only meeting stated Army requirements, but enhancing officer's professionalism and motivation toward his/her future in the Army. As such, restrictions in the choice of the additional specialty are few. An officer should outline choices for his/her additional specialty preferences during attendance at the advanced course, so that the officer may discuss future development goals with HQDA career managers at that time.

2-9. Application to Women Officers. Women officers will be developed in two specialties in the same manner as male officers. They are eligible to participate in all specialties except Infantry and Armor and will receive the same professional education and assignments as male officers participating in the same specialties. However, utilization of women officers in positions whose incumbents are involved in close combat during time of armed conflict (Category I units), in certain positions identified by special skill identifiers (SSI), and in certain battalion sized units is not permitted.

2-10. Change of Specialty. Officers may request, in writing, designation of another specialty at any time after completion of 2 years service or two years after designation into an additional SC. Requests should be sent to: Commander, US Army Military Personnel Center, ATTN: DAPC-OP- (Appropriate Career Branch), 200 Stovall Street, Alexandria, VA 22331.

2-11. Specialty Skill Identifiers (SSI). Specific job skills and specialty qualifications required within specialties are identified by means of Specialty Skill Identifiers, AR 611-101 specifies the system for classifying officer position in authorization documents and for identifying individual officers who have had unique specialty education and/or experience. As a general rule, the Officer Personnel Management System seeks to cross-train and experience officers in as many SSIs within the individual designated specialties as is practical. With few exceptions, an officer should be able to perform competently in each SSI within the specialty.

2-12. Additional Skill Identifiers (ASI). An ASI identifies specific skills which are required to perform the duties of a particular position and is not related to any one particular specialty code. AR 611-101 describes each ASI and specifies the criteria for awarding the ASI to officers.

2-13. Professional Development Phases. a. There are five phases of professional development which relate to military grade. These phases depict assignment opportunities that can be expected during each grade and illustrate 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 are flexible since 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. Unique professional development objectives for each specialty are discussed in each of the specialty chapters.

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

(1) *Lieutenant Phase.*

(a) This phase commences upon entry on active duty. Normally, officers will begin development in their initial specialty by attending a basic course. The basic course provides instruction related to the overall mission and function of the officer's specialty along with technical instruction that provides the detailed knowledge and required skills associated with his/her specialty. While attending the basic course, officers will be advised by representatives of their career division concerning professional development goals and personal factors that should be taken into consideration in requesting future assignments and schooling.

(b) Some officers will receive additional training at either the Ranger or Airborne schools to further complement their professional development and support follow-on assignments.

(c) An officer's first assignment should allow the officer an opportunity to apply school training and to develop leadership skills. Officers should seek leadership positions in troop units whenever possible since this duty provides the officer an understanding of Army operations and military life that will be a solid foundation for future service. A key objective of professional development in this phase of an officer's career is to serve in a troop leadership position.

(2) *Captain Phase.*

(a) The objective of this phase is to

continue development in the initial specialty and begin development in an additional specialty, while continuing to grow in practical leadership experience and professional military knowledge.

(b) During this phase most officers will attend an officer advanced course which relates directly to their initial specialty. These courses are designed to provide all officers with further understanding of the Army's mission and how their specialty relates to this mission. Instruction at the officer advanced courses is keyed to general military subjects oriented to training officers to effectively command company size units related to their specialty. Additionally, instruction is provided on general staff operations, administration and logistics, counterinsurgency, tactics, and organizational effectiveness.

(c) Upon completion of the advanced course, each officer should continue an educational program which will enhance professional development in the initial specialty or to become qualified in an additional specialty, if it has been designated. Questions regarding educational opportunities should be referred to the officer's local educational advisor of the Professional Development Branch of the officer's assignment division within the US Army Military Personnel Center.

(d) Prior to the completion of the eighth year of commissioned service, officers will be queried by their career divisions for their preferences for an additional specialty. The designation of an officer's specialty will be based upon the officer's desires and qualifications, consistent with the needs of the Army.

(e) A key objective of professional development in this phase of an officer's career is to serve as a company commander if such an assignment is compatible with the officer's initial specialty.

(3) *Major Phase.*

(a) The objective of this phase is for an officer to continue development in his additional specialty and to be utilized in his initial specialty. Officers will be assigned to positions of increasing responsibility requiring the application of previously developed skills as well as expanding their overall professional development. Officers should welcome and seek assignments in new environments which require the application of their acquired specialty skills since this increases their understanding and enhances their ability to contribute to the Army's mission.

(b) Some officers will attend the Command and General Staff College or equivalent schools and colleges while in the grade of major.

Other officers may complete Command and General Staff level course by nonresident mode. Completion of these courses will assist officers to better serve as commanders and staff officers and prepare them for promotion to lieutenant colonel.

(4) *Lieutenant Colonel Phase.*

(a) The objective of this phase for officers to continue to advance toward attainment of the professional development objectives established for both specialties and to demonstrate their potential for assuming positions of increasing responsibility.

(b) Assignments will continue to be made to progressively more responsible and challenging positions, commensurate with demonstrated performance, ability, and potential. These will require the application of the officer's managerial expertise, leadership abilities, and overall understanding of military operations.

(c) Some officers will be selected to attend a Senior Service College such as the Army War College or the Industrial College of the Armed Forces. Officers may make applications to complete the Army War College by correspondence. The purpose of these courses is to prepare officers for highest level command and staff duties. Specialty education during this phase will stress the development of managerial skills and techniques.

(5) *Colonel Phase.* The objectives of this phase is maximum utilization of the officer's technical capabilities, managerial skills, and executive talents in positions of high responsibility in either of their specialties. The attainment of colonel should not be construed as the sole measure of success since successful officers may terminate their active career in other grades.

2-14. *Commander's Counseling.* a. The primary purpose of the Officer Personnel Management System (OPMS) 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 its officers in accordance with Army requirements.

b. Officer assignment and training policies are designed to promote the development of leadership, managerial, and technical skills. Commanders/supervisors, subsequently referred to as "raters," at all levels must provide continuing counsel to their subordinate officers concerning the challenging opportunities of an Army career. Raters should instill the proper career aspirations

into the minds of their junior officers and create a work environment wherein job satisfaction can be fulfilled. A continuing effort must be maintained to encourage competent officers to avail themselves of a career in the Army. (see para 2-16)

2-15. Who is Responsible? Officer professional development is a result of the combined efforts of the individual officer, the commander, and the DA proponent.

a. Individual Participation. Through training, study, and experience, officers can continuously improve their qualifications to serve in both specialties. To foster professional development and growth, officers must stay abreast of the current state-of-the-art in their designated specialties and develop and maintain a thorough understanding of Army goals. This may be accomplished by participation in civilian and military schooling, resident and nonresident instruction, and by self-initiated efforts to increase specialty job knowledge, and improve skill capabilities, all of which enhance professional abilities. The individual officer is responsible to perform each assigned task or job to the best of his/her ability. In addition, officers must inform their assignment officer and rater of their aspirations, ask for assignments within their specialties that require greater responsibility commensurate with their leadership/management ability and technical skills. The officer corps will only be as strong as each individual officer's endeavor to make it through self-development. Furthermore, the officer's image is reflected in the individual's official files. It is imperative that the files be accurately maintained. Officers are required to do their part by auditing, at least annually, their Officer Record Brief (ORB) and report any error in the prescribed manner to the HQDA (AR 640-2-1). In addition, officers should review their Official Military Personnel Record Files periodically to assure its completeness and accuracy. Remember, HQDA selection boards depend almost entirely on the Officer Record Brief (ORB) and the Official Military Personnel File to arrive at their decisions.

b. Commander's Role. Commanders are an integral link in the professional development process. Raters at all levels must be prepared to advise their officers of the impact that education and assignments have on their professional development goals. Raters must assign their officers realistic problems and missions, including an adequate situation analysis of the required risks to be performed. Once the mission is assigned, raters

should allow their officers sufficient latitude in which to exercise initiative, but at the same time demand all tasks be carried out in a responsible fashion. When a task is completed, rated officers must be critiqued on their manner of performance. An important tool in professional development continues to be the Officer Evaluation Report (OER), (DA Form 67-8.) Commanders are responsible for preparing the evaluation report. Due to the importance attached to this document, the rater should allow sufficient time to adequately weigh the successes and failures of each officer in rendering a report that accurately portrays the officer's performance and potential and the agreed upon performance objective in the OER Support Form, (DA Form 67-8-1.) Periodic counseling and guidance during the rating period is mandatory.

c. DA Specialty Proponent's Role. The DA specialty proponent, school commandants in most instances, are tasked by AR 600-101, Specialty Proponency, to establish professional development guidelines reflected in the chapters following in Part Two of this pamphlet. They determine which specialties are required for particular jobs, what training to give the officers holding a particular specialty, and what the minimum qualification standards are for each specialty. They communicate routinely with their constituents during the officer basic and advanced courses and through branch or specialty magazines. They forecast the professional development needs for the future.

d. HQDA Personnel Manager's Participation. Specialty managers (assignment officers) and professional development officers at the Officer Personnel Management Directorate, MILPERCEN, provide valuable and realistic assistance to individual officers, commanders, and DA proponents in professional development planning. It is here that officers can inquire and receive a subjective evaluation of their overall performance. The specialty manager can counsel officers on their recorded performance as reflected by their file. Additionally, officers can obtain needed guidance on the best course of action to take to better qualify themselves for their projected assignments. All officers should feel free to communicate either telephonically, in writing, or by personal visit with their specialty managers.

2-16. Officer Professional Development Plan (DA Form 4190-R). DA Form 4190-R, figure 2-2, will be reproduced locally on 8½ x 11-inch paper, head to head. This form is designed to assist each officer

(Locate fig. 2-2, a fold-in page, at the end of the regular size pages.)

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. Both forms are used by personnel managers; however, DA Form 4190-R is primarily for use of the individual and his commander while the preference statement is primarily for use of personnel managers.

a. Purpose. Professional development planning provides the officer, commander, and the personnel manager a general sense of direction, highlighting specific career objectives. The documents can be used as the basis for preparation of a realistic preference statement. This plan must be conceptual in nature and is an attempt to visualize the future. When completed, the plan should not be viewed as a rigid blueprint for officer development, but as a basis for discussion with commanders and personnel managers concerning desired and feasible assignments and schooling. There will undoubtedly be modifications to the worksheet as Army requirements, personal experience, and interest change. An officer should not expect his development to proceed along a fixed path; the objective should be to capitalize on diverse assignments and schooling opportunities that exist at the moment. This necessitates a flexible approach to the attainment of professional development goals. Realistically then, the planning worksheet should reflect desired professional development objectives up through the officer's next grade level. However, officers are encouraged to complete their personal copy of the worksheet for an entire career; this action will stimulate an early career planning process and can be used as a personal measurement of achievement. See DA Form 4190-R at figure 2-2. The worksheet should be updated at selected points in an officer's career; e.g., promotion to next higher grade. Officers may submit the document at any time, but it is preferred upon selection for promotion, and required prior to completion of advanced and Command and General Staff College (or equivalent) attendance. The document can then be used in conjunction with the preference statement as a coordinated assignment action to fulfill professional development goals.

b. Scope. Each officer must visualize his path of professional development, then use the worksheet as a guide to individual efforts and as a measure of progress. The worksheet should be objective, flexible, and consistent with overall officer requirements. In formulating the worksheet, individuals should take into consideration

their designated or desired specialties; their strengths and aptitudes in command, managerial, or technical areas; the professional development guides 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 duplicate in accordance with instructions on the form. The original is to be retained by the officer's personnel manager, HQDA (DAPC-OP-appropriate career branch), 200 Stovall Street, Alexandria, VA 22331.

2-17. Assignment Considerations. *a.* The primary factor which influences an officer's assignments is Army requirements. Other factors which influence assignment considerations are—

(1) Professional development needs of the individual.

(2) The officer's preference statement (AR 614-100).

(3) The grade, specialty, education, and experience of the officer.

(4) Availability of officers with required qualifications.

(5) Policy considerations such as stability of assignments and overseas equity.

(6) The officer's potential for advancement.

b. Assignments to many positions are filled in a manner that permits the officer to bring the background of his/her specialty to the particular positions. For example, there is no ROTC specialty. Therefore, ROTC positions are filled by officers of different specialties whose particular attributes and skills are much desired in ROTC assignments. Inspector General, Congressional Liaison, USAREC, 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.

2-18. Centralized Command Selection. The department of the Army Centralized Selection System establishes procedures for the selection of officers for promotion, CSC/SSC schooling, command, and project management. Officers assigned to such positions are selected by board action (normally during the year preceding the year of assignment) based on their qualifications and demonstrated performance. The DA Centralized Selection System applies only to specifically designated positions and does not embrace all command or project manager positions.



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★ 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 encompasses that body of professional knowledge common to all Army officers, such as leadership, command, operations, logistics, communications skills, and management. Specialty education consists of education appropriate to each of the OPMS specialties described in this pamphlet.

3-2. Professional Military Education. The requirement for professional military education is satisfied by the Army professional military schooling system, consisting of basic and advanced courses taught at the Service schools, the US Army Command and General Staff College (USACGSC) or other intermediate level colleges, and the US Army War College (USAWC) or other senior Service colleges.

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 accession specialty. The advanced courses, USACGSC, and the USAWC provide opportunities for advanced specialty education. In addition, functional courses conducted by military schools 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 military school or recognized civilian institution.

3-4. Guides for Specialty Development Courses.

a. A wide spectrum of Army courses are available to support officer professional and specialty development. Additionally, other Services and elements of the Federal Government offer numerous specialized courses which support officer development. Many of these courses are available by correspondence in addition to resident configuration.

b. There are numerous courses which support Army requirements and the needs and desires of individual officers. It is difficult to anticipate and specify the many combinations of courses which are applicable to both the Army and the individual needs. However, representative courses which are particularly suitable for the various specialties have been identified and are listed in the specialty chapters.

c. Additional specialty training guidance follows:

(1) The purpose of additional specialty training is to qualify an officer in that specialty. A variety of courses are available to meet the needs of this category of training.

(2) The Army's goal is to have all officers attend a course of instruction qualifying him/her in his/her additional specialty TDY en route during the permanent change of station following additional specialty designation.

d. The following references will assist each officer in planning his/her specialty development:

(1) AR 621-1, Training of Military Personnel at Civilian Institutions.

(2) AR 621-101, Advanced Degree Program for ROTC Instructor Duty.

(3) DA Pam 351-4, US Army Formal Schools Catalog.

(4) DA Pam 351-20, Announcement of Army Correspondence Courses.

(5) DOD 5010.16-C, Defense Management Education and Training Catalog.

The primary reference for Army courses is DA Pamphlet 351-4. Most of the course listings in the specialty chapters include course identification numbers which are assigned in accordance with an established code, explained in paragraph 1-8 of DA Pam 351-4.

e. Particulars of the correspondence courses are included in DA Pam 351-20, which also provides enrollment procedures. In many other cases, correspondence courses paralleling the numbered resident courses listed in DA Pam 351-4 are available. The correspondence course represent an important alternative means of specialty development to many of the resident courses due to their flexibility and convenience in study.

f. Certain applicable Defense courses and courses of other Services are listed in DA Pam 351-4. However, more complete listings of such courses appear in DOD 5010.16-C. Within DOD 5010.16-C, these courses are indexed both by function and by responsible institution. The introduction describes the catalog and how it can be used. (Brochures may be available to describe the resident and correspondence courses offered by particular Army schools.)

g. Occasionally a course may be found under an Army number and the number of another Service and listed in more than one catalog. Users can recognize that such courses are identical by comparing the scopes, lengths, and titles. A few of the courses listed have no numbers. In such cases, officers may want to contact the responsible school for pertinent descriptive material.

It should be noted that while the Army recognized the value of all correspondence courses, the *only* nonresident courses that qualify for award of a Military Education Level (MEL) are the Army War College Corresponding Studies Program (AWEES) for MEL and the US Army Command and General Staff College nonresident course for MEL-4.

3-5. Nonresident School and Instruction. All officers are encouraged to further their professional military and specialty education through appropriate courses of nonresident instruction (correspondence courses, both those with or without resident phases). The successful completion of a given level of nonresident instruction is considered on an equal level of attainment with—but does not preclude attendance at—resident instruction. “Equal level of attainment” means that an officer who has reached a specific 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 through resident instruction. Officers who do not have the opportunity to attend a resident course should complete the level of professional military and/or specialty education appropriate to their grade through nonresident instruction. Nonresident instruction affords officers the opportunity to advance their professional education

throughout their career, thereby enhancing their overall performance and potential. Details are contained in AR 351-20. Military school courses available through correspondence, both with and without a resident phase, are listed in DA Pam 351-20.

3-6. Multiple Paths to Education. Today, officers enter active duty with diverse educational backgrounds and civilian experience. This diversity is amplified by the great variety of service experiences among officers with differing specialties. Differences among individuals in pursuit of off-duty and nonresident instruction contribute to differences in level of educational attainment. The officer professional education system is designed to permit officers to build upon achievements and experience, and move forward to a higher level of learning. Moreover, if officers do not have the opportunity to attend resident schooling, their education need not be stymied, for there are numerous opportunities for nonresident instruction. Officers should recognize there are diverse paths to an education, and no two individuals need follow the same path, even if they have the same specialties.

3-7. Educational Counseling. There are many courses that relate to the various specialties, and the diverse educational opportunities make it extremely difficult for officers to grasp all of the facts upon which to base a decision concerning their educational program. They will frequently require, and should seek, professional counseling in this matter. For such counseling officers should turn to the Profession Development Officer in their appropriate MILPERCEN assignment division, their local Army Education Center, or an Educational Counselor at the appropriate Service school. In addition, civilian institutions provide counseling services.

Section II. ARMY MILITARY SCHOOL SYSTEM

3-8. Scope. This section outlines the Army military school system and the policies and procedures associated with military schooling for the Army officers.

3-9. Military Schools. *a. Basic Course.*

(1) The basic course prepares newly commissioned officers for their first duty assignments, with ample instruction on methods for training individuals, teams, and squads. In addition, the course includes sufficient instruction to provide officers an understanding of the environment of the company/battery/troop including its tactics, organization and administration.

(2) Upon commissioning, each officer is assigned a specialty, and as soon as practicable after entry on active duty will attend a basic course for professional military and specialty education. This specialty becomes the officer's first specialty and receives the emphasis of training during the officer's first 7 to 8 years

of active duty. Officer Candidate School graduates will receive specialty education in their assigned specialties immediately upon graduation from Officer Candidate School at a basic course.

b. Advanced course.

(1) The purpose of the advanced course is to prepare officers to command and train at the company/battery/troop level and to serve as staff officers at the battalion and brigade level. The course includes refresher training at the squad and platoon level as well as introductory instruction concerning the duties and responsibilities of battalion and brigade staff officers.

(2) The Army's goal is to have officers attend the course between the time of selection/promotion to captain and prior to commanding at the grade of captain. The advanced course continues the officer's professional military education, and supports specialty edu-

cation depending upon the officer's previous education and experience. Additional specialty educational opportunities may consist of either resident or nonresident instruction conducted by a military or civilian institution.

(3) Selected Combat Arms, Signal Corps, and Engineer Corps officers, who are well grounded in their basic branch, will attend Advanced Courses at other than their basic branch. This cross-fertilization effect is designed for the mutual exchange of professional knowledge and experience as well as providing these officers with indepth combined arms training. Limited attendance at the Marine Corps Advanced Course equivalent is also available.

c. Command and staff-level colleges.

(1) The US Army Command and General Staff College prepares officers for duty as commanders of battalion, brigade, and equivalent-sized units, as principal staff officers from brigade through higher echelons; as principal staff officers in theater Army commands; as Army General Staff officers; as military assistance officers; and, as major Army, joint, unified, and combined command staff officers.

(2) The US Army has begun the transition to a new command and staff college (CSC) selection system. The transition is scheduled for completion by Academic Year (AY) 84-85. Once completed officers will be selected for CSC in their 8-11 year of AFCS and will attend in the 9th through 14th year. The officer will compete by year group for seats at CSC. Each year group will be given 1 year's worth of seats (approximately 940) which will be spread over the 4 years of eligibility. The seats will be allocated by years of service as follows:

- 15%—8 YOS
- 15%—9 YOS
- 35%—10 YOS
- 35%—11 YOS

The majority of officers selected will attend the US Army Command and General Staff College at Fort Leavenworth, Kansas. However, some officers will attend the Armed Forces Staff College, Navy, Marine, or Air Command and Staff Colleges, the US Army School of the Americas, or the French Ecole Supérieure de Guerre. Selections are the result of a comparative appraisal of all eligible officers. The analysis of individual records includes a careful review of scope and variety of tasks and how well performed, degree or level of responsibilities, trend of efficiency—up or down, intelligence, and independent judgement in the implementation of decisions. All selections are determined by a Department of the Army Selection Board, based on best qualified without regard to specialty, grade, sex, component, source of commission, or age.

(3) CSC-level schooling advances the officer's pro-

fessional military education and provides opportunities for continued specialty education. Officers not selected for CSC or equivalent military college are encouraged to complete the professional military education appropriate to their grade by completing the CGSC nonresident course.

(4) Under the provisions of the Review of Education and Training for Officers, a new military school—the Combined Arms and Services Staff School (CAS³)—will be established at Fort Leavenworth, Kansas. This school will provide captains in their 7-9th AFCS with the requisite training to perform as a field grade staff officer. It is due to begin in FY 81 with full implementation by FY 85. All officers will be scheduled to attend CAS³ upon full implementation.

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 DOD. 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 Royal Defense College, and the Canadian National Defense College.

(2) Officers who have completed 16 years AFCS who have credit for CSC level schooling or CAS³ and have not more than 23 years active Federal commissioned service as of 1 October 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 grade, sex, component, or source of commission. Specialty floors, based on Army needs, will be considered during the *SSC Selection cycle*.

(3) The Army War College Corresponding Studies Course (AWCCSC) provides an alternate means of attaining senior Service-level schooling. Eligibility for selection is the same as for resident schooling with the exception that officers remain eligible through the 25th year of AFCS. Participation in the AWCCSC is determined by a Department of the Army Selection Board. Officers desiring to enroll in the course should apply in accordance with AR 351-11. The AWCCS is the only nonresident program that results in the awarding of a MEL-1 upon completion. Officers who enroll in and complete the AWCCS remain eligible for selection for resident course attendance.

3-10. 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, Department of State, and the Foreign Service Institute.

3-11. Foreign Schools. Each year approximately 30 qualified officers are selected to attend 26 foreign schools in 15 different countries as students in accord-

ance with invitational quotas received by the US Government. AR 351-1 contains a listing of the foreign schools that US officers attend.

3-12. Language Training. More than 50 language courses are provided to meet Army requirements for officer linguists. Refresher language training may 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 his/her next assignment.

3-13. Aviation Training. Company grade commissioned officers may volunteer for initial entry flight training in rotary wing aircraft under the provisions of AR 611-110. Aviation qualification and transition training is based on worldwide aviation specialty/skill requirements. Aviators requiring additional skills will normally receive training during a permanent change of station. Course descriptions and prerequisites are contained in DA Pam 351-4.

3-14. Pre-Command Course. Pre-Command Course is a *mandatory* course designed to prepare centrally selected battalion and brigade commanders for command duty. It consists of self-study, branch/specialty refresher training, a command development week, and a "How to Fight" week for all command designees. Selected officers will also be scheduled for language training (German) and the Senior Officer Legal Orientation Course if appropriate. Officers will be scheduled by MILPERCEN for this training as dates for command and locations are determined.

3-15. 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 to qualify for a specific assignment. Complete information concerning such courses is contained in DA Pam 351-4.

3-16. Application for Military Schools. Officers should not make application for assignment as a student to the various professional military schools. Automatic consideration for such schooling as officers reach the appropriate zone of eligibility is provided for at the time they are being considered for reassignment. However, 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.

3-17. Release From Current Assignment and Consecutive Courses. *a.* Whenever possible, assignment to schools is 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 non-academic tour between Service school courses (e.g., an officer will not attend Command and General Staff College immediately after completing the advanced course.

3-18. Service Obligation. Attendance at courses of instruction at Government expense incurs a service obligation as prescribed in AR 350-100.

Section III. CIVILIAN EDUCATION

3-19. Purpose and Scope. *a.* The objective of the Army Civil Schooling Program is two fold. First, it is designed to meet Army requirements for advanced education. Second, it provides each officer the opportunity to satisfy his/her 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.

b. Career officers, when surveying their personal civilian education goals, must consider their civilian education when determining their overall qualifications for participation in a given specialty. Conversely, an officer's specialties are 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 officers pursuing studies commensurate with one of their specialties or in the case of graduate education, to those officers who will study in an academic discipline for which a specific need has been established by the Army Educational Requirements Board (AERB). Normally, these officers will be assigned to utilization

positions in their specialties 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. Officers should seek guidance from their appropriate MILPERCEN career management division before undertaking prolonged off-duty course work if doubt exists as to whether their proposed educational program is compatible with the educational requirements of one of their specialties.

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

3-20. Education Programs. Officers may pursue full-time studies toward a baccalaureate, master's or doctorate degree through either fully-funded programs or partially-funded programs which are outlined below. Specific civil school programs are governed by AR 621-1.

a. Fully-funded programs. Under these programs the Army pays all tuition costs and reimburses the of-

ficer up to \$200 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/her family to the college or university where he/she will study. Normally, the period of schooling will not exceed 18 months. Participants incur a service obligation of 3 years for each year of schooling.

(1) *Advanced Degree Program.* Selected officers attend graduate school to meet specific DA requirements established by the AERB. Upon completion of graduate studies, officers are assigned to positions which require the specific academic skills acquired. Such assignments normally are for a 3-year period in one of the officer's specialties. Officers can also expect re-utilization assignments to capitalize on the knowledge gained through participation in this program. Primary zone for consideration to attend graduate school is the 5th through the 13th year of service.

(2) *Top Five Percent USMA and ROTC Graduate Schooling Program.* This program offers up to 18 months of advanced civilian education to selected cadets to be commissioned in the Regular Army who rank in the top five percent of their graduating classes. As a result of their academic standing and cadet performance, selected cadets are invited to pursue graduate civil schooling at the master's degree level. Graduate schooling will be approved only in disciplines for which the Army has a valid requirement. Attendance may be approved for the 4th through 10th year of service providing performance of duty and potential is equal to that of other officers considered.

(3) *Short course training.* Tuition funds are available for unprogramed training that is needed for current job performance, is less than 20 weeks duration, and is in subjects for which the Army has no in-house training capability. Normally, an active duty service obligation will not be incurred by attendance at short course instruction.

(4) *Fully Funded Legal Education Program for JAG Officers (FLEP).* The Judge Advocate General's Funded Legal Education Program (FLEP) provides that up to 25 officers may be selected each fiscal year to attend a regular course of instruction at Government expense (normally 3 academic years) leading to a J.D. or LL.B degree at an approved civilian law school. Upon completion of schooling, the officer will be required to accept an appointment in the Judge Advocate General's Corps for the period of the active duty obligation incurred under the provisions of AR 351-22 and AR 351-100. The FLEP is the only approved program currently available for Army officers to study for the legal profession. (The Excess Leave Program (AR 601-114) has been suspended and will probably not be resumed.) Program participants perform OJT under the supervision of a staff judge advocate or legal officer designated by TJAG when school is not in session

for 5 days or longer. Program participants who do not finish school, or fail to successfully pass the bar exam after two attempts, will be returned to their basic control branch.

(5) *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. It provides the trainee an opportunity to grapple with real problems as opposed to theoretical and model problems inherent in the academic environment. Currently, these programs are concentrated in the areas of transportation, procurement, logistics management, production engineering, research and development, public affairs, and banking with annual input of 34 officers. The programs are normally 12 months in length (AR 621-1) with a programed follow-on assignment at DA level to utilize his/her experience. Service obligation incurred is 3 years.

(6) *Advanced Management Program (AMP).* The AMP is designed to provide colonels and general officers advanced management training in upper-middle and top management course levels at civilian colleges and universities. The schools and courses have been carefully selected from the *Bricker's (International) Directory of University Sponsored Executive Development Programs*. Courses vary in length from 2 to 8 weeks. Program goals are as follows: Increase capabilities of executive managers; expand operational and planning techniques; increase ability to appraise economic, social, political, and technological changes; and provide for exchange of expertise between senior executives of both national and international industries and army officers. The management of this program is divided into two phases: position selection and selection for training.

(a) Positions for colonels are selected by board action. The Army Staff, major command, MAAGs, and Missions are required to submit requests for validation of positions requiring Advanced Management Program training to MILPERCEN annually. These requests are reviewed by a board that selects those positions that support AMP training for the next FY.

(b) Colonels are selected for training by a MILPERCEN Board review based upon stringent criteria. An officer must be occupying or be programed for one of the worldwide positions approved by the AMP Board, must have 15 to 25 years active Federal service before completing the course, must have at least a baccalaureate degree and be a graduate of one of the Senior Service Colleges (SSC), and demonstrated

leadership capabilities in executive positions. SSC may be waived if remaining criteria is met.

(c) General officer position selection and training is conducted on a case-by-case basis.

(d) Officers selected for AMP training incur a 1-year service obligation.

b. Partially-funded programs. Under these programs, the officer must bear the cost of all tuition, fees, and textbooks. Many officers elect to use their in-service benefits provided by the Veterans' Administration to help defray these costs. The Army provides the officer with full pay and allowances and will move the officer and his/her family to the school location if the period of schooling is 20 weeks or more. Participants attending schools for a period of less than 20 weeks are required to attend on a permissive TDY status. Officers authorized schooling of 20 weeks or more duration incur a service obligation of 3 years for each year of schooling or fraction thereof.

(1) *Degree Completion Program (DCP).* This program authorizes officers up to 18 months full-time civilian education to complete undergraduate or graduate degree requirements. Each officer lacking an undergraduate degree is encouraged to pursue studies on his own, however the Army will assist by providing up to 1 year of time to allow completion of the degree. Commissioned officers pursuing an advanced degree must agree to study in a discipline validated by the Army Educational Requirements Board (AERB) and serve in a utilization position upon graduation. The primary zone of consideration is the 3rd through the 14th year of service at the undergraduate level and 5th through 13th year of service at the graduate level.

(2) *Advanced Degree Program for ROTC Instructor Duty (ADPRID) (AR 621-101).* This program is designed to upgrade the academic qualifications for officers assigned to ROTC instructor duty and to assist reducing the shortage of graduate trained officers in specific disciplines. Approved applicants already possessing a master's degree are also assigned to a 3-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 15 months to complete degree requirements at the master's level. Schooling will be followed by a 3-year ROTC assignment.

(3) *Cooperative degree programs.* Selected students attending schools such as the Command and General Staff College (CGSC), the Logistics Executive Development Course (LEDC) at the Army Logistics Management Center, and certain senior service college (SSC) and service schools are offered the opportunity to participate in various courses conducted by co-operating civilian institutions. Attendance at these

courses is concurrent with the normal military schooling. Subsequent to graduation (except SSC), officers are authorized up to 6 months to complete graduate degree requirements as a full-time resident student at the civilian institution. Those attending SSC normally pursue studies during summer school preceding and subsequent to completing the military course. Officers are required to pay all education costs.

c. 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 equal to three times the period of schooling. This service obligation is imposed by statute and will be computed in days.

3-21. Tuition Assistance. Eligible officers pursuing off duty undergraduate 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 costs of books and supplies are paid by the officer. Participants must agree in writing to remain on active duty for a minimum of 2 years after completion of the course or courses in accordance with the provisions of paragraph 2-9b(1), AR 621-5.

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 his/her academic background. Normally, study is in a discipline that fulfills the professional development requirements of the officer's designated specialties. In addition, applicants should have completed the 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 management division 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 5

OFFICER EVALUATION REPORTING SYSTEM

5-1. General. The Officer Evaluation System is the Army's method of identifying those officers most qualified for advancement and assignment to positions of increased responsibility. The system includes assessments of officer performance and potential accomplishment in the organizational duty environment; in an academic environment, both military and civilian; and at Department of the Army.

The Department of the Army potential assessment of an officer is a subjective judgment as to the officer's capability to perform at a specified level of responsibility, authority, or sensitivity. Although potential is normally associated with the capability to perform at a higher grade, judgments are also made by DA on retention and increased responsibility within a specified grade. The assessment is based on three major factors: the Army's officer requirements, the individual officer's qualifications, and a summation of the individual officer's performance. Officer requirements represent the needs of the Army. They are determined by law, in terms of strength by grade, as well as constantly changing needs for officers with specified backgrounds, experience, and expertise. The requirements to a large extent, establish the competition within the officer evaluation system by causing a comparative assessment among peers for a limited number of selections and assignments. Officer qualifications provide the real link between the needs of the Army and the performance of the individual officer. They focus on the officer's background in terms of his experience and expertise and include such items as specialty qualification, successful performance in demanding positions, civil and military schooling, and physical profile. Performance is the execution of tasks in support of the organization or Army missions. While the primary focus is on results or accomplishment of a series of tasks, the manner in which tasks are approached and a general adherence to officer corps professional values are also important. The performance assessment by DA differs significantly from that accomplished in the organizational duty environment. Whereas the organizational duty assessment involves a personal knowledge of the situations surrounding a specific performance, for a specific period of time, DA assessment is accomplished by an after-the-fact assessment of a series of reports on performance over a variety of duty positions and covering the officer's entire career.

5-2. Officer Evaluation Reporting System. The

Officer Evaluation Reporting System is a sub-system of the Officer Evaluation System. It includes the methods and procedures for organizational evaluation chain assessment of an officer's performance and an estimation of potential for future service based on the manner of that performance. The official documentation of these assessments is the Officer Evaluation Report.

The performance evaluation contained on the Officer Evaluation Report is for a specific rating period only. The primary focus of the evaluation is on a comparison of the officer's performance with the duty position requirements. Performance includes: the methods, means or effort employed by an officer in accomplishing tasks assigned by his superiors or implied by his duty position, the results of his efforts or degree of task accomplishment, and the degree of compliance with the professional norms or values which apply to all officers regardless of duty position, grade, or specialty.

The potential assessment contained on the Officer Evaluation Report is a projection of the performance accomplished during the rating period into future circumstances encompassing greater responsibilities. The primary focus of this assessment is the capability of the officer to meet increasing responsibility in relation to his peers.

The primary function of the Officer Evaluation Reporting System is to provide information from the organizational chain to be used by DA for officer personnel decisions. The information contained in the Officer Evaluation Report is correlated with the Army's needs and individual officer qualifications in order to provide the basis for officer personnel actions such as promotion, elimination, retention in grade, retention on active duty, reduction in force, command and project manager designation, school selection, assignment, specialty designation and RA integration.

A secondary function of the Officer Evaluation Reporting System is to encourage the professional development of the officer corps. To enhance accomplishment of this secondary function, emphasis is placed on the responsibility of senior officers to counsel their subordinates. While this has always been a major aspect of leadership, continual reemphasis is necessary. The Officer Evaluation Reporting System contributes significantly by providing a natural impetus to con-

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tinual two-way communication between senior and subordinate. It is through this communication that the rated officer is made aware of the specific nature of his duties and is provided an opportunity to participate in the organizational planning process. The rater utilizes the communication to give direction to and develop his subordinates, to obtain information as to the status and progress of his organization, and to systematically

plan for the accomplishment of the mission. The senior/subordinate communication process also facilitates the dissemination of career development information, advice, and guidance to the rated officer. This enables the rated officer to take advantage of the superior's experience when making specialty or assignment related decisions. For further information see AR 623-105 (Officer Evaluation Reporting System).

CHAPTER 6

THE OFFICER PROMOTION PROCESS

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 COL. This vital aspect of military personnel management affects each officer. 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 Process. Though the specific procedures of selecting officers for grade advancement have varied over time, the objectives of this process have remained constant and are summarized as follows:

- a. Meet Army specialty and grade requirements.
- b. Ensure advancement to the higher grades of the best qualified officers.
- c. Provide career incentive.
- d. Promote officers based on potential, not as a reward for past performance.
- e. Identify and eliminate the ineffective officer. These objectives are consistent with statutory requisites and the realities of the Army structure and authorizations.

6-3. Statutory Requisites. a. 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 non-selection. These statutes pertain primarily to the Regular Army (RA) but also authorize the temporary promotion system, Army of the United States (AUS). 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.

b. Senate Bill 1918, the Defense Officer Personnel Management Act (DOPMA), was passed

into law in 1980, effective on 15 September 1981. The new law revises Title 10 USC and becomes the basis for the management of the officer corps. The law—

(1) Establishes new statutory limitations on the number of officers who may serve in senior grades below general officer rank.

(2) Provides common law for appointment of regular officers and for the active duty service of reserve officers.

(3) Provides uniform laws for promotion procedures for officers in the separate services.

(4) Provides common provisions governing career expectations in the various grades.

(5) Establishes common mandatory separation and retirement points for regular commissioned officers.

(6) Increases the amount of separation pay for officers separated involuntarily short of retirement.

(7) Provides related authorities to manage the officer force under the revised personnel system.

6-4. The Active Duty List (ADL). a. DOPMA revises the laws that provided for a Regular Army (permanent) and Army of the United States (temporary) list into a single permanent ADL and provides for:

(1) Establishment of Initial Active-Duty Lists. Section 621(a)(1) of DOPMA provides that not later than 6 months after the effective date of the new law all officers of the Army serving under chapter 36 of Title 10, United States Code, as added by DOPMA, will be placed on the ADL in the same relative seniority which they held on 14 September 81.

(2) To maintain the relative seniority among officers of the Army as it existed on the day before the effective date of the law, the Secretary of the Army may, during the first year, adjust the date of rank of any officer who was serving on active duty on the 15th of September 1981.

(3) Relative seniority will be based on the date of rank of the active duty grade held on 15

September 81. Any RA officer who on the effective date of DOPMA is serving on active duty in a temporary grade which is the same as his permanent grade will be given the date of rank of the temporary appointment to that grade as prescribed in section 622(a) of DOPMA.

b. DOPMA requires the maintenance of a single ADL on which officers are to be carried on an order of seniority by grade and are considered for promotion each time a selection board is convened for their competitive category. Section 107 of DOPMA revises the rules for ranking of commissioned officers among themselves. Section 741 of Title 10, United States Code is amended as it relates to rank among commissioned officers as follows:

(1) Establishes relative rank of the various commissioned officers grades.

(2) Provides that rank among officers of the same grade or equivalent grade is determined by date of rank. An officer with an earlier date of rank is senior to an officer with a later date of rank.

(3) The Secretary of Defense will prescribe rules for breaking date of rank ties, and general rules for determining dates of rank when breaks in service, service credit, and placement on active duty list determination must be made.

6-5. Single (Permanent) Promotion Process. a. DOPMA provides for a single promotion process of all officers on active duty regardless of their component. The requirement for officers to be recommended by two different selection boards (temporary and permanent) for promotion to the next higher grade is eliminated. On 15 September 1981 officers assumed as their permanent grade the grade in which they were serving and from which they were placed on the ADL. RA promotion boards, with exception of a one time special board for once non-selected RA officers, have been eliminated, and active duty reserve officers will no longer be considered by reserve boards.

b. DOPMA divorces the individual officer's component from the promotion system. The effect of the law on the ADL (Permanent) grade, tenure, and retirement opportunity for RA officers are portrayed in figure 6-1. The effect of DOPMA on active duty reserve officers, their integration into the ADL, opportunity for RA integration, tenure provisions, and retirement opportunity are portrayed in figure 6-2.

6-6. The Army Grade Structure. The distribution of grades major and above is established and

controlled by DOPMA and may be further constrained by Congress, the Office of the Secretary of the Army or the Chief of Staff of the Army. Though DOPMA is subject to revision and modification, the basic concept remains unchanged. In effect, the by-grade number of field grade and general officer requirements is a function of the total officer authorized strength levels. The total number of officer authorizations is based on the total size of the Army and is prescribed by the Secretary of the Army.

6-7. Promotion Flow. a. 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 promotion 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.

b. DOPMA establishes minimum time in grade (TIG) requirements for promotion to the next higher grade as shown below:

Promotion to 1LT = 18 months
 Promotion to CPT = 2 years
 Promotion to MAJ = 3 years
 Promotion to LTC = 3 years
 Promotion to COL = 3 years

c. The DOPMA 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 phase point objectives are:

Rank	TIS	Cumulative Opportunity
02	18 MOS	Fully qualified
03	2 Time in Grade	Fully qualified
04	10±1 Years	80%
05	16±1 Years	70%
06	22±1 Years	50%

History has consistently revealed that rapid 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.

6-8. Secondary Zone Promotions. The secondary zone promotion system is designed to allow the accelerated promotion of those outstanding officers who have demonstrated performance and indicated potential superior to their peers. Secondary

zone promotions apply only to the grades of MAJ, LTC, and COL. DOPMA authorizes a maximum of 5% of the promotion list to MAJ and 10% of the list to LTC and COL to come from officers in the secondary zone. Recommendations for secondary zone consideration are made to the primary promotion board through input by the screening board which is formally constituted and convened by a letter of instruction (LOI) solely for that purpose.

6-9. Impact of OPMS. As a result of the advent of OPMS, changes have occurred in the promotion system:

a. The Five Year Plan. In 1979 the Army began to define primary and secondary zones of consideration for field grade ranks by basic year groups. The zones are established by the dates the first and last "due course" officer was promoted from a specific year group. A due course officer is one who has never failed to be selected from the primary zone when first considered and who has never been selected from the secondary zone to any grade. When implemented, this procedure was projected through 1984 and has become known as the Five Year Army Field Grade Promotion Plan. The five year plan is updated each year and as a result of passage of the Defense Officer Personnel Management Act (DOPMA) the 5 year plan will have to be submitted to and approved by Congress.

b. Decentralized Selections. Promotion to 1LT and CW2 are approved by the individual's local commanders. Normally the battalion commander promotes with the recommendation of the company commander. Although the promotion is thought of as being automatic upon completion of a specific period of active duty, it may be disapproved by a DA Promotion Review Board when recommended by the individual's commanders. Officers who fail promotion to 1LT or CW2 generally are relieved from active duty.

c. Centralized Selections. Officers promoted to CW3, CW4 and CPT through COL are selected by centralized boards. Selection boards are asked to recommend for promotion qualified officers from an inclusive zone of eligibility. When promotion quotas equal the number of officers being considered, a "fully qualified" criteria is prescribed to the board. Because we currently have a shortage of CPTs, the CPT boards are currently permitted to select all fully qualified officers. When boards are instructed to recommend for promotion fewer officers than are being considered, they op-

erate under a "best qualified" criteria. Recommendations are based upon the whole man concept and take into consideration such factors as performance efficiency and trends, seniority, age, ability, and military and civilian education. Additionally, LTC and COL selection boards are provided quotas to be selected from each specialty area to insure the Army's skill/grade mix is in balance with its needs and officers who are fully qualified could be selected to fill these specialty needs. ✓

d. Promotion by Specialty. The officer promotion system reinforces all other personnel management programs to acquire and retain the right number of officers, with the proper skills to meet the Army's needs. It is a vital link in the Officer Personnel Management System (OPMS) at the MAJ and LTC ranks as they are promoted under a best qualified criteria with specialty alignment playing an important role. Accordingly, OPMS enables managers to identify and define skill shortages while the promotion systems selects qualified individuals to fill the vacancies. The objective of promotion by specialty is to maintain an orderly promotion flow that replaces losses, meets changing requirements, and recognizes uneven specialty attrition rates in the field grade ranks. The Secretary of the Army has approved a promotion by specialty system designed to promote officers to meet the needs of the Army at the ranks of LTC and COL. Provisions of the system included mandated selection floors for all specialties and the optional employment of selection ceilings. Selection opportunity may vary among specialties based upon projected requirements in the higher grade. The "whole person" evaluation concept is retained with all officers competing equally with other officers in the zone of consideration. ✓

e. Instructions to Promotion Boards. Each board receives a LOI from the Secretary of the Army providing guidance for the selection process. Copies of these letters are released to the officer corps. 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. The instructions highlight the need for different officer professional development patterns required for accomplishment of the Army's mission. Instead of a single traditionally accepted career pattern through various grades there are multiple paths for advancement as the Army recognizes divergent service needs and individual capabilities. The boards will focus on the proficiency of performance and not unduly influenced ✓

by diversity of assignments or the level at which duties are performed. In essence, instead of evaluating the specialized or generalized nature of an officer's assignment, the point to be evaluated is: "What is the demonstrated ability and indicated potential of this officer?" Further, instructions to promotion boards prescribe that promotion potential will be determined, for the most part, based on an officer's record of performance in his/her primary specialty area, performance in his/her alternate specialty area and his/her overall performance.

f. Promotion Board Membership. Selection board membership is based on personal qualifications, experience and manner of performance. Board members are selected by the major field commanders from lists of eligible candidates who meet qualifications in a board spectrum of military fields. Greater emphasis on specialty area assignments is being backed up by increased specialty representation on promotion boards. Board members develop their own selection recommenda-

tions; MILPERCEN has no voice in this process. MILPERCEN does not conduct a screening of records to assist the board. The Department of the Army does, however, convene screening boards for school selections and secondary zone promotions.

g. Standby Advisory Boards. Standby Advisory Boards (STABs) are held a minimum of two times per year (approximately six months after each regular board and just prior to the next board) to consider officers in the primary zone who were erroneously omitted from consideration or whose official record contained a substantial error when seen by the original board. STABs generally are not approved because of erroneous entries or omissions on the Officer Record Brief (ORB). The officer's responsibility to review his ORB at least annually and the provision of AR 624-100 entitling officers in the primary zone to submit a letter to the president of the board are considered sufficient opportunity to overcome minor administrative deficiencies.

<i>Status as of 14 Sep 81</i> <i>RA GR</i>	<i>AUS GR</i>	<i>ADL GR</i> <i>(15 Sep 81)</i>	<i>Tenure</i>	<i>Retirement</i>	<i>Notes</i>
2LT	2LT	2LT	Promotion to 1LT	—	YOS = Years of Service
1LT	1LT	1LT	7 YOS*	—	Tenure is grandfathered
1LT	CPT	CPT	Promotion to MAJ	May be selectively continued to 20 YOS	
CPT	CPT	CPT	14 YOS* or promotion to MAJ	May be selectively continued to 20 YOS	Tenure to 14 YOS is grandfathered.
CPT	MAJ	MAJ	14 YOS* or promotion to LTC	May be retained to 24 YOS if not 2XNS* to LTC. Will be selectively continued to 20 YOS if fully qualified for retention in grade if 2XNS to LTC	2XNS = 2 times non select for promotion
MAJ	MAJ	MAJ	21 YOS or promotion to LTC	Has 21 YOS guaranteed, may stay to 24 if not 2XNS to LTC	Tenure to 21 YOS is grandfathered
MAJ	LTC	LTC	28 YOS or promotion to COL	Has 28 YOS guaranteed. Provision for mandatory earlier retirement for 2XNS to COL by board action provided for in law during RIFs*.	RIF = Reduction in force
LTC	LTC	LTC	Same as above	Same as above.	
LTC	COL	COL	30 YOS	Has 30 YOS guaranteed provision for one time review for early retirement by board action provided for by law in RIF situations.	
COL	COL	COL	30 YOS or 5 years in RA grade whichever is later	Has 30 YOS or 5 YIG* whichever is later.	YIG = years in grade tenure beyond 30 YOS is grandfathered

Figure 6-1. Effect of Single Promotion System in DOPMA on RA Officers.

<i>Status as of 14 Sep 81</i> <i>APL GR</i>	<i>Perm GR</i>	<i>ADL GS</i> <i>(15 Sep 81)</i>	<i>Opportunity for</i> <i>RA Integration</i>	<i>Tenure Provisions</i>	<i>Retirement</i>	<i>Note</i>
2LT	2LT	2LT	None if not accessed as RA	Selection to 1LT	—	
1LT	2LT/1LT	1LT	Integration board—may apply after 2 YOS	Selection to CPT	—	YOS = years of service
CPT	1LT	CPT	Integration board—may apply thru 8 YOS	Selection to MAJ selective continuation for 2XNS to MAJ if previously integrated into RA	Those that go RA may serve max 20 YOS if continued	
CPT(P) MAJ	1LT/CPT 1LT/CPT/ MAJ	CPT(P) MAJ	Admin integration offer on 15 Sep 81. Voluntary for those on AD in FY81, mandatory for those who come on AD after 1 Oct 81. PC MAJ not eligible	Selection to LTC or 2XNS passovers; if RA integrated may be selectively continued	Those that go RA May serve max of 24 YOS if continued not tenured, not guaranteed ret until promoted to LTC	AD = active duty PC = previously considered
MAJ	LTC	MAJ	Same as above	Same as above	Same as above. Those that do not go RA grandfathered in their permanent grade of LTC and may retire in that grade under old MRD provisions	MRD — mandatory retirement date Reserve permanent grade grandfathered
LTC	CPT/MAJ/ LTC	LTC	Same as above	20 YOS MRD. Those that go RA may stay to 28 YOS, no additional obligation for service	Retirement guaranteed. RA may be forced out earlier than 28 YOS by bd action after 2XNS in RIF situations	
LTC	COL	LTC	Same as above	Same as above	Those that stay OTRA may retire in perm Res grade (06), Those that integrate lose their reserve commission	Res permanent grade grandfathered
COL	COL	COL	Admin integration offered	30 YOS	Retirement guaranteed on expiration of tenure	

Figure 6-2. Effect of Single Promotion System and all RA Force in DOPMA on OTRA Officers.

★ CHAPTER 11

INFANTRY (Specialty Code 11)

11-1. Description of the Infantry Specialty. The Infantry Specialty encompasses positions concerned with the employment of the combined arms 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. SC 11 is the specialty for officers commissioned in the Infantry Branch.

a. The primary function of officers in the Infantry Specialty is to lead, train, and 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 during 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 planning and development of doctrine, organization, and equipment to support the missions assigned to Infantry units.

b. Officers in the Infantry Specialty serve in the following types of duty positions:

(1) Positions in Infantry units of all types. (Positions in aviation units are identified with Specialty 15 and are discussed in chap. 15.)

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

(3) Infantry tactics instructor positions in service schools.

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

(5) Advising Army Reserve and National Guard elements.

(6) Command and leadership positions in special forces units.

(7) Training and leadership positions at Army Training Centers.

c. Infantry officers also serve in other positions which contribute to their professional development

but may not be specifically related to their designated specialties. These positions include USAREC, ROTC, Inspector General, and Congressional Liaison. Officers are selected for these positions based on overall performance, military expertise, military and civilian education, and estimated promotion potential.

11-2. 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 leadership, without which no unit can succeed in combat.

c. Throughout an Infantry career, the diversity of assignments offers a change of pace and exposure to a wide variety of concepts. Infantry officers serve in counterinsurgency, riverine, airborne, ranger, special forces, airmobile, and 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 and the opportunities for challenging assignments and professional advancement are unsurpassed.

11-3. Participation. *a.* Officers commissioned in Infantry Branch will have the Infantry Specialty designated as their initial specialty upon entry on active duty. Infantry officers may, within requirements and with HQDA approval, have any of the specialties listed in chapter 2 designated as their additional specialty, except Air Defense Artillery, Armor, or Field Artillery.

b. Male officers of other branches who desire to participate in the Infantry Specialty should request branch transfer to the Infantry Branch. Women officers are precluded from having Infantry as a specialty.

11-4. Professional Development Objectives. Specific professional development objectives for the Infantry Specialty company grade officer include platoon-level experience, completion of the advanced course, company command, battalion/brigade-level staff experience, service in a training command, quali-

fication in light/mechanized Infantry units, and skill training such as ranger and organizational maintenance. Another objective is the identification of an ad-

ditional specialty. Professional development phases and objectives for all specialties are discussed in chapter 2.

★ CHAPTER 12

ARMOR
(Specialty Code 12)

12-1. Description of the Armor Specialty. The Armor Specialty encompasses positions concerned with the employment of the combined arms 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 and armored cavalry 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. SC 12 is the specialty for officers commissioned in Armor.

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

(1) Commanding, directing, and controlling armored and/or combined arms organizations during mobile land combat 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 doctrine, organization, and equipment to support the missions assigned to armored units.

b. Officers in the Armor Specialty serve in the following types of duty positions:

(1) Positions in armored units.

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

(3) Armor instructor positions in service schools.

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

(5) Advisor positions in the Army Reserve and National Guard units.

c. Armor officers also serve in other positions which contribute professionally to their career development but may not be specifically related to their designated specialties. These positions include ROTC, USAREC, selected joint activities, aide-de-camp, Inspector General, USMA, Congressional Liaison, and other positions. Officers are selected for these positions based on overall manner of performance, military expertise,

military and civilian education, and estimated promotion potential.

12-2. Role of the Armor Officer. *a.* Today's Armor has mobility and extreme flexibility, when employed as a combined arms team. 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 and armored cavalry troops.

c. Assignments in the Armor Specialty vary from tanks to cavalry. An officer in the Armor Specialty may begin as commander of a tank or reconnaissance (armored cavalry) platoon and advance to command of a company or armored cavalry troop, battalion or squadron, brigade, or regiment. In addition, Armor Specialty officers serve in challenging instructor, advisory, and executive positions which add breadth and diversity to their experience.

12-3. Participation. *a.* Officers commissioned in the Armor Branch will have the Armor Specialty designated as their initial specialty upon entry on active duty. Armor officers may, within requirements and with HQDA approval, have any of the specialties listed in chapter 2 designated as their additional specialty except Air Defense Artillery, Field Artillery, or Infantry.

b. Male officers of other branches who desire to participate in the Armor Specialty should request branch transfer to the Armor Branch. Women officers are precluded from having Armor as a specialty.

12-4. Professional Development Objectives. Specific professional development objectives for the Armor Specialty company grade officer include platoon-level experience; completion of the advanced course; company command, battalion and brigade-level experience; serving in training commands; maximum qualification in both armored/armored reconnaissance units; and skill training such as ranger and organizational maintenance. Another objective is the identification of an additional specialty. Professional development phases and objectives for all specialties are discussed in chapter 2.



CHAPTER 13

FIELD ARTILLERY

(Specialty Code 13)

13-1. Description of the Field Artillery Specialty. The Field Artillery Specialty encompasses positions concerned with the employment and coordination of all fire support means available to the Army in the field to include close air support, naval gunfire and Field Artillery weapons systems. Field Artillery forces employ both cannon and missiles placing either nonnuclear or nuclear fires on enemy targets. Field Artillery personnel and units provide close and responsive fire on the battlefield. When not in combat, Field Artillery units maintain a state of readiness in preparation for immediate combat worldwide. The major skill areas within the Field Artillery Specialty are—

- a. Light Missile Field Artillery Officer (13B)
- b. Heavy Missile Field Artillery Officer (13C)
- c. Field Artillery Target Acquisition Officer (13D)
- d. Cannon Field Artillery Officer (Not open to female officers) (13E)

13-2. Role of the Field Artillery Officer. a. The primary function of officers in the Field Artillery Specialty is to employ Field Artillery weapons 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 planning and development of doctrine, organization, and equipment to support the mission assigned to Field Artillery units.

(4) Serving as advisors to Army Reserve

and National Guard elements and as members of Military Assistance Advisory Groups.

b. Field Artillery officers also serve in the following positions requiring either a Field Artillery or general combat arms skills.

(1) Staff Officer positions in military headquarters and activities requiring combined arms expertise.

(2) Field Artillery tactics instructor positions in service schools and military colleges.

(3) Members of advisory elements assigned to Military Missions or Advisory Groups in foreign countries.

(4) Advisor positions in Army Reserve and National Guard units.

13-3. Participation. a. Officers commissioned in Field Artillery Branch will have Specialty 13 designated upon entry on active duty. Officers of other branches who desire to participate in Specialty 13 must request a branch transfer to the Field Artillery Branch.

b. Female officers are eligible to participate in Specialty 13 and serve in all units except cannon units of battalion size and smaller and positions coded "13E" (Field Artillery Cannon Officer.)

13-4. Professional Development. The phases of professional development for all specialties are discussed in chapter 2. Field Artillery officers are developed through a variety of training opportunities and assignments in the various skill areas within Specialty 13. During the company grade years, leadership development and the sharpening of artillery skills at battalion level and below will be emphasized. Battery command and staff assignments at DIVARTY/Group level and below all contribute to the development of competent Field Artillery officers. Development of officers during the field grade years will emphasize higher levels of staff work and leadership positions of greater responsibility.

★ CHAPTER 14

AIR DEFENSE ARTILLERY
(Specialty Code 14)

14-1. Description of the Air Defense Artillery Specialty. *a.* The Air Defense Artillery Specialty is concerned with the employment of Air Defense Artillery weapons against enemy aircraft and missile attacks in support of land combat operations. Air Defense Artillery forces utilize both gun and missile systems with nonnuclear and nuclear capabilities. Air Defense Artillery units maintain a high state of readiness for immediate deployment worldwide, both during peacetime and war. The 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 major skill areas within the Air Defense Artillery are—

(1) Short Range Air Defense (SHORAD) Artillery Officer (14 B).

(2) NIKE HERCULES Missile Air Defense Artillery Officer (14 C).

(3) HAWK Missile Air Defense Artillery Officer (14 D).

(4) PATRIOT Missile Air Defense Artillery Officer (14 E).

(5) Air Defense Artillery Command and Control Officer (14 G).

14-2. Role of the Air Defense Artillery Officer. *a.* The primary function of officers in the Air Defense Artillery Specialty is to employ Air Defense Artillery weapons in support of military combat 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 the operations and fires of 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 planning and development of doctrine, organization and equipment to support the missions assigned to Air Defense Artillery units.

b. Air Defense Artillery officers also serve in the following positions which require either Air Defense Artillery or general combat arms skills.

(1) Special and general staff positions in military headquarters and activities requiring combined arms technical or administrative expertise.

(2) Air space coordination elements at division and higher level staffs.

(3) Air Defense Artillery trainer/instructor positions in service schools and military colleges.

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

(5) Advisor positions in Army Reserve and National Guard units.

(6) Operations, research and development positions dealing with guided missile systems.

(7) Air Defense Artillery command and control, and liaison elements.

14-3. Participation. *a.* Officers commissioned in Air Defense Artillery Branch will have Specialty 14 designated upon entry on active duty. Officers of other branches who desire to participate in Specialty 14 must request a branch transfer to the Air Defense Artillery Branch.

b. Female officers are eligible to participate in Specialty 14 and serve in all units except Short Range Air Defense (SHORAD) units of battalion size and smaller, and in any position except those coded "14B" (Short Range Air Defense Artillery Officer).

14-4. Professional Development. The phases of professional development for all specialties are discussed in chapter 2. Air Defense Artillery officers are developed through a variety of training opportunities and assignments in the various skill areas within Specialty 14. During the company grade years, leadership development and the sharpening of Air Defense Artillery skills at battalion level and below will be emphasized. Specialty oriented and staff training course attendance, platoon leadership, battery command, and staff assignments at battalion and group/brigade level all contribute to the development of competent Air Defense Artillery officers. Development of officers during the field grade years includes further opportunities for training and will emphasize higher levels of staff work, additional specialty contributions, and leadership assignments in positions of greater responsibility.



CHAPTER 15

COMBAT AVIATION

(Specialty Code 15)

15-1. Description of the Specialty. Specialty Code 15 (SC 15) is an initial entry combat arms specialty which supports approximately 80% of all Army aviation requirements. The other aviation specialties, specialty code 71 (Aviation Material Management) and specialty code 67J (Aeromedical Evacuation Officer), compliment specialty code 15 officers in providing the Army the capability to conduct prompt and sustained air and air/land combat operations. Personnel management for officers possessing the combat aviation specialty (SC 15) has been modified as a result of:

(1) The Aviation Career Incentive Act of 1974,

(2) Changing aviation tactical employment doctrine,

(3) The development of complex aviation systems and technology, and

(4) Increased specialization in the aviation career field.

a. The functions of specialty code 15 officers include:

(1) Commanding, directing and controlling aviation and ground elements as an equal and integral member of the combat arms team.

(2) Provide combat aviation staff expertise to maneuver forces, fire support, air defense elements, and air and naval forces at all levels.

(3) Developing policy, doctrine, organization and equipment to support the combat aviation mission.

(4) Manning and management of the active duty force and advising the reserve component combat aviation force.

b. Personnel management policies have been developed to insure that commissioned aviators acquire traditional combat arms education and training through the current Army school system. This all begins with commissioning and attendance at a branch officer basic course. By attending traditional branch schools, Specialty Code 15 officers learn the duties and responsibilities of the various branches, the roles and missions of various Army organizations and most important, they

learn the duties and responsibilities of the various branches, the roles and missions of various Army organizations, and most important, they learn to integrate combined arms functions of aviation and ground units to accomplish combat missions. The branch serves as a means to integrate SC 15 officer training with ground arms elements. SC 15 officers are not required to hold or meet the career pattern requirements of the non-aviation specialties of the carrier branch. Training and assignment decisions are made depending upon the career pattern for the aviation specialty.

c. Within Specialty Code 15 there are three special skill areas:

(1) Combat arms aviation positions associated with the assault, assault support, and attack aviation mission in conduct of combat operations. SC 15 officers designated to meet the requirements will be assigned a carrier branch of either Infantry, Armor, Field Artillery or Air Defense and will normally attend the OBC and OAC associated with the respective carrier branch.

(2) Combat Intelligence Aviation (15M) identifies positions for combat aviation unit intelligence staff officers and command and staff positions in combat intelligence aviation units to include aerial surveillance elements, electronic warfare aviation units and aerial exploitation battalions. These officers will normally attend the MIOBC AND MIOAC at Fort Huachuca.

(3) Combat Communications Aviation (15S) identifies positions for communications officers and command and staff officers in air traffic control units and aviation communications—electronics research and development positions. These officers will normally attend SCOB and SCOAC at Fort Gordon, GA.

d. Specialty Combinations: Officers in Specialty Code 15 may request designation at the 8th year of AFCS in any additional specialty for which they meet the designation criteria, excluding another aviation specialty. Officers will be eligible for assignment in the additional specialty

once it has been designated. Each officer must carefully select an additional specialty during the designation process, as many specialties require extensive amounts of training and utilization which will restrict development in Specialty Code 15.

e. Specialty Code 15 officers must become and remain familiar with AR 95-1, AR 600-105 and AR 611-101.

15-2. Role of the Officer. *a.* Within Army aviation, Specialty Code 15, officers in normal development can look forward to a variety of key positions within the combat arms, intelligence and signal/communications arenas. As combat arms aviators, each must be fully knowledgeable of and trained in the doctrine, organization and equipment of combat aviation in order to effectively command, direct and control air/land forces as an equal and integral member of the combined arms team. Combat arms aviators tactically employ personnel and equipment in a variety of maneuver or support roles. To develop this capability, they receive extensive aviation tactical and technical training at the United States Army Aviation School and integrated tactical training at the associated carrier branch basic and advance courses. Combat arms aviators must continually maintain tactically and technically competent to assure mission accomplishment as commanders, staff officers and operational support officers.

b. Combat aviation roles executed by specialty 15 officers include offensive and defensive operations, troop and equipment movement, battlefield surveillance, command and control, reconnaissance, security, airspace control, and logistical operations. Equally important are the aviation roles in the areas of combat and training development, service school and training center instruction, officer candidate development, and advisory duty with reserve component aviation units. In all of these roles, aviation offers worldwide assignment challenges in varying tactical, terrain, and climate environments requiring the use of a variety of equipment and flying techniques.

15-3. Acquisition of the Specialty. *a. Initial entry.* Eighty-five percent of the officers entering the career field annually will be accessed as SC 15 from ROTC, USMA, BIOCC or direct appointment. All accessed officers must meet the physical and aptitude qualifications specified in AR 611-110. In the case of USMA graduates, selection of any accession specialty (to include SC 15) is determined by the cadet's class standing and personal preference.

In all other accession methods, the appropriate headquarters forwards requests for flight training through the appropriate headquarters to the Military Personnel Center for designation of specialty code and carrier branch. Combat arms aviation is open to both male and female officers. However, female officers cannot be assigned Infantry or Armor as carrier branches nor can they fly the attack/scout mission.

b. Inservice entry. Fifteen percent of the annual flight training objective is filled by selecting the best qualified Army flight training applicants under the provisions of AR 611-110. Any officer may apply but must be a member of or transfer into one of the Combat Aviation carrier branches. Additionally, inservice officers must be able to enter aviation training prior to their 48th month of Active Federal Commissioned Service to be eligible. Applicants are selected by a scheduled HQDA board.

15-4. Professional Development Objectives. *a.* A thorough understanding must be developed of the relationship between each officer's aviation specialty and the carrier branch. For SC 15 officers, training and assignment decisions are made based upon their development as a specialty code 15 officer (Combat Arms Aviator), *not* the officer's carrier branch. Carrier branches reflect the basic and advance courses an SC 15 officer normally attends.

b. The following professional development objectives have been identified for the Combat Arms Aviator during his company grade years—

(1) Successful completion of the officer basic course and officer advanced course.

(2) Successful completion of the officer rotary wing aviator course.

(3) Leadership experience in combat/aviation units.

(4) Development of basic combat aviation skills.

(5) Development of air/ground tactical knowledge oriented toward the combat arms and the technical aspects of the officer's carrier branch.

(6) Overall manner of performance that merits promotion.

c. The initial assignment for a combat aviator will be to an aviation unit, preferably in a combat arms TOE environment. During this assignment, the officer must become thoroughly knowledgeable and proficient in combat aviation capabilities and tactical employment. This experience will enable continued development of the officer's ability to integrate combat aviation assets into the Army's

combat mission during the company grade years. Maximum "hands-on" experience as a section leader, assistant operations officer or appropriate leadership/staff position in a combat training environment should be expected. Of unique challenge will be the opportunity to develop the leadership ability necessary to effectively employ and control personnel and equipment in a variety of combat situations.

d. As a field grade officer, the professional development objectives reflect more responsibility, capitalizing on the experience gained during the company grade years:

- (1) Command—Company/Troop and Battalion.
- (2) Aviation Staff—all levels.
- (3) Attend Combined Arms Staff and Services School, Command and General Staff College and/or Senior Staff College.
- (4) "Additional" specialty development and utilization.
- (5) Continued growth of expertise in both specialties.



★ CHAPTER 22

TOPOGRAPHIC ENGINEER **(Specialty Code 22)**

22-1. Description of the Topographic Engineer Specialty. *a.* The topographic engineer serves as the Army's component to the Department of Defense team charged with all mapping, charting, geodesy and military geographic responsibilities for the armed services. Current topographic positions encompass requirements in survey, map reproduction/distribution and terrain analysis. This grouping of mutually supporting requirements is generally compatible with other technical specialties such as SC 21—Engineer, SC 35—Tactical/Strategic Intelligence, and SC 53—Automatic Data Systems Management.

There is only one Specialty Skill Identifier (SSI) used to code topographic engineer positions. A description of SSI 21A, Topographic Engineer Officer, is contained in AR 611-101, Commissioned Officer Specialty Classification System.

b. Officers in the topographic engineer specialty serve in the following types of duty assignments (not all inclusive):

- (1) Topographic Engineer Unit Commander.
- (2) Cartographic Staff Officer.
- (3) Defense Mapping Agency (DMA) Hydrographic/Topographic Center staff officer.
- (4) Engineer Topographic Laboratory Staff Officer.
- (5) Director, DMA Inter-America Geodetic Survey.
- (6) Instructor, Defense Mapping School.

22-2. Participation. *a.* SC 22, Topographic Engineer, is a late-entry additional specialty. This means officers will enter this field only after a period of time in an initial specialty. The majority of officers given the SC 22 designation will be those who served as SC

21, engineer, officers during their early development as company grade officers. Officer input into this field will be encouraged from other specialties that provide compatible technical experience and/or educational background.

b. Normally the job requirements in the topographic area at the field grade level will require at least a bachelor's degree in an engineering field or in geology, geography, geophysics, photogrammetry, lithography, geodesy or equivalent practical experience and training.

c. Officers commissioned in any specialty who possess the basic qualifications expressed above may, with HQDA approval, have the SC 22 specialty designated as one of their two specialties.

d. The current Combat Exclusion Policy does not limit assignment of women to any topographic engineer position.

22-3. Professional Development Objectives. *a.* Most officers designated SC 22 will have SC 21, engineer, as their initial specialty. Their development will progress according to the general professional development strategy outlined in paragraph 21-4. As a lieutenant colonel and colonel, officers will be assigned to meet both SC 21 and SC 22 requirements.

b. Officers with a second specialty other than SC 21 will be dual specialty developed as field grade officers.

c. The Defense Mapping School offers a series of functional courses to help prepare SC 22 officers for certain duty positions (e.g., Mapping, Charting, and Geodesy Officers Course for Captains and Majors). Assignments managers will seek to schedule officers for the appropriate technical course at Fort Belvoir to prepare them for a topographic assignment.



CHAPTER 25

COMMUNICATIONS—ELECTRONICS

(Specialty Code 25)

25-1. Description of the Communications-Electronics (C-E) Specialty. *a.* This specialty encompasses positions requiring officers with skills concerned with the planning and management of communications systems. Officers in this specialty serve in communications-electronics (C-E) and teleprocessing systems positions that support the Field Army, the Defense Communications System (DCS), and posts, camps, and stations. The C-E officer directs and controls the installation, operation and maintenance of C-E equipment for all means of communications and advises commanders, directors, staffs, and other interested parties on C-E requirements, capabilities, and operations.

b. All C-E positions are identified by a position requirement code. That code includes a specialty skill identifier (SSI) and if appropriate additional skill and language identifiers. There are two SSIs for SC 25.

(1) SSI 25A (Communications-Electronics) encompasses positions ranging from the maneuver unit level to the Department of Defense level. The C-E officer is found in both a command and staff role. The functions and duties of the communication-electronics positions involve the direct support of combat operations via tactical signal units, the operation and maintenance of the Army portion of the Defense Communications System and the operation and maintenance of C-E facilities for posts, camps and stations.

(2) SSI 25B (Teleprocessing Operations) positions involve the leadership of units supporting tactical data systems; the supervision of operating systems software and the management of teleprocessing systems and associated networks.

25-2. Role of the C-E Officer. The Army's ability to move and shoot is greatly enhanced by a superb communications capability. The Communications-Electronics (C-E) specialty provides the officers who plan and manage Army communications. Officers in this specialty must blend together leadership skills and technical proficiency as they plan and manage communications systems that support combat units; the Defense Communications sys-

tem; and posts, camps and stations. Specialty 25 officers direct and control the installations, operation and maintenance of tactical and strategic C-E and teleprocessing equipment for all means of communications. In addition they advise commanders, directors, staffs and other interested parties on C-E and teleprocessing requirements, capabilities and operations. Specialty 25 officers also serve as C-E staff officers in Infantry, Armor, Field Artillery, and Air Defense Artillery battalions and other units. C-E officers play a vital role in providing communications for command and control of the combined arms team.

25-3. Participation. *a.* SC 25 is an accession specialty. This means that the specialty is open to Lieutenants when they come on active duty. Only Lieutenants who enter the Signal Corps are awarded SC 25 as their accession specialty. However, under the Officer Personnel Management Systems (OPMS) dual specialty concept, SC 25 can be designated to any qualifying officer not later than the eighth year designation point. Some officers are designated the specialty earlier than the eighth year under the tentative event, or permissive specialty designation processes. The designation is based on experience, military training or civilian education.

b. At the maneuver unit level the C-E officer is a vital member of the combined arms team. His communications-electronics personnel insure that the combat arms battalion's C-E equipment is maintained in a high state of readiness. There are C-E staff officer positions in every combat arms battalion in a division. The division signal battalion is also staffed with Specialty 25 officers. These officers are responsible for the installation, operation and maintenance of the division communications system. They often find themselves in the challenging role of being both a combat leader and a technically proficient C-E officer. Above division level, there are C-E officers on staffs and in signal battalions at Corps and Army level. Officers in this specialty also operate and maintain the Army portion of the Defense Communications System

(DCS) and its interface with tactical communication systems. Specialty 25 officers manage this interface which may consist of a simple telephone or teletype connection or a more complicated World Wide Military Command and Control Systems (WWMCCS) interface. Finally, officers in the C-E specialty are responsible for the fixed telecommunications systems at posts, camps and stations world-wide. They very often coordinate with the commercial systems on a daily basis.

25-4. Professional Development Objectives. *a.* Training for accession SC 25 officers is conducted at the US Army Signal Center and School, Fort Gordon, Georgia. Selected officers are also trained at the Field Artillery School, Fort Sill, Oklahoma. The Signal Officer Basic Course, Advance Course and functional courses such as the Radio Systems Officer Course and Teleprocessing Operations Offi-

cer Course are conducted at Fort Gordon. The C-E Staff Officer Course conducted at Fort Sill prepares officers to assume the duties of the C-E officer in maneuver units. When appropriate to a new duty assignment, MILPERCEN Assignment Officers will seek to match officer availability with the time functional courses that are offered. This will not always be possible, but it is a professional development objective that OPMS will seek to reach.

b. Training for non-accession SC 25 officers is also conducted at the US Army Signal Center and School, Fort Gordon. This training focuses on communications electronics (C-E) principles and on the capabilities and limitations of C-E equipment. It prepares the officer by providing him the necessary technical background so that he can use this newly acquired information coupled with leadership and management skills to manage the installation operation and maintenance of C-E systems.

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CHAPTER 27

COMMUNICATIONS-ELECTRONICS ENGINEERING (Specialty Code 27)

27-1. Description of the Communications-Electronics (C-E) Engineering Specialty. *a.* The Communications-Electronics (C-E) Engineering Specialty (SC 27) is designed to train and develop commissioned officers for duty as C-E engineers in assignments with Department of Defense Agencies and in Department of the Army positions around the world. SC 27 identifies the positions and officers who are concerned with the application of electrical, electronics and system engineering and management principles to the design, installation, test and acceptance and operation and maintenance of C-E systems and facilities. The specialty involves the development and management of test and evaluation programs to establish performance standards for C-E equipment and systems.

b. All C-E Engineering positions are identified by a position requirement code. That code contains a specialty skill identifier (SSI) and if appropriate additional skill and language identifiers. There are two SSIs for Specialty 27. One SSI, 27A identifies positions that require an officer with at least a BS in an electrical engineering related discipline. SSI 27B positions normally require a graduate of the Telecommunications System Staff Officer Course (TSSOC) conducted at Keesler AFB.

(1) SSI 27A, C-E Engineer, positions are concerned with the design, installation, modification, test and acceptance of C-E systems and equipment. Typical duty positions in SSI 27A are as follows:

- C-E Engineering Officer
- Chief of Technician Evaluation Team
- Chief of Test and Acceptance Team

(2) SSI 27B, C-E Systems Engineer, positions require the planning, engineering and managing of military C-E equipment into an interoperable communications system. These positions are concerned with the analysis of communications requirements and planning the integration of available resources to provide an engineered system. SSI 27B positions do not require an officer with an EE related degree but the degree is highly desir-

able. Typical SSI 27B duty positions are as follows:

- C-E Systems Engineer
- Director/Chief C-E Systems Planning Activity
- Commander, C-E Engineering Installation Agency
- Project Manager

27-2. Role of the C-E Engineering Officer. The operation and maintenance of global communications systems requires dedicated officers with both managerial and engineering skills. The communications-electronics state-of-the-art is constantly changing, and the C-E engineering officer must be professionally competent and imaginative in using the latest technology to meet user communications requirements. The C-E Engineer plays an integral role in total Army Communications by directing and controlling the design, installation, test and acceptance, and operation and maintenance of military C-E systems and equipment. The opportunities for diversified assignments that broaden the C-E engineer officer's experience are virtually without limit.

27-3. Participation. SC 27 is an accession specialty. This means that the specialty is open to lieutenants when they come on active duty. Only lieutenants who enter the Signal Corps are awarded SC 27 as their accession specialty. However, under the Officer Personnel Management System (OPMS) dual specialty concept, SC 27 can be awarded to any qualifying officer at the eighth year designation point. In addition, some officers are awarded the specialty earlier than the eighth year under the tentative, event or permissive specialty designation process. This designation is based on experience military training or civilian education.

27-4. Professional Development Objectives. *a.* Training for accession SC 27 officers is conducted at the US Army Signal Center and School, Fort Gordon, Georgia, and at the Interservice Techni-

1 November 1981

cal Training Center, Keesler AFB, Mississippi. Lieutenant training consists of the Signal Officer Basic Course (SOBC) held at Fort Gordon, Georgia. Selected officers also attend the Radio Systems Officer Course at Fort Gordon. Later, training for selected SC 27 officers centers around the 31-week TSSOC conducted at Keesler AFB. This course is offered on a quarterly basis. Students can attend

as members of the Signal Officer Advanced Course (SOAC) or they may attend sometime after advanced course attendance.

b. Training for non-accession SC 27 officers is conducted in the 31 week TSSOC offered at Keesler AFB. These officers normally attend the training as soon as possible after they are designated SC 27.

CHAPTER 31

MILITARY POLICE

(Specialty Code 31)

31-1. Description of the Military Police Specialty.

The Military Police Specialty encompasses positions concerned with the enforcement of laws and regulations essential to the preservation of order and discipline, security of US Government property, the provisions of Military Police support in combat operations, criminal investigations operations, and the discharging of correctional functions. When not in combat, Military Police units support peacetime operations and maintain a state of readiness in preparation for immediate combat support missions worldwide.

a. The Military Police Specialty encompasses positions whose incumbents—

(1) Command, direct, and control Military Police units that provide the expertise and the means to control tactical operations within an assigned area of responsibility incident to the performance of the following: Command post security; traffic circulation and control; route security/reconnaissance; convoy escort; crime prevention; prisoner of war and civilian internee/detainee operations; rear area protection, physical security of government assets and personnel; civil disturbance and disaster control operations, and criminal investigations and related activities.

(2) Conduct conventional law enforcement operations in the combat zone or CONUS to include: accident investigation, serious incident reporting, disposition of military offenders, operations of Army confinement, and correctional training facilities and industrial defense activities.

(3) Advise on Military Police matters at all staff levels and supervise the planning and conduct of Military Police operations to include liaison with Federal and local Law Enforcement agencies.

b. The principal skills included in this specialty and positions in which officers in this specialty will be assigned are:

- (1) Law Enforcement Officer.
- (2) Correctional Officer.
- (3) Criminal Investigation Officer.
- (4) Physical Security Officer.

c. Officers in the Military Police Specialty perform the following functions:

(1) Command and Staff officers in Military Police units of all types.

(2) Staff officers in headquarters and activities requiring Law Enforcement expertise.

(3) Military Police Instructor at service schools.

(4) Advisor positions in Military Missions or Military Assistance Advisory Groups in foreign countries.

(5) Criminal Investigation commanders and staff officers.

(6) Command and Staff officers of the US Disciplinary Barracks, the US Army Retraining Brigade, and other area and installation confinement and correctional facilities.

31-2. Role of the Military Police Officer. In recent years the role of the Military Police officer has become more demanding due to changes in tactical doctrine and variations in societal behavior patterns. Dispersion of units and their greater mobility on the battlefield will challenge the Military Police officer as he undertakes combat support missions that will provide timely assistance to a commander to mass combat power and materiel at the critical place. Today's high crime rates, the public's increased sensitivity to the rights of the accused and rehabilitation of prisoners, and emphasis on crime prevention present complex problems to Military Police officers. These officers are increasingly confronted with complex situations requiring thorough knowledge and understanding of law, psychology, penology, criminology, and police science and administration. They must be prepared to deal with disorders, confrontations, hostage situations, drug and alcohol abuse, and other threats to order and discipline. Additionally, they must be skilled in managing their resources and be able to supervise criminal and military police investigations. At the same time, the responsibilities for military support of the Army in the field have expanded considerably in line with

greater mobility and dispersion on the battlefield. Consequently, Military Police officers face challenging tasks and great responsibility.

31-3. Participation. Officers commissioned in the Military Police Corps will have the Military Police Specialty designated upon entry on active duty. Military Police Corps Officers may within requirements, have any other specialty designated with the exception of Infantry, Armor, Field Artillery or Air Defense Artillery. Likewise, other officers may have Military Police designated as one of their two specialties.

31-4. Professional Development Objectives. *a.* Newly commissioned officers scheduled for assignment in the Military Police Specialty will complete the Military Police Basic Officer Course at the US Army Military Police and Chemical School at Fort McClellan, AL. In addition to the Basic Course, professional development objectives for the Military Police Specialty company grade officers include, Advanced Course, and the identification of an additional second specialty.

b. Officers receiving Military Police as their additional specialty will attend a Military Training course at Fort McClellan, AL.

★ CHAPTER 35

**MILITARY INTELLIGENCE
(Specialty Code 35)**

35-1. Description of the Military Intelligence Specialty. *a.* The Military Intelligence Specialty is the largest of the three Intelligence officer career programs, with approximately 55 percent of the worldwide MI officer specialty position requirements. Twenty-four percent of the Specialty 35 position requirements are situated overseas, while the remaining 76 percent are within CONUS. Specialty 35 is the most general of the three intelligence officer specialties in that it encompasses the application and integration of all classic MI functions at both the tactical and strategic levels. MI officers serving in this specialty are charged with the planning, conduct, and supervision of intelligence collection resources; the analysis of the resultant raw intelligence information; and the production and dissemination of finished intelligence, in the form of briefings and written reports, to the ultimate consumer, e.g., the commander. Officers who enter into the Specialty 35 career program can anticipate service in a series of challenging positions of increasing degrees of responsibility throughout their careers and will be selected to perform in both command and staff positions relating to tactical intelligence, strategic intelligence, and, to both tactical and strategic surveillance and reconnaissance systems.

b. Officers in the Military Intelligence Specialty serve in command, staff, and operational positions. Principal duties performed by officers participating in this specialty include—

- (1) Directing or supervising the employment of intelligence collection assets which are targeted to provide current intelligence information on enemy capabilities, intentions, and vulnerabilities, to include the impact of weather and terrain thereon.

- (2) Preparation and dissemination of intelligence estimates, reports, summaries, terrain analyses, and the conduct of intelligence briefings.

- (3) Preparation of intelligence plans, policies, and procedures as a member of a general or special staff.

- (4) Planning and coordination of aerial and ground surveillance and reconnaissance support.

35-2. Role of the Military Intelligence Officer. The tactical role of the Military Intelligence officer is to reduce the combat commander's uncertainty concerning the enemy and environment relative to the employment of combat power. At strategic level, the Military Intelligence officer provides national decisionmakers with a sound basis for the formulation of

key policy judgements involving the capabilities and limitations of our foremost adversaries (actual or potential). The Military Intelligence officer plays a major role in the accomplishment of the command mission via his/her concern with the direction and supervision of the employment of organic intelligence resources, coupled with planning for optimum utilization of supporting nonorganic resources.

35-3. Acquisition of the Military Intelligence Specialty. All USMA, ROTC, and OCS cadets who are approaching their date of commissioning into the Army are given the opportunity to formally state their preferences for both their Army branch and their OPMS initial specialty. Depending on the needs of the Army, the cadet's academic discipline of principal emphasis, and his/her statement of preference, the cadet, upon activation, may be accepted into the Specialty 35 career program. Under the provisions of OPMS, each Army officer will be awarded an additional specialty by the end of the officer's eighth year of active service. Thereafter, each officer will achieve full qualification in both specialties through appropriate educational and assignment experiences, with equal emphasis placed on each of the officer's two specialties. By the end of the eighth year of service, each officer will be given an opportunity to formally state his/her preferences for additional specialty designation. Depending on the needs of the Army, an assessment of the officer's qualifications, and a consideration of his/her statement of preference, the officer may be accepted into the Specialty 35 career program. An officer need not be a member of the MI branch to qualify for designation in SC 35.

35-4. Professional Development Objectives. *a.* The ultimate objective in professionally developing the Specialty 35 designee is to produce and sustain that number of qualified officers necessary to satisfy worldwide Army requirements (through the assumption of positions of leadership) to accomplish both the Army's tactical and strategic intelligence combat support missions. This will be achieved through a managed blend of assignment and formal educational experiences as each officer progresses from the lieutenant phase to the colonel phase of his/her career.

b. During the first nine years of service, the average Specialty 35 designee:

- (1) Will attend the MI basic course, MI advanced

course and Combined Arms Services Staff School (CAS³).

(2) Will attend at least one qualifying MI specialty (track) course, e.g., Tactical Intelligence Course or Imagery Exploitation Course.

(3) Will be designated an additional Specialty.

(4) Will serve in leadership positions of increasing responsibility at both the tactical and strategic levels.

(5) May be selected for additional, specialized military training or advanced civil schooling, depending on the needs of the Army, the officer's performance of duty, and his/her potential.

c. During the tenth through the 20th year, the average Specialty 35 designee:

(1) Will continue to be developed in two specialties through a proper balance of assignment and educational experiences, to eventually assume positions of leadership at the highest echelons of the Army.

(2) May be selected for advanced military schooling, e.g., command and staff college level, senior service college level, again, based upon a consideration of Army requirements, the officer's performance record, and a candid estimate of his/her potential.

★ CHAPTER 37

SIGNAL INTELLIGENCE-ELECTRONIC WARFARE (Specialty Code 37)

37-1. Description of the Signal Intelligence-Electronic Warfare Specialty. *a.* The Signal Intelligence-Electronic Warfare Specialty is the second largest of the three intelligence officer career programs, with approximately 26 percent of the worldwide MI officer specialty position requirements. Thirty-four percent of the Specialty 37 position requirements are situated overseas, while the remaining 66 percent are within CONUS. Specialty 37, while highly specialized and certainly the most technically-oriented of the three intelligence officer specialties, offers a great diversity of challenging assignment opportunities at both the tactical and strategic levels. Specialty 37 encompasses the critically important and highly inter-related fields of signals intelligence (SIGINT) (the acquisition and interpretation of intelligence information derived from the enemy's use of the electromagnetic spectrum), and electronic warfare (EW) (the denial or curtailment of the enemy's use of the electromagnetic spectrum). Each of these fields involves the accomplishment of tasks which relate to and are conducted at both the tactical and strategic levels.

b. Officers in the SIGINT-EW Specialty serve in command, staff, and operational assignments. Principal duties performed by these officers include:

(1) Directing or supervising the collection, analysis, and reporting of SIGINT information.

(2) Directing or supervising the employment and deployment of systems, equipment, and units engaged in EW.

(3) Preparation and formulation of SIGINT-EW plans, policies, procedures, annexes, and appendixes as a member of a general or special staff.

(4) Directing programs and procedures, and exercising overall technical supervision of units and activities engaged in SIGINT and EW.

37-2. Role of the Signal Intelligence-Electronic Warfare Officer. The tactical role of the SIGINT-EW officer is to reduce the combat commander's uncertainty concerning the enemy and environment relative to the employment of combat power. At Strategic level, the SIGINT-EW officer provides national decision-makers with a sound basis for the formulation of key policy judgements involving the capabilities and limitations of our foremost adversaries (actual or potential). The SIGINT-EW officer plays a major role in the accomplishment of the command mission via his/her concern with the direction and supervision of the em-

ployment of organic intelligence resources, coupled with planning for optimum utilization of supporting nonorganic resources.

37-3. Acquisition of the Signal Intelligence-Electronic Warfare. All USMA, ROTC, and OCS cadets who are approaching their date of commissioning into the Army are given the opportunity to formally state their preferences for both their Army branch and their OPMS initial specialty. Depending on the needs of the Army, the cadet's academic discipline of principal emphasis, and his/her statement of preference, the cadet, upon activation, may be accepted into the Specialty 37 career program. Under the provisions of OPMS, each Army officer will be awarded an additional OPMS specialty by the end of the eighth year of active service. Thereafter, each officer will achieve full qualification in both specialties through appropriate educational and assignment experiences, with equal emphasis placed on each of the officer's two specialties. By the end of the eighth year of service, each officer will be given an opportunity to formally state his/her preferences for additional specialty designation. Depending on the needs of the Army, an assessment of the officer's qualifications, and a consideration of his/her statement of preference, the officer may be designated into the Specialty 37 career program. An officer need not be a member of the MI Branch to qualify for the awarding of Specialty 37.

37-4. Professional Development Objectives. *a.* The ultimate objective in professionally developing the Specialty 37 designee is to produce and sustain that number of qualified officers necessary to satisfy worldwide Army requirements to accomplish both the Army's tactical and strategic SIGINT/EW combat support missions. This will be achieved through a managed blend of assignment and formal educational experiences as each officer progresses from the lieutenant phase to the colonel phase of his/her career.

b. During the first nine years of service, the average Specialty 37 designee:

(1) Will attend the MI basic course, MI advanced course and Combined Arms Services Staff School (CAS³).

(2) Will attend at least one qualifying MI specialty (track) course, e.g., tactical SIGINT-EW.

(3) Will be designated an additional specialty.

(4) Will serve in leadership positions of increasing responsibility at both the tactical and strategic levels.

(5) May be selected for additional, specialized military training or advanced civil schooling, depending on the needs of the Army, the officer's performance of duty, and his/her potential.

c. During the tenth through the 20th year, the average Specialty 37 designee:

(1) Will continue to be developed in two specialties through a proper balance of assignment and edu-

cational experiences, to eventually assume positions of leadership at the highest echelons of the Army.

(2) May be selected for advanced military schooling, e.g., command and staff college level, senior service college level, senior cryptologic training courses, again, based upon a consideration of Army requirements, the officer's performance record, and a candid estimate of his/her potential.

CHAPTER 38

MUNITIONS MATERIEL MANAGEMENT SPECIALTY (Specialty Code 75)

38-1. Description of the Munitions Materiel Management Specialty. *a.* The Munitions Materiel Management Specialty encompasses positions concerned with conventional and special munitions and warheads, and associated maintenance, test and handling equipment. Also included in this specialty are positions pertaining to detection, identification, rendering safe, recovery, or disposal of hazardous US and foreign munitions. Officers in this specialty may perform a variety of functions throughout the life cycle of munitions from development to disposal.

b. Positions in this specialty are found at all levels of the Army from platoon to major command. Officers having Munitions Materiel Management as a specialty can expect to perform the following type duties:

(1) Commander of a platoon, company, battalion, brigade, or depot which is involved in ammunition operations.

(2) Commander of an Explosive Ordnance Disposal Detachment or serve as staff officer in major command controlling or supporting detachments.

(3) Commander or staff officer of an ammunition manufacturing plant.

(4) Commodity manager for munitions materiel at corps or theater Army headquarters or at a materiel management center.

(5) Ammunition officer who supervises the issue, storage, transportation, and maintenance of both conventional and special ammunition.

(6) Staff officer in a battalion, brigade, depot or major command headquarters, or service school.

(7) Principal staff officer for Explosive Ordnance Disposal matters.

(8) Staff officer for a weapon system project manager during various phases of the system's life cycle from concept development through removal from the Army's inventory.

c. Duty positions associated with this specialty are grouped as follows:

(1) Munitions Materiel Management Officer, General.

(2) Conventional Munitions Materiel Management Officer.

(3) Special Weapons Materiel Management Officer.

(4) Explosive Ordnance Disposal Officer.

For further information see AR 611-101.

38-2. Role of the Munitions Materiel Management Officer. Munitions Materiel Management officers play a key role in the development, production, fielding, support, and final disposition of a most important component of the Army's fire power capability. Officers participating in this specialty can anticipate a wide variety of assignments in organizations located throughout the Army's structure. The overall technical sophistication of the various munitions in the Army's inventory will require that officers serving in this specialty develop an expertise in several engineering technologies and management techniques. The mission of providing munitions materiel support to our combat forces is crucial in time of war and requires a high degree of professionalism among the officers of this specialty. Munitions Materiel Management is a highly challenging and rewarding specialty.

38-3. Participation. *a.* Officers commissioned in the Ordnance Corps may have the Munitions Materiel Management Specialty designated upon entry on active duty. Ordnance officers may, within requirements and with HQDA approval, have any of the specialties listed in chapter 2 designated as one of their specialties except Air Defense Artillery, Armor, Field Artillery and Infantry.

b. Officers commissioned in any branch may have the Munitions Materiel Management Specialty designated as one of their two specialties.

38-4. Professional Development Objectives. *a.* Newly commissioned officers scheduled for a Munitions Materiel Management assignment will complete the basic officer course consisting of an Ordnance common block conducted at the US Army Ordnance and Chemical Center and School (USAOCCS), Aberdeen Proving Ground, Maryland and specialty training conducted at the US Army Missile and Munitions Center and School (USAMMCS), Redstone Arsenal, Alabama. The purpose of this training is to provide lieutenants 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 special weapons.

b. Following completion of the basic course, selected individuals will attend follow-on training in special weapons materiel management. This training, taught at the USAMMCS, is designed to provide the officer

with a working knowledge in the supervision and administration of special weapons assembly, maintenance, and logistical support. Satisfactory completion of this training results in qualification as a Special Weapons Materiel Management Officer.

c. Officers may elect to volunteer for qualification training as an Explosive Ordnance Disposal (EOD) Officer. Qualification for EOD duties consists of a three phase course. Phase I training is conducted at the USAMMCS. Phases II and III are conducted at the US Naval Explosive Ordnance Disposal School, Indian Head, Maryland. This training is designed to qualify officers in such functions as location, rendering safe, removal, and subsequent disposal or salvage of unexploded conventional and special explosive ordnance including biological, chemical and nuclear munitions.

Qualification is identified by Specialty Skill Identifier 75D.

d. Officers designated for an assignment where munitions escort duties are performed will complete the Technical Escort Course conducted at the USAMMCS. This course provides the skills necessary to serve as escort officer for special munitions and other hazardous materials during shipment. Qualification is identified by the Additional Skill Identifier (ASI) "5J."

e. Professional development career patterns for this specialty as well as for all specialties are discussed in chapter 2. Educational opportunities, both military and civilian, and assignment opportunities for the Munitions Materiel Management Specialty are shown in figure 38-1.

(Locate fig. 38-1, a fold-in page, at the end of the regular size pages.)

CHAPTER 39

OPERATIONS AND FORCE DEVELOPMENT SPECIALTY (Specialty Code 54)

39-1. Description of the Operations and Force Development Specialty. The Operations and Force Development Specialty encompasses staff positions in various military headquarters and activities which require expertise in the planning, conducting and supervising of military operations, readiness, and mobilization. Additionally, officers in this specialty are concerned with the application of military force to include the development of Army strategy, policy roles and missions, and political-military implications. Also, the fundamentals of force development, force structuring, organizing the Army to fight, and forecasting operating resource requirements for the Army are integrated into the specialty.

a. Functions included in the Operations and Force Development Specialty are—

- (1) Development of Army force requirements and organization.
- (2) Development of plans and doctrine for combined arms and larger units (corps) operations.
- (3) Determination of the structure and composition of Army forces.
- (4) Planning, programing, and determining actions for unit activation, inactivation, organization, discontinuance, reorganization, redesignation, and attachment.
- (5) Establishment of policies and standards for unit readiness, and supervision of efforts to obtain readiness standards.
- (6) Determination and documentation of manpower requirements and authorizations to include the evaluation of manpower utilization and distribution of manpower resources.
- (7) Recommending command and control relationships for joint and combined operations.
- (8) War gaming.
- (9) Development of war plans.
- (10) Development of mobilization plans for both contingencies and general war.
- (11) Planning and execution of military operations.
- (12) Development and operations of command and control systems.

b. Positions such as S3/G3 or plans officers at division and lower levels are not included in the Operations and Force Development Specialty but may be developmental positions for officers in this specialty. For

example, an engineer battalion or group S3 position is included in the Engineer Specialty, because engineer skills are the primary skills required in the position. The division G3 position is included in the combat arms specialties, and is filled by a qualified combat arms officer, not necessarily an officer in the Operations and Force Development Specialty.

c. Officers in the Operations and Force Development Specialty serve in the following types of duty positions:

(1) Operations and Plans Staff Officer (G3) positions above division level.

(2) Staff positions in headquarters directly concerned with the formulation, development, and supervision of military operations and force structuring of the Army.

(3) Selected staff and faculty positions in military service schools and colleges responsible for instruction and studies associated with this specialty.

39-2. Role of the Operations and Force Development Officer. Officers participating in this specialty have the opportunity 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 it is 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 serve in the Operations and Force Development Specialty.

39-3. Participation. Officers may, within requirements and with HQDA approval, have Operations and Force Development as one of their specialties.

39-4. Professional Development Objectives. *a.* The Operations and Force Development Specialty is available for designation for all officers; however, there are "developmental" positions requiring company grade officers who may not have had an alternate specialty designated. This allows for early professional development for officers that may seek this specialty as their alternate specialty.

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.

(2) Attaining Operational and Force Development experience in field grade positions.

c. Professional development objectives for all spe-

cialties are discussed in chapter 2. Educational opportunities, both military and civilian, and illustrative assignment opportunities for the Operations and Force Development Specialty are shown in figure 39-1.

(Locate fig. 39-1, a fold-in page at the end of the regular size pages.)

★ CHAPTER 41

PERSONNEL PROGRAMS MANAGEMENT (Specialty Code 41)

41-1. Description of the Personnel Programs Management Specialty. *a.* The Personnel Programs Management specialty requires the skills and knowledge for managing the Army's personnel programs dealing primarily with human resources development and recruiting. Officers serving in this specialty are afforded the opportunity to develop skills essential in today's Army through a variety of assignments as well as military/civilian schooling. They serve in positions which directly affect the quantity and quality of the Army's most important resource—people.

b. The Personnel Programs Management Officer is concerned with planning, developing, and directing human resources development activities and programs designed to enhance the organizational climate, unit cohesiveness and combat readiness, and individual commitment through job and career satisfaction, equal opportunity, organizational effectiveness, and alcohol and drug abuse control.

c. Positions in this specialty are found throughout the Army and in joint activities. Officers can expect to perform the following type duties:

(1) Formulate or assist in the formulation of plans and policies for military and civilian personnel programs which include procurement, education/training, distribution, sustainment, and separation to ensure proper individual development, utilization, and motivation to enhance combat readiness and unit effectiveness.

(2) Formulate plans, policies and programs related to labor relations and availability of civilian labor spiritual guidance and counseling, physical and mental well-being and maintenance of law and order.

(3) Formulate plans and policies and direct activities related to recruitment of civilians into the Army. Includes directing or coordinating the registration and classification of registrants under the jurisdiction of the Selective Service.

41-2. Role of the Personnel Programs Management Officer. *a.* Officers designated in this specialty serve as the commander's principal staff resource for analyzing the people component of the organization—to provide the human estimate of the situation.

b. Officers serving in this specialty bear important responsibilities for ensuring that properly trained, motivated and disciplined personnel are available to accomplish the unit's mission.

c. Examples of duty positions within the Personnel

Programs Management specialty are categorized as follows:

(1) Personnel Staff—

(a) Assistant Chief of Staff, G-1.

(b) Alcohol and Drug Control Officer (ADCO).

(c) Brigade S-1.

(d) Equal Opportunity Staff Officer (EOSO) (ASI "5T").

(e) Organizational Effectiveness Staff Officer (OESO) (ASI "5Z").

(f) Personnel Staff Officer at division, corps, major command, or Department of the Army level performing Personnel Programs Management functions.

(2) Recruitment—

(a) Recruiting Operations Officer.

(b) Selective Service Officer.

(c) US Army Recruiting Command Area/District/Regional Commander.

41-3. Participation. *a.* The Personnel Programs Management specialty provides career opportunities for all officers regardless of their other specialty, and offers assignment to challenging managerial positions. The number of officers needed to perform duties in specialty code (SC) 41 is significant. Early development in SC 41 can be attained through assignment to duties such as S-1, EOSO, OESO and ADCO.

b. Senior (colonel level) managerial positions which are multifunctional in nature (e.g., Director of Personnel and Community Activities) are found throughout the Army. These positions are coded 40 (Personnel Management) in accordance with AR 611-101.

41-4. Professional Development Objectives. *a.* While the Personnel Programs Management specialty is a nonaccession specialty, there are sufficient company grade developmental positions which allow for early professional development in preparation for designation of Personnel Programs Management as a second specialty. Officers desiring SC 41 as a specialty, are encouraged to seek assignment to battalion S-1 positions to ensure that basic skills are developed early in their careers.

b. A professional development objective for the Personnel Programs Management specialty is attendance at the 7-week Battalion S-1 Course for captains and majors at the Institute of Personnel and Resources Management, US Army Soldier Support Center, Fort Benjamin Harrison, Indiana.

c. Training for specific assignments within SC 41 includes:

(1) Organizational Effectiveness Staff Officer (OESO) Course, US Army Organizational Effectiveness Center and School, Fort Ord, California. This is a 16-week course for officers assigned or projected for assignment to an OE position in SC41.*

(2) Equal Opportunity (EO) Management Course, Department of Defense Equal Opportunity Management Institute, Patrick Air Force Base, Florida. This is a 16-week course for officers assigned or projected for assignment to an EO position.

(3) Alcohol and Drug Team Training, Academy of Health Sciences, Fort Sam Houston, Texas. This is a 2-week course for officers assigned or projected for assignment to duties involving significant relationship

*OESO's, identified by ASI 5Z, are not confined to SC 41, although many OESO's are designated in SC 41.

to the management, planning or implementation of the Alcohol and Drug Abuse Prevention and Control Program.

(4) Recruiting Commanders Course, Institute of Personnel and Resources Management, US Army Soldier Support Center, Fort Benjamin Harrison, Indiana. A 1-week course for selected captains through lieutenant colonels assigned or projected for assignment to Recruiting Area or Recruiting District Commander duties.

(5) G1/DPCA Course, Institute of Personnel and Resources Management, US Army Soldier Support Center, Fort Benjamin Harrison, Indiana. A 3-week course for field grade officers assigned or projected for assignment to G-1 or DPCA positions.

d. Professional development phases and objectives for all specialties are discussed in chapter 2.

★ CHAPTER 42

ADMINISTRATIVE AND PERSONNEL SYSTEMS MANAGEMENT (Specialty Code 42)

42-1. Description of the Administrative and Personnel Systems Management Specialty. *a.* The Administrative and Personnel Systems Management specialty encompasses duty positions in all grades which require the knowledge and skills for formulating policy for and managing the Army's administrative and personnel systems. Officers serving in this specialty are afforded the opportunity to develop professional competence through a variety of assignments and military/civilian schooling. They serve in positions primarily concerned with soldiers and civilians as individuals.

b. Positions in this specialty are found throughout the Army and in joint activities. Officers can expect to perform the following type duties:

(1) Plan, develop and direct personnel systems which support and implement programs concerning the personnel life cycle, including personnel requisitioning, assignment, classification, evaluation, promotion, awards and decorations, reenlistment, casualty reporting, strength accounting, maintenance of personnel records, eliminations, separations and retirements.

(2) Plan, develop and direct administrative management activities and services to include distribution, publications, correspondence, document reproduction, classified document control, records and files management, and application of sophisticated administrative techniques such as word processing and micrographics.

(3) Select qualified officers and enlisted personnel for specific positions and assignments within given priorities and monitor personnel strength status of organizations.

(4) Plan, develop and direct activities of headquarters, units, or installations pertaining to procedures and operation of postal and courier services.

(5) Train military and civilian personnel in organizational administration and personnel services support and develop doctrine for these operations for field or combat applications.

(6) Command personnel and administration units, replacement units, reception stations, publication centers, postal units/activities, regional personnel centers, Armed Forces Examining and Entrance Stations (AFEES), and Army Courier Stations.

(7) Plan, develop and direct replacement operations to include reception, orientation, processing, quartering and transporting of individual replacements.

(8) Plan, develop and direct career counseling and reenlistment programs and activities.

(9) Serve as secretary of general/joint staffs, executive or administrative officer of organizations/activities, and secretariat/recorder of administrative boards and committees.

(10) Administer, score, develop and interpret standard vocational aptitude tests, and counsel individuals on training and occupational matters.

(11) Plan, direct and supervise protocol activities and functions.

42-2. Role of the Administrative and Personnel Systems Management Officer. *a.* The Administrative and Personnel Systems Management officer plays a major role in managing the increasingly complex and sophisticated administrative and personnel systems essential in today's Army. Duty positions associated with this specialty require professional officers to provide the knowledge of personnel and administrative systems integration, their intricacies, and supporting relationships. They also require officers with the skills to tailor the personnel and administrative systems to fit mission requirements and to orchestrate the personnel and administrative support and services functions that sustain the individual and the organization.

b. Examples of duty positions within the Administrative and Personnel Systems Management specialty are:

(1) Administrative and Personnel Systems Management—

(a) Adjutant General, major command/corps/division/separate brigade/installation.

(b) Adjutant General/Administration/Personnel Services Company Commander.

(c) Administrative/Executive Officer.

(d) AFEES Processing Officer or Commander.

(e) Chief,—Administrative Services, Consolidated Military Personnel Activity, Enlisted/Officer Records, Military Personnel, Personnel Actions/Affairs, Separation Transfer Point, SIDPERS Interface.

(f) Installation/Garrison Adjutant.

- (g) Military Personnel Officer.
- (h) Personnel and Administration Battalion Commander.
- (i) Personnel Actions/Affairs Officer.
- (j) Personnel Assignment Officer.
- (k) Personnel Readiness Officer.
- (l) Protocol Officer.
- (m) Publications Center Commander.
- (n) Reception Station Commander.
- (o) Reenlistment Officer.
- (p) Regional Personnel Center Commander.
- (q) Replacement battalion/company/detachment Commander.
- (r) Replacement Operations Officer.
- (s) Replacement Platoon or Team Leader.
- (t) Secretary of the General Staff.
- (u) Test Control Officer.
- (2) Postal and Courier Service—
 - (a) Courier Station Operations Officer or Commander.
 - (b) Mail Transportation Officer.
 - (c) Military Mail Terminal Commander.
 - (d) Postal Inspector.
 - (e) Postal Officer.
 - (f) Postal Operations Officer.
 - (g) Postal Unit Commander.
- (3) Psychological Evaluation—
 - (a) Personnel Psychologist.
 - (b) Psychological Assistant.

42-3. Participation. *a.* The Administrative and Personnel Systems Management specialty provides career opportunities for all officers, regardless of their other specialty, and offers assignment to challenging managerial positions. The number of officers needed to perform duties in specialty code (SC) 42 is significant. Early career development in SC 42 can be attained through assignment to duties such as assistant adjutant, personnel officer, and similar positions.

b. Senior (colonel level) managerial positions which are multifunctional in nature (e.g., Director of Personnel and Community Activities) are found throughout the Army. These positions are coded 40 (Personnel

Management) in accordance with AR 611-101.

c. The Administrative and Personnel Systems Management specialty is an accession specialty and as such, the Army will procure, educate and train officers to meet Army requirements in this specialty.

42-4. Professional Development Objectives. *a.* Professional development objectives for officers accessed in this specialty include attendance at the basic and advanced officer courses at the Adjutant General School, Institute of Personnel and Resources Management, US Army Soldier Support Center, Fort Benjamin Harrison, Indiana. Officers designated in the Administrative and Personnel Systems Management specialty are encouraged to seek assignments at battalion, S-1, and division/installation AG/MILPO (military personnel office) level to ensure development in the basic techniques of SC 42 duties. Enrollment in specialty related correspondence courses is encouraged.

b. Specific professional objectives for officers accessed in specialties other than SC 42 who are subsequently designated in this specialty include attendance at the 5-week Military Personnel Officer Course, Adjutant General School, Institute of Personnel and Resources Management, US Army Soldier Support Center, Fort Benjamin Harrison, Indiana.

c. Training for officers assigned or projected for assignment to positions requiring knowledge of postal policy and procedures include a 3-week Postal Operations Course at the Adjutant General School, Institute of Personnel and Resources Management, US Army Soldier Support Center, Fort Benjamin Harrison, Indiana.

d. G1/DPCA Course, Institute of Personnel and Resources Management, US Army Soldier Support Center, Fort Benjamin Harrison, Indiana. A 3-week course for field grade officers assigned or projected for assignment to DPCA (Director of Personnel and Community Activities) positions.

e. Professional development phases and objectives for all specialties are discussed in chapter 2.

★ CHAPTER 43

COMMUNITY ACTIVITIES MANAGEMENT (Specialty Code 43)

43-1. Description of the Community Activities Management Specialty.

a. The Community Activities Management specialty encompasses duty positions in all grades primarily concerned with soldiers and civilians and their dependents as community members. It requires innovative, well motivated officers with knowledge of business practices to formulate policy for and manage those Army programs which contribute to the morale and welfare of service personnel and their families, and enhance community life. These programs include installation/area club systems, recreational and morale support activities, community services activities, and Army bands. Officers serving in this specialty are afforded the opportunity to develop professional competence through a variety of assignments and military/civilian schooling.

b. Positions in this specialty are found throughout the Army. Officers can expect to perform the following type duties:

(1) Plan, develop and direct the operation and financial management of installation/area/club systems.

(2) Plan, develop and direct community services activities at the installation level. Includes responsibility for support of the Army/Air Force Exchange system, Army Continuing Education and Dependent Education System, Army Emergency Relief, Army Community Services, local organizations, clubs and associations, American Red Cross, and other community service activities requiring installation or community support. Maintain liaison with recognized professional associations affiliated with community and morale support activities.

(3) Plan, develop and direct activities of units, headquarters and installations pertaining to morale support activities including physical activities (sports and outdoor recreation), library activities, and community and skill development activities (arts/crafts, music and theater, recreation centers, and dependent youth activities).

(4) Plan and organize community activities to include contractual services with commercial concerns and appropriated and nonappropriated fund administration.

(5) Supervise the planning, purchase, receipt,

storage, and utilization of sports supplies, arts and crafts services, auto parts and equipment, loan closet and food locker items, and other supplies.

(6) Plan, develop and direct activities of military bands and musical training of band members.

(7) Serve in staff positions which involve formulating policy for and monitoring programs and functions described above.

43-2. Role of the Community Activities Management Officer. *a.* Officers serving in the Community Activities Management specialty normally will be assigned to positions at the division/installation and higher level staffs to include The Adjutant General's Office (TAGO), HQDA.

b. Officers assigned to club management duties (SSI 43A) may be posted to positions in installation or area (military community) club systems, regional club management offices, or the Club and Community Activities Management Directorate, TAGO.

c. Examples of duty positions within the Community Activities Management specialty are categorized as follows:

(1) Club Management—

(a) Administrative Support Branch Manager.

(b) Installation/Area Club Manager.

(c) Officers Club Branch Manager.

(2) Community Services Management—

(a) Community Services Officer.

(b) Deputy for Community Activities.

(c) Personnel Services Officer.

(3) Morale Support—

(a) Morale Support Officer.

(b) Morale Support Fund Custodian.

(c) Program Coordinator—Morale Support.

(4) Army Band—

(a) Army Band Director.

(b) Bandmaster/Associate Bandmaster.

(c) Staff Bands Officer.

43-3. Participation. *a.* The Community Activities Management specialty provides career opportunities for all officers regardless of their other specialty, and offers assignments to challenging managerial positions.

b. Senior (colonel level) managerial positions which are multifunctional in nature (e.g., Director of Personnel and Community Activities) are found

throughout the Army. These positions are coded 40 (Personnel Management) in accordance with AR 611-101.

c. The Community Activities Management specialty is an accession specialty and as such, the Army will procure, educate and train officers to meet Army requirements in this specialty.

d. Acceptance as an Army band officer is contingent upon a successful musical audition at the US Army Element, School of Music, Naval Amphibious Base, Norfolk, Virginia.

43-4. Professional Development Objectives. a. Professional development objectives for officers accessed in this specialty include attendance at the basic and advanced officer courses at the Adjutant General School, Institute of Personnel and Resources Management, US Army Soldier Support Center, Fort Benjamin Harrison, Indiana.

b. Specific professional development objectives for officers assigned or projected for assignment to club manager or installation/area club manager positions,

include attendance at the 9-week Club Management Course, Institute of Personnel and Resources Management, US Army Soldier Support Center, Fort Benjamin Harrison, Indiana, and the 4-week Executive Club Management Course conducted by Florida International University at Fort Lauderdale, Florida.

c. Training for officers assigned or projected for assignment to positions related to the Army Community Services Program includes a 2-week Army Community Services Course at the Institute of Personnel and Resources Management, US Army Soldier Support Center, Fort Benjamin Harrison, Indiana.

d. G1/DPCA Course, Institute of Personnel and Resources Management, US Army Soldier Support Center, Fort Benjamin Harrison, Indiana. A 3-week course for field grade officers assigned or projected for assignment to DPCA (Director of Personnel and Community Activities) positions.

e. Professional development phases and objectives for all specialties are discussed in chapter 2.

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CHAPTER 44

FINANCE

(Specialty Code 44)

44-1. Description of the Finance Specialty. Specialty code 44 encompasses positions at all organizational levels. The tasks performed and proficiency and knowledge required are primarily those associated with financial management. Specific areas of interest include military and civilian pay, commercial transactions, travel and transportation allowances, disbursement of public funds, accounting for appropriated and non-appropriated funds, financial management information systems, and the management of finance operations. Specific skills identified within Specialty Code 44 are—

- a. Finance and Accounting Officer (44A)
- b. Accounting Officer (44B)
- c. Disbursing Officer (44C)

44-2. Role of the Finance Officer. The job of disbursing and accounting for public funds is a prime function of the Finance Officer and his/her staff. In today's 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 Specialty Officer's responsibilities. The Finance Specialty Officer has an opportunity to assume management functions and develop the necessary financial management expertise and professional competence for service in positions at the highest levels of responsibility.

44-3. Participation. a. Officers initially commissioned in the Finance Corps will have the Finance Specialty designated as their initial specialty upon entry to active duty. Finance Corps officers may

possess any of the specialties listed in chapter 2 except the Air Defense Artillery, Armor, Aviation, Field Artillery, or Infantry specialties as their additional specialty.

b. Other than Finance Corps Officers. Officers of branches other than Finance Corps may have Finance designated as their additional specialty, contingent upon Army requirements and the qualifications and desires of individual officers. Officers having Finance designated as their additional specialty will obtain specialty qualifications by taking nonresident instruction courses, resident instruction or a combination of these modes of instruction prior to serving in the Finance Specialty. Since the qualification courses for officers holding SC 44 as a second specialty are unique and tailored to the individual officer (and future duty position), coordination with the appropriate assignment manager is required.

44-4. Professional Development Objectives. a. Specific professional development objectives for Specialty Code 44 officers include training in military and civilian pay, disbursing, commercial accounts, travel and transportation, and accounting. Development should include completion of the Finance Officer Basic Course and Finance Officer Advanced Course.

b. Advanced civil schooling in support of this specialty would be in such disciplines as accounting/auditing, banking, finance, business administration, business general, comptrollership, economics and management general.



CHAPTER 44

PROCUREMENT SPECIALTY
(Specialty Code 97)**44-1. Description of the Procurement Specialty.**

a. Procurement is a major function related to the acquisition of weapon systems, materiel, and services required to accomplish the Army and Department of Defense missions. The Procurement Officer executes those functions which are directed towards harnessing the inventive and productive capabilities of private industry in order to provide the weapons, ammunition, aircraft, missiles, vehicles, electronics, and other materiel and services required by the Army and the Department of Defense (DOD).

b. Positions in this specialty involve both operational and staff activities at all levels of the Army, the Office of the Secretary of Defense (OSD), and the Defense Logistics Agency (DLA). Officers can expect to perform the following type duties:

(1) Command an Army Procurement Agency, Defense Contract Administrative Services Region, or Management Area.

(2) Manage and direct procurement activities at HQDA, US Army Materiel Development and Readiness Command (DARCOM), or Commodity Command levels.

(3) Serve as Procurement Staff Officer or Contracting Officer.

(4) Serve as Procurement Control and Production Officer.

(5) Perform as a contract negotiator.

(6) Conduct preaward surveys to determine contractor responsibility.

(7) Evaluate, review, and analyze bids and proposals for responsiveness to requirements.

(8) Monitor the performance of contractors to assure compliance with contract provisions.

c. Positions associated with this specialty are grouped as follows:

(1) Procurement Management Officer.

(2) Procurement Officer.

(3) Production Officer.

For further information see AR 611-101.

44-2. Role of the Procurement Officer. The Procurement Officer is a professional soldier who must successfully bridge the acquisition management gap between civilian industry and the military logistics community. Officers in this specialty are faced with the challenge of ensuring that the Army's acquisition management program procures the most effective weapon systems, supplies, and services available to

support and sustain the materiel readiness of our combat forces. The Procurement Officer employs advanced procurement planning, price determination, and quality control procedures made possible by the modern techniques of automation and life cycle costing. The Procurement Officer also ensures the availability of timely and accurate procurement information and pricing data that is needed by materiel managers in formulating procurement decisions. Officers possessing procurement management expertise serve in a number of functional areas such as the formulation of procurement policy and procedures, advance procurement planning, production, and industrial mobilization base planning, development of acquisition strategy, preparation of request for proposals and invitations for bid, assessing contractor responsibility, negotiation and award of contracts, contract administration to include quality assurance, negotiation and pricing of contract modification, the settlement of claims arising under a contract, acceptance of finished products, and termination and close out of contracts. The Procurement Specialty is designed to allow fulfillment of personal goals in positions that range from installation level to the OSD and throughout the Defense Contract Administrative Service Regions (DCASR) involving purchasing and contract administration, inspection and acceptance of finished products, industrial security and contract payments. The Procurement Officer acquires varied competence in wide variety of Army acquisition management functions that permit him/her to make a significant contribution to the service.

44-3. Participation. Officers may, within requirements and with HQDA approval, have Procurement designated as one of their two specialties.

44-4. Professional Development Objectives. *a.* There are several courses available for the professional education of officers having Procurement as a specialty. These courses provide officers in Procurement career fields with education and training appropriate to the individual's experience, grade, and the needs of the command to which he/she is assigned. Certain of these courses are mandatory while others are optional.

(1) *Mandatory Courses.*

(a) *Defense Procurement Management Course (DPMC).* This general survey course at the Army Logistics Management Center (ALMC), Fort Lee, Virginia, provides a detailed study of procurement proce-

dures as prescribed by statutes, the Armed Services Procurement Regulation (ASPR), and other directives which govern DOD and Army procurement operations. This course, or the equivalent, must be successfully completed by officer personnel prior to serving in Procurement Specialty positions. Equivalency will be granted for those personnel who have completed a similar course of instruction, such as Government Procurement and contracting, at an accredited college or university. Notwithstanding equivalency credit, officer personnel pursuing Procurement as a specialty are encouraged to attend DPMC early in their career development.

(b) *Defense Advanced Procurement Management Course (DAPMC)*. This ALMC course considers the general procurement mission of DOD with special emphasis on the nature and use of management tools and techniques, management considerations concerning incentive contracts, and an analysis of representative procurement problems and decisionmaking. Enrollment in this course is limited to officers who have successfully completed DPMC or equivalent and should be taken only after the individual officer has worked for a minimum of two years in the Procurement career field. This course is mandatory for officers assuming designated key Procurement positions within DOD. Equivalency credit will be given to officers possessing a graduate degree in Government

Procurement and Contract Management. Notwithstanding equivalency credit, officers pursuing Procurement as a specialty are encouraged to attend DAPMC prior to assuming a key Procurement position.

(2) *Recommended Career Development Course*. The officer with a Procurement Specialty is encouraged to further qualify himself/herself in Procurement by attending other more specialized procurement courses as listed in DOD 5010.16-C. Some of these courses include:

(a) *Defense Cost and Pricing Analysis (DCPA)*. DCPA is a two week course sponsored by the Navy Materiel Command (NAVMAT), Washington, DC. An equivalent course is the Principles of Contract Pricing conducted by the Air Force Institute of Technology (AFIT).

(b) *Defense Contract Negotiation Workshop (DCNW)*. DCNW is a one week course workshop, also sponsored by NAVMAT, which may be taken in conjunction with DCPA.

(c) *Defense Procurement Executive Seminar (DPES)*. This course, for field grade officers, is broad in nature and sufficiently flexible to permit discussing procurement matters of interest to attendees.

(d) *Additional illustrative courses are shown in figure 44-1.*

(Locate fig. 44-1, a fold-in page, at the end of the regular size pages.)

CHAPTER 45

COMPTROLLER (Specialty Code 45)

45-1. Description of Specialty Code 45. *a.* Specialty Code 45 encompasses positions involving overall staff responsibility for the coordination and support of systems by which resources are programmed and managed in the Army. Specialty Code 45 is designed to develop officers who are skilled in applying modern resource management techniques to military resource management operations. Specific skills identified within Specialty Code 45 are:

- (1) Comptroller (45A)
- (2) Program/Budget Officer (45B)
- (3) Management Officer (45C)

b. Principal functions and duties performed by officers in Specialty Code 45 include:

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

(2) Supervising and assisting in all matters pertaining to the planning, programming and budgeting system; program review; auditing; accounting systems and procedures; economic and cost analysis; and management analysis and programs.

c. Officers in Specialty Code 45 serve in resource management positions throughout the Department of Defense and Department of the Army.

45-2. Role of the Comptroller Officer. *a.* In today's Army all officers play an important role in the resource management processes. However, those in Specialty Code 45 will develop an unusually high degree of expertise in the very dynamic and challenging field of comptrollership. Specialty Code 45 officers are afforded the opportunity to participate in a specialty whose skills are in great demand in today's complex and resource dependent Army.

b. Comptroller Officers play an important role in their career development and must assume the responsibility to continue to develop professional

expertise in accordance with Army requirements by taking advantage of available civilian and military education opportunities, and, if possible, by participating in civilian professional-community activities applicable to their particular background.

45-3. Participation. All officers may, within requirements, and with HQDA approval, have Comptroller designated as one of their two specialties.

45-4. Professional Development Objectives. *a.* Specific professional development objectives for Non-finance Specialty officers include attendance at the Military Comptrollership Course (MCC) and experience at the installation/depot/activity level as a captain or major. Since MCC is quite important to SC 45 officers, it should be successfully completed as early as possible. Finance officers receive functional Comptroller Specialty training in the Finance Officer Advanced Course.

b. Advanced civil schooling in support of this specialty would be in such disciplines as Comptrollership, Business General, Accounting/Auditing, Banking & Finance, Economics, and ORSA (Business).

c. Advanced military schooling is available to Specialty Code 45 officers at several different locations. The Advanced Comptrollership Course at Fort Benjamin Harrison, Indiana is a two-week course that provides SC 45 officers the opportunity to interact with senior DOD/DA resource managers. The Advanced Resource Management Course at Syracuse University is a five-week course oriented toward the military application of standard resource management techniques presented by the faculty of Syracuse University. The Professional Military Comptroller Course at Maxwell Air Force Base is a DOD oriented seminar course that allows resource managers from all services to interact on resource management topics and issues of the day.



CHAPTER 46

PUBLIC AFFAIRS

(Specialty Code 46)

46-1. Description of the Public Affairs Specialty.

a. The Public Affairs Specialty requires skills regarding evaluation of public opinion, counseling of Army leadership based on public opinion evaluations, and providing communications strategies and programs designed to meet the information needs of all Army publics. It is an additional specialty normally selected by officers already skilled in other Army specialties.

b. Principal duties and functions performed by Public Affairs officers include—

(1) Advising the commander and staff of public opinion toward the Army and the command, identifying real and potential problems influenced by public opinion, and recommending actions required to best meet the needs of the command and its publics.

(2) Conducting programs designed to keep various publics informed about the Army within limitations of security, accuracy, propriety and policy. These external programs are termed public information and community relations, and generally include such functions as:

(*a*) Advising on the need, regulatory requirements, and DoD/Army policies regarding the timely release of information.

(*b*) Recommending methods and means of disseminating information.

(*c*) Supervising the gathering, preparation, and clearance of information for release.

(*d*) Accommodating members of the media through response to query, news conferences, briefings, interviews and tours.

(*e*) Establishing and maintaining liaison with news media representatives, government officials, organization heads, and other community leaders.

(*f*) Planning and arranging community relations programs to include open houses, tours, speaking engagements and public appearances, exhibits and demonstrations.

(*g*) Evaluating progress and public attitudes through developed feedback mechanism.

(3) Conducting programs designed to keep

soldiers, their families, civilian employees and various other internal publics informed about the Army. Internal audiences frequently include retirees, cadets and other audiences closely tied to Army activities. These internal programs are called command information, and generally include such functions as—

(*a*) Supervising the preparation, production, and distribution of Army newspapers, fact sheets, brochures, post guide books and other such print media as deemed appropriate to satisfy command information requirements.

(*b*) Supervising the production and distribution of electronic media materials deemed appropriate to satisfy command information requirements, i.e., radio, film, television, videotape, videodisc, slide, and multimedia presentations.

(*c*) Officers in the Public Affairs Specialty serve in duty positions such as Public Affairs Officer, Public Information Officer, Community Relations Officer, Command Information Officer, and Broadcast Officer. They are assigned to such commands and agencies as:

(1) Office of the Secretary of Defense.

(2) Organization of the Joint Chiefs of Staff.

(3) Office of the Secretary of the Army.

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

(5) Joint allied, and combined headquarters.

(6) Staff and faculty of service schools.

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

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

46-2. Role of the Public Affairs Officer (PAO). *a.*

Public affairs is a responsibility of command. Army commanders at all levels are responsible for informing military personnel, civilian em-

employees and the general public about Army missions, how the Army supports national defense policy, and actions which accomplish those missions. Also, commanders are responsible for promoting and maintaining friendly relations with all Army publics. Commanders normally delegate authority to carry out these responsibilities to the public affairs officers of the command.

b. As a member of the commander's staff, the PAO assists and advises the commander in the area of public affairs as it relates to accomplishing the mission of the command. In addition to the PAO's role as counselor to the commander, the public affairs officer is responsible for communications channels between the command and its publics, and provides prompt, honest and factual information about the Army through viable and effective programs in the areas of public information, community relations, and command information.

c. The Public Affairs Officer's role is vital to the basic principles which justify the existence of the Army public affairs program.

(1) The citizens of the United States have "the right to know" all unclassified information that is requested or that is within the commonly accepted meaning of news. The Army belongs to the American people. It is accountable to them and has an obligation to spend their money wisely and operate efficiently in supporting national policy.

(2) The Army needs public understanding and support. Good performance and strength alone will not bring public recognition or favorable public opinion. In a modern, complex society, the Army must establish and maintain effective public affairs programs to create a common ground of understanding with the public.

46-3. Participation. Officers of all OPMS specialties may, within requirements and with HQDA approval, request Public Affairs as one of their two specialties.

46-4. Professional Development Objectives. The overall professional development objective in the Public Affairs specialty is to provide a pool of highly qualified officers possessing managerial skills, executive talents, and specialty expertise sufficient to meet the public affairs needs of the Army. A general discussion of professional development is contained in chapter 2. Education opportunities, military and civilian, and illustrative

assignment opportunities, for the specialty are discussed below.

46-5. Professional Development Considerations. a. *Dual Specialization.* PAO's must strive to develop and maintain technical and managerial skills which qualify them for positions of high responsibility in Public Affairs and at least one other specialty. Generally, the PAO who is less than a "Whole officer" will find it difficult to gain acceptance and trust among fellow officers who control access to information, a commodity without which the PAO cannot function. A broad range of experience also enhances the PAO's credibility as an Army spokesperson when dealing with news media representatives, civic leaders, and other members of Army publics.

b. *Military Education.* Professional military education as discussed in chapter 3 applies to members of the Public Affairs specialty.

c. *Opportunities for Junior Officers.* The main emphasis during the company grade years is directed toward development of accession specialty skills. Lieutenants are normally not afforded the opportunity to serve in public affairs positions because of limited position requirements and the need for officers to bring a background of field experience to PAO assignments. This should not deter junior officers from stating a public affairs preference early in their careers as every effort is made to meet the limited requirements for junior grade PAOs from among those who possess the preference, academic background and/or civilian acquired skills for such positions. Likewise, an effort is made to afford junior officers inclined toward public affairs work the opportunity for such service before the officer must indicate a preference for a second specialty.

d. *Basic Public Affairs Training.* Formal training and civilian experience in journalism do not in themselves qualify officers for positions in the Public Affairs Specialty. Prior to reporting to the first public affairs assignment, all officers should attend the Public Affairs Officer Course at the Defense Information School (DINFOS), Fort Benjamin Harrison, IN. Officers projected for jobs with the American Forces Radio and Television Service should attend the Broadcast Management Course at DINFOS. The courses cover statutory and other constraints unique to the conduct of public affairs and broadcast operation within the government as well as the policies and directives within DOD and the services.

e. Advanced Public Affairs Training.

(1) Officers with demonstrated desire and potential for highly responsible public affairs assignments will be selected to pursue graduate level study at accredited colleges and universities in such public affairs disciplines as Journalism, Communication Science, Public Relations, Instructional Technology, and Motion Picture Production. Selection normally occurs during the fifth through twelfth years of commissioned service.

(2) Selected members of the Public Affairs Specialty will be afforded the opportunity to attend advanced public affairs training conducted each year at leading universities under provisions of AR 621-1. The graduate level courses are sponsored by the Office of the Chief of Public Affairs, HQDA, and are announced each fall by message. Individual applications are required.

(3) Members of the Public Affairs Specialty are encouraged to use opportunities for elective study during branch advanced courses, Command and General Staff College (Graduate Coop Program), and equivalent courses to concentrate on the development of public affairs skills.

(4) Selected members of the Public Affairs Specialty will be afforded the opportunity to participate in the Public Affairs Training With Industry (TWI) program. Officers in the grade of captain and major are chosen to spend one year training with leading print, broadcast, and public affairs companies. Individual applications are required under provisions of AR 621-1.

(5) Experienced, field grade public affairs officers should participate in the one-week Senior Public Affairs Officer Courses at DINFOS. Quotas

are required and may be obtained through the annual solicitation process conducted by the Training and Doctrine Command.

(6) All members of the Public Affairs Specialty should seek opportunities for job-related training by enrolling in short course training (workshops, seminars, etc.) under provisions of AR 621-1 whereby MILPERCEN funds tuition costs and the local command pays TDY costs.

(7) Specialty members of all grades should regard annual PAO conferences conducted by DA, major commands and field Army levels as learning opportunities and attend whenever possible. Conferees are exposed to exchanges of information among peers and to guest presentations by senior officers and civilian public affairs experts on the roles, functions, and performance of Army PAO's.

(8) Public affairs officers are encouraged to exercise individual initiative in obtaining public affairs training. Suggested college level courses are listed in the Professional Development Guide. Other opportunities exist through individual memberships in professional organizations devoted to public affairs, conducting original research, writing for publication in military and civilian publications, and producing products for distribution via various electronic media.

f. Importance of On-the-Job-Experience. Officers should avoid the notion that education and training alone qualify them for highly responsible Public Affairs positions. There is no substitute for experience. Public Affairs officers should, in cooperation with personnel managers, seek increasingly responsible positions which afford exposure to all facets of the specialty and maximize the opportunity to learn by doing.



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CHAPTER 47

SUPPLY MANAGEMENT SPECIALTY (Specialty Code 92)

47-1. Description of the Supply Management Specialty. *a.* The Supply Management Specialty is concerned with the functions of supply which apply to materiel items from various commodity groupings. Additionally, the specialty addresses the operation of the Army 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 Management and Procurement Specialties respectively. Positions in this specialty embrace the boarder aspects of supply since supply operations related to single commodities or single commodity groupings are found in the commodity specialties.

b. Many officers will have the opportunity of serving in positions associated with the Supply Management Specialty, particularly officers of non-logistics branches who serve as unit S-4's. The experience acquired in such positions will benefit officers pursuing Supply Management as a specialty; however, previous experience is not required of officers who request this specialty as an alternate. Similarly, officers with previous supply experiences are not required to request this specialty solely because of their experience.

c. Positions in this specialty are found throughout the Army and in joint activities. 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 the 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 installation supply activities.

d. Positions associated with this specialty are grouped as follows:

- (1) Supply Management Officer, General.
- (2) Supply Management Officer.
- (3) Storage Officer.

For further information see AR 611-101.

47-2. Role of the Supply Management Officer. Today's modern Army requires all officers to be knowledgeable of supply measures. Officers in the Supply Management Specialty will develop a high degree of expertise in the critical function of ensuring that the right items are in the right place in the right quantity at the right time. Supply Management positions are found in using organizations (S-4/G-4), direct support units, general support units, corps, US Army Materiel Development and Readiness Command (DARCOM), Defense Logistics Agency (DLA), HQDA and at Army installations worldwide. Many positions are within the Project Management and Installation Management Programs. The scope of Supply Management includes the use of automatic data processing and financial accounting techniques. Opportunities for command exist from lieutenant through colonel grades and include both troop and activity (e.g., depot) command. The challenge of managing the Army's supplies provides many opportunities for advancement and personal satisfaction.

47-3. Participation. *a.* Officers commissioned in the Quartermaster Corps may have the Supply Management Specialty designated as their primary specialty upon entry on active duty. Quartermaster officers may, within requirements and with HQDA approval, have any of the specialties listed in chapter 2 designated as one of their two specialties except Air Defense, Armor, Field Artillery and Infantry.

b. Officers commissioned in any branch may have Supply Management as one of their specialties.

47-4. Professional Development Objectives.

a. Officers with Supply Management as a specialty may complete one or more courses appropriate to this specialty. These courses include: The Army Supply Management Officer Course conducted by the US Army Quartermaster School, Fort Lee, Virginia; the

Defense Inventory Management Course conducted by the US Army Logistics Management Center, Fort Lee; the Army Depot Operations Management Course and the Army Provisioning Management Course, both taught at the US Army Logistics Management Center. Officers in this specialty should consult DA Pam 351-4 and DOD 5010.16-C for scope and content of

these and other courses that relate to the Supply Management Specialty.

b. Professional development career patterns for this specialty as well as for all specialties are discussed in chapter 2. Educational opportunities, both military and civilian, and assignment opportunities for this specialty are shown in figure 47-1.

(Locate fig. 47-1, a fold-in page, at the end of the regular size pages.)

CHAPTER 48

FOREIGN AREA OFFICER (Specialty Code 48)

48-1. Description of the Foreign Area Officer (FAO) Specialty. *a.* The Foreign Area Officer Specialty encompasses positions requiring foreign area expertise, language proficiency, and politico-military awareness. FAOs 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 FAO Specialty includes the following functional areas:

- (1) Security Assistance Officer-48A.
- (2) Psychological Operations Officer-48B.
- (3) Attache-48C.
- (4) Civil Affairs Officer-48D.
- (5) Unconventional Warfare Officer-48E.
- (6) Civil Military Operations Officer-48F.
- (7) Politico-Military Affairs Officer-48G.

c. Officers in the FAO Specialty serve at the following organizational levels:

- (1) Office of the Secretary of Defense (OSD).
- (2) Department of State.
- (3) Organization of the Joint Chiefs of Staff (OJCS).
- (4) Combined, unified, and joint commands.
- (5) Department of the Army staff agencies, major commands, service school, and related activities.
- (6) Military Assistance Advisory Groups (MAAGS), Missions, and Liaison Officers.
- (7) US Defense Attache Officers.
- (8) G-5 Section at Corps and Division level.
- (9) Special Forces, Psychological Operations and Civil Affairs units.

d. Officers interested in FAO should understand that entry into the specialty may entail substantial overseas service, particularly at the senior field grade level.

e. The common, underlying dimension which provides a linkage among the skills of the FAO Specialty is politico-military awareness. FAO skills amplify and build upon the foundation an officer has gained in a primary specialty. Special Skill Identifiers (SSI) "48A" through "48G" represent the functional skills contained in the FAO Specialty, while Additional Skill Identifiers (ASI) "4A" through "4R" are used to represent regional area skills. FAO SSI and ASI classification guidelines are contained in AR 611-101.

48-2. 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 nation's national interests, foreign policy objectives, and the interface with military strategy, the FAO acquires comprehensive, up-to-date knowledge of the language, armed forces, geography, history, economics, politics, and sociological factors of a geographic region of the world as required.

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

48-3. Participation. *a.* Officers managed by the Officer Personnel Management Directorate may have FAO designated as one of their specialties.

b. General qualifications for officers entering the specialty include:

- (1) Possess a baccalaureate degree, preferably in a social/political science or related discipline, from an accredited college or university.
- (2) Have attained a minimum score of 18 on the Defense Language Aptitude Test (DLAT) or 89 on the DLAB. Officers interested in studying Russian, Korean, Arabic or Chinese must have attained a score of 30 on the DLAT or 100 on the DLAB or have had language training in the subject language at an accredited institution.

- (3) The use of FAOs in sensitive Depart-

ment of Defense and Department of the Army assignments requires a high personnel security standard for officers designated in the FAO Specialty. Accordingly, each FAO designee must—

(a) Be a US citizen and eligible for TOP SECRET clearance in accordance with the provisions of AR 604-5.

(b) Be free of marital difficulty and from abnormal family ties or business complications which might divert attention from military duty. Foreign financial interests, foreign investments, and continual excessive personal indebtedness are possible causes for disqualification.

c. Officers may have SC 48 tentatively designated upon accession at any time before the normal second specialty designation point if they meet the qualifications indicated above and especially if they already have substantial regional qualification. Officers interested in early specialty designation should apply with their Career Management Division. Entry into the FAO Specialty and FAO regional training is highly competitive and an officer's demonstrated manner of performance is an important factor for consideration.

48-4. Professional Development. *a. Objective.* The professional development objective of the Foreign Area Officer Specialty is to develop a sufficient number of qualified officers to serve in Department of Defense and Department of the Army positions which require regional skills represented by the FAO Specialty ASIs and/or the functional skills represented by the FAO Specialty SSIs.

b. Concept. Officers designated in the FAO Specialty may follow multiple professional development patterns in the acquisition of FAO skills. Regional areas of specialization are identified and awarded to specialty participants as required and appropriate. FAO Specialty training opportunities are geared to align closely with known or projected FAO requirements.

(1) The newly designated FAO attends the Foreign Area Officer Course conducted by the US Army Institute for Military Assistance, Fort Bragg, North Carolina, as soon as practicable after specialty designation, consistent with the needs of the Army and tour stabilization guidelines.

(2) Further FAO professional development consists of functional or specialized training needed to perform in FAO assignments, and may include language training if required.

(3) Regional Qualification.

(a) *General.* Regional qualification entails foreign language proficiency at C3/R3 level, completion of an advanced degree in a FAO-related discipline, preferably area studies, and the completion of overseas training or its equivalent. A FAO regional ASI ("4A" through "4R") is awarded by HQDA to an officer who has attained full regional qualification. Officers already possessing regional qualifications through previous training, education, or assignments may request that the appropriate regional ASI be awarded. Requests for award of a regional ASI should be forwarded to Commander, MILPERCEN, ATTN: DAPC-OPE-C, 200 Stovall Street, Alexandria, VA 22331, and should contain Defense Language Proficiency Test (DLPT) scores, academic transcripts (if not already on file), and a brief description of the qualifying assignment(s), including location(s), inclusive dates, and description of duties performed.

(b) *Graduate civil schooling.* Funded graduate-level FAO schooling is conducted in interdisciplinary area studies, since the majority of regionally validated FAO assignments require this discipline. If, however, an officer has acquired a masters degree in one of the disciplines reflected in figure 28-1, he/she meets the FAO graduate-level qualification objective. Officers who attend civilian graduate programs in area studies are encouraged to obtain the most comprehensive knowledge of their region possible within the time available. Additionally, FAO students should seek to gain a basic understanding of statistical applications in the social sciences since an increasing amount of politico-military analysis and policy development is being accomplished using the scientific research methods employed in the social sciences.

(c) *Language training may vary from six to twelve months depending upon the language studied.* Language training is conducted at either the Defense Language Institute or at overseas language schools in the geographic area. Additional advanced language training is integrated into most of the programs of instruction for overseas training. FAO officers (and spouses) are encouraged to improve foreign language skills through participation in command language programs or available off-duty courses, since every specialty member will probably not have the opportunity for formal language training. Officers should feel free to seek guidance from Officer Personnel Management Directorate personnel managers in order to align their self-study efforts

as closely as possible with realistic future Army requirements.

(d) Overseas training.

(1) Overseas training is designed to immerse the FAO trainee in a foreign environment while he undergoes an extensive program of travel, research, and study which is tailored to the local situation. Guidance, management, and budget responsibility for overseas training is accomplished by the Office of the Assistant Chief of Staff for Intelligence in coordination with the Office of the Deputy Chief of Staff for Operations and Plans and with the US Army Military Personnel Center. Normally, the overseas training phase will be the final phase of FAO regional qualification, although in some cases officers may be programed for overseas training prior to attaining a graduate degree. Language training will usually precede overseas training unless the FAO is already language qualified. The duration of overseas training varies from one to two years depending upon the region of the world.

(2) USSR area FAO trainees generally attend the 2-year course at the US Army Russian Institute, (USARI), Garmisch, Germany, in lieu of overseas training. The curriculum at USARI

is presented in the Russian language. Short field trips are scheduled to the Soviet Union and East European countries to augment the academic curriculum.

(3) Primary consideration for the very limited number of in-country training allocations goes to officers having between 5 and 15 years of commissioned service, serving in the grade of captain or major, and who have demonstrated a high potential for promotion.

(4) Constructive credit for overseas training. Constructive credit may be granted for a previous or projected overseas assignment which equates to overseas training and which has allowed the officer to develop in depth language skills and knowledge of the region. The criteria for award of constructive credit for overseas training is that the officer have served successfully in a qualifying overseas assignment in a position requiring extensive contact with allied or indigenous military forces and the civilian populace.

(5) FAO training programs are designed to meet Army requirements while taking into consideration the officer's personal interests, the time available, his/her potential, and his/her previous schooling and experience.



CHAPTER 49

OPERATIONS RESEARCH/SYSTEMS ANALYSTS (Specialty Code 49)

49-1. Description of the Operations Research-Systems Analysis Specialty. *a.* The Operations Research/Systems Analysis (ORSA) Specialty encompasses positions requiring the application of objective and orderly thinking, supported by research tools, normally of a mathematical, statistical, or economic type, to the analysis of complex operational and management problems. ORSA techniques are applied to an unusually wide spectrum of Army activities and become important and useful tools for all decisionmakers. Proper analysis using objective, ORSA techniques provide decisionmakers with quantitative data from which meaningful information can be derived; e.g., effectiveness, risks, and resources which are used in the evaluation of alternative policies or strategies to best support of satisfy clearly defined objectives.

b. Principal duties included in this specialty are—

(1) Conduct or supervision of quantitative analysis for the systematic investigation of the relationships inherent in complex operational and management problems in areas such as strategy and tactics, logistical systems, training 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) Design and conduct of experiments and field tests.

(4) 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.

(5) Planning, evaluation, coordination and integration of ORSA activities with other staff elements and Army functions.

(6) Review of ORSA studies for adequacy.

(7) Duty as instructor of ORSA techniques in service schools.

c. Officers in the ORSA Specialty may serve in the following examples of duty positions at the indicated organization level (not all inclusive)—

(1) Force Structure Analyst, Organization of the Joint Chiefs of Staff.

(2) Operations Research Analyst, Headquarters, Department of the Army Staff agencies.

(3) System Analyst, US Army Concepts Analysis Agency.

(4) Project Officer, US Army Operational Test and Evaluation Agency.

(5) ORSA Staff Officer, US Army Training and Doctrine Command or US Army Recruiting Command.

(6) Instructor, USMA, CGSC, or SSC.

49-2. Role of the ORSA Officer. ORSA trained and educated officers have proven to be valuable assets to the Army. ORSA has been and will continue to be a critical Army-wide functional area. An officer pursuing the ORSA Specialty will have the opportunity to apply ORSA techniques to a wide spectrum of Army problems. An officer serving as an operations research/systems analyst must frequently bridge the gap between the military and science and management activities. The officer thereby acquires competence in a wide variety of Army functions as well as in scientific tools of decisionmaking which will permit her/him to make a significant contribution to the service.

49-3. Participation. *a.* SC 49 is a non-accession specialty. Officers may, within requirements and with HQDA approval, have ORSA designated as one of their two specialties at or before their eight years of service.

b. General qualifications for officers entering the specialty include:

(1) Possess a baccalaureate degree from an accredited college or university, preferably in Engineering, Physical Science, business manage-

ment or a related discipline when supported by a quantitative analytical background such as mathematics, probability theory, or statistical analysis.

(2) Demonstrate an academic proficiency suitable for graduate study at an accredited university.

49-4. Professional Development Objectives. *a.* The ORSA Specialty, like all the OPMS specialties, is designed to provide for progressive career development through increasingly important staff and command assignments alternating with increasingly senior ORSA assignments. Early ORSA assignments should be with analytical agencies to provide the ORSA officer with first hand experience in working with his/her ORSA skills. The experienced ORSA officer can expect assignments to those Department of the Army staff and Office of the Secretary of Defense positions that require review of completed studies and application of analytical results to a variety of complex problems and decisions.

b. Officers in the ORSA Specialty are encouraged to obtain a graduate degree in ORSA Graduate degrees in engineering, physical science

or business management are also acceptable options if course work includes a strong analytical background in mathematics, probability theory and statistical analysis.

c. Military courses are available to supplement civilian education. The 12 week ORSA Military Applications Course I offered at the Army Logistics Management Center (ALMC) (Fort Lee, VA) provides initial entry training for those officers in the ORSA Specialty who have not been to graduate school in ORSA. The 3 to 5 day ORSA Continuing Education Program seminars also held at ALMC provide graduate and postgraduate level instruction in subjects of interest to Army operations research analysts.

d. 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, training, logistics, and personnel. This allows 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.

CHAPTER 52

NUCLEAR WEAPONS

(Specialty Code 52)

52-1. Description of Nuclear Weapons Specialty. The Nuclear Weapons Specialty encompasses those positions requiring the application of expertise in nuclear weapons and nuclear power.

a. The Nuclear Weapons Specialty positions are those positions whose incumbents perform duties at all organizational and staff levels in the following functional skill areas:

- (1) Nuclear weapons policy and doctrine.
- (2) Nuclear weapons operations and training.
- (3) Nuclear weapons research, development, and acquisition.
- (4) Nuclear weapons target analysis and effects determination.
- (5) Nuclear weapons surety.
- (6) Nuclear weapons logistics.

b. In addition to positions identified with the specialty skills listed above, this specialty includes other positions in the force structure which either require nuclear weapons 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 Nuclear Weapons 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 Nuclear Weapons 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.

c. Officers in the Nuclear Weapons Specialty can expect to serve with—

- (1) Department of Defense.
- (2) US Energy Research and Development Administration.
- (3) Organizations of the Joint Chiefs of Staff.
- (4) Unified commands.

(5) NATO commands.

(6) Headquarters, Department of the Army.

(7) Major Army commands.

(8) US Defense Nuclear Agency.

(9) Other activities having a requirement for nuclear weapons expertise.

52-2. Role of the Nuclear Weapons Officer. The role of the officer serving in Nuclear Weapons 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. Nuclear weapons expertise is utilized in nuclear weapons operational activities, employment doctrine, and determining nuclear weapons requirements. Additionally, this expertise is used in research, development, tests, evaluation, acquisition of nuclear weapons, and research and analysis of nuclear weapons effects. The technical knowledge involved requires officers possessing aptitude in scientific disciplines, to include nuclear physics, nuclear engineering, and nuclear chemistry.

52-3. Participation. Officers may, within requirements, and with HQDA approval, have Nuclear Weapons designated as one of their two specialties. Priority for acceptance into this specialty will be given to officers having primary specialties corresponding to the specialty skill requirements of many Nuclear Weapons positions.

52-4. Professional Development Objectives. Specific professional development objectives include formal training at baccalaureate or higher level in nuclear physics, nuclear engineering, or nuclear chemistry and at least one year experience involved with the integration of Nuclear Weapons functions with other functions of the Army.



CHAPTER 53

AUTOMATED DATA SYSTEMS MANAGEMENT (Specialty Code 53)

53-1. Description of the Automated Data Systems.

a. The Automated Data Systems Management (ADSM) Specialty encompasses positions involving the planning, organizing, directing, coordinating, controlling and budgeting of automated data systems to serve the needs of functional users. Officers command/manage data processing activities; advise commanders and staffs on the application of automatic data processing technology and systems security; supervise/perform systems analysis and design; and supervise programming for functional applications such as personnel, finance, intelligence, command and control, and logistics.

b. All ADSM positions are identified by a position requirement code. That code contains a Specialty Skill Identifier (SSI) and if appropriate additional skill and language identifiers.

(1) *SSI 53A (Applications Software Analysis and Design)* positions require skills for designing, developing, maintaining, and managing application systems and software. Officers in these positions design information management architecture and data system interfaces. They also develop requirements for, design and execute application system tests, install systems, design user procedure and design automated integrated data bases. They provide documentation for effective system use, maintenance and user training.

(2) *SSI 53B (Automated Information Systems Management)* requires skills for the command/overall management of automated support services to include the development, maintenance, operation, and security of automated data systems. The principal functions associated with the positions include leadership of ADP units, analysis of data pertinent to functional problems and the design and translation of solutions to those problems into documented requirements for operational automated systems. The positions also include the administration of automated data system; policy planning, program budget formulation and funding of activities concerned with the analysis and design of automated data systems;

and the development, testing, maintenance, and documentation of supporting application programs.

53-2. Role of the Automated Data Systems Management Officer. *a.* Officers in the ADSM Specialty are faced with the challenge of ensuring that the Army remains abreast of all technological advances in the areas of automation, information systems and computer science. Officers possessing the ADSM specialty serve in a number of functional areas such as command and control, intelligence, personnel, financial management, research and development, logistics, and communications. The ADSM officer ensures the availability of timely and accurate information and analysis needed by commanders and personnel managers to assist them in the decision making process.

b. Officers who serve in Applications Software Analysis and Design positions are required to possess an in-depth knowledge of systems software, applications design techniques, information design technology, and automated data systems resource management as evidenced by possession of a baccalaureate and/or graduate degree in computer science, automatic data processing, or a training and practical experience. A working knowledge of computer hardware, data communications, and high level programming language is desired.

c. Officers who serve in Automated Information Systems Management positions must possess a knowledge of computer hardware, systems software, application design techniques, data communications, and automated data systems resource management as evidenced by completion of the Automated Data Systems Management Course (at USAADMINCEN) and/or equivalent training and practical experience.

53-3. Participation. *a.* SC 53 is a non-accession specialty. Officers may, within requirements and with HQDA approval, have ADSM designated as one of their specialties at or before the eighth

year of service. Prior to the eighth year, officers may be designated into SC 53 under the tentative or event or permissive process. This designation is based on experienced military training or civilian education.

b. General qualifications for officers entering the specialty include, but are not limited to the following:

(1) Possess a baccalaureate and/or graduate degree in computer science or a closely related academic discipline.

(2) Possess a knowledge of computer hard-

ware and/or software as evidenced by prior experience in automation or information resource management.

53-4. Professional Development Objectives. Training for SC 53 officers is conducted at the USA-ADMINCEN, Fort Benjamin Harrison, Indiana. This training prepares officers for duty in Automated Information Systems Management positions. Officers who couple this training with a degree in a computer science discipline are prepared for Applications Software Analysis and Design positions.

CHAPTER 54

PROJECT MANAGER DEVELOPMENT PROGRAM

54-1. Role of the Project Manager. Project Management is to the materiel acquisition area precisely what command is to the combat operations area. The two have much in common in the sense that both require the imaginative drawing together into an integrated operation the limited resources allocated towards a given objective. Both require leadership and management ability to accomplish the most demanding objectives in a timely fashion at the least cost.

a. The outstanding leaders on the field of battle are those who can bring together the functions of communications, personnel, operations, intelligence, and logistics and lead men to accomplish certain objectives in accordance with a stated mission. In the field of materiel acquisition, the project manager must be able to combine the functions of research and development, financial estimating and control, procurement, manufacturing, testing, and logistics and to lead an integrated team of government (military and civilian) and industry personnel to accomplish a certain objective within designated time, cost and performance constraints.

b. Project Management is a type of organizational structure 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 major program management in an extremely sophisticated, complicated area wherein personnel with expertise in all functional areas of management were organized under a centralized leadership to channel their efforts toward achieving a single goal. A modern day equivalent is the multibillion dollar Army Ballistic Missile Defense Program commanded by a major general reporting directly to the Army's Chief of Staff. 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. Project managers are assigned responsibilities for acquiring certain high dollar items, items of national urgency, or items designated by the Department of the Army such as aircraft, missiles, and combat vehicles. The project manager is delegated full authority by the Secretary of the Army and the Chief of Staff for the management of his/her project, and in turn is responsible for the following:

(1) Planning, directing, and controlling the allocation and utilization of all resources authorized for the project.

(2) Defining, developing, support planning, testing, initially procuring, producing, and distributing the item being developed.

(3) Achieving technical performance objectives of the project on a timely basis at the lowest practicable cost.

(4) Initiating practical trade-offs among system capabilities, logistics, costs, and schedule.

54-2. Explanation of Terms. *a. Project Manager (PM).* The individual within a developing or procuring agency designated by the Secretary of the Army who exercises full line authority over all planning direction and control of tasks and associated resources involved in providing a designated weapon or equipment system. This authority includes all phases of research, development, finance, testing, procurement, production, distribution, and logistical support for the purpose of maintaining a balanced program to accomplish the stated objectives.

b. Project Manager. The individual, designated by the head of a developing or procuring agency, who is delegated authority and assigned responsibility for centralized management of a particular program usually of smaller scale that does not qualify for project management or that requires some degree of centralized management.

c. Project Management Office (PMO). The organization comprised of personnel assigned full time to a PM. The PMO may be augmented with additional personnel from participating organizations if so authorized by charter.

d. Participating Organization. Any activity not part of the designated developing or procuring agency PMO, whose participation is necessary for integrated planning and execution of specific aspects of a project. These organizations are included in the project manager charter.

54-3. Description of the Project Manager Development Program (PMDP). *a.* The PMDP is a program for the professional development of officers pursuing a career in managing the acquisition of major defense systems. Unlike a specialty, which is a distinct grouping of similar positions in which officers receive professional development, the PMDP encompasses a variety of positions in a number of specialties. The PMDP is similar to the programs of professional

development for the specialties described in other chapters in that it prescribes policies and procedures for the management of officers to meet a specific Army skill requirement.

b. The purpose of the PMDP is to identify and develop qualified commissioned officers to support future requirements for PM's and other senior officers within materiel acquisition activities in the DOD. The development goal is to qualify individuals to provide centralized management over planning, direction and control of research, development, testing, initial procurement, production, distribution, and logistical support for a designated weapon, weapon system, aircraft, or equipment system.

c. The PMDP is applicable to all commissioned officers serving in the grade of captain through colonel on active duty except officers of the Judge Advocate Generals Corps, Chaplains and the Army Medical Department. Officers in the PMDP have primary and alternate specialties designated in the same manner as other officers. The officer's primary or alternate specialty should be either Research and Development, Procurement, a technically oriented specialty such as Communications-Electronics Engineering, one of the materiel management specialties, or, in some cases, Comptroller, Automatic Data Processing, or Operations Research/Systems Analysis.

d. Positions for the development of officers in the PMDP are found in PM offices; Headquarters, US Army Materiel Development and Readiness Command (DARCOM) and its subordinate commands; Department of the Army Staff; and other activities involved in materiel acquisition management. Additionally, officers in the PMDP serve in positions involving operation and maintenance of equipment at the unit level in order to gain first hand knowledge of the problems of the user of materiel items. Depending on their qualifications, officers in the PMDP may perform duties in several of the specialties listed in c above. It will not be possible for all officers in the PMDP to serve as PM's, since it is not possible to accurately forecast the number of PM's or the specific mixture of skills required at any particular time in the future. Officers in the PMDP who are not required as PM's will be able to serve in the many other positions involved in the management of major Defense systems acquisition as well as in their primary and alternate specialties.

54-4. Participation. All officers on active military service who meet the following criteria are eligible to apply for participation in the PMDP:

- a. Be in a branch other than Judge Advocate General's Corps, Chaplains, or Army Medical Department.
- b. Be in the grade of captain through colonel.
- c. Have completed the advanced course level of military schooling.

d. Have completed six years of Active Federal Commissioned Service (AFCS).

e. Officers possessing more than 10 years AFCS at the time of application must either possess a specialty related to one of the principal project management functions (i.e., Research and Development, Operations Research/Systems Analysis, Procurement, Logistics, etc.) or have experience related to project management.

f. Have the following educational background:

(1) *Military schooling.* Military schooling appropriate to grade and length of service; this includes Command and General Staff College or equivalent for field grade officers and advanced course attendance for company grade officers.

(2) *Civil schooling.* Baccalaureate or higher degree. The degree preferably should be in one of the following fields.

(a) Management.

(b) Engineering.

(c) Physical Sciences.

Possession of any other baccalaureate degree is sufficient if the officer has received project manager related civilian or military training or has had qualifying materiel acquisition experience.

g. Have, by manner of performance, demonstrated a high level of intelligence, initiative, imagination, judgment and potential for development as a PM.

h. Indicate a desire to participate in the program.

i. Have at least 6 years of active service remaining upon entry into the program.

54-5. Professional Development Objectives. Only the most important, technically complex, and costly defense systems are afforded project management. Officers selected as PM's must possess materiel acquisition managerial and leadership ability as well as the technical competence necessary to supervise the entire range of research, development, procurement, production, testing and evaluation, distribution, fielding and logistics support phases of a project. The qualifications listed below serve as a basis for the selection of PM's and constitute the professional development objectives for officers in the PMDP.

a. *Education.*

(1) Possess a baccalaureate degree, preferably in Engineering or the Physical Sciences.

(2) Possession of an advanced degree in Business, Management, Engineering or a Physical Science is desired.

(3) Successful completion of the Program Management Course at the Defense Systems Management College (DSMC), or equivalent, is normally required. (Officers who are selected as PM designees and have not attended this course will attend the Executive Refresher Course at DSMC.)

(4) Graduation from the Industrial College of the

Armed Forces (ICAF) is desired; graduation from any senior service college is acceptable. (For PM selection, this criterion may be waived for officers who have served as a product manager or as a field grade officer in the office of a PM.)

b. Experience.

(1) Service as a product manager or as a field grade officer in the office of a PM involved in the materiel acquisition of a sophisticated weapon or materiel system or comparable service with DOD or other governmental agency is desired.

(2) Experience in at least one, but desirably two, of the following areas is required: Research and development, comptrollership, procurement, logistics, or a technically oriented specialty.

(3) Service as a staff officer in the Office of the Secretary of Defense, Army Staff, or Headquarters, DARCOM in any of the functional areas indicated in (2) above is desired.

(4) Service in positions in which the potential PM obtains unit level experience in operation and maintenance of the type materiel he/she is to manage is required.

c. Characteristics.

(1) Demonstrate executive ability.

(2) Demonstrate outstanding performance in positions of increasing responsibility.

(3) Possess the background, experience, potential and ability to serve in the highest positions of the Army.

54-6. Professional Development. The challenges of project management encompass a variety of functional areas, and the various management skills needed by the potential PM can only be developed by experience and training in a number of specialties. In order to develop officers with the requisite skills, potential PM's will receive development in materiel acquisition related functions; namely: Research and development, procurement, and general logistics; development in skills related to a particular type of materiel, such as missiles, armaments, or munitions; and development in basic management skills, such as program planning and control, needed by all PM's. This concept of professional development is referred to as interspecialty development to distinguish it from the concept of dual specialty development described in chapter 2. In practice, interspecialty development builds on an officer's qualifications in his/her primary and alternate specialties and provides the opportunity for the potential PM to round out his/her background through appropriate assignments and schooling.

a. The assignment patterns followed by officers in the PMDP will vary depending primarily on officers' primary and alternate specialty qualifications and years of service upon entering the program. The objective is for each officer in the program to attain the job

experience described in paragraph 54-5b. For most officers in the program this will entail spending most of the remainder of their career in program related duties.

b. Education and training opportunities for officers in the PMDP include both military and civilian schooling. Officers are eligible for the education and training described in the chapters pertaining to their primary and alternate specialties as well as for interspecialty training in the functional areas of project management. Although some officers will not have the opportunity to attain all of the education objectives listed in paragraph 54-5a through resident training, all of the objectives can be attained through nonresident or off duty programs available to all officers. Officers in the PMDP who do not attain the objectives through resident courses are expected to complete the training through nonresident or off duty programs. Interspecialty training available includes:

(1) *The Program Management Course at DSMC.* The DSMC was established to prepare selected field grade officers for assignments in materiel acquisition management. Students at DSMC are educated in a broad spectrum of materiel acquisition and program management activities through opportunities to experience the actions necessary in resolving materiel acquisition management issues, management-simulation exercises, and case studies.

(2) *Training with Industry (TWI).* This program provides training for selected individuals in industrial procedures and practices. The training is designed to obtain knowledge, experience and perspective in management and operational techniques in order to fill positions of significant responsibility in activities that interface with civilian industry.

(3) *Short courses offered by DSMC, the Army Logistics Management Center, and other military schools.* Courses in research and development, management, procurement, logistics, and the various management techniques used in project management are available.

c. Figure 54-1 illustrates possible professional development patterns for members of the PMDP. The development patterns illustrate the opportunities for officers to develop integrative management skills as well as acquire and sharpen the functional management skills of research and development, procurement, and logistics.

54-7. Applications and Nominations. *a.* An officer who meets the criteria listed in paragraph 54-4 above may apply for participation in the program by submitting a letter of application. The applicant's immediate military superior will indorse the application and forward it directly to HQDA (DAPC- appropriate officer division), 200 Stovall Street, Alexandria, VA 22332.

b. Anyone in appropriate position who has knowledge of an officer's qualifications may submit a nomination by letter to CG, MILPERCEN as prescribed in *a* above. HQDA will afford each officer who has been nominated and found qualified the opportunity to accept or decline the nomination.

c. CG, MILPERCEN will select officers by board action to participate in the program. Selection of individuals not having proven performance in materiel acquisition management will be conditional until such performance becomes a matter of record.

d. HQDA will award the Project Manager Development Program Additional Skill Identifier (ASI) code to program members in accordance with AR 611-101.

e. In order to minimize any possibility of misunderstanding or injustice to applicants who are not selected for program membership, notice of nonselection will not be made a part of the officer's personnel file, either in the field or at HQDA. It is the responsibility of the

individual applicant, upon notice of non-selection, to have the copy of his/her application removed from his/her field military personnel file.

54-8. Release from the Program. *a.* Officers may be released from the PMDP for any of the following reasons:

(1) Change in the number of officers required in the program.

(2) Failure to demonstrate the desired progress in development, duty performance, interest or aptitude.

(3) Written request for release submitted by the officer concerned.

b. Release of officers upon their application will not preclude future assignments to duty in the materiel acquisition field nor will it in any way be considered prejudicial for future assignments to include command consideration.

c. Notification of release from the program will be by HQDA letter.

(Locate fig. 54-1, a fold-in page, at the end of the regular size pages.)

★ CHAPTER 71

AVIATION LOGISTICS
(Specialty Code 71)

71-1. Description of the Aviation Materiel Management Specialty. *a.* The Aviation Materiel Management Specialty encompasses those positions related to the life cycle management of aviation materiel and the broad spectrum of logistics as applied to aviation. Officers in this specialty will be rated aviators. During the lieutenant and captain phases, officers normally serve in at least one cycle of the life management functions and will become extensively involved in the logistics of aviation.

b. Officers having Aviation Materiel Management as a specialty can expect to perform the following types of duties:

(1) Serve as commander of a section, platoon, detachment, company or battalion engaged in Aviation Unit Maintenance (AVUM), Aviation Intermediate Maintenance (AVIM), or depot support level maintenance.

(2) Serve as S4 in an aviation battalion, brigade, or group.

(3) Serve as depot aircraft supply officer, storage officer, or stock control officer.

(4) Serve as a staff officer in commodity command or higher headquarters.

(5) Direct procurement, receipt, inspection, storage, maintenance and distribution of aircraft supplies, repair parts, and equipment.

(6) Manage activities involved in the removal, installation, modification, overhaul, repair and storage of aviation materiel.

(7) Develop and improve methods and procedures for aircraft maintenance.

(8) Serve as a project manager (PM) for an aviation system that has entered production/deployment or operation and support phase in life cycle management.

71-2. Role of the Aviation Materiel Management Officer. During the early decades of Army aviation, the logistical support system was adequate to meet the

needs of relatively unsophisticated aircraft. Today's advancements in aviation technology have provided increased challenges for those personnel in logistical support roles. This challenge is being met by the personnel selected for the OPMS Specialty 71. Whether in a peacetime or wartime environment, the Aviation Materiel Manager is responsible for aviation related items from materiel concept investigation through ultimate disposal of obsolete systems. Because of the wide range of responsibilities, the Aviation Materiel Manager will serve in positions requiring the highest degree of leadership, trust, and managerial ability. Wherever the assignment, the Aviation Materiel Manager will be called upon to serve in one of the newest and most dynamic career fields within the US Army.

71-3. Participation. Officers commissioned in the Transportation Corps may have the Aviation Materiel Management Specialty designated upon entry on active duty. Transportation Corps officers may, within requirements, and with HQDA approval, have any of the specialties listed in chapter 2 designated as one of their specialties except SC 11 (Infantry), SC 12 (Armor), SC 13 (Field Artillery), SC 14 (Air Defense Artillery) and SC 15 (Aviation).

71-4. Professional Development Objectives. *a.* Newly commissioned officers programed into the Aviation Materiel Management Specialty will attend the Initial Entry Rotary Wing Aviator Course and the Aircraft Maintenance Officer and Repair Technician Course. Those officers projected for S4 assignments may attend the Supply Management Officer Course.

b. Advanced civil schooling for officers in support of the Aviation Materiel Management Specialty would be in such disciplines as Logistics Management, Aeronautical Engineering, Business Administration and Procurement.

c. Professional development career patterns for this specialty as well as for all specialties are discussed in chapter 2.



CHAPTER 72

COMMUNICATIONS-ELECTRONICS MATERIEL MANAGEMENT

(Specialty Code 72)

72-1. Description of the Communications-Electronics. *a.* (C-E) Materiel Management Specialty (SC 72) is a hybrid officer specialty in that it requires skills in both logistics and C-E. This specialty is designed to train and develop commissioned officers for duty as C-E logisticians in assignments with Department of Defense Agencies and in Department of the Army positions around the world. SC 72 officers supervise the development, installation, supply, and maintenance of electronic and electromechanical systems throughout the C-E materiel life cycle.

b. SC 72 contains positions to accomplish the following specific functions:

- To provide for the reliability, maintainability, and supportability of C-E materiel required by the Army in performance of its mission.
- To effectively interface with C-E materiel designers and functional logisticians as early as practicable in the materiel life cycle.
- To implement supply and maintenance discipline throughout the materiel life cycle.

72-2. Role of the C-E Materiel Management Officer. *a.* C-E Materiel Management Officers are in a specialized field of logistics that receives constant emphasis because the Army's C-E assets total billions of dollars. C-E Materiel Managers are often placed in positions related to procurement and production. In such positions, they find themselves responsible to establish professional liaison between the Army, the civilian industrial complex, C-E materiel designers, and functional logisticians.

b. Principal duties performed by C-E Materiel Managers include—

- Serving as the supply officer in Signal battalions.
- Establishing maintenance data collection and analysis procedures upon

which improved maintenance programs are developed.

- Establishing organizational maintenance practices, standards, and quality control techniques.
- Directing C-E supply activities.
- Supervising operation of inventory control centers for C-E materiel.
- Serving as unit C-E Maintenance Officer.
- Serving as staff officer in supply commodity management activities.

72-3. Participation. SC 72 is an accession specialty. This means that the specialty is open to lieutenants when they come on active duty. Only lieutenants who enter the Signal Corps are awarded SC 72 as their accession specialty. However, under the Officer Personnel Management Systems (OPMS) dual specialty concept, SC 72 can be awarded to any qualifying officer at the eighth year designation point. In addition, some officers are awarded the specialty earlier than the eighth year under the tentative, event or permissive specialty designation process. The designation is based on experience, military training or civilian education.

72-4. Professional Development Objectives. *a.* Training for accession SC 72 officers is conducted at the US Army Signal Center and School, Fort Gordon, Georgia. Selected officers also receive training in various logistics related courses conducted at Fort Lee, Virginia. Lieutenant training consists of the Signal Officer Basic Course (SOBC) and a 12 week Electronics Maintenance Officer Course. Both are held at Fort Gordon. SC 72 officers also attend the SC 72 track of the Signal Officers Advance Course at the Signal Center. Several officers also attend either the Supply Management Officer Course or the Logistics Executive Development Course (LEDC) at Fort Lee, Virginia.

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b. Training for non-accession SC 72 officers is identical to the training of accession SC 72 officers except that the SOBC and core portion of the SOAC are not included. The SC 72 training conducted at Fort Gordon is essential for all SC

72 officers. The training conducted at Fort Lee, Virginia is provided to selected officers depending upon the availability and background of each individual officer.

★ CHAPTER 73

**MISSILE MATERIEL MANAGEMENT
(Specialty Code 73)**

73-1. Description of the Missile Materiel Management Specialty. *a.* The Missile Management Specialty encompasses positions pertaining to the management of air defense, land combat, and land combat support missile systems to include associated guidance, launching, handling and test equipment. Officers in this specialty may perform a variety of functions related to Missile Materiel Management throughout the life cycle of each missile system.

b. Positions in this specialty are found at all levels of the Army from platoon to major command. Officers having Missile Materiel Management as a specialty can expect to perform the following type duties:

(1) Commodity manager for missile materiel at corps or theater Army headquarters or at a materiel management center.

(2) Commander or staff officers of general logistics support unit.

(3) Commander or staff officer of a unit or activity engaged in direct support, general support, or depot support of missile materiel.

(4) Staff officer for a missile system project manager during various phases of the system's life cycle from concept development through removal from the Army's inventory.

(5) Missile Test Officer, Technical Assistance Officer, or Missile Maintenance Officer during the development phase of the missile system's life cycle.

73-2. Role of the Missile Materiel Management Officer. Missile Materiel Management officers play a vital role in the development, fielding, support, and final disposition of a significant portion of the Army's missile firepower delivering capability. Officers participating in the Missile Materiel Management Specialty can expect a wide variety of assignments. Positions requiring the services of officers participating in this specialty are found in organizations at all levels of the Army's structure, ranging from support of Air Defense Artillery and Field Artillery units deployed in the division area to management of procurement activities for missile systems at the Department of the Army level. The technical sophistication of the missile systems, their tactical importance, and the high dollar cost of fielding and maintaining these systems require that officers serving in this specialty be competent managers of both personnel and materiel; and be skilled in such logistic functions as production control, supply, and quality assurance/quality control techniques. Se-

lected officers within this specialty will acquire considerable experience in various engineering fields and/or expertise in such areas as contracting, procurement, cost analysis, operations research and systems analysis, as well as other logistical fields. Missile Materiel Management will present a rewarding and challenging career to officers selecting this specialty.

73-3. Participation. *a.* Officers designated Missile Materiel Management as their initial specialty will be commissioned in the Ordnance Corps. Some other officers will be designated Maintenance Management as their additional specialty during the dual specialty designation process.

b. Initial specialty Missile Materiel Management officers may, within prescribed limits, be designated any of the specialties listed in chapter 2 of their additional specialty, except Infantry, Armor, Field Artillery or Air Defense Artillery. Army requirements, individual qualifications and personal preferences will all be considered during this process.

73-4. Professional Development Objectives.

a. Some specific company grade professional development objectives for officers designated SC 73 upon entry on active duty include the following: a baccalaureate degree, completion of the basic and advanced courses (Missile Materiel Management track) taught at the US Army Ordnance Center and School, Aberdeen Proving Grounds, MD with further specialty track training at the US Army Missile and Munitions Center and School, Redstone Arsenal, AL, company command and the identification of an additional specialty with related functional training and a subsequent developmental assignment.

b. For officers designated Missile Materiel Management at the eighth year point, specific professional development objectives include the following: completion of the Missile Materiel Management Course (currently the Advanced Course's Missile Materiel Management track) and subsequent developmental assignments in the maintenance field prior to promotion to field grade.

c. Throughout a Missile Materiel Management Officer's career, there are several functional courses available to prepare him/her for specific duty assignments:

(1) The Army Maintenance Management Course and the Logistics Executive Development Course (taught at the US Army Logistics Management Center,

Ft. Lee, VA) for captains and field grade officers programmed for duties in DARCOM.

(2) The Supply Management Officer Course

(taught at the US Army Quartermaster Center and School, Ft. Lee, Va) for company grade officers en route to field Army assignments.

CHAPTER 74

CHEMICAL

(Specialty Code 74)

74-1. Description of the Chemical Specialty. *a.* The Chemical Specialty encompasses functions which are primarily oriented toward operations, training, scientific, development and acquisition activities in support of nuclear, biological and chemical (NBC) defense programs. The specialty provides the Army with a highly trained corps of NBC defense and operational experts.

b. Positions in this specialty are involved with staff operations to include large area smoke, management, development and acquisition of chemical materiel and activities requiring knowledge of NBC operations to include employment support, defensive procedures, equipment and techniques, fallout prediction, surveying and monitoring procedures, battlefield survival techniques and the intelligence aspects of NBC operations. Additionally, officers may volunteer for service in the explosive ordnance disposal field.

c. Positions in this specialty are found at all levels of the Army; Chemical Officers can expect to perform the following type duties:

- (1) Advising commanders on plans for security and protective measures to be employed to minimize effectiveness of enemy NBC attack.
- (2) Serve as a battalion, brigade, division, corps, or major Army Command Chemical Officer.
- (3) Develop NBC doctrine and procedures.
- (4) Develop plans for the employment of chemical weapons.
- (5) Plan, conduct, and supervise NBC defensive training.
- (6) Evaluate NBC technical intelligence data.
- (7) Command a NBC Defense Company, Smoke unit, or production facility.
- (8) Develop, design, test, and analyze new types of chemical munitions and NBC defense equipment.
- (9) Serve, as project manager for selected items.
- (10) Develop, analyze, or study chemical compounds, or supervise a laboratory involved in such studies.

(11) Establish and control supply activities related to chemical materiel.

(12) Serve as a service school or military college faculty member.

74-2. Role of the Chemical Officer. The prime responsibility of the Chemical Officer is to support the Army by providing expertise concerning all aspects of chemical, biological, and nuclear defense and chemical operations to commanders and staff at all levels. Officers serving in the Chemical Specialty can expect many diverse and challenging assignments. Approximately 85 percent of the Chemical positions are oriented toward operational, training and staff duties. The other Chemical positions are logistics related to include research and development activities. Because of the nature of NBC activities, the Chemical officer may perform as an action officer within a general staff section or as a special staff officer. As such, the Chemical officer is the principal advisor to the commander on matters relating to NBC defense and the retaliatory employment of chemical weaponry and is the key to an effective and meaningful NBC readiness posture.

74-3. Participation. Officers commissioned in the Chemical Corps will have the Chemical Specialty designated upon entry on active duty. Chemical officers may, within requirements, have any other specialty designated as an additional specialty with the exception of Infantry, Armor, Field Artillery or Air Defense Artillery. Likewise, other officers may have Chemical designated as one of their two specialties.

74-4. Professional Development Objectives *a.* Newly commissioned officers scheduled for assignment in the Chemical Specialty will complete the Chemical Basic Officer Course at the US Army Chemical School, Fort McClellan, Alabama. The purpose of this course is to provide each officer with a general knowledge of the technical aspects of NBC operations to include medical, intelligence, and support aspects. In addition to the Basic

Course, some specific company grade professional development objectives for officers designated SC 74 upon entry on active duty include: a baccalaureate degree, two years satisfactory performance in operational SC 74 job, completion of the Advanced Course and the identification of a second specialty.

b. For those officers designated SC 74 as a second specialty, assignment will schedule them to attend a Chemical specialty course at Ft. McClellan, AL.

c. Officers volunteering for explosive ordnance disposal (EOD) duty will attend the EOD Course at the US Naval EOD Facility, Indian Head, Maryland, to qualify in the detection, sampling, first aid, decontamination and handling

and disposal of chemical agent found in unexploded ordnance. Officers anticipating an assignment where escort duties are performed may complete the Technical Escort Course at Redstone Arsenal, Alabama.

d. Current Chemical requirements compared with the available inventory, reflects that many Chemical Officers will serve in successive SC 74 positions. The same is true for several other specialties. Board members are informed of these anomalies and are instructed to give full credit to professional performance outside the dual track pattern when considering an officers promotion potential and comparing him with his peers who have enjoyed more traditional dual specialty tracking.

★ CHAPTER 75

MUNITIONS MATERIEL MANAGEMENT (Specialty Code 75)

75-1. Description of the Munitions Materiel Management Specialty. *a.* The Munitions Materiel Management Specialty encompasses positions concerned with conventional and special munitions and warheads, and associated maintenance, test, and handling equipment. Also included in this specialty are positions pertaining to detection, identification, rendering safe, recovery, or disposal of hazardous US and foreign munitions. Officers in this specialty may perform a variety of functions throughout the life cycle of munitions from development to disposal.

b. Positions in this specialty are found at all levels of the Army from platoon to major command. Officers having Munitions Materiel Management as a specialty can expect to perform the following type duties:

(1) Commander of a platoon, company, battalion, brigade, or depot which is involved in ammunition operations.

(2) Commander of an Explosive Ordnance Disposal Detachment or serve as staff officer in major command controlling or supporting detachments.

(3) Commander or staff officer of an ammunition manufacturing plant.

(4) Commodity manager for munitions materiel at corps or theater Army headquarters or at a materiel management center.

(5) Ammunition officer who supervises the issue, storage, transportation, and maintenance of both conventional and special ammunition.

(6) Staff officer in a battalion, brigade, depot or major command headquarters, or service school.

(7) Principal staff officer for Explosive Ordnance Disposal matters.

(8) Project manager or staff officer for a weapon system during various phases of the system's life cycle from concept development through removal from the Army's inventory.

c. Duty positions associated with this specialty are grouped as follows:

(1) Munitions Materiel Management Officer, General.

(2) Conventional Munitions Materiel Management Officer.

(3) Special Weapons Materiel Management Officer.

(4) Explosive Ordnance Disposal Officer.

For further information see AR 611-101.

75-2. Role of the Munitions Materiel Manage-

ment Officer. Munitions Materiel Management officers play a key role in the development, production, fielding, support, and final disposition of a most important component of the Army's fire power capability. Officers participating in this specialty can anticipate a wide variety of assignments in organizations located throughout the Army's structure. The overall technical sophistication of the various munitions in the Army's inventory will require that officers serving in this specialty develop an expertise in several engineering technologies and management techniques. The mission of providing munitions materiel support to our combat forces is crucial in time of war and requires a high degree of professionalism among the officers of this specialty. Munitions Materiel Management is a highly challenging and rewarding specialty.

75-3. Participation. *a.* Officers designated Munitions Materiel Management as their initial specialty will be commissioned in the Ordnance Corps. Some other officers will be designated Munitions Materiel Management as their additional specialty during the dual specialty designation process.

b. Initial specialty Munitions Materiel Management officers may, within prescribed limits, be designated any of the specialties listed in chapter 2 as their additional specialty, except Infantry, Armor, Field Artillery, or Air Defense Artillery. Army requirements, individual qualifications, and personal preferences will all be considered during this process.

75-4. Professional Development Objectives.

a. Some specific company grade professional development objectives for officers designated SC 75 upon entry on active duty include the following: a baccalaureate degree, completion of the basic and advanced courses (Munitions Materiel Management track taught at the US Army Ordnance Center and School, Aberdeen Proving Grounds, MD, with specialty track instruction at the US Army Missile and Munitions Center and School, Redstone Arsenal, AL) company command and the identification of an additional specialty with related functional training and a subsequent developmental assignment.

b. For officers designated Missile Materiel Management at the eighth year point, specific professional development objectives include the following: completion of the Missile Materiel Management Course (currently the Advanced Course's Missile Materiel Management track) and subsequent developmental assign-

ments in the maintenance field prior to promotion to field grade.

c. Following completion of the basic course, selected officers will attend follow-on training in special weapons materiel management conducted by the US Army Missile and Munitions Center and School USAMMCS).

d. Officers may elect to volunteer for qualification training as an Explosive Ordnance Disposal (EOD) Officer. Qualification for EOD duties consists of a three phase course. Phase I training is conducted at the USAMMCS. Phases II and III are conducted at the US Naval Explosive Ordnance Disposal School, Indian

Head, MD. This training is designated to qualify officers in such functions as location, rendering safe, removal, and subsequent disposal or salvage of unexploded conventional and special explosive ordnance including biological, chemical, and nuclear munitions.

e. An additional course is appropriate for Munitions Materiel Management captains and field grade officers programmed for DARCOM assignments: The Logistics Executive Development Course, taught at the US Army Logistics Management Center, Ft. Lee, VA, covering the wholesale logistics system.

CHAPTER 81

PETROLEUM MANAGEMENT

(Specialty Code 81)

81-1. Description of the Petroleum Management Specialty. *a.* The Petroleum Management Specialty encompasses those positions relating to procurement, storage, supply and distribution, and procurement and in-storage surveillance (testing) of petroleum items. Petroleum items include all lubricants and fuels, both bulk and packaged, used in support of the Army mission.

b. Petroleum Management has one Specialty Skill Identifier (SSI): 81A, Petroleum Management Officer.

c. Positions in this specialty are found throughout the Army structure and joint activities. Officers can expect to perform the following type duties:

(1) Prepare plans and policies for the supply and distribution of petroleum products.

(2) Direct the operation of base or mobile laboratories engaged in inspection and testing of petroleum products. Supervise performance of standard physical and chemical tests, evaluate the test results to ensure products meet Federal and military specifications, and recommend disposition of off-specification or captured petroleum products.

(3) Perform and direct quality assurance at point of procurement and direct quality surveillance throughout entire petroleum distribution systems.

(4) Determine bulk and package petroleum products and liquefied petroleum gas requirements, storage space requirements, distribution system requirements, and quality assurance requirements.

(5) Recommend location of petroleum pipeline routes, petroleum terminals, supply points, and depots, and advise on petroleum bulk fuel distribution system design.

(6) Establish storage and issue locations using petroleum fuel system supply point systems in support of field operations.

(7) Direct the operation of and user maintenance on petroleum pipelines, terminals, and dispensing systems.

(8) Plan, coordinate and supervise loading and discharge of ocean-going tankers and other petroleum vessels.

(9) Direct the preparation of reports and the maintenance of records pertaining to petroleum accounting and distribution operations.

(10) Direct the supply and/or procurement action to obtain petroleum products, storage and distribution services, and handling of government-owned fuel.

(11) Resolve technical problems related to determination, estimation, computation, and analysis of petroleum and liquefied petroleum gas requirements.

(12) Determine requirements for, provide technical information on, and assist in the development of new items of petroleum equipment and systems.

(13) Develop, direct, and coordinate energy conservation program policy concerning allocation, supply, and use of energy resources.

For further information see AR 611-101.

81-2. Role of the Petroleum Management Officer.

a. The primary role of the Petroleum Management Officer is to assure that high quality petroleum products are at the right place at the right time and in sufficient quantities to support Army requirements.

b. In addition, the Petroleum Management Officer has become the primary advisor to the commander on energy conservation, environmental pollution abatement policies, and installations of liquefied petroleum gas facilities.

c. Although the Army's dependency on petroleum products has increased, the amount of petroleum available has diminished. The Petroleum Management Officer has therefore inherited a new role of advising the commander on the allocation and distribution of the available petroleum products to assure that quantities are sufficient to accomplish all training/combat objectives.

d. Because of the numerous modes used in transporting petroleum, the Petroleum Management Officer must be competent in ship to shore operations, pipeline operations, rail tankcar and tanktruck procedures. Petroleum Management Officers must be familiar with the handling, sampling and testing of all petroleum products. In addition, they must be knowledgeable of the civilian petroleum capabilities within their area of operations. All of these factors combine to make this specialty a challenging and rewarding professional field with positions available throughout the world at all levels of the Army, joint staffs and allied headquarters.

81-3. Participation. *a.* Officers commissioned in the Quartermaster Corps may have the Petroleum Management Specialty designated upon entry on active duty. Officers accessed into this specialty, may, within prescribed limits, have any of the specialties listed in chapter two designated as their additional specialty except Air Defense Artillery, Armor, Field Artillery, Infantry, or Aviation.

b. Officers commissioned in any branch may

have the Petroleum Management specialty designated as one of their two specialties.

81-4. Professional Development Objectives. *a.* Newly commissioned officers scheduled for a Petroleum Management Specialty assignment will complete the Basic Petroleum Management track of the Quartermaster Basic Officer Course conducted by the US Army Quartermaster School, Fort Lee, Virginia. The purpose of this course is to provide officers with a working knowledge of functions, duties, and responsibilities of petroleum logistics in both peacetime and wartime. The course provides a background sufficient for the officer to fill petroleum positions at the lieutenant level.

b. An officer who enters the Petroleum Management Specialty and has not completed the Basic Petroleum Management track must take the Advanced Petroleum Management Specialty track conducted at the US Army Quartermaster School. This course is designed to provide the student with training and skills required to perform Petroleum Management duties from company level to Department of the Army, joint service and Department of Defense level.

CHAPTER 82

SUBSISTENCE MANAGEMENT

(Specialty Code 82)

82-1. Description of the Subsistence Management Specialty. *a.* The Subsistence Management Specialty encompasses positions related to the direction of research, development, test, evaluation, and procurement of food and allied equipment, design and development of subsistence training, determination of food requirements; receipt, storage, issue, accounting and disposal of subsistence items; supervision of food service activities within a command; and operation of the worldwide commissary network to include procuring, storing, issuing, selling, and accounting for subsistence supplies.

b. Subsistence Management has three Specialty Skill Identifiers (SSI):

- (1) 82A, Subsistence Supply Officer.
- (2) 82C, Food Service Officer.
- (3) 82D, Commissary Management Officer.

c. Positions in this specialty are found throughout the Army and in joint activities. Officers 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 and dining facility operations.
- (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 storage, Class I supply points, and Troop Issue Subsistence Activities.
- (4) Monitor execution of food service, dining facility attendant and 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 regional field offices and DA level.

(9) Manage Troop Issue Subsistence Activity.

For further information see AR 611-101.

82-2. Role of the Subsistence Management Officer. Officers participating in subsistence management serve at the highest level in both the wholesale and retail logistics systems. They have opportunities to perform duties in a variety of positions encompassing a broad spectrum of food management duties ranging from division/installation Food Advisors, to subsistence and commissary positions, to Director of Food Service and Subsistence in the major commands, Department of the Army and the Defense Logistics Agency. Whether it is direct troop support or procurement or subsistence planning, Food Management Officers contribute to and influence accomplishment of the Army's logistics mission. Challenging and interesting assignments are available to those who can meet the demands of service in the Subsistence Management Specialty.

82-3. Participation. *a.* Officers commissioned in the Quartermaster Corps may have the Subsistence Management Specialty designated as their initial specialty upon entry on active duty. Officers accessed into this specialty may, within prescribed limits, be designated any of the specialties listed in chapter 2 as their additional specialty except Infantry, Armor, Field Artillery, Air Defense Artillery or Aviation.

b. Officers commissioned in any branch may have the Subsistence Management Specialty designated as one of their two specialties.

82-4. Professional Development Objectives. *a.* Newly commissioned officers scheduled for a subsistence related assignment will complete as part of his/her basic officer course the Subsistence Management Specialty track conducted at the US Army Quartermaster School, Fort Lee, Vir-

ginia. The basic course provides attending officers with a working knowledge of the policies, principles, standards, and techniques involved in subsistence, food advisor, and troop issue subsistence operations.

b. Two other subsistence related courses are available. The Commissary Management Course provides officers with a working knowledge of commissary operations to include accounting pro-

cedures, merchandising techniques, and inventory control. The 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. The Quartermaster Officer Advanced Course also offers a Subsistence Management track.

★ CHAPTER 91

MAINTENANCE MANAGEMENT (Specialty Code 91)

91-1. Description of the Maintenance Management Specialty. *a.* The Maintenance Management Specialty is concerned with the execution of maintenance operations (inspection, testing, servicing, repair, overhaul, and reclamation) and the management of maintenance programs.

b. During the initial company grade years, positions in this specialty involve planning and directing the activities of Army units and organizations engaged in the repair parts supply and maintenance of wheeled and general purpose vehicles; ground support materiel (generators, construction equipment, air conditioners, materiel handling equipment, etc.); and other mechanical equipment and associated nonmechanical equipment, except medical, aerial delivery, and cryptographic materiel. During the late company grade and the field grade years, duties include supervising the formulation, review, and implementation of overall maintenance plans, programs, policies, and doctrine designed to improve the reliability and availability of Army materiel.

c. Officers designated Maintenance Management can expect to perform the following type duties at all levels of the Army from company and battalion through major command and Department of the Army Staff:

(1) Direct maintenance activities within a unit to include assignment, classification, diagnosis of malfunctions, 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 Maintenance Staff Officer of unit engaged in providing direct support, general support, or depot maintenance.

(6) Advise commander and staff elements of maintenance policies, plans, and programs.

(7) Serve as project officer for selected items.

(8) Serve as staff maintenance officer and coordinate all maintenance activities of a command.

(9) Plan for mobilization maintenance and logistic readiness.

(10) Supervise the career programs and training of maintenance personnel.

(11) Assist in review of maintenance support

planning for new items of materiel.

(12) Monitor effectiveness of the Army Maintenance Management System.

(13) Manage CONUS installation maintenance activities.

(14) Provide maintenance advice for Military Assistance Program.

d. Positions associated with this specialty are grouped as follows:

(1) Maintenance Management Officer

(2) Armament/Mechanical Maintenance Officer

e. For further information see AR 611-101.

91-2. Role of the Maintenance Management Officer. Maintenance Management Officers represent one of the Army's most valuable personnel assets in the area of overall maintenance support of the Army equipment inventory. Officers serving in this specialty can expect to serve in maintenance and maintenance-related positions in organizations located on a worldwide basis throughout the Army structure. Maintenance Management Officers will very often find that the demands of their respective duty positions will require a comprehensive knowledge of maintenance management as it applies to multiple commodity areas. In addition, a comprehensive knowledge of supply management will frequently prove to be essential. The Army Maintenance Management System is continually undergoing refinement and becoming increasingly sophisticated. As a result, the Maintenance Management Specialty is becoming increasingly more demanding and thereby requires officers with outstanding leadership and managerial skills.

91-3. Participation. *a.* Officers designated Maintenance Management as their initial specialty will be commissioned in the Ordnance Corps. Many other Officers will be designated Maintenance Management as their additional specialty during the dual specialty designation process.

b. Initial specialty Maintenance Management officers may, within prescribed limits, be designated any of the specialties listed in chapter 2 as their additional specialty, except Infantry, Armor, Field Artillery or Air Defense Artillery. Army requirements, individual qualifications, and personal preferences will all be considered during this process.

91-4. Professional Development Objections. *a.* Some specific company grade professional development objectives for officers designated SC 91 upon en-

try on active duty include the following: a baccalaureate degree, completion of the basic and advanced courses (Maintenance Management track taught at the US Army Ordnance Center and School, Aberdeen Proving Ground, MD), company command, and the identification of an additional specialty with related functional training and a subsequent developmental assignment.

b. For officers designated Maintenance Management at the eighth year point, specific professional development objectives include the following: completion of the Maintenance Management Course (currently the Advanced Course's Maintenance Management track) and subsequent developmental assignments in

the maintenance field prior to promotion to field grade.

c. Throughout a Maintenance Management Officer's career, there are several functional courses available to prepare him/her for specific duty assignments.

(1) The Army Maintenance Management Course and the Logistics Executive Development Course (taught at the Army Logistics Management Center, Ft. Lee, VA) for captains and field grade officers programmed for duties in DARCOM.

(2) The Supply Management Officer Course (taught at the US Army Quartermaster Center and School, Ft. Lee, VA) for company grade officers en route to field Army assignments.

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CHAPTER 92

MATERIEL/SERVICES MANAGEMENT

(Specialty Code 92)

92-1. Description of the Materiel-Services Management Specialty. *a.* Materiel/Services Management is a broad specialty, incorporating a range of complimentary functions. In the area of materiel management, operations include stock control and inventory control—which consists of cataloging, requirements computation, storage, in-storage surveillance and distribution. Closely related is aerial delivery of supplies and equipment as well as the inspection, cleaning, repair, testing, supply, packaging, rigging and storage of air drop materials. Services management duties are associated with the Army and Air Force Exchange Service, collection and disposal of unserviceable and surplus military materiel, direction of memorial activities, installation and operation of laundry, dry cleaning, bath, and fumigation services and management of post billeting facilities.

b. Materiel/Services Management has five Specialty Skill Identifiers (SSI):

(1) 92A, Supply and Services Management Officer.

(2) 92B, Materiel Management Officer.

(3) 92C, Depot Operations/Storage Officer.

(4) 92D, Aerial Delivery and Materiel Officer.

(5) 92E, Memorial Activities Officer.

c. Officers possessing this specialty can expect to perform the following types of duties:

(1) Command, lead a platoon, or serve as a staff officer in a unit providing supply and service support.

(2) Serve as a staff officer at all levels of the Army, joint staffs or defense agency positions.

(3) Supervise operation of inventory control centers/commodity management.

(4) Manage installation supply activities.

(5) Direct the receiving, warehousing, surveillance, and shipment of supplies and equipment.

(6) Develop foreign aid requirements in accordance with governmental policy.

(7) Direct the rigging of supplies and equipment for aerial delivery and supervise recovery operations.

(8) Direct and monitor all facets of logistics services.

(9) Develop plans and programs for current and future operations of Army/Air Force Exchanges.

(10) Supervise memorial activities such as registration and marking of graves, collection of personal effects, funeral arrangements, and operations of military cemeteries.

(11) Function as logistics staff officer in support of development of new equipment and supplies (life cycle management) in a project management office.

92-2. Role of the Materiel/Services Management Officer. The support of a modern Army, and in particular the combat forces, is a vital mission that requires a high degree of logistical expertise. Provision of supplies and services (at the right place at the right time) is a challenge that will tax the abilities of officers in this specialty as well as provide many opportunities for advancement and personal satisfaction.

92-3. Participation. Officers commissioned in the Quartermaster Corps may have the Materiel/Services Management Specialty designated upon entry on active duty. Other officers may be awarded this specialty during the dual specialty designation process. Accession SC 92 officers may within prescribed limits and Army requirements, be designated any of the specialties listed in chapter 2 as their additional specialty except Infantry, Armor, Field Artillery, Air Defense Artillery or Aviation.

92-4. Professional Development Objectives. *a.* Some specific company grade professional objectives for officers designated SC 92 upon entry on active duty include: a baccalaureate degree (preferably in a related quantitative or business field), completion of the Quartermaster Officer

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Basic and Advanced Courses at Fort Lee, VA and the identification of an additional specialty. Overall, an officer must become technically proficient and master his leadership skills.

b. Throughout an officer's career, there are functional courses to help prepare for certain duty positions; however, the basic instruction for all Army in the Field assignments is provided at the Quartermaster School. Officers accessed into SC 92 receive the requisite schooling in the

SC 92 Specialty track of the Basic or Advanced Course while additional specialty designees undertake the Supply Management Officer Course. For duty training other than Army in the Field, MILPERCEN assignment managers will seek to match officer availability with the start date of the appropriate courses. This will not always be possible or even required; however, each case will be evaluated when assignments are determined.

CHAPTER 95

TRANSPORTATION MANAGEMENT

(Specialty Code 95)

95-1. Description of the Transportation Management Specialty. *a.* Manages all facets of transportation relating to the planning, operation, coordination and evaluation of all methods of transportation including multi-model systems. Commands all types of transportation or movement control units in a theater of operations with responsibility for planning, programming and controlling personnel and cargo movements within a geographic area. Determines mode and arranges for movement of personnel, materiel, personal property and supplies by rail, highway, water or air. Coordinates movement plans as required. Provides necessary documentation for the movement of personnel and cargo. Makes recommendations concerning policies, allocations, maximum efficient utilization and operation of transportation equipment. Supervises training of personnel in proper transportation functions. Makes recommendation for priority movement of personnel and material through truck heads, rail heads and terminals.

b. The major skill areas within the Transportation Management Specialty are:

- (1) Transportation Management Officer (95A).
- (2) Traffic Management Officer (95B).
- (3) Marine and Terminal Operations Officer (95C).
- (4) Highway/Rail Transportation Officer (95D).

95-2. Role of the Transportation Management Officer. *a.* The primary function of the Transportation Management Officer is the multi-model movement of personnel, equipment and supplies in support of the US Army's combat and peacetime mission. The functions and duties peculiar to this specialty include:

- (1) Command transportation units engaged in cargo movement or troop movement in overseas areas or in the United States.
- (2) Supervise terminal operations to include directing cargo loading and discharge, operating intransit storage areas, cargo accounting

and documentation, and terminal facilities management.

(3) Plan for and recommend the employment of transportation resources and conduct of transportation operations at all staff levels.

(4) Develop doctrine pertaining to transportation policies and procedures.

(5) Establish policies and procedures for the shipment of cargo by commercial or military container and ensure the efficient use of containers.

(6) Command and control the operation of water transportation equipment assigned to a port or inland waterway service.

(7) Program and supervise the movement of troops and cargo through terminals and inland waterway systems.

(8) Serve as Transportation Officer interfacing with commercial carriers at and above installation level.

95-3. Participation. *a.* Officers commissioned in the Transportation Corps and not entering into the aviation program will have the Transportation Management Specialty upon entry on active duty. Transportation Corps officers may, within requirements and HQDA approval, select any other specialty listed in chapter 2 as an additional specialty except SC 11 (Infantry), SC 12 (Armor), SC 13 (Field Artillery), SC 14 (Air Defense Artillery), and SC 15 (Aviation) and SC 71 (Aviation Materiel Management).

b. Officers commissioned in any branch may have the Transportation Management Specialty designated as one of their two specialties.

95-4. Professional Development Objectives. *a.* Newly commissioned officers in the Transportation Corps will complete the Transportation Officer Basic Course conducted by the US Army Transportation School, Fort Eustis, Virginia. This course provides officers with a working knowledge of the mission, capabilities, and employment of

transportation units and the functions, duties and problems a platoon leader assigned to a transportation unit will face. Officers with Specialty Code 95 will attend the Transportation Officer Advanced Course conducted at Fort Eustis, prior to completion of their eighth year of commissioned service. This course provides the student with an understanding of those positions and functions related to the management and operations of the Army worldwide transportation unit systems and

functions as they apply at company commander and battalion staff officer level.

b. Professional development career patterns for this specialty as well as for all specialties are discussed in chapter 2. Specific professional objectives for officers of branches other than the Transportation Corps who are subsequently designated into this SC 95 include attendance at the six-week functional track of the Transportation Officers Advance Course, Fort Eustis, Virginia.

CHAPTER 100

ORGANIZATIONAL EFFECTIVENESS STAFF OFFICER PROGRAM (ASI 5Z)

100-1. The role of the Organization Effectiveness Staff Officer/Consultant. *a. General.* The Organizational Effectiveness is a program of planned, systematic actions designed to improve the functioning of a military organization through use of behavioral science and management skills. The program is a phased program specifically designed for the unique requirements of a military unit. OE is a total systems approach, affecting organizational structure, technology, environmental factors and people. The actual process is controlled by the unit commander and supported by Organizational Effectiveness Consultant ("OEC").

(1) "OECs" or officers designated with the Organizational Effectiveness ASI of 5Z (additional skill identifier) provide the expertise to improve the functioning of Army organizations by performing in the following functions:

(a) Full time OE consultant assisting commanders/managers in improving organizational effectiveness and combat readiness.

(b) Staff officer in a limited number of other assignments requiring OE expertise.

(c) Assisting the clarification of organizational values, goals, missions, objectives, and performance objectives.

(d) Improving organization-wide planning processes.

(e) Providing expertise on organizational design decisions including assistance with implementing and managing these processes.

(f) Providing expertise on managing and implementing major organizational changes.

(g) Assisting in the improvement of resource allocation procedures.

(h) Suggesting alternative decision making processes to achieve command-wide goals.

(i) Providing expertise to improve the functioning of systems that cross organizational boundaries.

(k) Provide expertise to improve those organization processes crucial to force readiness and combat performance.

(2) "OECs" or officers designated with the Organizational Effectiveness ASI 5Z provide the

expertise to improve the functioning of Army organizations by serving in the following duty positions:

(a) Full time OE consultant assisting commanders/managers in improving organizational effectiveness and combat readiness.

(b) Staff officer in a limited number of other assignments requiring OE expertise, but not involving full time formal consulting. These assignments are in OE program management, training development, combat development, OEC&S staff and faculty, selected service school faculty, research areas, or similar positions.

b. Role of the OE Consultant. An officer pursuing the OE program will have the opportunity to apply OE technology to a wide variety of Army problems within all functional areas. An officer serving as an OE consultant must frequently bridge the gaps among functional areas within an organization and between organizations. The officer thereby acquires varied competence in a wide variety of Army functions as well as OE technology which will permit him/her to make a significant contribution to the service.

100-2. Explanations of Terms. *a. Organizational Effectiveness Consultant.* A staff officer who provides technical advice and assists the Commander in the process of change; an individual who receives specialized training in management science in the areas of concepts, methods, and skills and who then applies these skills to planning, development, and problem solving to improve the organization.

b. Organizational Effectiveness Program Manager. Is an individual designated by the commander and who is responsible for centralized management of the organizational effectiveness program.

c. Organizational Effectiveness Office. Is an organization made up of Organizational Effectiveness Consultants. Such an office may be augmented with additional consultants from other organizations.

100-3. Description of the Organizational Effectiveness Program. *a.* The program is voluntary and command supported. OE pertains to each specialty in the Army. The program consists of a variety of positions world wide in a number of specialties. Qualified officers are identified by a "ASI" 5Z and are assigned to positions in various commands. The minimum numbers of positions supported are 2 per Installation, Division, Separate Bridge, and Readiness Group.

b. Organization Effectiveness is applicable to commissioned officers in the grade of Captain through Colonel. Officers of the Judge Advocate General Corps, and Medical Corps do not participate in the program. Officers in the Organizational Effectiveness Program receive specialties in the same manner as other officers.

c. Organization Effectiveness is similar to the programs of professional development for specialties. Specific policies exist in the management of officers to meet a specific Army skill requirement. The developmental goal is to qualify individuals to advise and assist the commander in organizational improvement.

d. Participation. Active duty military officers must meet the following criteria for entry into the program:

- (1) Army Medical Service Corps or a OPMD managed specialty.
- (2) Grade of Captain, Major, Lieutenant Colonel, or Colonel.
- (3) Advance course graduate.
- (4) Baccalaureate degree (Masters required for Colonels).
- (5) Troop experience at division or lower level.
- (6) Assigned or projected for an assignment to an authorized ASI 5Z position.
- (7) Officers who are nonselects for promotion will not be accepted into the program. Candidates must clearly show potential for promotion to the next higher grade.
- (8) Satisfactorily complete the OE consultant course.

100-4. Professional Development Objectives. Officers selected for the Organizational Consultant Program must have leadership skills, technical competence, and managerial ability to advise and assist commanders in organizational improvement. Initial OE assignments must be as full time OE consultants to provide the OE officer with first-hand experience in working with his/her OE skills. Upon completion of an OE tour, the experi-

enced OE officer can expect assignments in his or her primary or additional specialty. Professional development objectives for organization consultants are:

a. Education.

(1) Advanced degree in Social, Industrial or Applied Psychology; Organization Development; Management; or Operations Research Analysis. Officers possessing these degrees can expect utilization in positions requiring these skills.

(2) Successful completion of the Organizational Effectiveness basic course.

(3) Successful completion of civilian seminars while serving as a consultant.

b. Experience.

(1) Service as an Organizational Effectiveness Staff Officer/Consultant.

(2) Gain experience in management consulting.

(3) Serve as a staff officer at Army Staff or MACOM level.

c. Characteristics.

(1) Demonstrate communication skills.

(2) Demonstrate rational and realistic decisions.

(3) Possess concern for task accomplishment.

(4) Demonstrate problem solving ability.

(5) Demonstrate planning and organization skills.

(6) Demonstrate decisiveness.

(7) Demonstrate initiative.

100-5. Professional Development Consultants Require Management Skills. Skills are only learned through experimental learning at the Organizational Effectiveness Center and School (OEC&S). Officers can not "OJT" nor is the civilian masters degree in organizational development adequate for Army consultant needs. Consultants must be "qualified in their primary specialty" or must be "interspecialty developed". Assignments for consultants are dependent on the officer's specialty qualifications and years of service prior to entering the program. The primary professional development objective for officers in the program is to obtain consulting experience. Afterwards, officers must continue to qualify themselves in their specialties. Officers should expect to serve a tour as a consultant and spend the remainder of their career in their specialties.

100-6. Applications and Nominations. An officer who meets the criteria, may apply for the program

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by submitting an application. The applicant's supervisor must indorse the application. Send applications to HQDA, MILPERCEN, DAPC (appropriate officer division) 200 Stovall Street, Alexandria, VA 22331. CG, MILPERCEN select officers by board action. Notice of nonselection will not be made a permanent part of the officer's personnel file.

Release from the Program. Officers may be released for the following reasons:

(1) Change in the number of officers required in the program.

(2) Failure to perform or show progress in development, interest, or aptitude.

(3) Release of officers does not preclude future assignments as an Organizational Effectiveness Staff Officer/Consultant.

(4) Written request from the officer.

(5) Notification of release from the program will be made by HQ MILPERCEN Letter.



CHAPTER 102

INSTALLATION MANAGEMENT (ASI 6Y)

102-1. General. Installation Management (IM) is a vital and demanding function practiced worldwide . . . and under different titles, for example, Deputy Commander for Installation Activities, Deputy Community Commander. Regardless of the title, the complexity of Installation Management presents a challenge to the managerial expertise of an officer. On a daily basis, the Installation Manager is responsible for managing a significant portion of the Army's materiel and financial resources and providing for the morale of military personnel and their dependents. Efficient financial and materiel management enables a greater proportion of the Army's budget to be used in support of the combat training and materiel readiness missions. Provision of good support services with a "we care" attitude for military personnel and their family members enhances morale—a key factor in any Army. Civilian—military community relations are an equally important aspect of Installation Management, which assume an added dimension of criticality in overseas areas. Military personnel and their family members are, in effect, "ambassadors" to a host nation.

102-2. Professional Development of Installation Managers. Senior officers assigned as installation commanders/deputy commanders, chiefs of staff, or heads of functional directorates, although qualified in their functional specialties, must have expertise in the intricacies of installation management. Although some specialties are related to IM, they often apply in relatively narrow career fields and do not generally require substantial multifunctional expertise. Key IM positions do; however, require an individual to apply considerably more

skills than recognized by the dual specialty process of OPMS. To provide for these requirements, a unique course has been developed at the Army Logistics Management Center and an Additional Skill Identifier (ASI) established to manage worldwide needs.

102-3. Additional Skill Identifier 6Y. ASI 6Y accomplishes a dual function: the recognition of key IM positions in TAADS and a means to identify officers who are qualified in IM. The first function requires ASI 6Y to be placed in authorization documents for all key IM positions. The result is that requisitions appended with ASI 6Y cause MILPERCEN to provide officers who are experienced or who are trained. Officers may be designated with ASI 6Y by:

a. Successful duty performance for one year in a key IM position (designated by CG, MILPERCEN).

b. Completion of the Army Installation Management Course at Fort Lee (designated by Commandant, ALMC).

102-4. Installation Management Training. The Army Logistics Management Center recently conducted a major revision of the Army Installation Management Course. This course is required for all officers who will assume a key installation management position. It now provides a level of instruction appropriate to 0-5 and 0-6 students who will fill key IM positions. A broad perspective of installation operations is necessary for the effective supervision of a particular directorate . . . and essential for a command group member.

APPENDIX A

GLOSSARY OF TERMS

Additional Skill Identifier (ASI)—An identification of specific skills which are required to perform the duties of a position, but are not related to any one particular specialty code. Also, an identification of the additional skills possessed by an officer.

Additional Specialty—A specialty, in addition to an officer's initial specialty, which is designated no later than the officer's eighth year of active Federal Commissioned Service for professional development and utilization.

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.

Control Specialty—A means to account and validate for officers by specialty. It is the specialty in which officers are requisitioned and assigned, against which they are accounted, and in which they join the organization which initiated the requisition.

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 two specialties.

Initial Specialty—One of the two specialties into which an officer is designated in accession into a branch of the Army.

Officer Professional Development—The development of the professional attributes and capabilities of the Army officer to meet the needs of the Army through planned schooling and progressive assignments.

Professional Military Education—Education pertaining to the body of professional knowledge common to all Army officers, such as leadership, military history, management, etc.

Projected Specialty—The personnel manager's recommendation of the most appropriate specialty for an officer's next assignment which will be consistent with Army requirements and further the officer's professional development.

Specialty Code (SC)—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 Code Education—Education pertaining to the knowledge and skills associated with an officer's initial and additional specialty.

Specialty Skill Identifier (SSI)—An identification of specific position skill requirements within a specialty and the corresponding qualifications possessed by commissioned officers.



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INSTRUCTIONS FOR PREPARATION OF DA FORM 4190-R

1. Item 1 - Date Prepared: Indicate the date the plan is completed. This date will reflect the currency of your thinking — reviewed plans that are not revised need only have the date changed.
2. Items 2 and 4 - Enter name and SSN as recorded on Official Officer Qualification Record or Officer Record Brief.
3. Item 3 - Show present grade.
4. Item 5 - Show designated initial specialty code.
5. Item 6 - Show additional specialty as designated or desired.
6. Clmn a - Calendar Year - Enter the year(s) in which you desire assignment in your professional development objectives.
7. Clmn b - Self-explanatory.
8. Clmn c - Show here your professional development objectives as they relate to your desired assignments and schooling and relate them to a calendar year. Previous objectives need not be shown.
9. Clmn d - Actual Assignments (year): Enter appropriate data from Officer Qualification Record Brief and indicate year(s) in parenthesis.
10. Remarks - Enter any information not included which might be helpful to personnel managers in assisting you in attaining your professional development objectives.

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PROFESSIONAL DEVELOPMENT PLANNING WORKSHEET For use of this form, see DA Pamphlet 600-3: the proponent agency is MILPERCEN.				1. DATE PREPARED		
DATA REQUIRED BY THE PRIVACY ACT OF 1974 AUTHORITY: Title 5 USC, Section 301: Title 10 USC. PRINCIPAL PURPOSE: To assist officers in developing career goals. ROUTINE USES: To be used as a worksheet for officers to communicate their career objectives to their career manager. This record is to be maintained in your Career Management Individual file. DISCLOSURE: Disclosure of your social security number and other personal information is voluntary. However, the requested information is needed to expedite inclusion of the information provided in your career management file.						
2. NAME (Last - first - MI)			3. GRADE	4. SSN	5. INITIAL SPECIALTY CODE	6. ADDITIONAL SPECIALTY CODE
CALENDAR YEAR <i>a</i>	PHASES OF DEVELOP <i>b</i>	PROFESSIONAL DEVELOPMENT OBJECTIVES (be specific) <i>c</i>		ACTUAL ASSIGNMENTS (year) <i>d</i>		
	COL					
	LTC					
	MAJ					
	CPT					
	LT					
REMARKS						
(See preparation instructions on reverse)						

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Pam 600-3

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Chief of Staff

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PART I

OPMS PHILOSOPHY AND MANAGEMENT

This part presents the philosophy and management practices of the Officer Personnel Management System (OPMS). Each of the chapters discussed in this part of the pamphlet is essential to an officer's understanding of his/her career in the Army. Particular attention should be given to the manner in which professional development of an officer is achieved through the Officer Personnel Management System.

CHAPTER 1

THE OFFICER PERSONNEL MANAGEMENT SYSTEM

1-1. The Officer Personnel Management System (OPMS). *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, and the Army Medical Department. However, some aspects of this pamphlet such as the chapters relating to officer education, general promotion policies, and professionalism are applicable to these branches.

b. The purpose of the Officer Personnel Management System is to enhance the effectiveness and professionalism of the United States Army Officer Corps. The Officer Personnel Management System is the sum total of policies and procedures by which commissioned officers of the Army are procured, trained, developed, evaluated, promoted, and separated from active duty.

c. Guidelines concerning career patterns and professional development for US Army Reserve Officers not on active duty are provided by DA Pam 140-1. The proponent agency for USAR officer career management is the Office, Chief, Army Reserve (DAAR-PE), Pentagon, Washington, DC 20310.

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 abilities, aptitudes, training, 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, professionalism, and professional satisfaction of the officer corps through a disciplined dual specialty professional development system.

1-3. Environmental Factors Impacting on the Officer Personnel Management System. Certain environmental factors are continuously influencing the op-

eration 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 societal changes to which the Army must be responsive if it is to be representative of the society it defends.

d. Changing Quantitative Requirements. Any change in officer strength impacts upon officer professional development. Such changes include strength buildup which increases the pace of promotions and rapidly advances officers to supervisory duties 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 the force structure in their specialty.

1-4. The Officer Personnel Management System, Assignment Officers, and the Individual. The Officer Personnel Management System deals with Army requirements and people. Army requirements play the principal role in the process; however, they are not the singular determinant. Assignment officers must take into account many considerations when reviewing officers for their next assignment. Among these considerations are: Professional needs of the individual, goals, aspirations, aptitudes and interests; personal desires and family situation. The length of advance notice officers receive prior to a change in assignment,

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the amount of leave they are authorized, whether the family will accompany them, whether the house will be sold or whether their children will finish school, can never be considered unimportant by the assignment officer. Assistance to the individual officer is a major reason for existence of the assignment officer. Conse-

quently, 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 assignment officer 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 Army exists in peacetime to prepare for the possibility of war. As such, professional development of Army officers is keyed to ensure that officers are properly trained so that they can perform effectively in time of war. Throughout officers' careers, schooling, experience, assignments, and promotions are all aimed to professionally develop them toward this goal.

2-2. Primacy of Army Requirements. 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.

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

a. Planned and progressive rotation of duties which may or may not mean assignment to different assignment locations.

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

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 approach used by the Army for officer professional development and utilization is the concept of 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 an explanation of this concept.

b. Dual specialty development is illustrated graphically in figure 2-1. Army requirements for certain specialties may demand deviations from a balanced dual development concept. In this regard, officers may also serve in other positions which contribute professionally to their career development but may not be specifically related to their designated specialties.

Some examples of positions of this nature are: USAREC, ROTC, selected joint activities, aide-de-camp, Inspector General, USMA, Congressional Liaison, and other positions. Officers are selected for these positions based on overall manner of performance, military expertise, military and civilian education, and estimated promotion potential.

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 through the grade of colonel. There are 46 authorized specialties in the Officer Personnel Management System to support the Army's requirements. These specialties are described in other chapters of this pamphlet. To form these specialties, officer positions in the Army's force structure which share common skill and job requirements are grouped together.

2-6. Branch and Specialty. *a.* A branch is a grouping of officers which comprises an arm or service of the Army. Officers are developed and utilized in specialty positions. While certain specialties are closely related to certain branches, officers can be designated and serve in any specialty for which they have aptitudes or skills. In order to be designated into an Infantry, Armor, Field Artillery, or Air Defense Artillery specialty, officers must have a commission in the branch that corresponds to their desired specialty.

b. The 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
Chemical Corps	Chemical
Military Police Corps	Law Enforcement
Signal Corps	Combat Communications- Electronics
	Fixed Telecommunications Systems
	Communications-Electronics Engineering
	Instructional Technology and Management
	Communications-Electronics Material Management
Military Intelligence	Tactical/Strategic Intelligence
	Counterintelligence/HUMINT

<i>Branch</i>	<i>Specialty</i>
	Electronic Warfare/Cryptology
Finance.....	Finance
Adjutant General's Corps.....	Personnel Administration and Administrative Management
	Personnel Management
	Club Management
Ordnance Corps.....	Missile Materiel Management
	Munitions Materiel Management
	Armament Materiel Management
	Tank/Ground Mobility Materiel Management
Quartermaster Corps.....	POL Management
	Food Management
	General Troop Support Materiel Management
	Supply Management
Transportation Corps.....	Aviation Materiel Management
	Marine and Terminal Operations
	Highway and Rail Operations

2-7. Discussion of Specialty Terminology and Designation Procedures. *a.* "Primary" and "alternate" are terms used to identify an officer's two specialties. Neither term imparts preeminence, and there should be no primacy associated with the terms "primary" and "alternate" when viewing the professional development and utilization of officers possessing dual specialties. The significant difference between the two terms is in the timing of training assignments, professional development, and command consideration. Primary specialty professional development normally begins before professional development associated with the alternate specialty.

b. When officers are commissioned in a branch of service, they are simultaneously designated an OPMS specialty for entry on active duty training and utilization. Normally, this specialty has a relationship as shown in paragraph 2-6 and is referred to as the officer's primary specialty. During the first 8 years of service, this specialty receives emphasis in the professional development of the functional skills associated with the specialty through assignments and training.

c. By the completion of 8 years Active Federal Commissioned Service (AFCS) all officers will have had an alternate specialty designated. However, some officers may have two specialties designated for professional development prior to the eighth year point in their careers. The designation of an alternate specialty prior to the eighth year of AFCS will occur as the result of some event such as flight training, graduate school training or when in the opinion of the career division the officer has successfully met the requisite skill requirements for designation in a specialty. Officers receiving flight training prior to 8 years AFCS will be designated in the Aviation Specialty (SC 15) as an alternate specialty. Since Aviation Materiel Management (SC 71) officers have an Aviation coded primary specialty, they will not receive SC 15 as their alternate

specialty. However, at the eighth year point, these officers will be evaluated along with their contemporaries to determine the two proper specialty combinations. Officers selected for advance degree training programs prior to their eighth year of service will be designated an alternate specialty at the time of selection for graduate school if the degree discipline supports the alternate specialty. For example, an Infantry officer selected for degree work in Operations Research Systems Analysis-Engineering (ORSA) would have ORSA as a designated specialty. On the other hand, an officer in the Engineer Specialty may not be designated in an alternate specialty prior to the eighth year if his/her graduate work is in Engineering because this degree supports professional development in the primary specialty.

d. Alternate specialties may be selected from any of the OPMS specialties with the exception of the Infantry, Armor, Field Artillery and Air Defense Artillery specialties. There are several specialties in which many position requirements exist in the field grade structure. As such, officers are precluded from selecting these specialties upon entry on active duty. Specialties which are precluded from designation at time of entry on active duty are:

<i>Specialty Code</i>	<i>Name</i>
15	Aviation
45	Comptroller
46	Public Affairs
47	Education
48	Foreign Area Officer
49	Operations Research/Systems Analysis
51	Research and Development
52	Atomic Energy
53	Automatic Data Processing
54	Operations and Force Development
70	Logistics Management
86	Traffic Management
91	Maintenance Management
93	Logistics Services Management
95	Transportation Management
97	Procurement

Some officers may have assignments in some of the above listed specialties prior to having their alternate specialty designated; they are still afforded the opportunity to become professionally developed in their primary specialty prior to the eighth year point. Additionally, the experience acquired by such assignments is considered developmental toward the designation of an alternate specialty corresponding to the specialty needs of the position.

e. The selection of an alternate specialty is a key aspect of not only meeting stated Army requirements, but enhancing officer's professionalism and motivation toward his/her future in the Army. As such, restrictions in the choice of the alternate specialty are few. An officer should outline choices for his/her alternate specialty preferences during attendance at the ad-

vanced course, so that the officer may discuss future development goals with HQDA career managers at that time.

f. Only colonels having a logistics specialty are eligible to participate in the Logistics Management Specialty (SC 70). The Logistics Management Specialty will not be designated as a primary or alternate specialty. See chapter 52 for further discussion.

2-8. Application to Women Officers. Women 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, Field Artillery, and Air Defense Artillery and will receive the same professional education and assignments as male officers participating in the same specialties. However, utilization of women officers in positions whose incumbents are involved in close combat during time of armed conflict (Category I units) is not permitted. Women officers are permanently detailed to one of the following branches: Corps of Engineers, Signal Corps, Military Intelligence, Military Police Corps, Ordnance Corps, Quartermaster Corps, Transportation Corps, Adjutant General's Corps, Chemical Corps, and Finance Corps and managed in their assigned specialties. Newly commissioned women officers will attend one of the basic courses (except Infantry, Armor, Field Artillery or Air Defense Artillery). Women officers will attend their specialty advanced course.

2-9. Change of Primary Specialty. Officers may request in writing designation of another specialty as their primary specialty at any time after completion of 2 years commissioned service. Requests should be sent to: Commander, US Army Military Personnel Center, ATTN: DAPC-(Appropriate Career Division), 200 Stovall Street, Alexandria, VA 22332.

2-10. Change of Alternate Specialty. Officers may request in writing (see para 2-9) that their alternate specialty be changed to another alternate specialty at any time providing no moratorium is in effect. If the requested change is approved, the officer's future professional development will be guided by the new alternate specialty.

2-11. Listing of the 46 Specialties.

Specialty Code	Title
14	Air Defense Artillery
76	Armament Materiel Management ✓
12	Armor
52	Atomic Energy ✓
53	Automatic Data Processing ✓
15	Aviation
71	Aviation Materiel Management ✓
74	Chemical
43	Club Management ✓
25	Combat Communications-Electronics
27	Communications-Electronics Engineering
72	Communications-Electronics Materiel Management
45	Comptroller
36	Counterintelligence/HUMINT

Specialty	Title
47	Education
37	Electronic Warfare/Cryptology
21	Engineer
13	Field Artillery
44	Finance
26	Fixed Telecommunications Systems
82	Food Management
48	Foreign Area Officer
83	General Troop Support Materiel Management
88	Highway and Rail Operations
11	Infantry
28	Instructional Technology and Management
31	Law Enforcement
70	Logistics Management
93	Logistics Services Management
91	Maintenance Management
87	Marine and Terminal Operations
73	Missile Materiel Management
75	Munitions Materiel Management }
54	Operations and Force Development
49	Operations Research/Systems Analysis
42	Personnel Administration and Administrative Management
41	Personnel Management
81	Petroleum Management
97	Procurement
46	Public Affairs
51	Research and Development
92	Supply Management
35	Tactical/Strategic Intelligence
77	Tank/Ground Mobility Materiel Management
86	Traffic Management
95	Transportation Management

2-12. Specialty Skill Identifiers. Specific job skills and specialty qualifications required within specialties are identified by means of Specialty Skill Identifiers (SSI). AR 611-101 specifies the system for classifying officer positions in authorization documents and for identifying individual officers who have had unique specialty education and/or experience. As a general rule, the Officer Personnel Management System seeks to crosstrain and experience officers in as many SSI's within the individual designated specialties as is practical. The important point is that commissioned officers are generally managed by specialty and not by SSI. With few exceptions, an officer should be able to perform competently in each SSI within the specialty.

2-13. Professional Development Phases and Objectives. a. There are five phases of professional development which relate to military grade. These phases depict assignment opportunities that can be expected during each grade and illustrate 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 are flexible since 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. Unique professional development objectives for each specialty are

discussed in each of the specialty chapters.

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

(1) *Lieutenant Phase.*

(a) This phase commences upon entry on active duty. Normally, officers will begin development in their primary specialty by attending a basic course. The basic course provides instruction related to the overall mission and function of the officer's specialty along with technical instruction that provides the detailed knowledge and required skills associated with his/her specialty. While attending the basic course, officers will be advised by representatives of their career division concerning professional development goals and personal factors that should be taken into consideration in requesting future assignments and schooling.

(b) Some officers will receive additional training at either the Ranger or Airborne schools to further complement their professional development and support follow-on assignments.

(c) An officer's first assignment should allow the officer an opportunity to apply school training and to develop leadership skills. Officers should seek leadership positions in troop units whenever possible since this duty provides the officer an understanding of Army operations and military life that will be a solid foundation for future service. A key objective of professional development in this phase of an officer's career is to serve in a troop leadership position.

(2) *Captain Phase.*

(a) The objective of this phase is to continue development in the primary specialty and begin development in an alternate specialty, while continuing to grow in practical leadership experience and professional military knowledge.

(b) During this phase most officers will attend an officer advanced course which relates directly to their primary specialty. These courses are designed to provide all officers with further understanding of the Army's mission and how their specialty relates to this mission. Instruction at the officer advanced courses is keyed to general military subjects oriented to training officers to effectively command company size units related to their specialty. Additionally, instruction is provided on general staff operations, administration and logistics, counterinsurgency, special weapons, tactics, and organizational effectiveness.

(c) Upon completion of the advanced course, each officer should continue an educational program which will enhance professional development in the primary specialty or to become qualified in an alternate specialty, if it has been designated. For example, officers may request to attend graduate civil schooling in disciplines which complement one of the OPMS specialties. Correspondence courses which further an offi-

cer'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 Professional Development Branch of the officer's assignment division within the US Army Military Personnel Center.

(d) Prior to the completion of the eighth year of commissioned service, officers will be queried by their career divisions for their preferences for an alternate specialty. The designation of an officer's alternate specialty will be based upon the officer's desires and qualifications, consistent with the needs of the Army.

(e) A key objective of professional development in this phase of an officer's career is to serve as a company commander if such an assignment is compatible with the officer's primary specialty.

(3) *Major Phase.*

(a) The objective of this phase is for officers to continue development in both of their specialties. Officers will be assigned to positions of increasing responsibility requiring the application of previously developed skills as well as expanding their overall professional development. Officers should welcome and seek assignments in new environments which require the application of their acquired specialty skills since this increases their understanding and enhances their ability to contribute to the Army's mission.

(b) Some officers will attend the Command and General Staff College or equivalent schools and colleges while in the grade of major. Other officers may complete Command and General Staff level course by nonresident mode. Completion of these courses will assist officers to better serve as commanders of battalions and staff officers in divisions and corps; it provides the basis for future progression to higher command level. A few officers may be selected for civil schooling in a discipline related to their specialties. Officers may also pursue such education on a part time basis as part of their individual professional development plan.

(4) *Lieutenant Colonel Phase.*

(a) The objective of this phase is for officers to continue to advance toward attainment of the professional development objectives established for their specialties and to demonstrate their potential for assuming positions of increasing responsibility.

(b) 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.

(c) Some officers will be selected to attend a Senior Service College such as the Army War College

or the Industrial College of the Armed Forces. Officers may make application to complete the Army War College by correspondence. The purpose of these courses is to prepare officers for highest level command and staff duties. A few officers may be selected for advanced civil schooling in a discipline relating to their specialties. Specialty education during this phase will stress the development of managerial skills and techniques.

(5) *Colonel Phase.* The objective of this phase is maximum utilization of the officer's technical capabilities, managerial skills, and executive talents in positions of high responsibility in either of their specialties.

2-14. Professional Development Guide. *a.* A professional development guide has been prepared for each specialty which graphically depicts phases of professional development, illustrative assignment opportunities during each phase, and officer professional education opportunities. Although the grade of colonel is shown, the attainment of that grade should not be construed as the sole measure of success since successful officers may terminate their active careers in other grades. Professional development guides for each specialty are included with the individual specialty discussion chapters.

b. Flexibility in the use of professional development guides is essential. Requirements imposed by the buildup or reduction of Army forces will result in changes in promotion, assignment, schooling, and other personnel policies which directly influence officer professional development. Managers must consider these factors and make the adjustments necessary to ensure maximum contribution from and opportunity for their officers.

2-15. Assignment Considerations. *a.* The primary factor which influences an officer's assignments is Army requirements. Other factors which influence as-

signment considerations are:

- (1) Professional development needs of the individual.
- (2) The officer's desires (preference statement).
- (3) Availability of officers with required qualifications.
- (4) The grade, specialty, education, and experience of the officer.
- (5) Policy considerations such as stability of assignments and short tour equity.
- (6) The officer's manner of performance and potential for advancement, or for the assignment.

b. Assignments to many positions are filled in a manner that permits the officer to bring the background of his/her specialty or specialties to the particular positions. For example, there is no recruiting specialty. Therefore, recruiting positions are filled by officers of different specialties whose particular attributes and skills are much desired in recruiting 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.

2-16. Centralized Command Selection. The Department of the Army Centralized Selection System establishes procedures for the selection of officers to fill designated brigade and battalion level command, logistics command, district engineer, and project manager positions. Officers assigned to such positions are selected by board action (normally during the year preceding the year of assignment) based on their qualifications and demonstrated performance. The DA Centralized Selection System applies only to specifically designated positions and does not embrace all command positions.

Pam 600-3

DUAL SPECIALTY DEVELOPMENT AND UTILIZATION

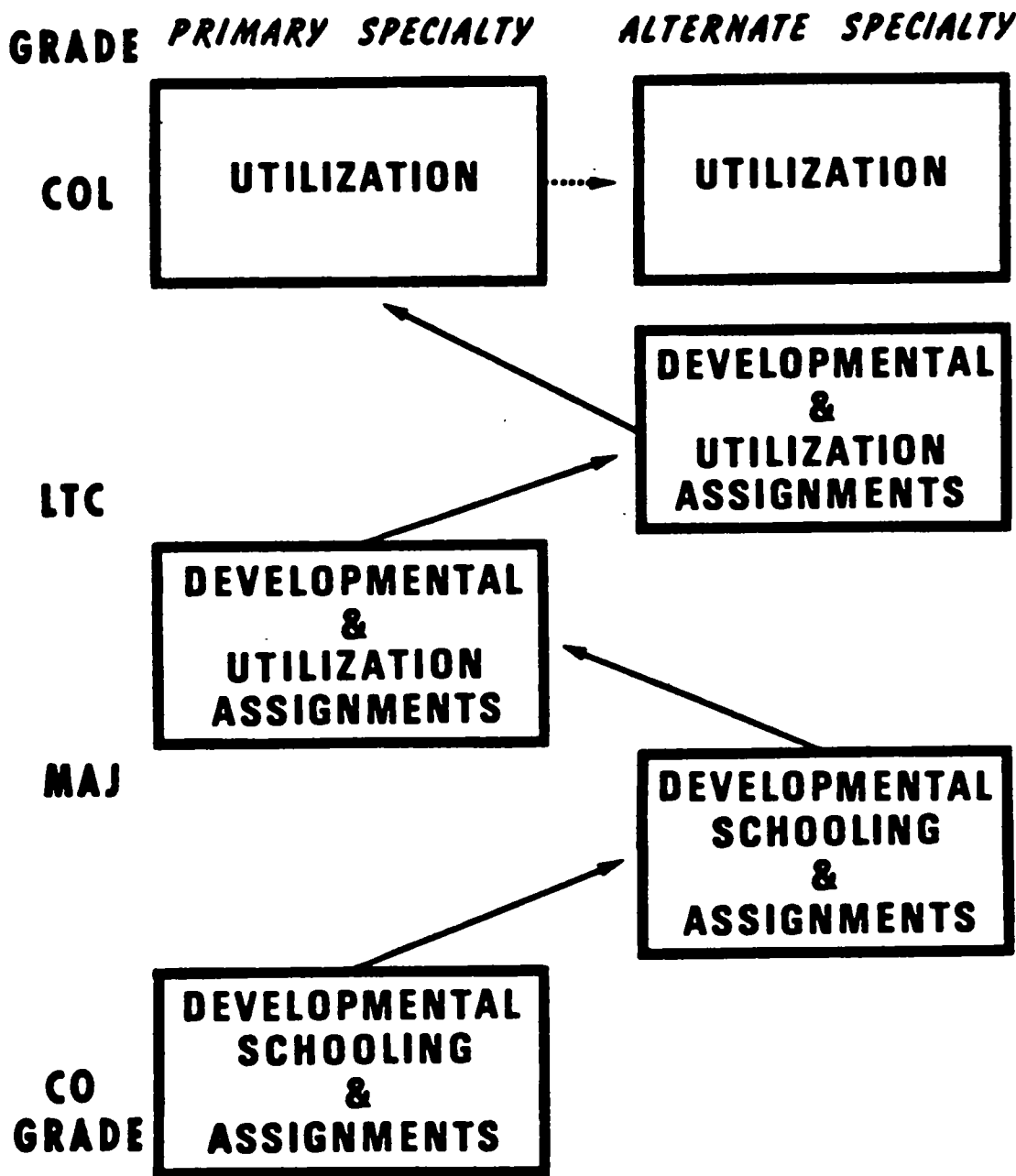


Figure 2-1. Dual Specialty Development and Utilization.

CHAPTER 4

PROFESSIONAL DEVELOPMENT PLANNING

4-1. General. *a.* The primary purpose of the Officer Personnel Management System (OPMS) 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 its officers in accordance with Army requirements.

b. Officer assignment and training policies are designed to promote the development of leadership, managerial, and technical skills. Commanders/supervisors, subsequently referred to as "raters," at all levels must provide continuing counsel to their subordinate officers concerning the challenging opportunities of an Army career. Raters should instill the proper career aspirations into the minds of their junior officers and create a work environment wherein job satisfaction can be fulfilled. A continuing effort must be maintained to encourage competent officers to avail themselves of a career in the Army.

4-2. Scope. Officer professional development is a result of the combined efforts of the individual officer, the rater, and assignment officers.

a. Individual Participation. Through training, study, and experience, officers can continuously improve their qualifications to serve in both primary and alternate specialties. To foster professional development and growth, officers must stay abreast of the current state-of-the-art in their designated specialties and develop and maintain a thorough understanding of Army goals. This may be accomplished by participation in civilian and military schooling, resident and nonresident instruction, and by self-initiated efforts to increase specialty job knowledge, and improve skill capabilities, all of which enhance professional abilities. The individual officer is responsible to perform each assigned task or job to the best of his/her ability. In addition, officers must inform their assignment officer and rater of their aspirations, ask for assignments within their specialties that require greater responsibility commensurate with their leadership/management ability and technical skills. The officer corps will only be as strong as each individual officer's endeavor to make it through self-development. Furthermore, the officer's image is reflected in the individual's official files. It is imperative that the files be accurately maintained. Officers are required to do their part by auditing as often as required (at least annually)

their Officer Record Brief (ORB) and report any error in the prescribed manner to HQDA (AR 640-2-1). In addition, officers should review their Official Military Personnel Records File periodically to assure its completeness and accuracy. Remember, HQDA selection boards depend almost entirely on the Officer Record Brief (ORB) and the Official Military Personnel File to arrive at their decisions.

b. Rater's Role. Raters are an integral link in the professional development process. Raters at all levels must be prepared to advise their officers of the impact that education and assignments have on their professional development goals. Raters must assign their officers realistic problems and missions, including an adequate situation analysis of the required tasks to be performed. Once the mission is assigned, raters should allow their officers sufficient latitude in which to exercise initiative, but at the same time, demand that all tasks be carried out in a responsible fashion. When a task is completed, rated officers must be critiqued on their manner of performance. An important tool in professional development continues to be the Officer Evaluation Report (OER). Raters are responsible for preparing the evaluation report. Due to the importance attached to this document, the rater should allow sufficient time to adequately weigh the successes and failures of each officer in rendering a report that accurately portrays the officer's performance and potential. Periodic counseling and guidance during the rating period is mandatory.

c. HQDA Personnel Manager's Participation. Specialty managers (assignment officers) and professional development officers at the Officer Personnel Management Directorate, MILPERCEN, provide valuable and realistic counseling and guidance to individual officers on their professional development planning. It is here that officers can inquire and receive a subjective evaluation of their overall manner of performance. The specialty manager can counsel officers on their recorded manner of performance as reflected by their file. Additionally, officers can obtain needed guidance on the best course of action to take to better qualify themselves for their projected assignments. All officers should feel free to communicate either telephonically, in writing, or by personal visit with their specialty managers.

4-3. Officer Professional Development Plan (DA Form 4190-R). DA Form 4190-R, figure 4-1, will be

reproduced locally on 8 1/2- x 11-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. Both forms are used by personnel managers; however, DA Form 4190-R is primarily for use of the individual, while the preference statement is primarily for use of personnel managers.

a. Purpose. Professional development planning provides the officer and the personnel manager a general sense of direction, highlighting specific career objectives. The document can be used as the basis for preparation of a realistic preference statement. This plan must be conceptual in nature and is an attempt to visualize the future. When completed, the plan should not be viewed as a rigid blueprint for officer development, but as a basis for discussion with commanders and personnel managers concerning desired and feasible assignments and schooling. There will undoubtedly be modifications to the worksheet as Army requirements, personal experience, and interests change. An officer should not expect his development to proceed along a fixed path; the objective should be to capitalize on diverse assignments and schooling opportunities that exist at the moment. This necessitates a flexible approach to the attainment of professional development goals. Realistically then, the planning worksheet should reflect desired professional development objectives up through the officer's next grade level. However, officers are encouraged to complete their personal copy of the worksheet for an entire

career; this action will stimulate an early career planning process and can be used as a personal measurement of achievement. A sample of DA Form 4190-R is found at figure 4-2. The worksheet should be updated at selected points in an officer's career; e.g., promotion to next higher grade. Officers may submit the document at any time, but it is preferred upon selection for promotion or 9 months prior to an anticipated assignment, and required prior to completion of basic, advanced, and Command and General Staff College (or equivalent) attendance. The document can then be used in conjunction with the preference statement as a coordinated assignment action to fulfill professional development goals.

b. Scope. Each officer must visualize his path of professional development, then use the worksheet as a guide to individual efforts and as a measure of progress. The worksheet should be objective, flexible, and consistent with overall officer personnel requirements. In formulating the worksheet, individuals should take into consideration their designated or desired specialties; their strengths and aptitudes in command, managerial, or technical areas; the professional development guides 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 duplicate in accordance with instructions on the form. The original is to be retained by the officer and the duplicate sent to the officer's personnel manager, HQDA (DAPC-OP-appropriate career division), 200 Stovall Street, Alexandria, VA 22332.

Locate fig. 4-1, a fold-in page, at the end
of the regular size pages.)

PROFESSIONAL DEVELOPMENT PLANNING WORKSHEET				1. Date Prepared
For use of this form, see DA Pamphlet 600-3: the proponent agency is MILPERCEN.				10 AUG 76
DATA REQUIRED BY THE PRIVACY ACT OF 1974				
AUTHORITY:		Title 5 USC, Section 301: Title 10 USC.		
PRINCIPAL PURPOSE:		To assist officers in developing career goals.		
ROUTINE USES:		To be used as a worksheet for officers to communicate their career objectives to their career manager. This record is to be maintained in your Career Management Individual file.		
DISCLOSURE:		Disclosure of your social security number and other personal information is voluntary. However, the requested information is needed to expedite inclusion of the information provided in your career management file.		
2. Name (Last, First, Middle Initial)		3. Grade	4. Social Security Number	
DOE, John E.		1LT	000-00-0000	
5. Primary Specialty			6. Alternate Specialty	
12 - ARMOR			SEE REMARKS	
7. Calendar Year	PHASES OF DEVELOPMENT	8. Professional Development Objectives (be specific)		9. Actual Assignments (year)
	COL PHASE			
	LTC PHASE			
	MAJ PHASE			
1981-86 1980-83 1974-82 1979-83 1975-79	CPT PHASE	DIV Personnel Mgt Company Commander Advanced Course Asst Bde S-1 Battalion S-1		
1974-77 1974	LT PHASE	Company Executive Off. Platoon Leader Basic Course		Company Executive Off (1976) Platoon Leader (1975-76) Armor Basic (1974)
REMARKS (If additional space is required for any item, continue here)				
I am interested in OPMS Specialty 41 - personnel mgt and would like an assignment in the S-1 area. My other choices for an alternate specialty are 42 and 53. My undergraduate degree support ADP directly. (SEE PREPARATION INSTRUCTIONS ON REVERSE)				



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. This vital aspect of military personnel management affects each active duty officer. 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 and are summarized as follows:

- a. Ensure advancement to the higher grades of the best qualified officers.
- b. Provide career incentive.
- c. Promote officers based on potential, not as a reward for past performance.
- d. Identify and eliminate the ineffective officer.

These objectives are 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). 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 progres-

sion points based on years of Army Promotion List Service (APLS) as defined in title 10, United States Code sections 3287, 3298 and 3299. Promotion in the RA provides a form of tenure, unless separation/retirement occurs under the provisions of other statutes, until the officer is considered for promotion to the next higher RA grade. Promotion in the RA 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 all officers being considered, may not serve longer than one year and no member may serve on two consecutive boards for promotion to the same grade. Members of the board are required to execute an oath to perform their duties without prejudice or partiality. Not later than 10 days after convening of an Army Promotion List selection board (not later than convening date for AMEDD boards) any officer is entitled to send a letter addressed to Commander, US Army Military Personnel Center, 200 Stovall Street, Alexandria, Virginia 22332 (HQDA (DAPC-MSS-B)), calling attention to matters of record in the Department of the Army concerning himself/herself that he/she 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, USC).

b. Army of the United States (AUS) Temporary Promotion System. The total active Army force is known as the AUS. This force is composed of RA officers and other than RA officers. Whenever the active Army (AUS) exceeds the RA 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, assignment and authorized insignia. Although such promotions are promulgated in AR 624-100, the 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 and may be further constrained by Congress, the Office of the Secretary of the Army or the Chief of Staff of the Army. Though the OGLA has been, and will continue to be, subject to revision and modification, the basic concept remains unchanged. In effect, the by-grade number of field grade and general officer requirements is a function of the total officer authorized strength levels. 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 phase point objectives are:

AUS PROMOTION PHASE POINT OBJECTIVES	
<i>Promoted to the</i>	<i>Not Later Than</i>
<i>Grade of</i>	<i>These Years of AFCS</i>
1LT	2
CPT	4-5
MAJ	9-11
LTC	15-17
COL	21-23

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 outstanding 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, a promotion board may recommend a small percentage of the total list quota from the secondary zone. Such officers must be equal in performance and potential when compared to the top one-third of the primary zone. Recommendations for secondary zone consideration are made to the primary promotion board through input by the screening board which is formally constituted and convened by a letter of instruction (LOI) solely for that purpose.

6-8. Impact of OPMS. As a result of the advent of OPMS, changes have occurred in the promotion system:

a. Instructions to Promotion Boards. Each board receives a LOI from the Secretary of the Army providing guidance for the selection process. Copies of these letters are released to the officers corps. 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. The instructions highlight the need for different officer professional development patterns required for accomplishment of the Army's mission. Instead of a single traditionally accepted career pattern through various grades there are multiple paths for advancement as the Army recognizes divergent service needs and individual capabilities. The boards will focus on the proficiency of performance and not be unduly influenced by diversity of assignments or the level at which duties are performed. In essence, instead of evaluating the specialized or generalized nature of an officer's assignment, the point to be evaluated is: "What is the demonstrated ability and indicated potential of this officer?" Further, instructions to promotion boards prescribe that promotion potential will be determined, for the most part, based on an officer's record of performance in his/her primary specialty area, performance in his/her alternate specialty area and his/her overall performance.

b. Promotion Board Membership. Promotion board membership has been expanded. 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.

CHAPTER 10

ATOMIC ENERGY SPECIALTY (Specialty Code 52)

10-1. Description of Atomic Energy Specialty. The Atomic Energy specialty encompasses those positions requiring the application of expertise in atomic energy, to include nuclear weapons and nuclear power.

a. The Atomic Energy Specialty positions are those positions whose incumbents perform duties at all organizational and staff levels in the following functional skill 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. In addition to positions identified with the specialty skills listed above, this specialty includes other positions in the force structure 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.

c. Officers in the Atomic Energy Specialty can expect to serve with—

- (1) Department of Defense.
- (2) US Energy Research and Development Administration.
- (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) US Defense Nuclear Agency.
- (9) 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 Specialty are required in the areas of research and development, training, logistics, and nuclear power engineering. The technical knowledge involved requires officers possessing aptitude in engineering, the physical sciences, mathematics, or related disciplines.

10-3. Participation. Officers may, within requirements, and with HQDA approval, have Atomic Energy designated as one of their two specialties. Priority for acceptance into this specialty will be given to officers having primary specialties corresponding to the 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 not requirements for officers to serve in Atomic Energy positions with POL Management skills. However, officers with POL Management as their primary specialty might be accepted into Atomic Energy if they had the appropriate educational background. In this instance, they could serve effectively in positions not requiring specialty skills developed through assignment opportunities in other specialties.

10-4. Professional Development Objectives. Specific professional development objectives include formal training at baccalaureate or higher level in physics related disciplines such as nuclear physics, nuclear engineering, structural dynamics, or nuclear chemistry, and at least one year experience involved with the integration of Atomic Energy functions with other functions of the Army. Professional development phases and objectives for all specialties are discussed in chapter 2. Educational opportunities for the Atomic Energy Specialty are shown in figure 10-1.

(Locate fig. 10-1, a fold-in page, at the end
of the regular size pages.)



CHAPTER 16

COMBAT COMMUNICATIONS-ELECTRONICS SPECIALTY (Specialty Code 25)

16-1. Description of the Combat Communications-Electronics (C-E) Specialty.

a. Combat C-E is a specialty which encompasses positions concerned with the employment of telecommunications and integrated C-E systems and 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 C-E units in direct support of combat operations.

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

c. Principal duties performed by Combat C-E 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 matters pertaining to installation and operation of communications, electromagnetic radiation, management of the radio frequency spectrum, and communications associated with automated data processing.

(4) Plan and manage the interface of tactical and strategic communication systems.

d. Officers serving in the Combat C-E Specialty normally will 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 duties in this specialty which officers can expect to perform:

(1) Combat Signal Officer.

(2) Communications Center Officer.

(3) Tactical Telephone-Digital Communications Officer.

(4) Radio Systems Officer.

(5) Area Signal Center Officer.

16-2. Role of the Combat C-E Officer. *a.* Combat C-E officers provide the "voice of command" in today's

concept of highly mobile warfare. Communications is an essential element for success on the battlefield for it links the commander with the 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 C-E officer is an integral part of combat units and combined arms team and serves in positions ranging from the Communications Officer in combat arms battalions to worldwide communications between the Army and the White House.

b. Opportunities for command exist at every level from platoon through brigade and Combat C-E officers serve in staff positions related to operations, intelligence, personnel, and logistics. The opportunities for diversified assignments that broaden the Combat C-E 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.

16-3. Participation. *a.* Upon entry on active duty, officers commissioned in the Signal Corps will complete the Communications-Electronics Officer Basic Course and normally will be assigned duties in C-E specialties. Signal officers selected for C-E Materiel Management will be so designated upon accession to active duty; the others will be designated an interim primary specialty which equates to the control specialty of their first duty assignment. Assignments during the officer's first four to five years service will be devoted to the development of basic C-E knowledge and skills, leadership, and staff skills. During this period officers will be given the opportunity to acquire a broad knowledge of Communications-Electronics. The object is to permit each officer to become familiar with the many C-E functions and their important interrelationships. Besides acquiring a good foundation in basic military and C-E knowledge, practical experience provides officers with an appreciation of C-E requirements and procedures and develops aptitudes and interests which can be used in stating a preference for certain specialties which can support professional development. A primary objective is to afford the maximum number of company grade C-E officers opportunities to hold command at the platoon and company levels.

b. Officers commissioned in the Signal Corps will receive final designation of their primary specialty

when selected to attend the advanced course. HQDA will designate specialties based on Army requirements, the officer's qualifications, and his desires. Alternate specialties are designated during the officer's eighth year of AFCS. The same selection process utilized to establish the primary, will be used to establish the alternate specialty. Officers commissioned in the Signal Corps normally will have a C-E specialty designated as their primary specialty. They may have as their alternate specialty another C-E specialty or one of the specialties outlined in chapter 2. Officers of branches other than Signal Corps may, within requirements and with HQDA approval, have Combat Communications-Electronics designated as one of their two specialties.

16-4. Professional Development Objectives.

a. Specific professional development objectives include attendance at one of the following courses: Communications Center Operations Course, Telephone-Digital Communications Officer Course, Communications-Electronics Staff Officer Course, or Radio Systems Officer Course.

b. Advanced civil schooling in support of this specialty would be in such disciplines as Electronics Engineering, Radio, Communications, and Telecommunications Management.

c. Professional development phases and objectives for all specialties are discussed in chapter 2. Educational opportunities, both military and civilian, and illustrative assignment opportunities for the Combat C-E Specialty are shown in figure 16-1.

(Locate fig. 16-1, a fold-in page, at the end of the regular size pages.)

CHAPTER 17

COMPTROLLER SPECIALTY (Specialty Code 45)

17-1. Description of the Comptroller Specialty.

a. The Comptroller Specialty encompasses positions involving overall staff responsibility for the coordination and support of systems by which resources are programmed and managed in the Army. The Comptroller Specialty is designed to develop officers who are skilled in applying modern financial management techniques to military financial management operations.

b. Principal functions and duties performed by officers in the Comptroller Specialty include:

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

(2) Supervising and assisting in all matters pertaining to the planning, programming and budgeting system; program review, auditing, accounting systems and procedures; economic and cost analysis, and management analysis and programs.

c. Officers in the Comptroller Specialty serve in financial and resource management positions throughout the Department of Defense and Department of the Army.

17-2. Role of the Comptroller Officer. *a.* In today's Army all officers play an important role in the financial management processes. However, those in the Comptroller Specialty will develop an unusually high degree of expertise in the very dynamic and challenging field of comptrollership. Comptroller Specialty officers are afforded the opportunity to participate in a

specialty whose skills are in great demand in today's complex and resource dependent Army.

b. Comptroller Officers play an important role in their career development and must assume the responsibility to continue to develop professional expertise in accordance with Army requirements by taking advantage of available civilian and military education opportunities, and, if possible, by participating in civilian professional-community activities applicable to their particular background.

17-3. Participation. All officers may, within requirements, and with HQDA approval, have Comptroller designated as one of their two specialties.

17-4. Professional Development Objectives. Specific professional development objectives for non-Finance Specialty officers include attendance at the Military Comptroller Course and experience at the installation/depot/activity level as a captain or major. Finance officers have functional Comptroller Specialty training upon completion of the Finance Officer Advanced Course and will normally gain financial experience at installation/depot/activity level as they develop in their primary specialty. Personnel assigned to major commands or installations as Comptroller/Deputy Comptrollers, Budget Officers or Finance and Accounting Officers may attend the Professional Military Comptroller Course. Professional development phases and objectives for all specialties are discussed in chapter 2. Educational opportunities, both military and civilian, and illustrative assignment opportunities for the Comptroller Specialty are illustrated in figure 17-1.

(Locate fig. 17-1, a fold-in page, at the end of the regular size pages.)



CHAPTER 18

COMMUNICATION-ELECTRONICS ENGINEERING SPECIALTY (Specialty Code 27)

18-1. Description of the Communication-Electronics (C-E) Engineering Specialty. *a.* The C-E Engineering Specialty encompasses positions involving the design, acquisitions, 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 telecommunications equipment and automatic data processing C-E support.

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

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

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

(5) Determination of susceptibility and vulnerability of C-E systems and equipment to enemy detection and interference and quality improvement design to minimize impact of enemy electronic warfare.

(6) Telecommunications traffic engineering.

c. Officers participating in the C-E Engineering Specialty serve in positions entailing responsibility for all aspects of the design, development, and installation of the C-E systems.

d. Principal duties included in this specialty are:

(1) Communications-Electronics Engineering Officer.

(2) Communications-Electronics Systems Engineer.

(3) Radio Frequency Engineering Officer.

18-2. Role of the C-E Engineering Officer. The operation and maintenance of global communications systems requires dedicated officers with both managerial and engineering skills. The communication state-of-the-art is constantly changing, and the C-E Engineering Officer must be professionally competent and imaginative in using the latest technology to meet user communications requirements. The C-E Engineer plays an integral role in total Army communications by directing and controlling the acquisition, installation, employment and support of military C-E systems and equipment. The opportunities for diversified as-

signments that broaden the C-E officer's experience are virtually without limit. Positions are available throughout the world at all levels of the Army, joint service staffs, Department of Defense, and allied headquarters.

18-3. Participation. *a.* Upon entry on active duty, officers commissioned in the Signal Corps will complete the Communications-Electronics Officer Basic Course and normally will be assigned duties in Communications-Electronics specialties. Signal officers selected for C-E Materiel Management will be so designated upon accession to active duty; the others will be designated an interim primary specialty which equates to the control specialty of their first duty assignment. Assignments during the officer's first 4 to 5 years service will be devoted to the development of basic C-E knowledge and skills, leadership, and staff skills. During this period officers will be given the opportunity to acquire a broad knowledge of Communications-Electronics. The object is to permit each officer to become familiar with the many C-E functions and their important interrelationships. Besides acquiring a good foundation in basic military and C-E knowledge, practical experience provides officers with an appreciation of C-E requirements and procedures and develops aptitudes and interests which can be used in stating a preference for certain specialties which can support professional development. A primary objective is to afford the maximum number of company grade C-E officers opportunities to hold command at the platoon and company levels.

b. Officers commissioned in the Signal Corps will receive final designation of their primary specialty when selected to attend the advanced course. HQDA will designate specialties based on Army requirements, the officer's qualifications, and his/her desires. Alternate specialties are designated during the officer's eighth year of AFCS. The same selection process utilized to establish the primary, will be used to establish the alternate specialty. Officers commissioned in the Signal Corps normally will have a C-E specialty designated as their primary specialty. They may have as their alternate specialty another C-E specialty or one of the specialties outlined in chapter 2. Officers of branches other than Signal Corps may, within requirements and with HQDA approval, have C-E Engineering designated as one of their two specialties. How-

ever, in all cases, officers desiring to participate in the C-E Engineering Specialty should either have a baccalaureate degree in an engineering discipline or comparable civilian or military training or experience in an engineering field.

18-4. Professional Development Objectives.

a. Specific professional development objectives include attendance at the Telecommunications Systems Staff Officer Course (interservice) at Keesler Air Force Base, Biloxi, Mississippi (approximately 30 weeks).

b. Advanced civil schooling in support of this spe-

cialty would be in such disciplines as Electrical Engineering, Electronics Engineering, Communications Engineering, Physics, System Engineering, Mathematics, and Telecommunications Management.

c. Professional development phases and objectives for all specialties are discussed in chapter 2. Educational opportunities, both military and civilian, and illustrative assignment opportunities for the Communication-Electronics Engineering Specialty are shown in figure 18-1.

(Locate fig. 18-1, a fold-in page, at the end of the regular size pages.)

CHAPTER 19

COMMUNICATIONS-ELECTRONICS MATERIEL MANAGEMENT SPECIALTY
(Specialty Code 72)**19-1. Description of the Communications-Electronics (C-E) Materiel Management Specialty.**

a. The Communications-Electronics Materiel Management Specialty is logistics oriented. It encompasses positions relating to design, development, installation, operations, supply and maintenance of electronic and electromechanical systems associated with collecting, transmitting, storing, processing, recording, and displaying of data information via all forms of military communications. This excludes responsibility for information and data systems which have been otherwise assigned.

b. The principal functions included in this specialty are—

(1) To provide for the reliability, maintainability, supportability of C-E materiel required by the Army in performance of its mission.

(2) To effectively interface with C-E materiel designers and functional logisticians as early as practicable in the materiel life cycle.

(3) To implement supply and maintenance discipline throughout the C-E materiel life cycle.

c. Principal duties performed by C-E Materiel Managers include—

(1) Establishing maintenance data collection and analysis procedures upon which improved maintenance programs are developed.

(2) Establishing organizational maintenance practices, standards, and quality control techniques.

(3) Directing C-E supply activities.

(4) Supervising operation of inventory control centers for C-E materiel.

(5) Serving as unit C-E Maintenance Officer.

(6) Conducting reviews and developing plans for overhaul or replacement of communication systems, facilities, and equipment.

(7) Serving as staff officer in supply commodity management activities.

d. Officers serving in C-E Materiel Management normally will be assigned to units having the primary mission of providing C-E logistics and/or electronic maintenance in support of Army forces operating in either a tactical or fixed environment. Emphasis is placed on developing a highly skilled, professional logistician who is totally familiar with C-E equipment, and sensitive to the equipment needs of the C-E elements of the Army.

e. Principal duties included in this specialty are:

(1) Electronics Maintenance Officer.

(2) C-E Supply Staff Officer.

(3) Electronics Maintenance Staff Officer.

(4) Communications Equipment Maintenance Officer.

(5) Direct Support Maintenance Unit Commander.

19-2. Role of the C-E Materiel Management Officer.

a. C-E Materiel Management Officers are in a specialized field of logistics that receives constant emphasis as the Army's C-E assets total into the billions of dollars. Management of the logistical aspects of these assets present a challenge to the most competent and dedicated officers.

b. C-E Materiel Managers will often be placed in positions related to procurement and production. In such positions, these officers will find themselves responsible to establish professional liaison between the Army, the civilian industrial complex, C-E materiel designers, and functional logisticians.

c. C-E Materiel Managers have responsibility for ensuring total system effectiveness, which depends on maximum availability of the system to perform designated missions within minimum life cycle costs.

19-3. Participation. *a.* Upon entry on active duty, officers commissioned in the Signal Corps will complete the Communications-Electronics Officer Basic Course and will normally be assigned duties in C-E specialties. Signal officers selected for C-E Materiel Management will be so designated upon accession to active duty; the others will be designated an interim primary specialty which equates to the control specialty of their first duty assignment. Assignments during the officer's first 4 to 5 years service will be devoted to the development of basic C-E knowledge and skills, leadership, and staff skills. During this period officers will be given the opportunity to acquire a broad knowledge of Communications-Electronics. The object is to permit each officer to become familiar with the many C-E functions and their important interrelationships. Besides acquiring a good foundation in basic military and C-E knowledge, practical experience provides officers with an appreciation of C-E requirements and procedures and develops aptitudes and interest which can be used in stating a preference for certain specialties which can support professional development. A primary objective is to afford the maximum number of company grade C-E officers op-

portunities to hold command at the platoon and company levels.

b. Officers commissioned in the Signal Corps will receive final designation of their primary specialty when selected to attend the advanced course. HQDA will designate specialties based on Army requirements, the officer's qualifications, and his/her desires. Alternate specialties are designated during the officer's eighth year of commissioned service. The same selection process utilized to establish the primary, will be used to establish the alternate specialty. Officers commissioned in the Signal Corps normally will have a C-E specialty designated as their primary specialty. They may have as their alternate specialty another C-E specialty or one of the specialties outlined in chapter 2. Officers of branches other than Signal Corps may, within requirements and with HQDA approval, have a C-E specialty designated as one of their two specialties.

19-4. Professional Development Objectives.

a. Specific professional development objectives in-

clude attendance at the Electronics Maintenance Officer Course offered at the US Army 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.

b. Advanced civil schooling in support of this specialty would be in such disciplines as Electrical Engineering or Logistics Management.

c. Professional development phases and objectives for all specialties are discussed in chapter 2. Educational opportunities, both military and civilian, and illustrative assignment opportunities for the Communications-Electronics Materiel Management Specialty are shown in figure 19-1.

d. For further information on this specialty see AR 611-101.

(Locate fig. 19-1, a fold-in page, at the end of the regular size pages.)

CHAPTER 24

FIELD ARTILLERY SPECIALTY
(Specialty Code 13)**24-1. Description of the Field Artillery Specialty.**

The Field Artillery Specialty encompasses positions concerned with the employment or coordination of all fire support means available to the Army in the field to include close air support, naval gunfire and Field Artillery weapons and systems. Field Artillery forces employ both cannon and missiles placing either nonnuclear or nuclear fires on enemy targets. Field Artillery personnel and units provide target acquisition, close and responsive fire on the battlefield. When not in combat, Field Artillery units maintain a state of readiness in preparation for immediate combat worldwide. The Field Artillery Specialty becomes the primary specialty for officers commissioned in Field Artillery.

a. The primary function of officers in the Field Artillery Specialty is to employ Field Artillery weapons 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 organization 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 planning and development of doctrine, organization, and equipment to support the mission assigned to Field Artillery units.

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

b. The principal skills included in this specialty in which Field Artillery officers will be utilized are found in: Cannon Field Artillery Units, Light Missile Field Artillery Units, Heavy Missile Field Artillery Units, and Field Artillery Target Acquisition Units. Officers in the Field Artillery Specialty will be utilized in the above types of units as commanders and staff officers. They also serve in the following positions requiring either a Field Artillery or general combat arms skills.

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

(2) Field Artillery tactics instructor positions in service schools and military colleges.

(3) Members of advisory elements assigned to Military Missions or Advisory Groups in foreign countries.

(4) Advisor positions in Army Reserve and National Guard units.

c. Field Artillery officers also serve in other positions which contribute professionally to their career development but may not be specifically related to their designated specialties. These positions include USAREC, selected joint activities, aide-de-camp, ROTC, Inspector General, USMA, Congressional Liaison, and other positions. Officers selected for these positions are selected based on overall manner of performance, military expertise, military and civilian education, and estimated promotion potential.

24-2. 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 acquire targets, communicate, shoot and move. In addition to employing formidable firepower, Field Artillery officers acquire knowledge and experience in the fields of physics, maintenance, survey, meteorology, communications, data processing, intelligence, logistics and many other demanding areas of the Army. Most importantly, they develop the leadership needed to produce the teamwork essential in combat.

24-3. Participation. a. Officers commissioned in the Field Artillery will have the Field Artillery Specialty designated as their primary specialty upon entry on active duty. Field Artillery officers may, within requirements, and with HQDA approval, have any of the specialties listed in chapter 2 designated as one of their two specialties, except Air Defense Artillery, Armor or Infantry.

b. Male officers in other specialties who desire to participate in the Field Artillery Specialty, should request transfer to the Field Artillery Specialty. Women officers are precluded from having Field Artillery as a specialty.

24-4. Professional Development Objectives. Specific professional development objectives for the Field Artillery Specialty company grade officer include experience at DIVARTY/group level or below, completion of the advanced course, battery command, maximum qualifications with Field Artillery weapon systems, and skill training such as ranger and organizational maintenance. Another objective is the iden-

tification of an alternate specialty. Professional development phases and objectives for all specialties are discussed in chapter 2. Educational opportunities,

both military and civilian, and illustrative assignment opportunities for the Field Artillery Specialty are shown in figure 24-1.

(Locate fig. 24-1, a fold-in page, at the end of the regular size pages.)

CHAPTER 25

FINANCE SPECIALTY (Specialty Code 44)

25-1. Description of the Finance Specialty.

a. The Finance Specialty encompasses positions at all organizational levels in which the tasks performed and proficiency and knowledge required are primarily those associated with financial management related to entitlements (military and civilian pay, commercial transactions, travel and transportation allowances), disbursement of public funds, accounting for appropriated and non-appropriated funds, financial management information systems, and the management of finance operations.

b. Officers in the Finance Specialty serve in the following types of duty positions:

(1) Public Finance, to include civil affairs officer roles in the supervision and maintenance of controls over the currency, tax system, and financial institutions of the country involved.

(2) Finance, to include entitlements, disbursements, collections, savings and life insurance programs, quality assurance programs, finance support contingency planning, reports of survey review, provision of commercial banking facilities, and advisor to the commander on finance and accounting policy matters.

(3) Accounting/Auditing. ✓

(4) Internal Review.

(5) Instructor.

25-2. Role of the Finance Officer. The job of disbursing and accounting for public funds is a prime function of the Finance officer and his/her staff. In today's 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 Specialty officer's responsibilities. The Finance Specialty officer has an opportunity to assume management functions and develop the necessary financial management technical expertise and professional competence for service in

positions at the highest levels of responsibility.

25-3. Participation. a. Officers commissioned in the Finance Corps will have the Finance Specialty designated as their primary specialty upon entry on active duty. Finance Corps officers may, within requirements, and with HQDA approval, have any of the specialties listed in chapter 2 except the Air Defense Artillery, Armor, Field Artillery, or Infantry specialties designated as one of their two specialties.

b. Other than Finance Corps Officers. Officers of branches other than Finance Corps may have Finance designated as one of their specialties, contingent upon Army requirements and the qualifications and desires of individual officers. Officers having Finance designated as one of their specialties will obtain specialty qualifications by taking nonresident instruction courses, resident instruction or a combination of these modes of instruction prior to serving in the Finance Specialty.

c. Finance officers play an important role in their career development and must assume responsibility for continuing their professional development in line with Army requirements by taking advantage of available civilian and military educational opportunities, and, if possible, by participating in civilian professional community activities applicable to their particular background.

25-4. Professional Development Objectives. Specific professional development objectives for the Finance Specialty officers include training and duty as Disbursing, Entitlement, or Accounting Officers and developing a basic knowledge in budgeting, management, internal review and analysis, and comptroller-ship. Professional development phases and objectives for all specialties are discussed in chapter 2. Educational opportunities, both military and civilian, and illustrative assignment opportunities for the Finance Specialty are illustrated in figure 25-1.

(Locate fig. 25-1, a fold-in page, at the end of the regular size pages.)



CHAPTER 27

FOOD MANAGEMENT SPECIALTY
(Specialty Code 82)

27-1. Description of the Food Management Specialty. *a.* The Food Management Specialty encompasses positions related 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; supervision of food service activities within a command; and, operation of the worldwide commissary network to include procuring, storing, issuing, selling, and accounting for subsistence supplies.

b. Positions in this specialty are found throughout the Army and in joint activities. Officers 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 and dining facility operations.
- (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 storage, Class I supply Points, and Troop Issue Subsistence Activities.
- (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 regional field offices and DA level.
- (9) Manage Troop Issue Subsistence Activity.

c. Positions associated with this specialty are grouped as follows:

- (1) Food Management, General.
- (2) Subsistence Officer.
- (3) Food Advisor.
- (4) Commissary Officer.

For further information see AR 611-101.

27-2. Role of the Food Management Officer. Officers participating in food management serve at the highest levels in both the wholesale and retail logistics systems. They have opportunities to perform duties in a variety of positions encompassing a broad spectrum of food management duties ranging from division/in-

stallation Food Advisors, to subsistence and commissary positions, to Director of Food Service and Subsistence in the major commands and the Defense Logistics Agency. Whether it is direct troop support or procurement or subsistence planning, Food Management officers contribute to and influence accomplishment of the Army's logistics mission. Challenging and interesting assignments to positions of increasing responsibility are available to those who can meet the demands of service in the Food Management Specialty.

27-3. Participation. *a.* Officers commissioned in the Quartermaster Corps may have the Food Management Specialty designated as their primary specialty upon entry on active duty. Quartermaster officers may, within requirements and with HQDA approval, have any of the specialties listed in chapter 2 designated as one of their two specialties.

b. Officers commissioned in any branch may have the Food Management Specialty designated as one of their two specialties.

27-4. Professional Development Objectives.

a. Newly commissioned officers scheduled for a subsistence related assignment will complete as part of his/her basic officer course the Food Management Specialty track conducted at the US Army Quartermaster School, Fort Lee, Virginia. The basic course provides attending officers with a working knowledge of the policies, principles, standards, and techniques involved in subsistence, food advisor, and troop issue subsistence operations.

b. Two other subsistence related courses are available. The Commissary Management Course provides officers with a working knowledge of commissary operations to include accounting procedures, merchandising techniques, and inventory control. The 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. The Quartermaster Officer Advanced Course also offers a Food Management track.

c. Professional development career patterns for this specialty as well as for all specialties are discussed in chapter 2. Educational opportunities, both military and civilian, and assignment opportunities for the Food Management Specialty are shown in figure 27-1.

(Locate fig. 27-1, a fold-in page, at the end of the regular size pages.)



CHAPTER 28

FOREIGN AREA OFFICER SPECIALTY (Specialty Code 48)

28-1. Description of the Foreign Area Officer (FAO) Specialty. *a.* The Foreign Area Officer Specialty encompasses positions requiring foreign area expertise, language proficiency, and politico-military awareness. FAO's serve as commanders, key staff officers, attachés, and advisors in the analysis and conduct of activities having political, socioeconomic, cultural, and military impact.

b. The FAO Specialty includes the following functional areas:

- (1) Security Assistance Officer — 48A.
- (2) Psychological Operations Officer — 48B.
- (3) Attaché — 48C.
- (4) Civil Affairs Officer — 48D.
- (5) Unconventional Warfare Officer — 48E.
- (6) Civil Military Operations Officer — 48F.
- (7) Politico-Military Affairs Officer — 48G.

c. Officers in the FAO Specialty serve at the following organizational levels:

- (1) Office of the Secretary of Defense (OSD).
- (2) Department of State.
- (3) Organization of the Joint Chiefs of Staff (OJCS).
- (4) Combined, unified, and joint commands.
- (5) Department of the Army staff agencies, major commands, service schools, and related activities.
- (6) Military Assistance Advisory Groups (MAAGS), Missions, MILGROUPS, and Liaison Offices.
- (7) US Defense Attaché Offices.

d. The common, underlying dimension which provides a linkage among the skills of the FAO Specialty is politico-military awareness. FAO skills amplify and build upon the foundation the officer has gained in a primary specialty. Special Skill Identifiers (SSI) "48A" through "48G" represent the functional skills contained in the FAO Specialty, while Additional Skill Identifiers (ASI) "4A" through "4Z" are used to represent regional area skills. FAO SSI and ASI classification guidelines are contained in AR 611-101.

28-2. 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 nation's national interests, foreign policy objectives, and the interface with military strategy, the FAO acquires comprehensive, up-to-date knowledge of the language, armed forces, geography, history, economics, politics, culture, and socio-

logical factors of a geographic region of the world as required.

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

28-3. Participation. *a.* Officers managed by the Officer Personnel Management Directorate may have FAO designated as one of their specialties.

b. General qualifications for officers entering the specialty include:

(1) Possess a baccalaureate degree, preferably in a social/political science or related discipline, from an accredited college or university.

(2) Have attained a minimum score of 18 on the Defense Language Aptitude Test (DLAT) for foreign language training or have demonstrated a foreign language proficiency at the C3/R3 level.

(3) The use of FAO's in sensitive Department of Defense and Department of the Army assignments requires a high personnel security standard for officers designated in the FAO Specialty. Accordingly, each FAO designee must—

(a) Be a US citizen and eligible for TOP SECRET clearance in accordance with the provisions of AR 604-5.

(b) Be free of marital difficulty and from abnormal family ties or business complications which might divert attention from military duty. Foreign financial interests, foreign investments, and continual excessive personal indebtedness are possible causes for disqualification.

28-4. Professional Development. *a. Objective.* The professional development objective of the Foreign Area Officer Specialty is to develop a sufficient number of qualified officers to serve in Department of Defense and Department of the Army positions which require a detailed knowledge of foreign areas, language proficiency, and/or politico-military awareness.

b. Concept. Officers designated in the FAO Specialty may follow multiple professional development patterns in the acquisition of FAO skills. Regional areas of specialization are identified and awarded to specialty participants as required and appropriate. FAO Specialty training opportunities are geared to align closely with known or projected FAO requirements.

(1) The newly designated FAO attends the Foreign Area Officer Course conducted by the US

Army Institute for Military Assistance, Fort Bragg, North Carolina, as soon as practicable after specialty designation, consistent with the needs of the Army and tour stabilization guidelines.

(2) FAO professional development consists of functional or specialized training needed to perform in FAO assignments, and may include language training if required. ASI "4Z" (Area Unspecified) may be awarded to officers who have acquired a masters degree in a FAO-related discipline. ASI positions encompass politico-military functional areas such as international affairs, national security policy, US foreign policy, strategy, PSYOPS, civil affairs, or special forces operations which do not require a specific regional expertise or language proficiency. A FAO participant with ASI "4Z" may have his/her ASI changed to a regional ASI if he/she subsequently develops regional skills. A regionally qualified FAO may serve in an "Area Unspecified" position, but the reverse is not usually true. An "Area Unspecified" FAO would normally require additional area and/or language training before being assigned against a position requiring specific regional expertise.

(3) Regional Qualification.

(a) *General.* Regional qualification entails foreign language proficiency at C3/R3 level, completion of an advanced degree in a FAO-related discipline, preferably area studies, and the completion of overseas training or its equivalent. A FAO regional ASI ("4A" through "4S") is awarded by HQDA to an officer who has attained full regional qualification. Officers already possessing regional qualifications through previous training, education, or assignments may request that the appropriate regional ASI be awarded. Requests for award of a regional ASI should be forwarded to the appropriate Officer Personnel Management Directorate officer division and should contain Defense Language Proficiency Test (DLPT) scores, academic transcripts (if not already on file), and a brief description of the qualifying assignment(s), including location(s), inclusive dates, and description of duties performed.

(b) *Graduate civil schooling.* Funded graduate-level FAO schooling is conducted in interdisciplinary area studies, since the majority of regionally validated FAO assignments require this discipline. If, however, an officer has acquired a masters degree in one of the disciplines reflected in figure 28-1, he/she meets the FAO graduate-level qualification objective. Officers who attend civilian graduate programs in area studies are encouraged to obtain the most comprehensive knowledge of their region possible within the time available. Additionally, FAO students should seek to gain a basic understanding of statistical applications in the social sciences since an increasing amount of politico-military analysis and policy development is

being accomplished using the scientific research methods employed in the social sciences.

(c) *Language training.* FAO language training may vary from six to twelve months depending upon the language studied. Language training is conducted at either the Defense Language Institute, Presidio of Monterey, California, or the Foreign Service Institute, Washington, DC. Additional advanced language training is integrated into most of the programs of instruction for overseas training. FAO officers (and spouses) are encouraged to seize every available opportunity to improve foreign language skills through participation in command language programs or available off-duty courses, since every specialty member will probably not have the opportunity for formal language training. Officers should feel free to seek guidance from Officer Personnel Management Directorate personnel managers in order to align their self-study efforts as closely as possible with realistic future Army requirements.

(d) *Overseas training.*

1. Overseas training is designed to immerse the FAO trainee in a foreign environment while he undergoes an extensive program of travel, research, and study which is tailored to the local situation. Guidance, management, and budget responsibility for overseas training is accomplished by the Office of the Assistant Chief of Staff for Intelligence in coordination with the Office of the Deputy Chief of Staff for Operations and Plans and with the US Army Military Personnel Center. Normally, the overseas training phase will be the final phase of FAO regional qualification, although in some cases officers may be programed for overseas training prior to attaining a graduate degree. Language training will usually precede overseas training unless the FAO is already language qualified. The duration of overseas training varies from one to two years depending upon the region of the world.

2. USSR area FAO trainees attend the 2-year course at the US Army Institute for Advanced Russian and East European Studies (USAIAREES), Garmisch, Germany, in lieu of overseas training. The curriculum at USAIAREES is presented in the Russian language. Short field trips are scheduled to the Soviet Union and East European countries to augment the academic curriculum.

3. Primary consideration for the very limited number of in-country training allocations goes to officers having between 5 and 15 years of commissioned service, serving in the grade of captain or major, and who have demonstrated a high potential for promotion.

4. Constructive credit for overseas training. Constructive credit may be granted for a previous or projected overseas assignment which equates to overseas

training and which has allowed the officer to develop in depth language skills and knowledge of the region. The criteria for award of constructive credit for overseas training is that the officer have served successfully in a qualifying overseas assignment for a minimum period of one year in a position requiring extensive contact with allied or indigeneous military forces and the civilian populace.

5. FAO training programs are designed to

meet Army requirements while taking into consideration the officer's personal interests, the time available, his/her potential, and his/her previous schooling and experience.

6. Professional phases and objectives for all specialties are discussed in chapter 2. Educational opportunities, both military and civilian, and illustrative assignment opportunities for the Foreign Area Officer Specialty are shown in figure 28-1.

(Locate fig. 28-1, a fold-in page, at the end of the regular size pages.)



CHAPTER 33

LAW ENFORCEMENT SPECIALTY (Specialty Code 31)

33-1. Description of the Law Enforcement Specialty. The Law Enforcement Specialty encompasses positions concerned with the enforcement of laws and regulations essential to the preservation of order and discipline, security of US Government property, the provisions of Military Police support in combat operations, criminal investigations operations, and the discharging of correctional functions. When not in combat, Law Enforcement units 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 that provide the expertise and the means to control tactical operations within an assigned area of responsibility incident to the performance of the following: Command post security; traffic circulation and control; route security/reconnaissance; convoy escort; crime prevention; prisoner of war and civilian internee/detainee operations; rear area protection, physical security of government assets and personnel; civil disturbance and disaster control operations, and criminal investigations and related activities.

(2) Conduct conventional law enforcement operations in the combat zone or CONUS to include: accident investigation, serious incident reporting, disposition of military offenders, operation of Army confinement, and correctional training facilities and industrial defense activities.

(3) Advise on Law Enforcement matters at all staff levels and supervise the planning and conduct of Law Enforcement operations to include liaison with Federal and local Law Enforcement agencies.

b. The principal skills included in this specialty and positions in which officers in this specialty will be assigned are:

- (1) Law Enforcement Officer.
- (2) Correctional Officer.
- (3) Criminal Investigation Officer.
- (4) Physical Security Officer.

c. Officers in the Law Enforcement Specialty perform the following functions:

(1) Command and Staff officers in Military Police units of all types.

(2) Staff officers in headquarters and activities requiring Law Enforcement expertise.

(3) Law Enforcement Instructor at service schools.

(4) Advisor positions in Military Missions or Military Assistance Advisory Groups in foreign countries.

(5) Criminal Investigation commanders and staff officers.

(6) Command and Staff officers of the US Disciplinary Barracks, the US Army Retraining Brigade, and other area and installation confinement and correctional facilities.

33-2. Role of the Law Enforcement Officer. In recent years the role of the Law Enforcement officer has become more demanding due to changes in tactical doctrine and deviations in societal behavior patterns. Dispersion of units and their greater mobility on the battlefield will challenge the Law Enforcement officer as he undertakes combat support missions that will provide timely assistance to a commander to mass combat power and materiel at the critical place. Today's high crime rates, the public's increased sensitivity to the rights of the accused and rehabilitation of prisoners, and emphasis on crime prevention present complex problems to Law Enforcement officers. These officers are increasingly confronted with complex situations requiring thorough knowledge and understanding of law, psychology, penology, criminology, and police science and administration. They must be prepared to deal with disorders, confrontations, hostage situations, drug and alcohol abuse, and other threats to order and discipline. Additionally, they must be skilled in managing their resources and be able to supervise criminal and military police investigations. At the same time, the responsibilities for military support of the Army in the field have expanded considerably in line with greater mobility and dispersion on the battlefield. Consequently, Law Enforcement officers face challenging tasks and great responsibility.

33-3. 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, and with HQDA approval, have any other specialty designated as their alternate specialty, with the exception of Infantry, Air Defense Artillery, Armor, and Field Artillery.

b. Officers who have specialties other than Law En-

forcement may have Law Enforcement designated as one of their two specialties based on Army requirements.

33-4. Professional Development Objectives. Specific professional development objectives for the Law Enforcement Specialty company grade officers are company command, maximum qualification to per-

form Law Enforcement duties; skill training; and the identification of an alternate specialty. Professional development phases and objectives for all specialties are discussed in chapter 2. Educational opportunities, both military and civilian, and illustrative assignment opportunities for the Law Enforcement Specialty are shown in figure 33-1.

(Locate fig. 33-1, a fold-in page, at the end of the regular size pages.)

CHAPTER 40

OPERATIONS RESEARCH/SYSTEMS ANALYSIS SPECIALTY
(Specialty Code 49)

40-1. Description of the Operations Research/Systems Analysis Specialty. The Operations Research/Systems Analysis (ORSA) Specialty encompasses positions requiring the application of objective and orderly thinking, supported by research tools, normally of a mathematical, statistical, or economic type, to the analysis of complex operational and management problems. ORSA techniques are applied to an unusually wide spectrum of Army activities and become important and useful tools for all decisionmakers. Proper analysis using objective, ORSA techniques provide decisionmakers with quantitative data from which meaningful information can be derived; e.g., effectiveness, risks, and resources which are used in the evaluation of alternative policies or strategies to best support or satisfy clearly defined objectives.

a. Principal duties included in this specialty are—

(1) Conduct or supervision of quantitative analysis for the systematic investigation of the relationships inherent in complex operational and management problems in areas such as strategy and tactics, logistical systems, training 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) Design and conduct of experiments and field tests.

(4) 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.

(5) Planning, evaluation, coordination and integration of ORSA activities with other staff elements and Army functions.

(6) Review of ORSA studies for adequacy.

(7) Duty as instructor of ORSA techniques in service schools.

b. Officers in the ORSA Specialty may serve in the following examples of duty positions at the indicated organization level:

(1) Force Structure Analyst, Organization of the Joint Chiefs of Staff.

(2) Operations Research Analyst, Headquarters, Department of the Army Staff agencies.

(3) Systems Analyst, US Army Concepts Analysis Agency.

(4) Project Officer, US Army Operational Test and Evaluation Agency.

(5) ORSA Staff Officer, US Army Training and Doctrine Command.

(6) Instructor, USMA, CGSC, or SSC.

40-2. Role of the ORSA Officer. ORSA trained and educated officers have proven to be valuable assets to the Army. ORSA has been and will continue to be a critical Army-wide functional area. An officer pursuing the ORSA Specialty will have the opportunity to apply ORSA techniques to a wide variety spectrum of Army problems. An officer serving as operations research/systems analyst must frequently bridge the gap between the military and science and management activities. The officer thereby acquires varied competence in a wide variety of Army functions as well as in scientific tools of decisionmaking which will permit her/him to make a significant contribution to the service.

40-3. Participation. *a.* Officers may, within requirements and with HQDA approval, have ORSA designated as one of their two specialties.

b. General qualifications for officers entering the specialty include, but are not limited to the following:

(1) Possess a baccalaureate degree from an accredited college or university, preferably in Engineering, Physical Science, business or a related discipline when supported by a quantitative analytical background such as mathematics, probability theory, or statistical analysis.

(2) Demonstrate an academic proficiency suitable for graduate study at an accredited university (this may be waived in exceptional areas).

40-4. Professional Development Objectives. *a.* The ORSA Specialty, like all the OPMS specialties, is designed to provide for progressive career development through increasingly important staff and command assignments alternating with increasingly senior ORSA assignments. Early ORSA assignments should be with analytical agencies to provide the ORSA officer with first hand experience in working with his/her ORSA skills. The experienced ORSA officer can expect assignments to those Department of the Army staff and Office of the Secretary of Defense

positions that require review of completed studies and application of analytical results to a variety of complex problems and decisions.

b. Officers in the ORSA Specialty are encouraged to obtain a graduate degree in either ORSA Business or ORSA Engineering. Officers possessing these degrees can expect utilization in positions requiring these skills. Additional disciplines in which ORSA Engineering and ORSA Business may be utilized are: Industrial engineering, systems engineering, general mathematics, and statistics.

c. Throughout the course of professional development in ORSA, an officer will receive assignments re-

quiring the application of ORSA techniques to a wide variety of military functions; e.g., operations, training, logistics, and personnel. This allows 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.

d. Professional development phases and objectives for all specialties are discussed in chapter 2. Educational opportunities, both military and civilian, and illustrative assignment opportunities for the ORSA Specialty are shown in figure 40-1.

(Locate fig. 40-1, a fold-in page, at the end of the regular size pages.)

CHAPTER 45

PUBLIC AFFAIRS SPECIALTY (Specialty Code 46)

45-1. Description of the Public Affairs Specialty.

a. The Public Affairs Specialty encompasses positions for officers engaged in planning, coordinating, and supervising activities to facilitate communications and promote mutually beneficial relations between the Army and its public. It is a specialty normally selected by officers already skilled in other aspects of military endeavor.

b. Principal duties and functions performed by officers in the Public Affairs Specialty include the following:

(1) Advising the commander and his/her staff on public attitudes toward the Army and the command, real and potential problems arising from prevailing attitudes, and actions required to deal with the problems.

(2) Advising on the need, regulatory requirements and DOD/Army policies for, and propriety and timing of, the release of information.

(3) Recommending methods and means of disseminating information.

(4) Supervising the gathering, preparation, and clearance of information intended for release to internal and external publics.

(5) Establishing and maintaining liaison with local news media representatives, government officials, organization heads and other community leaders.

(6) Planning for the reception and accommodation of media visitors; responding to their queries; conducting news conferences and briefings; and arranging interviews.

(7) Planning and arranging community relations programs to include open houses, tours, speaking engagements and public appearances, exhibits, and demonstrations.

(8) Supervising the preparation, production, and distribution of Army newspapers, command information support materials, post directories and literature describing the command's organization, mission, functions, history and accomplishments.

(9) Supervising the operations of radio, television, public address and closed circuit facilities engaged in the dissemination of command (internal) information.

c. Officers in the Public Affairs Specialty serve in duty positions such as Public Affairs Officer, Public Information Officer, Community Relations Officer, Command Information Officer, and 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) Office of the Secretary of the Army.

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

(5) Joint, allied, and combined 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 public affairs field.

45-2. Role of the Public Affairs Officer (PAO).

a. The PAO serves both the public's right to know and the Army's need to be understood. He/she recognizes that the American public has a legitimate entitlement to full and complete information about the Army. This entitlement stems from the fact that the public, through its elected officials, established the Army to defend lives, property and liberties.

b. The PAO recognizes that notwithstanding the public's "right to know," it is in the Army's best interest to keep internal and external publics informed since respect and support for the Army will accrue only if they are sufficiently informed to understand and appreciate the rationale for Army actions.

c. Public opinion about the Army can be no better than the Army's performance is creditable. But most Americans are privy to only isolated and often unrepresentative occurrences involving the Army—what they have seen for themselves and what others, including the news media, have told them. The public is capable of understanding everything it sees and hears; comprehension is impeded by the overwhelming abundance of information and the intense competition for the public's attention.

d. The PAO's goal is to portray the Army's performance accurately and in a manner which will ensure passage through the various filters which separate the Army from the public mind. To accomplish this feat the PAO must be a professional soldier, dedicated to the accomplishment of the Army's mission, thoroughly schooled in general military subjects, and, like his/her peers, fully qualified to serve the Army in at least one other specialty. In other words, the PAO

must be an identifiable part of the institution which he/she represents. Further, the PAO must be a thoroughly competent staff officer who commands the respect and trust of seniors, peers, and subordinates. Only then will the PAO be allowed to participate fully in the development of command plans and policies. The PAO must also be a qualified communicator, combining the skills of a journalist, market researcher, editor, producer, public relations counselor, and public speaker.

45-3. Participation. Officers of all branches may, within requirements and with HQDA approval, have Public Affairs designated as one of their two specialties.

45-4. Professional Development Objectives. A general discussion of professional development is contained in chapter 2. Educational opportunities, both military and civilian, and illustrative assignment opportunities for the Public Affairs Specialty are discussed below and graphically displayed in figure 45-1. The overall professional development objective in the Public Affairs Specialty is to provide a pool of highly qualified officers possessing managerial skills, executive talents and specialty expertise sufficient to meet the needs of the Army.

45-5. Professional Development Considerations.

a. Dual Specialization. PAO's must strive to develop and maintain technical and managerial skills which qualify them for positions of high responsibility in Public Affairs and at least one other specialty. The PAO who is less than a "whole officer" will find it difficult to gain acceptance and trust among fellow staff officers who control access to information, a commodity without which the PAO cannot function. He/she may also encounter difficulty in establishing him/herself as a credible Army spokesperson to the satisfaction of news media representatives, civic leaders, and other influential members of external publics.

b. Professional military education as discussed in chapter 3, applies to members of the Public Affairs Specialty.

c. Opportunities for Junior Officers. Junior officers must understand that the main emphasis during the company grade years is directed toward development of primary specialty skills. Lieutenants normally will not be afforded the opportunity to serve in Public Affairs Specialty positions because of the limited position requirements and the need for officers to bring a background of field experience to PAO assignments. This should not deter junior officers from stating a preference for assignment to PAO positions early in their careers as every effort is made to meet the limited requirements for junior grade PAO's from among those who possess the preference, academic background and/or civilian-acquired skills for such employment. Likewise, an effort is made to afford junior offi-

cers inclined toward public affairs work the opportunity for such service before he/she must indicate preferences for designation of an alternate specialty.

d. Basic Public Affairs Training. Formal training and civilian experience in journalism do not in themselves qualify officers for positions in the Public Affairs Specialty. Prior to reporting to their first public affairs assignment, all officers should attend the eight-week Information Officer Course at the Defense Information School (DINFOS), Fort Benjamin Harrison, Indiana. In addition, an officer projected for assignment to an American Forces Radio and Television Service position or other duties concerned primarily with supervising broadcast operations should first attend the 6-week Broadcast Officer Course at DINFOS. In addition to basic communications theory and techniques, the DINFOS courses cover the statutory and other constraints unique to the conduct of public affairs and broadcast operations within the Federal Government as well as the policies, precepts and directives applicable within DOD and the Services. This vital training may be obtained in no other way except on the job where mistakes such as the unauthorized release of information may prove detrimental to the fledgling PAO, his/her command and commander, and the Army.

e. Advanced Public Affairs Training.

(1) Officers who have demonstrated both the desire and potential for highly responsible public affairs assignments will be selected to pursue graduate level study at leading colleges and universities in public affairs related disciplines such as Journalism, Communication Science, Instructional Technology, and Motion Picture Production. Such selection will normally occur during the fifth through twelfth years of commissioned service.

(2) Selected members of the Public Affairs Specialty—usually officers who have not previously undertaken graduate study in public affairs—will be afforded the opportunity to compete for attendance at the Advanced Public Affairs Course conducted annually at a leading university school of journalism under provisions of chapter 9, AR 621-1. The graduate level course is sponsored by the Office of the Chief of Public Affairs, HQDA, and is announced each fall by message or DA circular. Individual applications are required.

(3) Members of the Public Affairs Specialty are encouraged to use opportunities for elective study during branch advanced course and Command and General Staff College or equivalent courses to concentrate on the development of public affairs skills. A broad background in the arts, humanities and sciences is a distinct asset to the PAO. Officers who have acquired graduate level degrees in public affairs related disciplines are encouraged to use these elective study op-

opportunities to broaden their knowledge in the public affairs area or in fields compatible with their other specialty.

(4) Specialty members of all grades should regard the annual PAO conferences conducted by DA, major command and field Army levels as learning opportunities and should attend whenever possible. Besides hearing of recent operational concerns and exchanging views with contemporaries, conferees are exposed to guest presentations by senior officers and mass media experts on the role, functions and performance of Army PAO's. Likewise, experienced, field grade PAO's should attempt to participate in one or more rendering of the one-week DINFOS Public Affairs Seminar. Each seminar is structured around a broad general theme and brings together PAO's of all Services to refresh themselves and reflect upon the guiding precepts of military public affairs activity. The seminars provide the rare opportunity to reevaluate one's own attitudes and performance. Quotas are required and may be obtained through the annual solicitation process conducted by TRADOC. PAO's are encouraged to exercise

individual initiative in obtaining public affairs training. Suggested college level courses are listed in the Professional Development Guide (fig. 45-1). These courses are relevant to duties in the Public Affairs Specialty. Not all courses will be found at every college level school of journalism and mass communication nor will course names and descriptions be universal. A more detailed description of the recommended courses may be obtained from HQDA (SAPA-ZXP), WASH, DC 20310.

f. Importance of On-the Job Experience. Officers are cautioned to avoid the notion that education and training alone qualify them for highly responsible Public Affairs positions. There is no substitute for experience. After deciding upon Public Affairs as one of the two career specialties and after attending one or both of the basic DINFOS courses noted in paragraph 45-5d, officers should, in cooperation with personnel managers, actively seek increasingly responsible positions which afford exposure to all facets of the specialty and maximize the opportunity to learn by doing.

(Locate fig. 45-1, a fold-in page, at the end of the regular size pages.)



CHAPTER 46

RESEARCH AND DEVELOPMENT SPECIALTY (Specialty Code 51)

46-1. General. The Research and Development Specialty encompasses those positions concerned with the research, development and procurement of materiel from the conceptual phase through the production and deployment phase. The ultimate objective of Army Research, Development, and Acquisition (RDA) programs is the timely, cost-effective development, procurement and fielding of weapons, equipment, and systems which have adequate performance characteristics to meet operational requirements under wartime conditions.

a. Officers designated with the Research and Development Specialty provide the expertise to meet RDA objectives by performing the following type of duties:

(1) Management of materiel and nonmateriel systems during their life cycle from the conceptual phase through completion of production and development.

(2) Research, development, test, evaluation, and procurement aspects of foreign technology programs.

(3) Formulation, justification, and execution of those portions of military budgets which pertain to materiel acquisition.

(4) Management of national missile ranges for which the Army is designated executive agent.

(5) Determining requirements for and ensuring proper use of intelligence information pertinent to materiel acquisition.

(6) Command and administration of research and development centers and materiel acquisition activities.

(7) Engineering test pilot for acquisition of aircraft and aviation systems.

46-2. Role of the Research and Development Officer. The complexity, cost, and impact of the Army's materiel acquisition effort upon national defense provides the officer participating in this specialty the potential for a most challenging and rewarding career. The word "potential" is used in the previous sentence to highlight the responsibility that each officer has to participate in his/her own career management and professional development. It is the officer's, as well as MILPERCEN's, responsibility to continue to develop his/her professional expertise in line with Army requirements by taking advantage of

available civilian and military education opportunities, seeking assignments with greater responsibilities, and, if possible, participating in civilian professional community activities applicable to his/her particular background. Officers should not hesitate to inform their personnel managers at MILPERCEN of their professional aspirations and goals, and the type of education, training, or experience which they believe will assist them in attaining these goals.

46-3. Participation. Officers may, within requirements and with HQDA approval, have Research and Development designated as one of their two specialties. Participants in the US Army Aviation Engineering and Flight Testing Program will automatically receive Research and Development as a specialty.

46-4. Professional Development Objectives. The overall professional development objective in the Research and Development Specialty is to develop highly qualified officers with the requisite technical and managerial skills and experience for effective performance in materiel acquisition assignments. Specific objectives include:

a. *Qualification in the officer's other specialty.* Emphasis during the company grade years is directed towards qualification in another specialty. However, there are sufficient company grade Research and Development positions available to allow for early professional development in this specialty.

b. *Assignments in other specialties.* Assignments in an officer's other specialty also contribute to his/her professional development in the Research and Development Specialty. These type assignments develop practical experience and sensitize the officer to the user/equipment/system interface. Professional development phases and objectives for all specialties are discussed in chapter 2. Educational opportunities, both military and civilian, and illustrative assignment opportunities for the Research and Development Specialty are shown in figure 46-1.

c. *Officers who are interested in project management and meet the necessary prerequisites should apply for membership in the Project Manager Development Program (PMDP).* See chapter 54 for details on the PMDP.

(Locate fig. 46-1, a fold-in page, at the end
of the regular size pages.)

CHAPTER 48

TACTICAL/STRATEGIC INTELLIGENCE SPECIALTY (Specialty Code 35)

48-1. Description of the Tactical/Strategic Intelligence Specialty. *a.* The Tactical/Strategic Intelligence Specialty encompasses application of the intelligence function in support of both tactical and strategic Army missions. This specialty supports the Army's mission through the planning, collection, production, and dissemination of tactical and strategic intelligence from all sources, and the conduct of aerial and ground surveillance and reconnaissance. A knowledge of foreign languages or foreign areas is desirable for this specialty.

b. Officers in the Tactical/Strategic Specialty serve in command, staff, and operational positions. 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 weather and terrain and enemy strength, disposition, organization, equipment, tactics, morale, and logistics vulnerability.

- (3) Preparation and dissemination of intelligence estimates, reports and summaries, terrain analyses, and briefings.

- (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 and ground surveillance and reconnaissance support for the Army in the field.

- (6) Directing imagery interpretation units in the acquisition of intelligence information.

48-2. Role of the Tactical/Strategic Intelligence Officer. The role of the Tactical/Strategic Intelligence Officer is to reduce the combat commander's uncertainty of the enemy and environment relative to the employment of combat power. At Department of

Defense (DOD) and Department of the Army (DA) levels, the officer provides national decisionmakers with a sound basis for the formulation of policy decisions involving the capabilities and limitations of our foremost potential adversaries. The Tactical/Strategic Intelligence Officer is concerned with directing and supervising employment of organic intelligence resources and planning for the optimum utilization of supporting nonorganic intelligence resources to best support accomplishment of the command's mission. Tactical/Strategic Intelligence officers should also be familiar with the functional aspects of the other intelligence specialties, Cryptology (SC 37) and Counterintelligence/Human Intelligence (SC 36).

48-3. Participation. Some officers commissioned in Military Intelligence Branch will have the Tactical/Strategic Intelligence Specialty designated as their primary specialty upon entry on active duty. Military Intelligence officers may, within requirements and with HQDA approval, have any of the specialties listed in chapter 2 designated as their alternate specialty except Air Defense Artillery, Armor, Field Artillery, and Infantry.

48-4. Professional Development Objectives. Officers entering this specialty will complete the Military Intelligence Officer Basic Course which prepares officers for tactical intelligence assignments and provides knowledge of S-2/G-2 intelligence responsibilities and operations at battalion, brigade, and division level. Subsequent assignments provide for development of a balanced career through challenging operational, command and staff assignments with additional training as appropriate. Professional development phases and objectives for all specialties are discussed in chapter 2. Educational opportunities, both military and civilian, and illustrative assignment opportunities for the Tactical/Strategic Intelligence Specialty are shown in figure 48-1.

(Locate fig 48-1, a fold-in page, at the end of the regular size pages.)



CHAPTER 51

TRANSPORTATION MANAGEMENT SPECIALTY (Specialty Code 95)

51-1. Description of the Transportation Management Specialty. *a.* Transportation Management correlates all facets of transportation at the highest levels through the performance of command and staff duties related to planning, operations coordination and evaluation of water, rail, highway, air and multimodal transportation systems; assessment of transport capabilities in terms of current and projected requirements; integration of transport functions, the transport facilities, and preparation of transportation plans.

b. Many officers will have the opportunity of serving in positions associated with the Transportation Management Specialty. This is particularly true for officers having Marine and Terminal Operations or Highway and Rail Operations as their primary specialty. Experience gained in such positions will benefit officers having Transportation Management as a 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. Officers having Transportation Management as a specialty can expect to perform the following type duties:

(1) Command major transportation units engaged in cargo movement or troop movement in overseas areas or in the United States.

(2) Supervise the design, 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) Plan for and recommend the employment of transportation resources and conduct of transportation operations at all staff levels.

(7) Develop doctrine pertaining to transportation policies and procedures.

51-2. Role of the Transportation Management Officer. *a.* The Transportation Management officer supports the Army's mission as a transportation unit

commander and a staff planner. The Transportation Management officer is responsible for planning for the allocation of available resources for cargo movement and troop movement by two or more modes of transportation.

b. As a staff officer, the Transportation Management officer advises the commander and coordinates with other staff elements on the extent of transportation support required for implementation of strategic or tactical plans. The Transportation Management officer prepares the transportation portion of operations and administrative orders to ensure proper utilization of water, rail, highway, air, pipeline and inland waterway transportation.

c. The Transportation Management officer commands units engaged in the movement of cargo and personnel by two or more modes of transportation and advises the senior commander on the employment of the transportation capabilities of the unit.

d. Specific positions which the Transportation Management officer may serve in are: Transportation Unit Commander; Transportation Plans Officer; Transportation Staff Officer; Assistant Chief of Staff, Transportation; Installation and Division Transportation Officer.

51-3. Participation. Officers may, within requirements and with HQDA approval, have Transportation Management as one of their two specialties.

51-4. Professional Development Objectives.

a. Officers should complete the 3-week Defense Advanced Traffic Management Course, conducted by the US Army Transportation School, Fort Eustis, Virginia. This course provides advanced training for officers in the operation of transportation and traffic management functions within the Department of Defense (DOD) and in the DOD relationship with the transportation industry. See DA Pam 351-4 and DOD 5010.16-C for scope and content of this and other courses that relate to the Transportation Management Specialty.

b. Professional development career patterns for this specialty as well as for all specialties are discussed in chapter 2. Educational opportunities, both military and civilian, and assignment opportunities for the Transportation Management Specialty are shown in figure 51-1.

(Locate fig. 51-1, a fold-in page, at the end of the regular size pages.)



PART III

SENIOR OFFICER MANAGEMENT AREAS

This part presents a discussion of those areas which tend to be unique to the normal management of officers discussed in the previous parts. Remembering that specialties are formed based upon a grouping of similar and related positions will assist the reader if he/she recognizes the need for rather broad managerial requirements of many specialties in the more senior grades of the Army. The areas of Project Management, Installation Management, and Logistics Management must, of necessity, draw upon many of the specialty functions to accomplish their purpose. These areas require management and participation by more senior officers who have developed managerial expertise gained through schooling and assignment opportunities to effectively contribute to these areas.

CHAPTER 52

INSTALLATION MANAGEMENT

52-1. General. The complexity of Installation Management presents a challenge to the managerial expertise of an officer. On a daily basis, the Installation Manager is responsible for managing a significant portion of the Army's materiel and financial resources and providing for the welfare and morale of military personnel and their dependents. Efficient financial and materiel management enables a greater proportion of the Army's budget to be used in support of the combat training and materiel readiness missions. Provision of good support services with a "we care" attitude for military personnel and their dependents enhances morale — a key factor in any army. Likewise, civilian-military community relations are an equally important aspect of Installation Management. The public relations aspect of Installation Management is particularly important in overseas areas where military personnel and their dependents are, in effect, "ambassadors" to a host nation.

52-2. Professional Development of Installation Managers. Senior officers assigned as installation commanders/deputy commanders, chiefs of staff, or heads of functional directorates must be qualified in their functional specialties as well as have expertise in the intricacies of Installation Management. Consequently, a key objective in meeting Army Installation Management requirements is to develop and identify lieutenant colonels and colonels with prior Installation Management experience. Assignments to Installation Management positions are made in consonance with the professional development guidelines established for a particular Installation Management-related specialty. The positions include military positions with the directorates or command group offices or other subordinate positions having major functional or multifunctional responsibilities. The following list

of specialties include Installation Management positions:

<i>Position</i>	<i>Code</i>
Commander/Deputy Commander/Chief of Staff	*
Inspector General	*
Aviation	15
Engineer	21
Fixed Telecommunications System	26
Law Enforcement	31
Counterintelligence/HUMINT	36
Personnel Management	41
Personnel Administration and Administrative Management	42
Finance	44
Comptroller	45
Operations and Force Development	54
Logistics Management	70
Traffic Management	86
Maintenance Management	91
Supply Management	92
Logistics Services Management	93
Transportation Management	95
Procurement	97

*Specialty to be determined by the major commander concerned, based upon the mission of the installation/community activity. An Additional Skill Identifier (ASI) — "6Y" — has been established as a management tool which allows commanders and personnel managers to identify Installation Management positions, identify personnel with Installation Management experience or related training, and monitor the utilization and professional development of officers with Installation Management expertise within their particular specialties.

52-3. Designation With Additional Skill Identifier (ASI) "6Y." Officers with specialties related to Installation Management may be designated with ASI "6Y" by Commanding General, US Army Military Personnel Center or by commandants of schools based upon—

a. Successful duty performance in an Installation Management position.

b. Completion of military or civilian education

courses related to Installation Management.

Officers who desire to be considered for ASI "6Y" designation should forward their requests to their career management divisions, US Army Military Personnel Center.

52-4. Installation Management Education. Since Installation Management expertise is adjunctive to an officer's functional specialties, priority should be given to achieving the appropriate educational level in the functional specialties. The specialty chapters and professional development guides in this pamphlet contain detailed information pertaining to available specialty education. Installation Management courses and applicability are listed below.

a. Army Installation Management Course (AIMC). This course is required for members of the command group and heads of directorates; desirable for other personnel.

b. Senior Officer Legal Orientation. This course is desirable for lieutenant colonels and above who have attended the AIMC or are unable to attend AIMC en route to an Installation Management assignment.

c. Facilities Engineering Management Course. This course is required for personnel assigned to the Facilities Engineering Directorate.

d. Director of Industrial Operations Course. This course is required for personnel assigned to the Industrial Operations Directorate.

e. Installation Traffic Management and Joint Personnel Property Course. This course is required for Installation Transportation officers.

The reader should note that appropriate language training is desirable for personnel assigned to Installation Management related assignments in non-English speaking countries.

CHAPTER 53

LOGISTICS MANAGEMENT (Specialty Code 70)

53-1. Description of the Logistics Management Specialty. *a.* Logistics Management differs from other logistics specialties in that it consists of only colonel positions. It is a capstone and integrative specialty that contains positions entailing responsibilities for two or more logistics functions (supply, maintenance, transportation, services, or procurement), or two or more commodities. Positions specifically envisioned are those that entail overall support to an organization or activity, the evaluation of the adequacy of logistic support, the development of the logistics base, or the development of overall logistics concepts, doctrine, and plans.

b. This specialty is unique in that officers will not receive Logistics Management as one of their two designated OPMS specialties. Assignment to Logistics Management positions is based upon officer availability, logistical qualifications, education, past performance, and experience. While assigned to a Logistics Management position the officer will be shown as carrying a control specialty of Logistics Management (Specialty Code 70). Assignment to this specialty will not affect or change an officer's primary or alternate specialty.

c. The professional development goal of each logistics specialty is to produce officers qualified to serve in high level managerial positions in logistics. Therefore, any officer attaining the grade of colonel who has a logistics specialty may fill a Logistics Management position provided he possesses the requisite academic and service school qualifications. There is no requirement for individuals to request assignment in this specialty as all colonels possessing a logistics specialty will be considered automatically.

d. Professional Development. Officers assigned to positions included in this specialty will have qualified in both their primary and alternate specialties. Completion of the Industrial College of the Armed Forces (ICAF), the Logistics Executive Development Course (LEDC) or equivalent courses should be a goal of those officers desiring assignment to positions of expanded responsibility characteristic of the Logistics Management Specialty. Junior officers are encouraged to complete the Logistics Management Development Course as an introduction to the broad aspects of integrated logistics.

e. Advanced Civil Schooling. While advanced civil

schooling appropriate to any of the logistics specialties is generally supportive of this specialty, the Master of Science Degree in Logistics Management offered jointly by the Army Logistics Management Center and Florida Institute of Technology as a cooperative degree with the Logistics Executive Development Course is considered specifically supportive of the specialty.

f. The following positions are typical of the positions included in the Logistics Management Specialty:

<i>Position</i>	<i>Location</i>
Assistant for Supply Management and Operations (ASA (I&L))	Office of the Assistant Secretary of the Army (Installations & Logistics)
Deputy Director for Logistics, Plans, Operations & Systems	Office of the Deputy Chief of Staff for Logistics
Chief, Logistics Readiness Division	US Army Logistics Evaluation Agency
Logistics Staff Officer	Major Command/J-4
Field Depot Commander	US Army Materiel Development and Readiness Command and USAREUR
Chief, Supply Maintenance and Logistical Operations Division	US Army Advisory Group, Korea
Chief, Integrated Logistics Division	US Army Logistics Evaluation Agency
Director, Systems Design	US Army Logistics Center
Director, Industrial Operations	CONUS Installations
Support Command Commander	Divisions
Principal Logistics Advisor	US Army Military Mission or Military Assistance and Advisory Group
Deputy Assistant Director, Plans, Programs and Systems Directorate	HQ, Defense Logistics Agency
Chief, Depot Operations Division, Supply Operations Directorate	HQ, Defense Logistics Agency
Director, Planning and Management	Defense Logistics Agency Supply Centers
Director, Supply Operations	Defense Logistics Agency Supply Centers
Commander	Defense Logistics Agency Depots
Deputy Commander	Defense Logistics Agency Depots



APPENDIX A

GLOSSARY OF TERMS

Additional Skill Identifier (ASI) — An identification of specific skills which are required to perform the duties of a position, but are not related to any one particular specialty. Also, an identification of the additional skills possessed by an officer.

Alternate Specialty — A second specialty, in addition to an officer's primary specialty, which is designated at the completion of the officer's eighth year of Active Federal Commissioned Service for professional development and utilization.

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.

Control Specialty — A means to account and validate for officers by specialty. It is the specialty in which officers are requisitioned and assigned, against which they are accounted, and in which they join the organization which initiated the requisition.

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.

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 — One of two designated specialties in which an officer will receive 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.

Projected Specialty — The personnel manager's recommendation of the most appropriate specialty for an officer's next assignment which will be consistent with Army requirements and further the officer's professional development.

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.

Specialty Skill Identifier (SSI) — An identification of specific position skill requirements within a specialty and the corresponding qualifications possessed by commissioned officers.



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15 August 1981
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 encompasses that body of professional knowledge common to all Army officers, such as leadership, command, operations, logistics, communications skills, and management. Specialty education consists of education appropriate to each of the OPMS specialties described in this pamphlet.

3-2. Professional Military Education. The requirement for professional military education is satisfied by the Army professional military schooling system, consisting of basic and advanced courses taught at the service schools, the US Army Command and General Staff College (USACGSC) or other intermediate level colleges, and the US Army War College or other senior service colleges.

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 primary entry specialty. The advanced courses, USACGSC, and the senior service colleges provide opportunities for advanced specialty education. In addition, functional courses conducted by military schools 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 military school or recognized civilian institution.

3-4. Guides for Specialty Development Courses.

a. A wide spectrum of Army courses are available to support officer professional and specialty development. Additionally, other services and elements of the Federal Government offer numerous specialized courses which support officer development. Many of these courses are available by correspondence in addition to resident configuration.

b. There are numerous courses which support Army requirements and the needs and desires of individual officers. It is difficult to anticipate and specify the many combinations of courses which are applicable to both the Army and the individual needs. However, representative courses which are particularly suitable for the various specialties have been identified and

arrayed as "Specialty Education" within each specialty's professional development guide.

c. The following references will assist each officer in planning his specialty development:

(1) AR 621-1, Training of Military Personnel at Civilian Institutions.

(2) AR 621-101, Advanced Degree Program for ROTC Instructor Duty.

(3) DA Pam 351-4, US Army Formal Schools Catalog.

(4) DA Pam 351-20, Announcement of Army Correspondence Courses.

(5) DOD 5010.16-C, Defense Management Education and Training Catalog.

The primary reference for Army courses is DA Pamphlet 351-4. Most of the course listings under "Specialty Education" in the professional development guides with each specialty chapter include course identification numbers which are assigned in accordance with an established code, explained in paragraph 1-8 of DA Pam 351-4.

d. In a few instances, the course listings suggest use of specific correspondence courses. Particulars of the correspondence courses are included in DA Pam 351-20, which also provides enrollment procedures. In many other cases, correspondence courses paralleling the numbered resident courses listed in DA Pam 351-4 are available. The correspondence courses represent an important alternative means of specialty development to many of the resident courses due to their flexibility and convenience in study.

e. Certain applicable Defense courses and courses of other services are listed in DA Pam 351-4. However, more complete listings of such courses appear in DOD 5010.16-C. Within DOD 5010.16-C, these courses are indexed both by function and by responsible institution. The introduction describes the catalog and how it can be used. (Brochures may be available to describe the resident and correspondence courses offered by particular Army schools.)

f. Occasionally, a course may be found under an Army number and the number of another service and listed in more than one catalog. Users can recognize that such courses are identical by comparing the scopes, lengths, and titles. A few of the courses listed

in the professional development guides have no numbers. In such cases, officers may want to contact the responsible school for pertinent descriptive material.

3-5. Nonresident Schooling and Instruction. All officers are encouraged to further their professional military and specialty education through appropriate courses of nonresident instruction (correspondence courses; both those with or without resident phases). The successful completion of a given level of nonresident instruction is considered on an equal level of attainment with—but does not preclude attendance at—resident instruction. "Equal level of attainment" means that an officer who has reached a specific 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 through resident instruction. Officers who do not have the opportunity to attend a resident course should complete the level of professional military and/or specialty education appropriate to their grade through nonresident instruction. Nonresident instruction affords officers the opportunity to advance their professional education throughout their career, thereby enhancing their overall performance and potential. Details are contained in AR 351-20. Military school courses available through correspondence, both with and without a resident phase, are listed in DA Pam 351-20.

3-6. Multiple Paths to Education. Today, officers enter active duty with diverse educational back-

grounds and civilian experience. This diversity is amplified by the great variety of service experiences among officers with differing specialties. Differences among individuals in pursuit of off-duty and nonresident instruction contribute to differences in level of educational attainment. The officer professional education system is designed to permit officers to build upon achievements and experience, and move forward to a higher level of learning. Moreover, if officers do not have the opportunity to attend resident schooling, their education need not be stymied, for there are numerous opportunities for nonresident instruction. Officers should recognize there are diverse paths to an education, and no two individuals need follow the same path, even if they have the same specialties.

3-7. Educational Counseling. There are many courses that relate to the various specialties, and the diverse educational opportunities make it extremely difficult for officers to grasp all of the facts upon which to base a decision concerning their educational program. They will frequently require, and should seek, professional counseling in this matter. For such counseling an officer should turn to the Professional Development Officer in their appropriate MILPERCEN assignment division, their local Army Education Center, or an Educational Counselor at the appropriate service school. In addition, civilian institutions provide counseling services.

Section II. ARMY MILITARY SCHOOL SYSTEM

3-8. Scope. This section outlines the Army military school system and the policies and procedures associated with military schooling for Army officers.

3-9. Military Schools. a. Basic Course.

(1) The basic course prepares newly commissioned officers for their first duty assignments, with ample instruction on methods for training individuals, teams, and squads. In addition, the course includes sufficient instruction to provide officers an understanding of the environment of the company/battery/troop including its tactics, organization and administration.

(2) Upon commissioning, each officer is assigned a primary specialty, and as soon as practicable after entry on active duty will attend a basic course for professional military and specialty education (see exception in para 16-3a for Signal Corps related specialties). This specialty becomes the officer's primary specialty and receives the emphasis of training during the officer's first 7 to 8 years of active duty. Officer Candidate School graduates will receive specialty education in their assigned specialties immediately upon graduation from Officer Candidate School at a basic course.

b. Advanced Course.

(1) The purpose of advanced course is to prepare officers to command and train at the company/battery/troop level and to serve as staff officers at the battalion and brigade level. The course includes refresher training at the squad and platoon level as well as introductory instruction concerning the duties and responsibilities of battalion and brigade staff officers.

(2) The Army's goal is to have officers attend the course between the time of selection/promotion to captain and prior to commanding at the grade of captain. The advanced course continues the officer's professional military education, and supports primary or alternate specialty education depending upon the officer's previous education and experience. Additional specialty 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 prepares officers for duty as commanders of battalion, brigade, and equivalent sized units, as principal staff officers from brigade through higher echelons; as principal staff officers in theater Army commands; as Army General Staff officers; as military assistance

officers; and, as major Army, joint, unified, and combined command staff officers.

(2) Commissioned officers in the active Army who have been selected for promotion to major and who have not completed more than 15 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 determining eligibility. The majority of officers selected will attend the US Army Command and General Staff College at Fort Leavenworth, Kansas. However, some officers are selected for the Armed Forces Staff College, Navy, Marine, or Air Command and Staff Colleges, and the US Army School of the Americas. Selections are the result of a comparative appraisal of all eligible officers. The analysis of individual records include a careful review of scope and variety of tasks and how well performed, degree or level of responsibilities, trend of efficiency—up or down, intelligence, and independent judgment in the implementation of decisions. All selections are determined by a Department of the Army Selection Board based on best qualified without regard to specialty, grade, sex, component, or source of commission.

(3) CGSC level schooling advances the officer's professional military education and provides opportunities for continued specialty education. 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 E'cole Supérieure de Guerre.

(2) Officers selected for promotion to lieutenant colonels, and colonels who have credit for CGSC level schooling and have 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 specialty.

(3) The Army War College Corresponding Studies Course provides an alternate means of attaining senior service level schooling. Eligibility for selection is the same as for resident schooling with the exception that officers remain eligible through the 25th year of com-

missioned service (see AR 351-11 and DA Pam 351-4).

3-10. 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, Department of State, and the Foreign Service Institute.

3-11. Foreign Schools. Each year approximately 30 qualified officers are selected to attend 26 foreign schools in 15 different countries as students in accordance with invitational quotas received by the US Government. AR 351-16 contains a listing of the foreign schools that US officers attend.

3-12. 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 his/her next assignment.

3-13. Aviation Training. Company grade commissioned officers assigned to a specialty authorized aviators may volunteer for initial entry flight training in rotary wing aircraft under the provisions of AR 611-110. Aviation qualification and transition training is based on worldwide aviation specialty requirements. Aviators requiring additional skills will normally receive training during a permanent change of station. Course descriptions and prerequisites are contained in DA Pam 351-4.

3-14. 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 to qualify for a specific assignment. Complete information concerning such courses is contained in DA Pam 351-4.

3-15. Application for Military Schools. Officers should not make application for assignment as a student to the various professional military schools. Automatic consideration for such schooling as officers reach the appropriate zone of eligibility is provided for at the time they are being considered for reassignment. However, 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 is 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 non-academic tour between service school courses (e.g., an officer will not attend Command and General Staff

College immediately after completing the advanced course.

3-17. Service Obligation. Attendance at courses of

instruction at Government expense incurs a service obligation as prescribed in AR 350-100.

Section III. CIVILIAN EDUCATION

3-18. Purpose and Scope. *a.* The objective of the Army Civil Schooling Program is two fold. First, it is designed to meet Army requirements for officers' education in a variety of specialties at both the baccalaureate and graduate level. Second, it provides each officer the opportunity to satisfy his/her 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. Career officers, when surveying their personal civilian education goals, must consider their civilian education when determining their 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 officers pursuing studies commensurate with their primary or alternate specialty, or in the case of graduate education, to those officers who will study in an academic discipline for which a specific need has been established by the Army Educational Requirements Board (AERB). Normally, these officers 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. Officers should seek guidance from their appropriate MILPERCEN management division before undertaking prolonged off duty course work if doubt exists as to whether their proposed educational program is compatible with the educational requirements of their primary or alternate specialty.

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

3-19. Education Programs. Officers may pursue full-time studies toward a baccalaureate, master's degree or doctorate through either fully funded programs or partially funded programs which are outlined below. Specific civil schooling programs are governed by AR 621-1.

a. Fully Funded Programs. Under these 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/her family to the college or university where

he/she will study. Normally, the period of schooling will not exceed 18 months. Participants incur a service obligation of 3 years for each year of schooling or fraction thereof, but in no case more than 4 years.

(1) *Advanced degree program.* Selected officers attend graduate school to meet specific DA requirements established by the AERB. Upon completion of graduate studies, officers are assigned to positions which require the specific academic skills acquired. Such assignments normally are for a 3-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 the fifth through the thirteenth year of service.

(2) *Top 5 percent USMA and ROTC graduate schooling program.* This program offers up to 18 months of advanced civilian education to selected cadets to be commissioned in the Regular Army who rank in the top 5 percent of their graduating classes. As a result of their 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 be approved only in disciplines for which the Army has a valid requirement. Currently, 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 an approved discipline. Effective with the class of 1978, attendance will occur during the fourth through tenth year of service providing performance of duty and potential is equal to that of other officers considered.

(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. Normally, an active duty service obligation will not be incurred by attendance at short course instruction.

(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. It provides the trainee an opportu-

ity to grapple with real problems as opposed to theoretical and model problems inherent in the academic environment. Currently, these programs are concentrated in the areas of transportation, procurement, logistics management, and research and development with annual input of six in each program with the exception of transportation which is allocated seven. In FY 78, an additional five quotas will be made available for product engineering. The programs are normally 12 months in length (see AR 621-1).

b. Partially Funded Programs. Under these programs, the officer must bear the cost of all tuition, fees, and textbooks. Many officers elect to use their in-service benefits provided by the Veterans' Administration to help defray these costs. The Army provides the officer with full pay and allowances and will move the officer and his/her family to the school location if the period of schooling is of 20 weeks or more duration. Participants attending schools for period of less than 20 weeks are required to attend in a permissive TDY status. Officers authorized schooling of 20 weeks or more duration incur a service obligation of 3 years for each year of schooling or fraction thereof, but in no case more than 4 years.

(1) *Degree Completion Program (DCP).* This program authorizes officers up to 18 months full-time civilian education to complete undergraduate or graduate degree requirements. Each officer lacking an undergraduate degree is encouraged to pursue studies leading to this achievement. Commissioned officers pursuing an advanced degree must agree to study in a discipline validated by the Army Educational Requirements Board 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 the third through the fourteenth year of service at the undergraduate level and fifth through thirteenth year of service at the graduate level. Priority for selection normally will go to those individuals who can complete degree requirements in the least amount of time.

(2) *Advanced Degree Program for ROTC Instructor Duty (ADPRID) (AR 621-101).* This program is designed to upgrade the academic qualifications for officers assigned to ROTC instructor duty and to assist reducing the shortage of graduate trained officers in specific disciplines. Approved applicants already possessing a master's degree are also assigned to a 3-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 15 months to complete degree requirements at the master's level. Schooling will be followed by a 3-year ROTC assignment.

(3) *Cooperative Degree Programs.* Selected students attending schools such as the Command and

General Staff College (CGSC), the Logistics Executive Development Course (LEDC) at the Army Logistics Management Center, 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 6 months to complete graduate degree requirements as a full-time resident student at the civilian institution. Those attending SSC normally pursue studies during summer school preceding and subsequent to completing the military course. Officers are required to pay all education costs.

c. 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 equal to three times the period of schooling. This service obligation is imposed by statute and will be computed in days.

3-20. Tuition Assistance. Eligible officers pursuing off duty undergraduate 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 costs of books and supplies are paid by the officer. Participants must agree in writing to remain on active duty for a minimum of 2 years after completion of the course or courses in accordance with the provisions of paragraph 2-9b(1), AR 621-5.

3-21. 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 his/her academic background. Normally, study is in a discipline that fulfills the professional development requirements of the officer's primary or alternate specialty. In addition, applicants should have completed the 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 management division 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 5

OFFICER EVALUATION REPORTING

5-1. General. *a.* The primary function of the officer evaluation system is to obtain information for DA selection and assignment decisions. The system therefore, is the Army's method of identifying those officers most qualified for advancement and assignment to positions of increased responsibility.

(1) 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 managers. When correlated with other data, information in these reports is used by HQDA as a basis for personnel actions such as assignments, military and civil schooling selections, promotions, command designations, and eliminations.

(2) Unless an officer's capabilities, strengths and weaknesses are reflected accurately in evaluation reports, intelligent assignment and development of the officer's potential becomes difficult at best. Each evaluation report must contain a comprehensive appraisal of an officer's abilities, shortcomings, and potential 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 determining an officer's potential.

b. The secondary functions of the officer evaluation system are to encourage the professional development of the officer corps and to enhance mission accomplishment of each individual organization.

(1) The key to the accomplishment of these secondary functions is counseling. While this has always been a major aspect of leadership, continual emphasis is necessary. The officer evaluation system, and more specifically, the Officer Evaluation Report (OER) contributes significantly by providing a natural impetus to continual communication between senior and subordinate. It is through this communication that the rated officer is made aware of the specific nature of the duties. The communication also allows the rater to give direction to and develop his subordinates, as well as systematically plan for the accomplishment of the mission.

(2) The counseling process should begin at the onset of the rating period with the establishment of the rated officer's duty description and performance objec-

tives. The duty description outlines in general terms the parameters of the rated officer's responsibilities. Performance objectives are planned goals that the rated officer will work toward in an effort to make a contribution to the accomplishment of the organization's mission. The use of these objectives enables the rater and rated officer to jointly identify the rated officer's most important tasks, priorities and major areas of concern and responsibility.

(3) Since the nature of the situation in most organizations is often one of constant change, continued updating or revision of the duty description and performance objectives through the senior/subordinate communication process will normally be necessary. The natural result of this process is better understanding of duties and mission by the rated officer as well as increased professional development through interaction with the rater.

c. In addition to the primary and secondary functions described above, the evaluation system supports current Army personnel management programs.

(1) The impact of evaluation on OPMS is twofold. First, the evaluative data enables Department of the Army career managers to determine optimal utilization of officers. Secondly, the senior/subordinate communication process facilitates the dissemination of career development information, advice, and guidance to the rated officer. This enables the rated officer to take advantage of the superior's experience when making specialty related decisions.

(2) The communication/counseling aspects of the evaluation process contribute considerably to focusing officers on the human side of the organization, focusing on specific functions of programs, and opening channels of communication and constructive problem solving. As a result, the evaluation system's impact on the Army's "people oriented programs" are both meaningful and pervasive.

5-2. The Evaluation Chain. *a.* The evaluation chain begins with the rated officer, and extends through the rater, indorser, and reviewer. Each member of the chain contributes to the overall goal of better evaluation by contributing to the evaluation process from different perspectives.

b. The perspective changes gradually from the day-to-day observations of the performance by the rated officer and rater respectively to the successively broader, organizationally oriented, assessment of per-

formance and potential by the indorser and reviewer.

5-3. The Rated Officer. *a.* The role of the rated officer in the evaluation process is much more active than is normally assumed. The rated officer is the most knowledgeable of what the performance actually consists of, and shoulders considerable responsibility for the successful completion of the evaluation process.

b. Upon assignment, rated officers are given a copy of the rating chain and a principle duty to perform. Specifically, the duty has inherent missions, tasks and objectives and it can be expected that additional missions, tasks and objectives will be assigned, as appropriate.

c. The primary responsibility of the rated officer is to perform each duty to the best of his/her ability, continually seeking to improve the overall accomplishment of the organization's mission(s).

d. Finally, the rated officer should periodically evaluate his/her own performance and when in doubt, seek the advice and counsel of more senior officers.

5-4. The Rater. *a.* The rater is the immediate supervisor in the rated officer's chain of command and is normally in the best position to have personal or official knowledge of the day-to-day performance of the rated officer.

b. The rater should advise the rated officer, upon assignment, concerning scope of duties, objectives to be attained, expectations related to duty performance and conduct, and routine operational procedures. Afterward, the rater should be prepared to coach and/or counsel the rated officer on a continuing basis. Raters should be considerate and concerned supervisors who are fully informed concerning those they rate, and should take advantage of all opportunities to observe the rated officers. In addition, raters should be aware of the working environment within which their subordinate must operate.

c. Raters are in an ideal position to render a complete, accurate, objective and timely evaluation report concerning their subordinate's professionalism, performance and potential. This evaluation of the rated officer should include—

(1) The talents and qualifications the rated officer possesses.

(2) Ability and style of leadership.

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

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

(5) Fulfillment of the responsibilities and demands associated with the position concerned (i.e., attainment of those organizational goals or objectives

for which he/she is responsible).

5-5. 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. Indorsers normally are the individuals who rate the raters. Since this evaluation represents their own independent appraisal, indorsers may or may not agree with the rater's evaluation. Specifically, indorsers will state their own views and may comment upon the rater's entries if they feel that the entries are unwarranted, whether favorable or adverse.

5-6. The Reviewer. *a.* Reviewers are normally the officers who rate the indorsers. They have a key role in preserving the integrity of the system.

b. Evaluation of subordinates, like the evaluation of readiness is a command responsibility; not merely a personnel problem. This places a large responsibility for the success of the system on the senior officers of the Army, or more specifically on the reviewer.

c. Reviewers are normally more senior, more experienced officers who view evaluation from a wider organizational perspective. They provide the connecting link between the day-to-day observation of performance by the rater and indorser, and the longer term, after the fact, evaluation of potential by selection boards.

d. Specifically, reviewers should—

(1) Take a special interest in the rating scheme which establishes the rater and indorser for each officer, its validity, and relationship to the organizational structure.

(2) Make a qualitative analysis of rater and indorser entries from the standpoint of objectivity and fairness to both the Army and rated officer, and resolve any discrepancies found therein.

(3) Ensure timely and accurate submission of each report to the Department of the Army.

(4) Comment on the accuracy of the evaluation being submitted, when appropriate.

5-7. The Officer and the System. The current frequency for officer evaluation reports is about 1.5 per year, per officer. Most officers serve as raters, indorsers, or both; thus, the officer evaluation reporting system directly and frequently affects the career of every officer. Eventually, every officer helps determine the longrange validity and acceptability of the system. If all officers were rated according to identical standards, the problem would be simple; however, they are not. People interpret words, instructions, and definitions in different ways, and machine precision in the human equation is impossible. Nevertheless, it is important to strive for the highest degree of accuracy and objectivity in discharging one's responsibilities under the system.

PART II

SPECIALTY DESCRIPTION

This part discussed each of the OPMS specialties. Each chapter in Part II contains a description, the roles and functions, officers participation, professional development objectives, and professional guides for each of the specialties.

CHAPTER 7

AIR DEFENSE ARTILLERY SPECIALTY (Specialty Code 14)

7-1. Description of Air Defense Artillery Specialty. The Air Defense Artillery Specialty encompasses positions concerned with the employment of Air Defense Artillery weapons against enemy aircraft and missile attacks and in support of land combat operations. Air Defense Artillery forces employ both guns and missiles, placing either nonnuclear or 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 becomes the primary specialty for officers commissioned in the Air Defense Artillery Branch.

a. The primary function of officers in the Air Defense Artillery Specialty is to employ Air Defense Artillery weapons in support of military combat 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 the operations and fires of 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 planning and development of doctrine, organization and equipment to support the missions assigned to Air Defense Artillery units.

b. The principal skills included in this specialty and positions in which Air Defense Artillery officers will be utilized are found in: SHORAD Artillery Units — NIKE HERCULES Missile Air Defense Artillery Units — HAWK Missile Air Defense Artillery Units. Officers in the Air Defense Artillery Specialty are utilized in the listed types of units as both commanders and staff officers. Also, they serve in the following positions which require either Air Defense Artillery or general combat arms skills.

(1) Special and general staff positions in military headquarters and activities requiring combined arms technical or administrative expertise.

(2) Air space coordination elements at division and higher level staffs.

(3) Air Defense Artillery instructor positions in service schools and military colleges.

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

(5) Advisor positions in Army Reserve and National Guard units.

(6) Operations, research and development positions dealing with guided missile systems.

(7) Air Defense Artillery command and control elements.

c. Air Defense Artillery officers also serve in other positions which contribute professionally to their career development but may not be specifically related to their designated specialties. These positions include USAREC, ROTC, selected joint activities, aide-de-camp, Inspector General, Congressional Liaison, USMA, and other executive positions. Officers are selected for these positions based on overall manner of performance, military expertise, military and civilian education, and estimated potential for promotion.

7-2. Role of the Air Defense Artillery Officer.

a. The 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 the 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 and systems. Often, when the threat of air attack is diminished or non-existent, Air Defense Artillery units take on the additional mission of providing both direct and indirect fire in support of the ground units. Air Defense Artillery officers also man a variety of complex command and control systems to ensure timely and effective identification and engagement of hostile targets while affording maximum protection for friendly aircraft.

c. The variety of missions assigned to Air Defense Artillery units dictate a family of weapons systems ranging from relatively simple gun and missile sys-

tems to some of the most sophisticated and complex equipment modern technology has developed. The ammunition used by these weapon systems varies from conventional high explosives to nuclear warheads. An officer serving in the Air Defense Artillery Specialty must continuously study to keep abreast of equipment changes as improvements are made in order to respond to the evolutionary techniques employed by potential enemies.

d. In the Air Defense Artillery Specialty, an officer is given the opportunity of being a ground combat leader with an operational mission. In addition, the officer is afforded the opportunity of developing and using his technological background to employ the highly sophisticated equipment utilized in Air Defense Artillery. By virtue of his mission, the Air Defense Artillery officer may find his place of duty in the front lines with Infantry, Field Artillery, and Armor units or in CONUS defending against enemy air attacks. The mission may be to provide around-the-clock surveillance or to be prepared for immediate deployment to some trouble spot in the world. An officer in the Air Defense Artillery Specialty faces the challenges and rewards of being a combat leader in a technical environment.

7-3. Participation. a. Officers commissioned in Air Defense Artillery Branch will have the Air Defense

Artillery Specialty designated as their primary specialty upon entry on active duty. Air Defense Artillery officers may, within requirements, and with HQDA approval, have any of the specialties listed in chapter 2 designated as one of their two specialties except Armor, Field Artillery or Infantry.

b. Male officers of other specialties, who desire to participate in the Air Defense Artillery Specialty, should request a specialty transfer to the Air Defense Artillery Branch. Women officers are precluded from having Air Defense Artillery as a specialty.

7-4. Professional Development Objectives.

Specific professional development objectives for the Air Defense Artillery Specialty company grade officer include platoon/battery experience, completion of the advanced course, battery command, maximum qualification with Air Defense Artillery weapons systems, and skill training such as ranger and language as appropriate. Another objective is the identification of an alternate specialty. Professional development phases and objectives for all specialties are discussed in chapter 2. Educational opportunities, both military and civilian, and illustrative assignment opportunities for the Air Defense Artillery Specialty are shown in figure 7-1.

(Locate fig. 7-1, a fold-in page, at the end of the regular size pages.)

CHAPTER 9

ARMOR SPECIALTY (Specialty Code 12)

9-1. Description of the Armor Specialty. The Armor Specialty encompasses positions concerned with the employment of the combined arms 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 and armored cavalry 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 becomes the primary specialty for officers commissioned in the Armor Branch.

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

(1) Commanding, directing, and controlling armored and/or combined arms organizations during mobile land combat 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 doctrine, organization, and equipment to support the missions assigned to armored units.

b. Officers in the Armor Specialty serve in the following types of duty positions:

(1) Positions in armored units.

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

(3) Armor instructor positions in service schools.

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

(5) Advisor positions in the Army Reserve and National Guard units.

c. Armor officers also serve in other positions which contribute professionally to their career development but may not be specifically related to their designated specialties. These positions include USAREC, ROTC, selected joint activities, aide-de-camp, Inspector General, USMA, Congressional Liaison, and other positions. Officers are selected for these positions based on overall manner of performance, military

expertise, military and civilian education, and estimated promotion potential.

9-2. Role of the Armor Officer. *a.* Today's Armor has mobility and extreme flexibility, when employed as a combined arms team. 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 and armored cavalry troops.

c. Assignments in the Armor Specialty vary from tanks to cavalry. An officer in the Armor Specialty may begin as commander of a tank or reconnaissance (armored cavalry) platoon and advance to command of a company or armored cavalry troop, battalion or squadron, brigade, or regiment. In addition, Armor Specialty officers serve in challenging instructor, advisory, and executive positions which add breadth and diversity to their experience.

9-3. Participation. *a.* Officers commissioned in the Armor Branch will have the Armor Specialty designated as their primary specialty upon entry on active duty. Armor officers may, within requirements, and with HQDA approval, have any of the specialties listed in chapter 2 designated as one of their two specialties, except Air Defense Artillery, Field Artillery, or Infantry.

b. Male officers of other branches who desire to participate in the Armor Specialty should request branch transfer to the Armor Branch. Women officers are precluded from having Armor as a specialty.

9-4. Professional Development Objectives. Specific professional development objectives for the Armor Specialty company grade officer include platoon level experience, completion of the advanced course, company command, maximum qualification in both armored/armored reconnaissance units, and skill training such as ranger and organizational maintenance. Another objective is the identification of an alternate specialty. Professional development phases and objectives for all specialties are discussed in chapter 2. Educational opportunities, both military and civilian, and illustrative assignment opportunities for the Armor Specialty are shown in figure 9-1.

(Locate fig. 9-1, a fold-in, at the end
of the regular size pages.)



CHAPTER 11

AUTOMATIC DATA PROCESSING SPECIALTY **(Specialty Code 53)**

11-1. Description of the Automatic Data Processing Specialty. *a.* The Automatic Data Processing (ADP) Specialty is concerned with the handling of basic elements of data by a system of equipment, manpower and procedures interacting so as to effectively reduce to a minimum the need for human intervention. ADP provides Army managers at all levels with an analytical and systematic tool aimed at producing information required to support the decision-making process.

b. The Automatic Data Processing Specialty encompasses positions concerned with the planning, organizing, directing, coordinating, and controlling of information and data systems, in particular those requiring Automatic Data Processing equipment and techniques. Three functional areas make up the ADP Specialty: Computer Systems Software and Analysis Officer; Computer Operations Officer; Management Information Systems Officer.

c. Responsibilities associated with the ADP Specialty are:

(1) Commanding data processing organizations which operate systems for recording, collecting, verifying, manipulating, and controlling data.

(2) Supervising the operation of data processing equipment and computer facilities.

(3) Advising commanders and staff officers on the proper application of ADP procedures in solving operational and managerial problems.

(4) Exercising staff responsibility for the design, development, test, installation, and maintenance of ADP systems.

(5) Exercising staff responsibility for the selection of ADP equipment and changes or modification of such equipment to meet organization requirements.

(6) Exercising staff responsibility for or directly participating in the development and maintenance of computer programs and documentation.

(7) Exercising staff responsibility for the combat employment, doctrine, and organization of ADP units.

(8) Exercising staff responsibility for the management of ADP systems, including analysis of ADP requirements, policy development, budget formulation, and planning for future ADP requirements.

(9) Evaluating and conducting individual and unit training of ADP personnel.

(10) Analyzing problems utilizing ADP techniques to derive appropriate recommendations and solutions.

(11) Working closely with operations research/systems analysis (ORSA) specialists to develop and support the Army's use of computerized models, "war-games" and other simulation techniques.

d. 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) Headquarters, Department of the Army Staff agencies.

(5) Headquarters, Department of the Army Staff Support and Field Operating Agencies (e.g., US Army Computer Systems Command and US Army Military Personnel Center).

(6) Defense agencies (e.g., Defense Logistics Agency, Defense Intelligence Agency).

(7) Major Army commands (e.g., US Army Forces Command, US Army Training and Doctrine Command, US Army, Europe).

(8) Unified and specified command headquarters.

(9) Army corps and division.

(10) Installation data processing centers.

(11) Staff and faculty of service schools.

11-2. Role of the Automatic Data Processing Officer.

a. Officers in the ADP Specialty are faced with the challenge of ensuring that the Army remains abreast of all technological advances in the areas of automation, information systems and computer science. Officers possessing data processing expertise serve in a number of functional areas such as command and control, intelligence, personnel, and financial management, research and development, logistics, and communications. The data processing officer ensures the availability of timely and accurate information and analysis needed by commanders and personnel managers to assist them in the decisionmaking process.

b. Computer Systems Software and Analysis Officer:

(1) The Computer Systems Software and Analysis Officer occupies positions concerned with the analysis of data pertinent to operational and organizational problems, design of solutions to those problems, and translation of those solutions into operational automated systems.

(2) The principal functions performed by the Computer Systems Software and Analysis Officer are:

(a) Planning, analysis, design, development, installation, operation, and maintenance of executive, functional, and data base management systems.

(b) Design, development, documentation, installation, test, and maintenance of computer programs.

(c) Coordination with functional users.

c. Computer Operations Officer:

(1) The Computer Operations Officer occupies positions concerned with the management of computer operations facilities, including the development and implementation of computer systems and procedures, to ensure workloads are processed accurately and in accordance with schedules.

(2) The principal functions performed by the Computer Operations Officer are:

(a) Planning and supervising the operation of ADP equipment and computer operations facilities.

(b) Directing and coordinating the day-to-day activities of the computer facility to ensure that functional user requirements are met within the framework of a system's operational capabilities, command policies and priorities, and the organizational workload.

d. Management Informations Systems Officer: The Management Information Systems Officer (MISO) occupies positions dealing with the administration, monitoring and management of data processing systems, including policy planning, program budget formulation, funding and direction of activities concerned with the analysis and design of computer systems, and the development, testing, maintenance and documentation of supporting application programs. The MISO also ensures that organizational ADP resources fulfill the purposes for which they are intended.

11-3. Participation. Officers may, within requirements and with HQDA approval, have Automatic Data

Processing designated as one of the their two specialties.

11-4. Professional Development Objectives. Specific professional development objectives for Automatic Data Processing include attendance at the Automatic Data Processing Officer Course, US Army Administration Center, Fort Benjamin Harrison, Indiana. The ADP Specialty is an alternate specialty for all officers, but includes sufficient "developmental" company grade positions to allow for early professional development in preparation for the ADP Specialty Designation.

a. Company grade officers serving in ADP positions must understand that the primary emphasis during the company grade years is directed toward development of primary specialty skills. Repetitive ADP assignments are discouraged unless the officers have reached that level of professional development which qualifies them in their primary specialty.

b. Automatic Data Processing technology requires that ADP specialists develop the necessary knowledge and expertise to operate and manage complex and diversified ADP systems and equipment. Company grade officers should seek assignment to division/corps or installation ADP positions to ensure an appreciation for the problems associated with automated systems early in their career.

c. It is the individual officer's professional responsibility to keep himself abreast of the latest changes in ADP technology and systems engineering.

d. Professional development phases and objectives for all specialties are discussed in chapter 2. Educational opportunities, both military and civilian, and illustrative assignment opportunities for the ADP Specialty are shown in figure 11-1.

(Locate fig. 11-1, a fold-in page, at the end of the regular size pages.)

CHAPTER 12

AVIATION SPECIALTY (Specialty Code 15)

12-1. Description of the Aviation Specialty. The Aviation Specialty encompasses all operational flying positions, except those found in the Aviation Materiel Management Specialty (SC 71), and Army Medical Department. This specialty is concerned with the employment and support of Army aviation elements in the accomplishment of their mission of augmenting the capability of the Army to conduct prompt and sustained combat operations on land. Army aviation elements participate in the entire spectrum of Army missions (combat, combat support, combat service support).

a. The functions and duties of this specialty include—

(1) Commanding, directing, and controlling aviation elements operating as part of, or in support of, combined arms organizations.

(2) Providing expertise on the employment of Army aviation assets at all staff levels.

(3) Participating in the development of doctrine, organization, and equipment to support the missions assigned to Army aviation elements.

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

b. Officers in the Aviation Specialty serve in the following types of duty positions (not all inclusive):

(1) Aviation Unit Commander.

(2) Air Cavalry Unit Commander.

(3) Airfield Commander.

(4) Air Traffic Control Unit Commander.

(5) Experimental Test Pilot.

(6) Aviation Staff Officer.

(7) Aviation Safety Officer.

c. Many positions in the Aviation Specialty also require expertise in a nonaviation specialty. These positions will normally be filled by aviators having an appropriate specialty combination; e.g., Research and Development Coordinator or Assistant Army Attache'.

12-2. Role of the Aviation Officer. *a.* The Army aviator provides aviation support at all levels of the Army and in a variety of missions. Combat operations include the employment of attack helicopter units, air cavalry, and assault helicopter units against enemy forces and employment of aviation elements organic to ground combat units. Combat support operations include aerial surveillance and air traffic control activities. Combat service support operations include those

normally associated with assault support and heavy lift helicopter units. In addition, members of this specialty provide nontactical aviation support to the Army.

b. Assignments in this specialty include command of aviation units and activities as well as all principal staff functions (personnel, intelligence, operations, and logistics). Also, aviation assignments will include aviation staff officer positions at all levels of the Army and joint activities.

12-3. Participation. Officers with any primary specialty may apply and, if accepted, attend initial entry flight training. However, quotas for initial entry flight training will be allocated to the Officer Personnel Management Directorate company grade officer divisions based upon the type primary specialty experience required to meet company grade aviation requirements. The heaviest requirements are for officers with combat arms specialty experience followed by combat support and then combat service support.

a. All officers entering initial entry flight training under Aviation Specialty quotas will be required to meet the minimum troop duty criterion prescribed by AR 611-110. The intent of this requirement is to ensure that officers entering the Aviation Specialty are experienced and are knowledgeable of the missions of the ground elements they may be assigned to or support as aviators.

b. Aviators will be designated with an alternate specialty Aviation (SC 15) upon completion of initial entry flight training. Specialty designations will be reviewed during the officer's seventh year of Federal commissioned service, and redesignations made as necessary at the eighth year to meet Army field grade requirements. At this point, many aviators will be designated with a primary specialty of Aviation and receive a new alternate specialty. Recognition of former primary specialty skills will be retained in the Officer Master File (OMF) for consideration in future personnel actions.

12-4. Professional Development Objectives.

a. Specific professional development objectives for the Aviation Specialty include completion of the Officer Rotary Wing Aviator Course and aviation platoon or detachment command for company grade officers; advanced flight training; and aviation skill training; e.g., aviation safety officer, air traffic control, experimental test pilot. Commands for this spe-

cialty include battalions, squadrons, airfields, companies, troops, and detachments. Most company level commands are at the grade of major, while platoon leaders and section leaders are in the grade of captain and lieutenant respectively.

b. Professional development phases and objectives for this specialty as well as all specialties are discussed in chapter 2. Educational opportunities, both military and civilian, and illustrative assignment opportunities for the Aviation Specialty are shown in figure 12-1.

(Locate fig. 12-1, a fold-in page, at the end of the regular size pages.)

12-5. Assignment Policies and Procedures.

a. Aviators will receive directed assignments to operational flying duties upon completion of initial entry flight training. Initial assignments are designed primarily to develop those skills required in aviation units in an operational environment, and will normally be for a period of 3 years. Officers will be assigned to

aviation positions which make maximum utilization of their experience and training.

b. Once aviators qualify in an aircraft system associated with a particular type of unit, they can anticipate future utilization in that type of system or follow-on systems. Commissioned officer aviators will receive transition training in additional and more complex systems when Army requirements so demand.

c. When aviators with less than 8 years service are not in Aviation Specialty positions, they normally will be assigned to duties which will increase their experience in their primary specialty, or to positions which will provide developmental experience in an alternate specialty. Once aviators pass the eighth year formal designation point they normally will be assigned duties in one of their two designated specialties, just as are their nonrated contemporaries. There will be occasions, however, when Army requirements may necessitate assignments in previously designated or other specialty areas.

CHAPTER 13

AVIATION MATERIEL MANAGEMENT SPECIALTY (Specialty Code 71)

13-1. Description of the Aviation Materiel Management Specialty. *a.* The Aviation Materiel Management Specialty encompasses those positions relating to life cycle management of aviation materiel. Officers in this specialty will be rated Army aviators. During the lieutenant and captain phases, officers normally will serve in positions developing skills in at least one of the life cycle management functions, and in later phases will assume duties of wider scope in the management of aviation materiel.

b. Officers having Aviation Materiel Management as a specialty can 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 Aviation Unit Maintenance (AVUM), Aviation Intermediate Maintenance (AVIM) or depot 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.

(7) Serve as a project manager (PM) for an aviation system that has entered production/deployment or operation and support phase in life cycle management.

For further information see AR 611-101.

13-2. Role of the Aviation Materiel Management Officer. During the early decades of Army aviation, the logistical support system was adequate to meet the needs of relatively unsophisticated aircraft. Today's advancements in aviation technology have provided

increased challenges for those personnel in logistical support roles. This challenge is being met by the personnel selected for the OPMS Specialty 71. Whether in a peacetime or wartime environment, the Aviation Materiel Manager is responsible for aviation related items from materiel concept investigation through ultimate disposal of obsolete systems. Because of the wide range of responsibilities, the Aviation Materiel Manager will serve in positions requiring the highest degree of leadership, trust, and managerial ability. Wherever the assignment, the Aviation Materiel Manager will be called upon to serve in one of the newest and most dynamic career fields within the US Army.

13-3. Participation. *a.* Officers commissioned in the Transportation Corps may have the Aviation Materiel Management Specialty designated upon entry on active duty. Transportation Corps officers may, within requirements, and with HQDA approval, have any of the specialties listed in chapter 2 designated as one of their two specialties.

b. Commissioned officer aviators in any branch may have the Aviation Materiel Management Specialty designated as one of their two specialties.

13-4. Professional Development Objectives.

a. Newly commissioned officers programmed into the Aviation Materiel Management Specialty will attend the initial entry Rotary Wing Aviator Course and the Aircraft Maintenance Officer and Repair Technician Course.

b. Advanced civil schooling for officers in support of the Aviation Materiel Management Specialty would be in such disciplines as Logistics Management, Aeronautical Engineering or Business Administration.

c. Professional development career patterns for this specialty as well as for all specialties are discussed in chapter 2. Educational opportunities, both military and civilian, and assignment opportunities for the Aviation Materiel Management Specialty are shown in figure 13-1.

Locate fig. 13-1, a fold-in page, at the end
of the regular size pages.

CHAPTER 14

CHEMICAL SPECIALTY (Specialty Code 74)

14-1. Description of the Chemical Specialty.

a. The Chemical Specialty encompasses functions which are primarily oriented toward operations, training, scientific, development and acquisition activities in support of nuclear, biological and chemical (NBC) defense programs. The specialty provides the Army with a highly trained corps of NBC defense and operational experts.

b. Positions in this specialty are involved with staff operations, management, development and acquisition of chemical materiel and scientific activities requiring knowledge of NBC operations to include employment, support, defensive procedures, equipment and techniques, fallout prediction, surveying and monitoring procedures, battlefield survival techniques, and the intelligence aspects of NBC operations. Additionally, officers may volunteer for service in the explosive ordnance disposal field.

c. Positions in this specialty are found at all levels of the Army and Defense organization; Chemical Officers can expect to perform the following type duties:

(1) Advising commanders on plans for security and protective measures to be employed to minimize effectiveness of enemy NBC attack.

(2) Serve as a brigade, division, corps, or major Army command Chemical Officer.

(3) Develop plans for the employment of chemical weapons.

(4) Develop NBC doctrine and procedures.

(5) Plan, conduct, and supervise NBC defensive training.

(6) Evaluate NBC technical intelligence data.

(7) Command a combat support unit or production facility.

(8) Develop, design, test, and analyze new types of chemical munitions.

(9) Serve as project manager for selected items.

(10) Develop, analyze, or study chemical compounds, or supervise a laboratory involved in such studies.

(11) Establish and control supply activities related to chemical materiel.

(12) Serve as a service school or military college faculty member.

d. Further information concerning positions associated with this specialty are discussed in AR 611-101.

14-2. **Role of the Chemical Officer.** The prime responsibility of the Chemical Officer is to support the

Army by providing expertise concerning all aspects of chemical, biological, and nuclear defense and chemical operations to commanders and staffs at all levels. Officers serving in the Chemical Specialty can expect many diverse and challenging assignments. Approximately 75 percent of the Chemical positions are oriented toward operational, training, or staff duties, and 10 percent toward development and acquisition activities. Because of the nature of NBC requirements, Chemical Officers of all grades perform independently as special staff officers. As such, the Chemical Officer is the principal advisor to the commander on matters relating to NBC defense and the retaliatory employment of chemical weaponry and is the key to an effective and meaningful NBC readiness posture.

14-3. **Participation.** Officers commissioned in the Chemical Corps will have the Chemical Specialty designated as the primary specialty upon entry on active duty. Chemical Officers may, within requirements, and with HQDA approval, have any of the specialties listed in chapter 2, except Infantry, Armor, Field Artillery or Air Defense Artillery, designated as one of their two specialties. Other officers may be awarded Chemical as an alternate specialty.

14-4. Professional Development Objectives.

a. Newly commissioned officers scheduled for assignment in the Chemical Specialty will complete the Chemical Basic Officer Course at the US Army Ordnance and Chemical Center and School (USAOCCS), Aberdeen Proving Ground, Maryland. The purpose of this course is to provide each officer with a general knowledge of the technical aspects of NBC operations to include medical, intelligence, and support aspects. Officers acquiring the primary Chemical Specialty after commissioned but prior to their eighth year of service will attend the Chemical Specialty track portion of this course en route to their next assignment. Officers volunteering for explosive ordnance disposal (EOD) duty will attend the EOD Course at the US Naval EOD Facility, Indian Head, Maryland, to qualify in the detection, sampling, first aid, decontamination, and handling and disposal of chemical agents found in unexploded ordnance. Officers anticipating an assignment where escort duties are performed may complete the Technical Escort Course at Redstone Arsenal, Alabama. This course provides officers with a working knowledge of technical escort functions, materiel requiring escort, physiological effects, NBC con-

tainers, munitions, and other hazardous materiel.

b. Professional development career patterns for this specialty as well as for all specialties are discussed in

chapter 2. Educational opportunities, both military and civilian, and assignment opportunities for the Chemical Specialty are shown in figure 14-1.

(Locate fig. 14-1, a fold-in page, at the end of the regular size pages.)



CHAPTER 20

COUNTERINTELLIGENCE/HUMAN INTELLIGENCE SPECIALTY
(Specialty Code 36)

20-1. Description of the Counterintelligence/Human Intelligence (HUMINT) Specialty. *a.* The Counterintelligence/HUMINT Specialty encompasses positions involving counterintelligence and area intelligence. This specialty supports the Army's mission through planning for and conducting functional and operational aspects of counterintelligence and area intelligence. Counterintelligence functions and operations concern operations security (OPSEC), personnel security, document security, counterespionage, countersabotage, and countersubversion. Area intelligence functions and operations concern directing, coordinating, and conducting collection operations to obtain military intelligence information. A knowledge of foreign languages or foreign areas is desirable for this specialty.

b. Officers in the Counterintelligence/HUMINT Specialty serve in command, staff, and operational positions. Principal duties performed by these officers include:

- (1) Conducting or directing counterintelligence investigations and operations.
- (2) Conducting or directing command security evaluations.
- (3) Conducting or directing operational security planning and implementation and security education programs.
- (4) Conducting or directing activities to safeguard classified defense information, equipment, and materiel.
- (5) Conducting or directing planning for collection operations.
- (6) Conducting or directing training for collection personnel.
- (7) Conducting or directing collection personnel debriefings.
- (8) Conducting or directing preparations of intelligence reports and summaries.

20-2. Roll of Counterintelligence/HUMINT Officer. The role of the Counterintelligence/HUMINT officer is to reduce the combat commander's uncertainty of the enemy and environment relative to the employment of combat power while preventing the enemy from obtaining knowledge of US Army Forces and intentions. At Department of Defense and Department of the Army levels, the officer provides national decisionmakers with a sound basis for the formulation of

policy decisions involving the capabilities and limitations of our foremost potential adversaries. The Counterintelligence/HUMINT officer is involved in conducting or directing counterintelligence or collection operations in support of the Department of the Army, unified or specified commands, and the Army in the field. The counterintelligence officer conducts or directs activities which are aimed at detecting and neutralizing espionage, subversion, sabotage, treason, sedition, and disaffection with or directed against the US Army. The area intelligence officer conducts or directs activities to obtain military intelligence information in support of military commanders. Counterintelligence/HUMINT officers should also be familiar with the functional aspects of the other intelligence specialties, Electronic Warfare/Cryptology (37) and Tactical/Strategic Intelligence (35).

20-3. Participation. Some officers commissioned in the Military Intelligence Branch will have the Counterintelligence/Human Intelligence Specialty designated as their primary specialty upon entry on active duty. Military Intelligence officers may, within requirements and with HQDA approval, have any of the specialties listed in chapter 2 designated as their alternate specialty except Infantry, Armor, Field Artillery, and Air Defense Artillery. Officers of other branches may also have Counterintelligence/Human Intelligence as one of their specialties.

20-4. Professional Development Objectives. Initial training in Counterintelligence/HUMINT requires completion of the Military Intelligence Officer Basic Counterintelligence/HUMINT Course which provides fundamental knowledge of OPSEC, counterintelligence investigations, operations, and reporting, and trains officers in OPSEC and the specialized techniques of gathering, recording, and reporting information. Specialized training is provided to personnel going to area intelligence operational assignments. Subsequent assignments provide for development of a balanced career through challenging operational, command and staff assignments with additional training as appropriate. Professional development phases and objectives for all specialties are discussed in chapter 2. Educational opportunities, both military and civilian, and illustrative assignment opportunities for the Counterintelligence/Human Intelligence Specialty are shown in figure 20-1.

(Locate fig. 20-1, a fold-in page, at the end of the regular size pages.)



CHAPTER 21

EDUCATION SPECIALTY (Specialty Code 47)

21-1. Description of the Education Specialty.

a. The Education Specialty encompasses selected staff and faculty positions in military colleges, and staff positions in headquarters with responsibilities for military history. The skills required are those of a professional educator or scholar. Specialty Code 47 identifies officers/positions in this specialty.

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 author/instructor positions at the military colleges and universities will be filled by officers having specialties other than education. Officers serving in these positions normally will possess a master's degree in the academic discipline for which they are responsible to teach. These officers normally will serve a 3 year tour in the education establishment. This assignment should afford advanced development in a discipline which will either complement one of the officer's designated specialties, or provide a basis for a change/establishment of an alternate specialty. 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 these schools. 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. The Education Specialty includes military historians not only as faculty members at military colleges and

universities and in ROTC programs, but also as staff officers involved in the publication of official US Army history and in the formulation of Army doctrine. Officers are normally precluded from designation in this specialty at the grade of captain, excluding military historians.

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

(1) Planning, development, and conduct of formal instruction at Army colleges, the United States Military Academy, and universities.

(2) Supervision of military education programs and activities.

(3) Formulation of military educational policy.

d. Officers in the Education Specialty serve in the following types of duty positions:

(1) Selected Department Heads and other staff and faculty positions in military colleges, the United States Military Academy, and universities.

(2) Professors of Military Science, ROTC (specialty immaterial).

(3) Research officers.

(4) Curators.

(5) Staff military historians.

21-2. Role of the Education Officer. The Education Specialty is unique among the specialties in that officers serving in the specialty are exceptionally skilled and talented in disciplines supportive of the military education establishment. Many officers serving in education positions must understand that, in most cases, they will be serving in these positions as a result of either their undergraduate or graduate degrees which are commensurate with the position requirements of the Education Specialty. These positions are developmental toward the Education Specialty and may influence the designation of an officer's alternate specialty.

21-3. 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. Officers developed in other specialties who wish to make contributions in the sphere of education may request participation in the Education Specialty at any time. In these instances, officers will be selected for participation in the Education Specialty based upon an indepth review of their qualifications and an evaluation of their attributes and potential for contribution to the Educa-

tion Specialty.

b. Potential entrants to the Education Specialty include:

(1) Highly motivated officers who have developed exceptional educational talents.

(2) Officers with recognized credentials in such subjects as History, Education, Political Science, Psychology, and the sciences for which there are faculty requirements in the Army schooling system.

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

21-4. Professional Development Objectives.

a. The overall objective of officer professional development in the Education Specialty is to provide a nucleus of professional military educators and scholars who have the requisite scholarship, intellect and academic credentials to serve effectively in the Army educational system. The Education Specialty includes sufficient developmental company grade positions to allow for early professional development in preparation for the Education Specialty designation.

b. Professional development phases and objectives for all specialties are discussed in chapter 2. Educational opportunities, both military and civilian, and illustrative assignment opportunities for the Education Specialty are shown in figure 21-1.

(Locate fig. 21-1, a fold-in page, at the end of the regular size pages.)

CHAPTER 22

ELECTRONIC WARFARE/CRYPTOLOGY SPECIALTY (Specialty Code 37)

22-1. Description of the Electronic Warfare (EW)/Cryptology Specialty. *a.* The EW/Cryptology Specialty encompasses positions involving signal intelligence, signal security, and electronic warfare. This specialty supports the Army's mission through planning for and conducting collection, analysis, and reporting of communications and electronic intelligence information; by ensuring the preservation of communications and electronic security; and by the planning, support, conduct, and evaluation of electronic warfare operations. A knowledge of foreign languages is desirable for this specialty.

b. Officers in the EW/Cryptology Specialty serve in command, staff and operational positions. Principal duties performed by these officers include:

- (1) Directing or supervising collection, analysis, and reporting of signal intelligence information.
- (2) Directing or supervising signal security and compromising emanations control activities.
- (3) Directing or supervising employment and deployment of systems, equipment, and units involved in electronic warfare.
- (4) Preparation and formulation of electronic warfare/cryptologic plans, policies, procedures, annexes, and appendixes as a member of a general or special staff.
- (5) Directing programs and procedures, and exercising overall technical supervision of units and activities engaged in electronic warfare, signal intelligence, and signal security.

22-2. Role of the Electronic Warfare/Cryptology Officer. The role of the EW/Cryptology Intelligence officer is to reduce the combat commander's uncertainty of the enemy and environment relative to the employment of combat power. At Department of Defense and Department of the Army levels, the officer provides national decisionmakers with a sound basis for the formulation of policy decisions involving the capabilities and limitations of our foremost potential adversaries. The EW/Cryptology officer is concerned with directing and supervising employment of organic intelligence resources and planning for the optimum

utilization of supporting nonorganic resources to best support accomplishment of the command's mission. EW/Cryptology officers should also be familiar with the functional aspects of the other intelligence specialties, Tactical/Strategic (35) and Counterintelligence/Human Intelligence (36).

22-3. Participation. Some officers commissioned in Military Intelligence Branch will have the EW/Cryptology Specialty designated as their primary specialty upon entry on active duty. Military Intelligence officers may, within requirements, and with HQDA approval, have any of the specialties listed in chapter 2 designated as their alternate specialty except Infantry, Armor, Field Artillery, and Air Defense Artillery. Officers of other branches may, within requirements, and with HQDA approval, have Electronic Warfare/Cryptology designated as one of their two specialties.

22-4. Professional Development Objectives. After successful completion of the basic and/or advanced course, officers may attend intermediate level training courses such as the National Communications Security Course of Military Officer Advanced Cryptologic Course at the National Cryptologic School, National Security Agency. Advanced specialty training for officers in the lieutenant colonel and colonel ranks include completion of the National Security Agency. Prior to assignment in the alternate cryptologic specialty, each officer will receive training at the US Army Intelligence School, Fort Devens, Massachusetts, which will include a generalized introduction to EW/Cryptology and specific training geared to the follow-on duty assignment. The EW/Cryptology Specialty offers an evenly balanced career developed through challenging command and staff opportunities at all ranks and in every part of the world. Professional development phases and objectives for all specialties are discussed in chapter 2. Educational opportunities, both military and civilian, and illustrative assignment opportunities for the Electronic Warfare/Cryptology Specialty are shown in figure 22-1.

(Locate fig. 22-1, a fold-in page, at the end of the regular size pages.)



CHAPTER 23

ENGINEER SPECIALTY (Specialty Code 21)

23-1. Description of the Engineer Specialty. The Engineer Specialty encompasses positions concerned with combat engineering in support of the Army in the field. This specialty also includes positions concerned with management of the Army's civil works and military construction programs, facilities engineering, and management of the Army's topographic activities. Engineer is the primary specialty of officers commissioned in the Corps of Engineers.

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. Each officer is trained to lead Engineer troops in combat operations as Infantry when required. Additionally, Engineer officers provide engineering support in the execution of Army and Air Force military construction programs, civil works programs, and maintenance of installation facilities. Assignments in military construction, civil works or facilities engineering allow the Engineer officer to gain valuable engineering experience and expertise. The principal functions included in the Engineer Specialty are—

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

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

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

b. The specific skill requirements included in this specialty are:

- (1) Combat Engineering.
- (2) Construction Engineering.
- (3) Engineer Management.
- (4) Topographic Engineering.

c. Officers in the Engineer Specialty serve in the fol-

lowing types of duty:

- (1) Command of Engineer units.
- (2) Positions in Directorates of Facilities Engineering at military installations.
- (3) Engineer staff positions at all levels.
- (4) Resident, Area, District and Division Engineer in the Military and Civil Works Programs.
- (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, ROTC units, and USMA.
- (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.
- (10) Engineer team chief or coordinator.
- (11) Army Readiness Regions, Engineer research and development positions.
- (12) Topographic and geodetic Engineer positions.

23-2. Role of the Engineer Officer. Officers having the Engineer Specialty are unique in that their mission may be both military and civil. Military missions range from frontline combat and construction operations to construction of missile bases for defense of the nation. Civil missions embrace the planning and construction of public works to preserve or develop the resources of the entire United States. In peace or at war, Army Engineers are faced with difficult, technical missions. Whatever the assignment in the Engineer Specialty, the Engineer specialist will lead people and tackle challenges faced by the world's largest and foremost engineering organization.

23-3. Participation. *a.* Officers commissioned in the Corps of Engineers will have the Engineer Specialty designated as their primary specialty upon entry on active duty. Corps of Engineers officers may, within requirements and with HQDA approval, 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 commissioned in any branch who possess basic engineering qualifications may, within requirements and with HQDA approval, have the Engineer Specialty designated as one of their specialties.

23-4. Professional Development Objectives.

Specific professional development objectives for the Engineer company grade officer includes: Company command; a baccalaureate degree or higher in an engineering field, or equivalent military or civilian training; skill training such as ranger or airborne; and, the identification of an alternate specialty. In addition, all officers in the Engineer Specialty are encouraged to

continue their professional development through attainment of Professional Engineer registration. Professional development phases and objectives for all specialties are discussed in chapter 2. Educational opportunities, both military and civilian, and illustrative assignment opportunities for the Engineer Specialty are shown in figure 23-1.

(Locate fig. 23-1, a fold-in page, at the end of the regular size pages.)

CHAPTER 31

INFANTRY SPECIALTY (Specialty Code 11)

31-1. Description of the Infantry Specialty. The Infantry Specialty encompasses positions concerned with the employment of the combined arms 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 becomes the primary specialty for officers commissioned in the Infantry Branch.

a. The primary function of officers in 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 during 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 planning and development of doctrine, organization, and equipment to support the missions assigned to Infantry units.

b. Officers in the Infantry Specialty serve in the following types of duty positions:

- (1) Positions in Infantry units of all types. (Positions in aviation units are identified with Specialty 15 and are discussed in chapter 13.)

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

- (3) Infantry tactics instructor positions in service schools.

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

- (5) Advising Army Reserve and National Guard elements.

- (6) Combat and leadership positions in special forces units.

- (7) Training and leadership positions, Army Training Centers.

c. Infantry officers also serve in other positions which contribute to their professional development

but may not be specifically related to their designated specialties. These positions include USAREC, ROTC, Inspector General, Congressional Liaison, and other executive positions. Officers are selected for these positions based on overall manner of performance, military expertise, military and civilian education, and estimated promotion potential.

31-2. 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 of any environment. Primary among these skills is leadership without which no unit can succeed in combat.

c. Assignments in Infantry include troop duty, staff duty, and service instructor, advisory, and executive positions. Throughout an Infantry career, the diversity of assignments offers a 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.

31-3. Participation. *a.* Officers commissioned in Infantry Branch will have the Infantry Specialty designated as their primary specialty upon entry on active duty. Infantry officers may, within requirements, and with HQDA approval, have any of the specialties listed in chapter 2 designated as one of their two specialties, except Air Defense Artillery, Armor, or Field Artillery.

b. Male officers of other branches who desire to participate in the Infantry Specialty should request branch transfer to the Infantry Branch. Women officers are precluded from having Infantry as a specialty.

31-4. Professional Development Objectives. Spe-

cific professional development objectives for the Infantry Specialty company grade officer include platoon level experience, completion of the advanced course, company command, qualification in light/mechanized Infantry units, and skill training such as ranger and organizational maintenance.

Another objective is the identification of an alternate specialty. Professional development phases and objectives for all specialties are discussed in chapter 2. Educational opportunities, both military and civilian, and illustrative assignment opportunities for the Infantry Specialty are shown in figure 31-1.

(Locate fig. 31-1, a fold-in page, at the end of the regular size pages.)

CHAPTER 32

INSTRUCTIONAL TECHNOLOGY AND MANAGEMENT SPECIALTY
(Specialty Code 28)

32-1. Description of the Instructional Technology and Management Specialty. *a.* Instructional Technology and Management Specialty encompasses positions in a broad range of functions and activities related to the application of instructional technology principles and audiovisual systems in support of the Army's mission.

b. Principal functions included in this specialty are:

(1) Development of instruction at Army service schools and other education facilities.

(2) The design of instructional systems to include analysis, design development, validation, implementation and control, revision, and management.

(3) Planning, designing, development, validation, management, and support of audiovisual systems and facilities used by the Army in the field and in garrison for education and training, information, security, command and control, and combat operations.

(4) Directing the selection, planning, development, production, and distribution of all types of instructional media.

(5) Establishes instructional policy at headquarters using skills in educational research, learning theory, curriculum design, and interpersonnel communications.

c. Officers participating in Instructional Technology and Management Specialty may serve in the following types of duty positions:

(1) Selected staff positions in military service schools, the United States Military Academy, and colleges.

(2) Staff positions in headquarters concerned with the development and supervision of education plans, policies, and programs.

(3) Audiovisual units of all types.

(4) Staff positions in headquarters concerned with the planning and supervision of audiovisual systems and facilities.

d. Principal duties included in this specialty are:

(1) Instructional Manager.

(2) Media Production Officer.

(3) Instructional Technologist.

(4) Training and Audiovisual Support Officer (TASO).

32-2. Role of the Instructional Technology and Management Officer. Officers in this specialty are found in a variety of jobs from combat audiovisual units to service school instructional technology staffs. They are responsible for planning, managing, and directing instructional policy, design, and development. These officers plan and direct audiovisual systems and facilities to include still and motion picture photography, television, graphics, audio, and fabrication of training aids and devices. Additionally, they develop and supervise the design of instructional material to include curriculum development, methods of instruction, media selection, test and evaluation, and manage training support activities responsible for instructional technology plans and policy and production of training support media products.

32-3. Participation. *a.* Officers with other than Communications-Electronics (C-E) primary specialty designations may, within requirements and with HQDA approval, have Instructional Technology and Management designated as one of their two specialties.

b. C-E officer participation will be in accordance with that guidance provided in paragraph 18-3, chapter 18. However, C-E officer participation in this specialty at the eight year designation point will be limited to those who possess one year of experience or formal development in this field.

32-4. Professional Development Objectives.

a. This specialty is heavily reliant on civilian educational training; therefore, further formal military training for this specialty is limited.

b. Advanced civil schooling in support of this specialty is in such disciplines as Instructional Technology and Education, and Production Motion Picture/Television.

c. Professional development phases and objectives for all specialties are discussed in chapter 2. Educational opportunities, both military and civilian, and illustrative assignment opportunities for the Instructional Technology and Management Specialty are shown in figure 32-1.

(Locate fig. 32-1, a fold-in page, at the end of the regular size pages.)



CHAPTER 35

MAINTENANCE MANAGEMENT SPECIALTY (Specialty Code 91)

35-1. Description of the Maintenance Management Specialty. *a.* The Maintenance Management Specialty is concerned with the management of maintenance programs and operations (inspection, testing, service, repair, overhaul, and reclamation) encompassing more than one commodity or commodity grouping. In addition, the 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 is an integral function of this specialty.

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. Similarly, officers with previous maintenance experience are not required to request Maintenance Management solely because of their experience.

c. 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.

(8) Provide maintenance advice for Military Assistance Programs.

35-2. Role of the Maintenance Management Of-

ficer. Maintenance Management Officers represent one of the Army's most valuable personnel assets in the area of overall maintenance support of the Army equipment inventory. Officers serving in this specialty can expect to serve in maintenance and maintenance-related positions in organizations located on a worldwide basis throughout the Army structure. Maintenance Management officers will very often find that the demands of their respective duty positions will require a comprehensive knowledge of maintenance management as it applies to multiple commodity areas. In addition, a comprehensive knowledge of supply management will very often prove to be essential. The Army Maintenance Management System is continually undergoing refinement and becoming increasingly more sophisticated. As a result, the Maintenance Management Specialty is becoming increasingly more demanding and thereby requires that officers participating in this specialty perform their duties to the very best of their ability.

35-3. Participation. Any officer may, within requirements and with HQDA approval, have Maintenance Management as one of their specialties.

35-4. Professional Development Objectives.

a. Officers with Maintenance Management as a specialty may complete one or more courses appropriate to this specialty. Some of these courses are the Army Maintenance Management Course, Army Provisioning Management Course, and the Logistics Management Development Course. See DA Pam 351-4 for a detailed discussion and outline of these courses and other courses that relate to the area of Maintenance Management. In addition, officers may be selected to attend a maintenance related specialty track phase of the Ordnance Officer Advanced Course.

b. Professional development career patterns for this specialty as well as for all specialties are discussed in chapter 2. Educational opportunities, both military and civilian, and assignment opportunities for the Maintenance Management Specialty are shown in figure 35-1.

(Locate fig. 35-1, a fold-in page, at the end
of the regular size pages.)



CHAPTER 36

MARINE AND TERMINAL OPERATIONS SPECIALTY (Specialty Code 87)

36-1. Description of the Marine and Terminal Operations Specialty. *a.* The Marine and Terminal Operations Specialty encompasses positions related to the management and operation of the Army's worldwide terminal and port facilities, watercraft units and the materiel management of terminal, marine, and amphibious equipment.

b. Positions in this specialty are found throughout the Army structure, and include both operational and staff activities. Officers can expect to perform the following type duties:

(1) Supervise terminal operations to include directing cargo loading and discharge, operating intransit storage areas, cargo accounting and documentation, and terminal facilities management.

(2) Command and control the operation of water transportation equipment assigned to a port or inland waterway service.

(3) Program and supervise the movement of troops and cargo through terminals and inland waterway systems.

(4) Participate in the development of equipment, organization, and doctrine to support transportation missions in terminal operations.

(5) Determine through-put capacity of terminal facilities and inland waterway systems.

(6) Command marine and amphibious units in oversea areas providing support to forces in logistical over the shore operations or by coastal and inland waterway delivery.

(7) Command transportation units engaged in loading, unloading, or transferring cargo at rail, air, highway, inland waterway, and ocean terminals.

(8) Implement policies and procedures relating to marine repair and maintenance activities.

(9) Command or assist the commander of terminal, water transport, or marine maintenance units or activities.

c. Positions associated with this specialty are grouped as follows:

- (1) Marine and Terminal Operations Officer.
- (2) Cargo Officer.
- (3) Harbor Master.

For further information see AR 611-101.

36-2. Role of the Marine and Terminal Operations Officer. Marine and Terminal Operations officers are responsible for the operation and manage-

ment of the Army's worldwide terminal and port facilities during peace as well as war. Missions range from the operation of inland waterway terminals close to the frontline combat operation to the operation of the large military ocean terminals on the East and West Coasts of the continental United States. The role of the Marine and Terminal Operations officer has become increasingly more challenging in recent times as new operational and management concepts and technology of the revolutionized worldwide maritime industry has forced a complete change in methods of terminal operations in the past decade. Marine and Terminal Operations officers must continually keep abreast of the ever changing environment within which they must operate. Whatever the assignment of the Marine and Terminal Operations officer, the officer will be a leader and a manager in the world's oldest, most complex and challenging transportation field.

36-3. Participation. *a.* Officers commissioned in the Transportation Corps may have the Marine and Terminal Operations Specialty designated as their primary specialty upon entry on active duty. Transportation Corps officers may, within requirements and with HQDA approval, have any of the specialties listed in chapter 2 designated as one of their two specialties.

b. Officers commissioned in any branch may have the Marine and Terminal Operations Specialty designated as one of their two specialties.

36-4. Professional Development Objectives.

a. Newly commissioned officers programed for a Marine and Terminal Operations assignment should complete the Marine and Terminal track of the Transportation Officer Basic Course conducted by the US Army Transportation School, Fort Eustis, Virginia. This course provides officers with a working knowledge of the mission, capabilities, and employment of transportation terminal and water transport units and the functions, duties and problems of a platoon leader assigned to terminal and watercraft units. Officers with this specialty should attend the Marine and Terminal Operations portion of the Transportation Officer Advanced Course conducted at Fort Eustis. This course provides the student with an understanding of those positions and functions related to the management and operation of the Army worldwide terminal facilities and port and watercraft units as they apply

at company commander and battalion staff officer level.

b. Professional development career patterns for this specialty as well as for all specialties are discussed in

chapter 2. Educational opportunities, both military and civilian, and assignment opportunities for the Marine and Terminal Operations Specialty are shown in figure 36-1.

(Locate fig. 36-1, a fold-in page, at the end of the regular size pages.)

CHAPTER 37

MISSILE MATERIEL MANAGEMENT SPECIALTY
(Specialty Code 73)

37-1. Description of the Missile Materiel Management Specialty. *a.* The Missile Materiel Management Specialty encompasses positions pertaining to the management of air defense, land combat, and land combat support missile systems to include associated guidance, launching, handling and test equipment. Officers in this specialty may perform a variety of functions related to Missile Materiel Management throughout the life cycle of each missile system.

b. Positions in this specialty are found at all levels of the Army from platoon to major command. Officers having Missile Materiel Management as a specialty can expect to perform the following type duties:

(1) Commodity manager for missile materiel at corps or theater Army headquarters or at a materiel management center.

(2) Commander or staff officer of general logistics support unit.

(3) Commander or staff officer of a unit or activity engaged in direct support, general support, or depot support of missile materiel.

(4) Staff officer for a missile system project manager during various phases of the system's life cycle from concept development through removal from the Army's inventory.

(5) Missile Test Officer, Technical Assistance Officer, or Missile Maintenance Officer during the development phase of the missile system's life cycle.

c. For further information see AR 611-101.

37-2. Role of the Missile Materiel Management Officer. Missile Materiel Management officers play a vital role in the development, fielding, support, and final disposition of a significant portion of the Army's missile fire power delivering capability. Officers participating in the Missile Materiel Management Specialty can expect a wide variety of assignments. Positions requiring the services of officers participating in this specialty are found in organizations at all levels of the Army's structure ranging from support of Air Defense Artillery and Field Artillery units deployed in the division area to management of procurement activities for missile systems at Department of the Army level. The technical sophistication of the missile systems, their tactical importance, and the high dollar

cost of fielding and maintaining these systems require that officers serving in this specialty be competent managers of both personnel and materiel; and be skilled in such logistic functions as production control, supply, and quality assurance/quality control techniques. Selected officers within this specialty will acquire considerable experience in various engineering fields and/or expertise in such areas as contracting, procurement, cost analysis, operations research, and systems analysis as well as other logistical fields. Missile Materiel Management will present a rewarding and challenging career to those officers who select this specialty.

37-3. Participation. *a.* Officers commissioned in the Ordnance Corps may have the Missile Materiel Management Specialty designated upon entry on active duty. Ordnance officers may, within requirements, and with HQDA approval, have any of the specialties listed in chapter 2 designated as one of their two specialties except Air Defense Artillery, Armor, Field Artillery, and Infantry.

b. Officers commissioned in any branch may have the Missile Materiel Management Specialty designated as one of their two specialties.

37-4. Professional Development Objectives. *a.* Newly commissioned officers scheduled for a missile materiel assignment will complete the basic officer course consisting of an Ordnance common block conducted at the US Army Ordnance and Chemical Center and School (USAOCCS), Aberdeen Proving Ground, Maryland and specialty training conducted at the US Army Missile and Munitions Center and School (USAMMCS), Redstone Arsenal, Alabama. This training provides officers with knowledge of logistics and management techniques of Army missile systems and associated equipment at the direct and general support and staff levels of command.

b. Professional development career patterns for this specialty as well as for all specialties are discussed in chapter 2. Educational opportunities, both military and civilian, and assignment opportunities for the Missile Materiel Management Specialty are shown in figure 37-1.

(Locate fig. 37-1, a fold-in page, at the end of the regular size pages.)



PAMPHLET

NO. 600-3

HEADQUARTERS
DEPARTMENT OF THE ARMY
WASHINGTON, DC, 1 September 1977

OFFICER PROFESSIONAL DEVELOPMENT AND UTILIZATION

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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. This vital aspect of military personnel management affects each active duty officer. 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 and are summarized as follows:

- a. Ensure advancement to the higher grades of the best qualified officers.
 - b. Provide career incentive.
 - c. Promote officers based on potential, not as a reward for past performance.
 - d. Identify and eliminate the ineffective officer.
- These objectives are 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). 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 Army Promotion

List Service (APLS) as defined in title 10, United States Code sections 3287, 3298 and 3299. Promotion in the RA provides a form of tenure, unless separation/retirement occurs under the provisions of other statutes, until the officer is considered for promotion to the next higher RA grade (see fig. 6-1). Promotion in the RA 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 all officers being considered, may not serve longer than one year and no member may serve on two consecutive boards for promotion to the same grade. Members of the board are required to execute an oath to perform their duties without prejudice or partiality. Not later than 10 days after convening of an Army Promotion List selection board (not later than convening date for AMEDD boards) any officer is entitled to send a letter addressed to Commander, US Army Military Personnel Center, 200 Stovall Street, Alexandria, Virginia 22332 (HQDA (DAPC-MSS-B)), calling attention to matters of record in the Department of the Army concerning himself/herself that he/she 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, USC).

b. Army of the United States (AUS) Temporary Promotion System. The total active Army force is known as the AUS. This force is composed of RA officers and other than RA officers. Whenever the active Army (AUS) exceeds the RA 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, assignment and authorized insignia. Although such promotions are promulgated in AR 624-100, the 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 and may be further constrained by Congress, the Office of the Secretary of the Army or the Chief of Staff of the Army. Though the OGLA has been, and will continue to be, subject to revision and modification, the basic concept remains unchanged. In effect, the by-grade number of field grade and general officer requirements is a function of the total officer authorized strength levels. 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 phase point objectives are:

AUS PROMOTION PHASE POINT OBJECTIVES	
Promoted to the Grade of	Not Later Than These Years of AFCS
1LT	2
CPT	4-5
MAJ	9-11
LTC	15-17
COL	21-23

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 outstanding 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, a promotion board may recommend a small percentage of the total list quota from the secondary zone. Such officers must be equal in performance and potential when compared to the top one-third of the primary zone. Recommendations for secondary zone consideration are made to the primary promotion board through input by the screening board which is formally constituted and convened by a letter of instruction (LOI) solely for that purpose.

6-8. Impact of OPMS. As a result of the advent of OPMS, changes have occurred in the promotion system:

a. Instructions to Promotion Boards. Each board receives a LOI from the Secretary of the Army providing guidance for the selection process. Copies of these letters are released to the officers corps. 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. The instructions highlight the need for different officer professional development patterns required for accomplishment of the Army's mission. Instead of a single traditionally accepted career pattern through various grades there are multiple paths for advancement as the Army recognizes divergent service needs and individual capabilities. The boards will focus on the proficiency of performance and not be unduly influenced by diversity of assignments or the level at which duties are performed. In essence, instead of evaluating the specialized or generalized nature of an officer's assignment, the point to be evaluated is: "What is the demonstrated ability and indicated potential of this officer?" Further, instructions to promotion boards prescribe that promotion potential will be determined, for the most part, based on an officer's record of performance in his/her primary specialty area, performance in his/her alternate specialty area and his/her overall performance.

b. Promotion Board Membership. Promotion board membership has been expanded. 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.

A Regular Army	is eligible to be considered for promotion to:	in the	and if selected is promoted on the anniversary date of
2LT	1LT	2d yr of APLS	3d yr APLS
1LT	CPT	6th yr of APLS	7th yr APLS
CPT	MAJ	13th yr of APLS	14th yr APLS
MAJ	LTC	20th yr of APLS	21st yr APLS
LTC	COL	23d yr of APLS	24th yr APLS

Figure 6-1. Promotion Phase Points in the Regular Army.

CHAPTER 8

ARMAMENT MATERIEL MANAGEMENT SPECIALTY (Specialty Code 76)

8-1. Description of the Armament Materiel Management Specialty. *a.* The Armament Materiel Management Specialty encompasses those positions involved in the life cycle management of armament materiel including tube artillery, armor, infantry, and anti-aircraft weapons of all calibers, and fire control equipment for weapons and vehicles for which the predominant requirement is firepower.

b. Positions in this specialty are found at all levels of the Army organization and officers may perform a variety of functions related to life cycle management of armament materiel. Officers can 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 Army's 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 officer for weapons systems.

(7) Serve as commodity manager for armament materiel at Corps or Theater Army Headquarters and Materiel Management Center. For further information see AR 611-101.

8-2. Role of the Armament Materiel Management Officer. Armament Materiel Management Officers have the critical responsibility of supporting and contributing to a major facet of overall Army mission ac-

complishment. This particular facet has to do with the delivery of firepower via the use of traditional basic weapons systems. Officers participating in this specialty may be involved in duties that range from the initial design of weapons systems to the subsequent removal of such weapons systems from the Army inventory; these duties are performed at organizational levels throughout the Army.

8-3. Participation. *a.* Officers commissioned in the Ordnance Corps may have the Armament Materiel Management Specialty designated upon entry on active duty. Ordnance officers may, within requirements, and with HQDA approval, have any of the specialties listed in chapter 2 designated as one of their two specialties, except Air Defense Artillery, Armor, Field Artillery, or Infantry.

b. Officers commissioned in any branch may have the Armament Materiel Management Specialty designated as one of their two specialties.

8-4. Professional Development Objectives. *a.* Newly commissioned officers scheduled for an armament materiel assignment will complete the basic officer course consisting of an Ordnance common block and specialty training conducted at the US Army Ordnance and Chemical Center and School (USAOCCS), Aberdeen Proving Ground, Maryland. The purpose of this training is to provide officers at the unit level a working knowledge of field maintenance organizations, Army maintenance and supply systems as related to armament materiel, and an understanding of maintenance battalion operations.

b. Professional development career patterns for this specialty as well as for all specialties are discussed in chapter 2. Educational opportunities, both military and civilian, and assignment opportunities for the Armament Materiel Management Specialty are shown in figure 8-1.

(Locate fig. 8-1, a fold-in page, at the end
of the regular size pages.)



CHAPTER 15

CLUB MANAGEMENT SPECIALTY (Specialty Code 43)

15-1. Description of the Club Management Specialty. The Club Management Specialty encompasses positions concerned with the management and control of the Army Club System. Club Management specialists provide a valuable service and significantly contribute to the morale and welfare of service personnel and their families as they supervise the Army Club System.

15-2. Role of the Club Management Officer.

a. Officers serving in the Club Management Specialty normally will be assigned to positions at installation level, regional club management offices, and the Club Management Directorate, The Adjutant General Center, HQDA.

b. Each officer desiring to participate in the Club Management Specialty must undergo a CID records check. The Adjutant General Center will review the results of the records check and recommend to MILPERCEN the individual's suitability to enter the Club Management Specialty.

c. The grade of officers assigned to club positions at installation level is determined by the monthly gross sales volume of the operation. The larger the monthly gross sales volume, the higher the grade authorized. Figure 15-1 depicts the size of operations and grade authorizations in this category.

d. Club Management positions encompass a vast and complex field requiring an intimate working knowledge of business management, program development, food and beverage management, and other facets of club operations. All officers selected for Club Management assignments will be required to complete prescribed training prior to actual assignment.

e. Duty positions within the Club Management Specialty are categorized as follows:

(1) Club Management Officer (SSI 43A).

(2) Installation Club Manager.

(3) Administrative Support Branch Manager.

(4) Staff Officer, Club Management Directorate or Regional Office.

(5) Officers' Branch Manager.

(6) Instructor, Club Management Course at a service school.

15-3. Participation. The Club Management Specialty provides career opportunities for all officers, regardless of their primary specialty, and offers assignment to challenging managerial positions. The Club Management Specialty is an entry specialty for selected officers commissioned in the Adjutant General's Corps. Officers commissioned in any branch may have the Club Management Specialty designated as their alternate specialty.

15-4. Professional Development Objectives.

a. Specific professional development objectives for the Club Management Specialty include attendance at the Club Management Course, US Army Institute of Administration, Fort Benjamin Harrison, Indiana; the Executive Club Management Course; and attaining an advanced civil degree in Hotel and Restaurant Management.

b. Club Management specialists are encouraged to keep themselves abreast of the latest changes in the hospitality industry through attendance at appropriate management courses and civil schooling. The specialty offers various workshops and seminars to keep club managers abreast of innovations in this field.

c. Professional development phases and objectives for all specialties are discussed in chapter 2. Educational opportunities, both military and civilian, and illustrative assignment opportunities for the Club Management Specialty are shown in figure 15-2.

Locate fig. 15-2, a fold-in page, at the end
of the regular size pages.

**CLUB MANAGEMENT ASSIGNMENTS
BY GRADE AND DUTY POSITION**

INSTALLATION CLUB SYSTEM			
DUTY POSITION	MONTHLY GROSS SALES VOLUME (THOUSANDS OF DOLLARS)		
	20	175	350
INSTALLATION CLUB MANAGER	CPT	MAJ	LTC
ASST. INSTALLATION CLUB MANAGER		CPT	MAJ
ADMINISTRATIVE SUPPORT BRANCH MANAGER	LT	LT	CPT

OFFICERS' BRANCH				
DUTY POSITION	MONTHLY GROSS SALES VOLUME (THOUSANDS OF DOLLARS)			
	10	30	100	180
BRANCH MANAGER	LT	LT	CPT	MAJ
ASSISTANT BRANCH MANAGER			LT	CPT

Figure 15-1

★ CHAPTER 21

ENGINEER
(Specialty Code 21)**21-1. Description of the Engineer Specialty.**

a. The Engineer Specialty encompasses positions that include a broad spectrum of support for the Army and the Nation. One facet provides engineer support on the battlefield as a member of The Combined Arms team. In peacetime, engineers train for their battlefield functions, furnish support in garrison to improve and sustain the quality of life for our soldiers and their families, support a complex civil works mission and undertake a variety of special tasks that range from keeping engineer technology modern to exporting engineer expertise to friendly nations.

b. The principal functions included in the engineer specialty are—

(1) Engineer support of the Army in the field. This includes tasks to enhance friendly mobility, impede the enemy's mobility, aid friendly force survivability, and accomplish other general engineering missions.

(2) Contract negotiation and supervision of military (Army and Air Force) and civil works projects both in CONUS and overseas.

(3) Supervision of the operation and maintenance of facilities. At installations worldwide, engineers manage services such as water supply, sewage, electricity, and fire prevention.

(4) Provide engineer expertise to other segments of the Army (and other services), to the nation, and to other friendly governments. In engineer staff positions, engineers advise commanders, directors, and staff on engineer requirements, capabilities, and operations.

c. The specialty skill identifiers (SSI) used to code engineer positions are—

- (1) Battlefield Support Engineer (21 E).
- (2) Garrison Support Engineer (21 F).
- (3) General Army Support Engineer (21 G).
- (4) Specialized Support Engineer (21 H).

A description of these SSIs is contained in AR 611-101, Commissioned Officer Specialty Classification System.

d. Officers in the specialty serve in the following types of duty assignments (not all inclusive):

- (1) Command of Engineer units.
- (2) Engineer staff positions at all levels.
- (3) Positions in Directorates of Facilities Engineering at military installations.
- (4) Resident, Area, District and Division Engineer

in Military and Civil Work Programs.

(5) Joint staffs and Defense agency positions.

(6) Instructors in service schools, ROTC units, and USMA.

(7) Recruiting, Inspector General, Congressional Liaison, Project Manager, and Army Readiness Region positions.

(8) USAR and National Guard advisors for Engineer units.

21-2. Role of the Engineer Officer. Officers with the Engineer Specialty are unique in that their mission may be both military and civilian. Military missions range from frontline combat and construction operations to construction of such projects as aero-propulsion test facilities for aid in the defense of the Nation. Civil missions embrace the planning and construction of public works projects to preserve or develop the resources of the United States.

21-3. Participation. *a.* All officers commissioned in the Corps of Engineers will be designated SC 21 upon entry on active duty. Additional officers will become engineers later (during the 6-8 year of service) under the provisions of the dual specialty designation process.

b. The current combat exclusion policy does limit the assignments for women engineer officers, particularly opportunities for platoon leader positions. The exclusion from combat engineer units means women lieutenants will only be assigned as platoon leaders in light equipment, bridge, utility, or training units. Nevertheless, there are many opportunities for viable career patterns in the Corps of Engineers for women, and assignment potential broadens at the higher grades.

c. Initial entry/accession Engineer officers may, within prescribed limits, be designated any of the specialties listed in chapter 2 as their additional specialty except Infantry, Armor, Field Artillery, Air Defense Artillery, or Aviation.

21-4. Professional Development Objectives. *a.* Early career development: Whether an engineer enters the specialty at time of commissioning (initial-entry/accession engineer) or later in his/her career (late-entry engineer), the objectives for the company grade level are the same. Officers should serve in a troop environment, attend their initial entry specialty basic course, attend either the engineer advance course or a technical military engineering functional course de-

signed for late-entry engineers, and, for most, successfully command at the company level. As tour lengths are expanded to increase unit stability and cohesion, it may eventually not be possible to give all deserving officers a company command opportunity. At the present time, company command is viewed as a desired objective as the Army is best served by providing this experience to the majority of the engineer officer corps.

b. Mid-career development: Not later than the seventh year of service, officers will be designated with another specialty under the provisions of the dual specialty designation process. As a senior captain and major, the professional development objective is to have engineers serve in as many different general categories of engineer support as possible. The general categories of support engineers will migrate between are as follows: battlefield, garrison, specialized, general Army, and service in the officer's nonengineer-designated specialty. There is not sufficient time, nor are there sufficient requirements, to ensure that all officers will serve in all categories. The emphasis is on gaining as much breadth as practical for the officer corps to best serve both peacetime and mobilization demands.

c. Transition to late-career utilization: Under the 1980 approved engineer professional development strategy, there will be another major career input/dec-

sion point for each engineer upon selection to lieutenant colonel. The major objective of this new decision point will be to direct the utilization years of an officer's career (grades of lieutenant colonel and colonel) toward gaining depth/expertise in whatever categories of service the officer served in as a company grade officer and major. A review of the officer's experience will guide personnel managers in determining the future utilization categories for each officer.

d. Late-career developments: As a result of the HQDA/officer decision process conducted at the lieutenant colonel level, officers will be reutilized within the categories of experience they possess. Such a strategy will provide a higher level of expertise in multiple career fields. Current Engineer requirements compared with available inventory reflect that about three of four engineer officers will serve in their engineer and nonengineer specialties (dual specialty development) and about one in four will be "single-tracked" in SC 21 positions as a lieutenant colonel and colonel. Appropriate instructions will be given selection boards to ensure recognition of these two general groupings of officers at the lieutenant colonel and colonel level.

e. A more complete description of the engineer professional development strategy is contained in a HQDA brochure on the subject.

CHAPTER 26

FIXED TELECOMMUNICATIONS SYSTEMS
(Specialty Code 26)

26-1. Description of the Fixed Telecommunications Systems Specialty. *a.* Fixed Telecommunications Systems Specialty encompasses the employment of fixed telecommunications systems used for long haul communications and airfield communications-electronics (C-E) facilities in support of Army installations.

b. Principal functions included in this specialty are—

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

(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 C-E 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 duties included in this specialty are—

- (1) Fixed Telecommunications Systems Officer.
- (2) Telecommunications Center Officer.
- (3) Telephone-Digital Communications Officer.
- (4) Fixed Radio Systems Officer.

26-2. Role of the Fixed Telecommunications Systems Officer. Officers with this specialty deal with the employment of fixed telecommunications equipment, systems, and facilities used for long haul communications and airfield C-E facilities in support of Army installations. Fixed Telecommunications Systems officers command or advise the commander of all aspects concerning fixed telecommunications Signal units in general support of the Army in the field and the Army's portion of the Defense Communications System and serve as staff advisors for fixed telecommunications systems. The opportunities for diversified assignments that broaden the C-E 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. The operation

and maintenance of global communications systems requires dedicated officers with both management and engineering skills and great initiative.

26-3. Participation. *a.* Upon entry on active duty, officers commissioned in the Signal Corps will complete the Communications-Electronics Officer Basic Course and will normally be assigned duties in C-E specialties. Signal officers selected for C-E Materiel Management will be so designated upon accession to active duty, the others will be designated an interim primary specialty which equates to the control specialty of their first duty assignment. Assignments during the officer's first 4 to 5 years service will be devoted to the development of basic C-E knowledge and skills, leadership, and staff skills. During this period officers will be given the opportunity to acquire a broad knowledge of C-E. The object is to permit each officer to become familiar with the many C-E functions and their important interrelationships. Besides acquiring a good foundation in basic military and C-E knowledge, practical experience provides officers with an appreciation of C-E requirements and procedures and develops aptitudes and interests which can be used in stating a preference for certain specialties which can support professional development. A primary objective is to afford the maximum number of company grade C-E officers opportunities to hold command at the platoon and company levels.

b. Officers commissioned in the Signal Corps will receive final designation of their primary specialty when selected to attend the advanced course. HQDA will designate specialties based on Army requirements, the officer's qualifications, and his/her desires. Alternate specialties are designated during the officer's eighth year of Active Federal Commissioned Service (AFCS). The same selection process utilized to establish the primary will be used to establish the alternate specialty. They may have as their alternate specialty another C-E specialty or one of the specialties outlined in chapter 2. Officers of branches other than Signal Corps may, within requirements and with HQDA approval, have Fixed Telecommunications Systems designated as one of their two specialties.

26-4. Professional Development Objectives.

a. Specific professional development objectives include attendance at one of the following courses: Communications Center Operation Course, Telephone-Digital Communications Officer Course, Radio Sys-

tems Officer Course.

b. Advanced civil schooling in support of this specialty would be in such disciplines as Systems Engineering, Electronics Engineering, Communications, and Telecommunications Management.

c. Professional development phases and objectives

for all specialties are discussed in chapter 2. Educational opportunities, both military and civilian, and illustrative assignment opportunities for the Fixed Telecommunications Systems Specialty are shown in figure 26-1.

(Locate fig. 26-1, a fold-in page, at the end of the regular size pages.)

CHAPTER 29

GENERAL TROOP SUPPORT MATERIEL MANAGEMENT SPECIALTY
(Specialty Code 83)

29-1. Description of the General Troop Support Materiel Management Specialty. *a.* The General Troop Support Materiel Management Specialty encompasses 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 materials.

b. Positions in this specialty are found throughout the Army and in joint activities. Officers can expect to perform the following type duties:

(1) Direct the rigging of supplies and equipment for aerial delivery by 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 Security Assistance Program (SAP) 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.

c. Positions associated with this specialty are grouped as follows:

(1) General Troop Support Materiel Management, General.

(2) General Troop Support Materiel Management Officer.

(3) Parachute Maintenance of Aerial Supply Officer.

For further information see AR 611-101.

29-2. Role of the General Troop Support Materiel Management Officer. The General Troop Support Materiel Management Officer has become increasingly more challenging recently as new organizational concepts and technology have modernized the Army Logistics System. New systems for monitoring the receipt,

storage, movement and issue of general supplies have made this an exciting, dynamic field. Delivery of supplies and equipment by air is in a constant state of refinement due to changes in hardware, techniques, aircraft and prospective delivery environments. Other areas equally complex in which an officer can expect to play a role are textiles, requirements determination, SAP support, distribution and disposal. The General Troop Support Materiel Management Officer can expect to play a key part in the critical field of providing logistic support to an increasingly complex Army establishment.

29-3. Participation. *a.* Officers commissioned in Quartermaster Branch may have the General Troop Support Materiel Management Specialty designated as their primary specialty upon entry on active duty. Quartermaster officers may, within requirements and with HQDA approval, have any of the specialties listed in chapter 2 designated as one of their two specialties.

b. Officers commissioned in any branch may have General Troop Support Materiel Management as one of their specialties.

29-4. Professional Development Objectives.

a. Newly commissioned officers scheduled for a General Troop Support Materiel Management assignment may complete as part of the Quartermaster Basic Officer Course one of two tracks — the Parachute Packing, Maintenance and Airdrop track or the General Troop Support Materiel Management track. The Parachute Packing, Maintenance and Airdrop Course is conducted by the US Army Quartermaster School at Fort Lee, Virginia. This course 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 General Troop Support Materiel Management track is taught at Fort Lee and provides each officer with a working knowledge of supply and a general knowledge of the operation of the Army supply system.

b. Professional development career patterns for this specialty as well as for all specialties are discussed in chapter 2. Educational opportunities, both military and civilian, and assignment opportunities for the General Troop Support Materiel Management Specialty are shown in figure 29-1.

(Locate fig. 29-1, a fold-in page, at the end of the regular size pages.)



CHAPTER 30

HIGHWAY AND RAIL OPERATIONS (Specialty Code 88)

30-1. Description of the Highway and Rail Operations specialty. *a.* The Highway and Rail Operations Specialty encompasses positions related to the movement of personnel and cargo by highway or rail. The specialty 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 terminals to direct and general supply support activities, 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. Officers can expect to perform the following type duties:

(1) Command highway transportation units, motor pools, trailer terminals, and trailer transfer points.

(2) Direct operation of equipment and related organizational maintenance.

(3) Plan and provide for efficient use of motor and rail resources.

(4) Direct planning for vehicular and/or rail routing and traffic circulation to lessen congestion and assure safe, expeditious movement of materiel and personnel.

c. Positions associated with this specialty are grouped as follows:

(1) Highway Transportation Officer.

(2) Railway Transportation Officer.

(3) Motor Transport Plans Officer.

For further information see AR 611-101.

30-2. Role of the Highway and Rail Operations Officer. *a.* Highway and Rail Operations officers are the land transport managers, operators, and planners.

They provide the land transport from theater points of entry to the ultimate user for all classes of supply and personnel required to sustain the Army's worldwide combat forces whether in war, or at peace. Their ability to expeditiously transport required supplies under adverse terrain and weather conditions directly influences the sustainability, mobility, and operational effectiveness of the combat forces.

b. The challenges created by containerization, increased lethality on the battlefield, rapid changes in methods of combat service support are but a few that the Highway and Rail Operations officer must face while fulfilling his mission of providing daily transport support in a demanding and professionally rewarding career field.

30-3. Participation. *a.* Officers commissioned in the Transportation Corps may have the Highway and Rail Operations Specialty designated upon entry on active duty. Transportation Corps officers may, within requirements and with HQDA approval, have any of the specialties listed in chapter 2 designated as one of their two specialties.

b. Officers commissioned in any branch may have the Highway and Rail Operations Specialty designated as one of their two specialties.

30-4. Professional Development Objectives. *a.* Newly commissioned officers scheduled for a Highway and Rail Operations related assignment will complete the Highway and Rail Operations track of the Transportation Officer Basic Course conducted by the US Army Transportation School, Fort Eustis, Virginia.

b. Professional development career patterns for this specialty as well as for all specialties are discussed in chapter 2. Educational opportunities, both military and civilian, and assignment opportunities for the Highway and Rail Operations Specialty are shown in figure 30-1.

(Locate fig. 30-1, a fold-in page, at the end
of the regular size pages.)



CHAPTER 34

LOGISTICS SERVICES MANAGEMENT SPECIALTY
(Specialty Code 93)

34-1. Description of the Logistics Services Management Specialty. *a.* The Logistics Services Management specialty is concerned with the technical and supervisory responsibilities associated with management of the Army/Air Force Exchange System, collection and disposal of unserviceable and surplus military materiel, direction of the Army's Memorial Activities program, installation and operation of laundry, dry-cleaning, shower bath, and fumigation facilities, and management of post billeting facilities. Officers in this specialty can have responsibilities for a single logistics service or may, as in the case of a Director of Services or equivalent position, have responsibilities associated with several logistics services.

b. Many officers will have the opportunity of serving in a logistics services position. The skills acquired in these assignments will be of benefit to officers having Logistics Services Management as a 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. Positions in this specialty exist at all levels of the Army structure from company and battalion to major command. Officers 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 the operations of mobile, semimobile or fixed laundries, drycleaning plants, shower bath units, or fumigation facilities.

(8) Supervise the registration and marking of graves, collection of personal effects, funeral arrangements, and operation of military cemeteries.

d. Positions associated with this specialty are grouped as follows:

(1) Logistics Services Management Officer, General.

(2) Property Disposal Officer.

(3) Laundry and Bath Officer.

(4) Memorial Activities Officer.

(5) Army Exchange Officer.

For further information see AR 611-101.

34-2. Role of the Logistics Services Officer. The role of the Logistics Services officer is varied and encompasses major responsibilities at all ranks and levels of command. As a lieutenant, an officer could be tasked to serve as a Laundry and Bath or Graves Registration Platoon Leader in a Supply and Services Company. Duties of the Laundry and Bath Platoon Leader include providing field shower services to a division size unit as well as bulk laundry and in some cases clothing exchange services. Additionally, specially rigged shower units are used on occasion for decontamination and fumigation operations. At installation and post level a lieutenant could be utilized as the Housing and Billeting officer. Besides managing the budget for these activities, major duties can include contracting for Repair and Utilities (R&U) support as well as budgeting and contracting for furniture maintenance and repair. There are a significant number of housing and billeting officer positions at the captain level. A captain can also find the challenges of command within the Logistics Services Management Specialty. As the commander of a Property Disposal Company or a Field Services Company, a captain would support corps level Logistical Services including the establishment and operation of property disposal activities, the establishment and operation of temporary cemeteries, and the providing of labor for various other logistical support activities. A captain may also serve as the division or corps field services officer. There are captain positions within the Army/Air Force Exchange System which include operational, management, and procurement duties. A captain may also serve as a property disposal officer in charge of a disposal activity including satellite activities. The worldwide property disposal service which is under

the auspices of the Defense Logistics Agency and is headquartered in Battle Creek, Michigan has organized the disposal activities around the world into regions and residencies. These operations are staffed with officers who hold the Logistics Services Management Specialties and are in the grade of captain through colonel. At the field grade level, opportunities for troop affiliated duties are found in Supply and Service Battalions, Non-Divisional Support Brigades, and Divisional Support Commands. Numerous staff positions at the post and installation level, including the Director of Services within the DIO, are filled by officers with the Logistics Services Management Specialty. There are several positions at major command headquarters as well as on the Army Staff. The duties, functions, and responsibilities of these positions are dependent upon the magnitude and scope of the operations being monitored and are commensurate with the level of command and grade at which the officer is employed.

34-3. Participation. Officers may, within requirements and with HQDA approval, have Logistics Services Management as one of their two specialties.

34-4. Professional Development Objectives.

a. Officers having Logistics Services Management designated as one of their specialties may attend the Supply Management Officer course conducted by the

US Army Quartermaster School, Fort 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. 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. Other course available to officers in this specialty are the Property Disposal Operations Course, the Defense Advanced Property Disposal Management Course, and the Defense Family Housing Management Officer Course. See DA Pam 351-4 and DOD 5010.16-C for scope and content of these and other courses that relate to the Logistics Services Management Specialty.

b. Professional development career patterns for this specialty as well as for all specialties are discussed in chapter 2. Educational opportunities, both military and civilian, and assignment opportunities for the Logistics Services Management Specialty are shown in figure 34-1.

(Locate fig. 34-1, a fold-in page, at the end of the regular size pages.)

★ CHAPTER 36

COUNTERINTELLIGENCE, SIGNAL SECURITY AND HUMAN INTELLIGENCE (Specialty Code 36)

36-1. Description of the Counterintelligence, Signal Security and Human Intelligence Specialty. *a.* The Counterintelligence, Signal Security and Human Intelligence Specialty is the smallest of the three intelligence officer career programs, with approximately 19 percent of the worldwide intelligence officer specialty position requirements. Twenty-nine percent of the Specialty 36 position requirements are situated overseas, while the remaining 71 percent are within CONUS. Specialty Code 36 consists of two separate but complementary special skills:

36A—Counterintelligence (CI)

36B—Human Intelligence (HUMINT)

Seventy-five percent of SC 36 requirements are in 36A/Counterintelligence with the remaining requirements in 36B/Human Intelligence. Officers serving in Counterintelligence will be trained to perform duties of increasing responsibility at either the tactical or strategic level. Counterintelligence duties are directed toward countering/neutralizing hostile intelligence gathering efforts. Officers in CI are concerned with developing and implementing operational security measures encompassing the security assessment of communication signals, personnel, facilities, and information to eliminate command security vulnerabilities. CI officers also plan, conduct, and supervise a wide range of security investigations. Officers who volunteer for, and are accepted into, the HUMINT special skill will receive intensive, highly specialized training designed to prepare them for duties which involve the development, conduct, and supervision of sensitive intelligence collection operations to satisfy national and theatre-level intelligence collection requirements. Most Specialty 36 officers will enter into, and maintain careers within, Counterintelligence. HUMINT requirements are satisfied by screening and selecting, principally from within CI, those officers possessing the military performance record and special psychological and educational qualities needed for success within the HUMINT arena.

b. Officers in Specialty 36 serve in command, staff, and operational positions. Principal duties performed by these officers include—

(1) Conducting or directing operational security vulnerability evaluations.

(2) Developing and implementing security education programs.

(3) Conducting or directing CI investigations and operations.

(4) Planning and directing activities to safeguard classified US defense information, equipment, and materiel from unauthorized disclosure.

(5) Planning and directing collection operations.

(6) Conducting intelligence briefings, supervising the preparation of intelligence reports and summaries.

36-2. Role of the Counterintelligence, Signal Security and Human Intelligence Officer. *a.* Counterintelligence—Every sophisticated foreign intelligence service in the world must be assumed to have the capability to conduct espionage in an effort to acquire access to classified US defense information and facilities, and to attempt to subvert US defense personnel in an effort to achieve foreign intelligence objectives. Accordingly, the US Army maintains a corps of highly-trained officer specialists whose critical task is to specifically counter/neutralize this hostile threat. CI includes all of those offensive operational and investigative activities employed to thwart what have been identified as specific hostile intelligence efforts targeted against US defense information, equipment, personnel, and installations. CI, in practice, also includes an array of passive defense security measures designed to preclude compromise of sensitive Army plans and intentions, e.g., CI support to OPSEC, etc. CI activities conducted at the tactical level, i.e., tactical CI and OPSEC, include all of those security skills and techniques used to neutralize the hostile all-source intelligence collection effort, and include the assessment of the hostile intelligence collection capability, assessment of friendly vulnerabilities, the development of recommendations for the implementation of countermeasures, and participation in tactical cover and deception planning. The key differential between tactical CI and strategic CI is scope, and the trained Specialty 36 designee will be qualified to function in both arenas.

b. HUMINT—Those officers selected to receive training for this special skill will be eligible for employment in the conduct of highly sensitive activities relating to the planning, implementation, and supervision of human source intelligence collection operations designed to acquire military intelligence information in response to strategic-level requirements, i.e., acquire foreknowledge as to foreign military capabilities, intentions, and vulnerabilities. Service in this spe-

cial skill may routinely entail the officer's participation in sensitive intelligence operations having potential impact on national-level policy, hence, the necessity to restrict sub-specialty entry to those officers who have demonstrated special qualities required to succeed in HUMINT.

36-3. Acquisition of the Counterintelligence/Human Intelligence Specialty. All USMA, ROTC, and OCS cadets who are approaching their date of commissioning into the Army are given the opportunity to formally state their preferences for both their Army branch and their OPMS initial specialty. Depending on the needs of the Army, the cadet's academic discipline of principal emphasis, and his/her statement of preference, the cadet, upon activation, may be accepted into the Specialty 36 career program. Under the provisions of OPMS, each Army officer will be awarded an additional OPMS specialty by the end of the officer's eighth year of active service. Thereafter, each officer will achieve full qualification in both specialties through appropriate educational and assignment experiences, with equal emphasis placed on each of the officer's two specialties. By the end of the eighth year of service, each officer will be given an opportunity to formally state his/her preferences for additional specialty designation. Depending on the needs of the Army, an assessment of the officer's qualifications, and a consideration of his/her statement of preference, the officer may be accepted into the Specialty 36 career program. An officer need not be a member of the MI Branch in order to qualify for the awarding of Specialty 36.

36-4. Professional Development Objectives. *a.* The ultimate objective in professionally developing the

Specialty 36 designee is to produce and sustain that number of qualified officers necessary to satisfy worldwide Army requirements (through the assumption of positions of leadership) to accomplish both the Army's tactical and strategic CI/HUMINT combat support missions. This will be achieved through a managed blend of assignment and formal educational experiences as each officer progresses from the lieutenant phase to the colonel phase of his/her career.

b. During the first nine years of service, the average Specialty 36 designee—

(1) Will attend the MI basic course, and MI advanced course and Combined Arms Services Staff School. (CAS³)

(2) Will attend at least one qualifying MI specialty (track) course, e.g., CI Officer Course.

(3) Will receive an additional specialty.

(4) Will serve in leadership positions of increasing responsibility at both the tactical and strategic levels.

(5) May be selected for additional, specialized military training or advanced civil schooling, depending on the needs of the Army, the officer's performance of duty, and his/her potential.

c. During the tenth through the 20th year, the average Specialty 36 designee—

(1) Will continue to be developed in two specialties through a proper balance of assignment and educational experiences, to eventually assume positions of leadership at the highest echelons of the Army.

(2) May be selected for advanced military schooling, e.g., command and staff college level, senior service college level, based on Army requirements, the officer's performance record, and a candid estimate of his/her potential.

CHAPTER 41

PERSONNEL ADMINISTRATION AND ADMINISTRATIVE MANAGEMENT SPECIALTY

(Specialty Code 42)

41-1. Description of the Personnel Administration and Administrative Management Specialty. The Personnel Administration and Administrative Management Specialty encompasses duty positions in all grades which require skills for managing, administering, and operating the Army's personnel and administration system. Officers serving in this specialty are afforded the opportunity to develop skills essential in today's modern Army through a variety of assignments and military/civilian schooling. They serve in positions which directly affect the quantity and professional quality of the Army's most critical resource—people. The manner in which they perform their duties has a direct bearing on mission accomplishment.

41-2. Military Personnel Management. *a.* The differences between the Personnel Administration and Administrative Management Specialty (SC 42) and the Personnel Management Specialty (SC 41) are not easily defined or illustrated. To administer is to manage, and management is an integral part of the administration process. Both specialties are involved in the processes of planning, organizing, directing, coordinating, and controlling personnel and administration policies and services. Many duty positions require expertise in both specialties.

b. A mutually supportive relationship exists between the Personnel Management Specialty and the Personnel Administration and Administrative Management Specialty. The Personnel Management Specialty is primarily concerned with personnel resource management (the management of people) while the Personnel Administration and Administrative Management Specialty focuses on individual personal and personnel services and administrative services that support both the individual and the organization.

c. Officers designated as Personnel Administration and Administrative Management specialists are involved in the total Personnel and Administration System and must understand the definition of Military Personnel Management so that they can support and administer to military personnel. Military Personnel Management is defined as—

The formulation of personnel plans and policies involved in planning, organizing, directing, coordinating, and controlling the procurement, training/education, development, motivation, sustainment, utilization and separation/retirement of

military personnel to assist in the successful accomplishment of the organizational mission. Military Personnel Management includes all procedures related to military jobs analysis and evaluation; maintenance of an adequate system of records and reports required for successful operation of the Army's Personnel and Administration System; development of individual potential; and development of an organizational climate that enhances the attitude, motivation, commitment and sense of well-being of soldiers and their families.

41-3. Role of the Personnel Administration and Administrative Management Officer. *a.* The Personnel Administration and Administrative Management Specialty encompasses positions concerned with both personnel administration and administrative management activities. The Personnel Administration and Administrative Management officer is responsible for tailoring administrative systems in support of the organizational mission.

b. The Personnel Administration and Administrative Management specialist manages diverse operational activities such as: Personnel replacement organizations, personnel and personal services, strength accounting, records management, micrographics, word processing and similar administrative management functions, documents and courier operations, and Army bands. Personnel Administration and Administrative Management officers have the responsibility to plan, develop, and manage essential human and morale support activities, such as Army Community Services, community affairs, recreational services, and other areas of personnel environment support. The Personnel Administration and Administrative Management Specialty encompasses those office management and communication techniques which facilitate each organization's capability to function effectively. These duty positions require professional officers to provide the knowledge of innovative administrative techniques and business practices to commanders and other managers, and to orchestrate support and service functions for the organization and members of the organization.

c. Certain duty positions, particularly at higher grade levels, require a knowledge of both Personnel Administration and Administrative Management (SC 42A) and Personnel Management (SC 41A). At the grades of colonel and lieutenant colonel, such duty positions will be identified in authorization documents in accordance with AR 611-101. The principal posi-

tion specialty code will be based upon the predominant functions required and the secondary position specialty code will indicate the secondary functions (e.g., a Division/Installation Adjutant General position will be coded as 41A42 because the predominant functions are personnel management oriented; the Corps Adjutant General position will be coded 42A41 when predominant functions are oriented toward personnel administration and administrative management and as 41A42 when predominant responsibilities are oriented toward personnel management). Examples of duty positions requiring "dual coding" are—

(1) MACOM/Division/Installation Adjutant General (41A42).

(2) Corps Adjutant General (42A41).

(3) Commander, Personnel and Administration Battalion (42A41).

(4) Director of Personnel and Administration (41A42).

(5) Director of Personnel and Community Activities/Affairs (DPCA) (42A41).

(6) Adjutant General Readiness Coordinator (41A42).

(7) Personnel Staff Officer (41A42 or 42A41).

d. Duty positions within the Personnel Administration and Administrative Management Specialty are categorized as follows:

(1) Personnel Administration and Administrative Management Officer (SSI 42A).

(a) Director of Personnel and Community Activities/Affairs (DPCA)*.

(b) Personnel Actions Officer.

(c) Personnel Records Officer.

(d) Personal Affairs Officer.

(e) Personnel Services Officer.

(f) Personnel Staff Officer.*

(g) Postal Director.

(h) Adjutant General.*

(i) Deputy Adjutant General — Administration.

(j) Secretary of the General Staff.

(k) Installation Adjutant.

(l) Director of Administration.

(m) Administrative Officer.

(n) Protocol Officer.

(o) Chief, Administrative Team, Readiness Group.

(p) Test Control Officer.

(q) Replacement Control Operations Officer.

(r) Replacement Section/Team Leader.

(s) Publications Officer.

(t) Command of—

Personnel and Administration Battalions.*

Replacement Units.

Administration Units.

Adjutant General Companies.

*Dual coded positions

Armed Forces Examining and Entrance Station Command (AFEESC).

Publications Centers.

Reception Stations.

Postal Units/Activities.

Army Courier Stations.

(2) Morale Support Officer (SSI 42B).

(a) Army Community Services (ACS) Officer.

(b) Community Affairs/Activities Officer.

(c) Recreation Services Officer.

(d) Sports Officer.

(e) Athletic Coach.

(f) Instructor, Morale Support at service school.

(3) Army Band Officer (SSI 42C).**

(a) Staff Band Officer.

(b) Army Band Officer.

(c) Bandmaster.

e. The duty position titles in the preceding paragraphs require close scrutiny at various levels of command to determine proper coding of authorization documents. While AR 611-101 contains a more comprehensive listing of duty positions in SC 42, there is frequently an option for the position to be coded in SC 41 or to be dual coded at the lieutenant colonel/colonel level. Positions such as Personnel Staff Officer may be coded as 41A or 42A, or at the lieutenant colonel/colonel level as 41A42 or 42A41. Decisions concerning proper coding must be made on the basis that the positions will be coded in the specialty in which there is a predominance of duty responsibilities. Valid coding of these positions is necessary to ensure the accurate distribution and management of personnel resources.

41-4. Participation. a. The Personnel Administration and Administrative Management Specialty provides career opportunities for all officers, regardless of their primary specialty, and offers assignment to challenging managerial positions. The number of officers needed to perform duties in SC 42 is large and requires motivated and highly skilled officers. Early career development in SC 42 can be attained through assignment to duties such as adjutant, personnel staff officer and other similar positions.

b. The Adjutant General's Corps officers will continue, as they have in the past, to be procured, educated and trained to meet Army requirements for professional managers and administrators through designation of the Personnel Administration and Administrative Management Specialty or the Personnel Management Specialty upon entry on active duty.

c. Adjutant General's Corps officers may select as

**Commissioned musicians constitute an exception to the Officer Personnel Management System (OPMS) and are managed separately by HQ, US Army Military Personnel Center, in coordination with the Chief, Army Bands Office, The Adjutant General Center (TAGCEN).

an alternate any specialty listed in chapter 2 with the exception of Air Defense Artillery, Armor, Field Artillery and Infantry.

41-5. Professional Development Objectives. *a.* Specific professional development objectives for the Personnel Administration and Administrative Management Specialty include attendance at appropriate courses at the US Army Administration Center, Fort Benjamin Harrison, Indiana, to include basic and advanced officer courses. Enrollment in specific correspondence courses and attendance at special resident courses is encouraged.

b. Officers designated as Personnel Administration and Administrative Management specialists are en-

couraged to seek assignment at division/installation level to ensure development in the basic techniques of SC 42 duties, and to seek developmental positions and educational opportunities, such as attendance at the Organizational Effectiveness Staff Officer Course, US Army Organizational Effectiveness Training Center, Fort Ord, California.

c. Professional development phases and objectives for all specialties are discussed in chapter 2. Educational opportunities, both military and civilian, and illustrative assignment opportunities for the Personnel Administration and Administrative Management Specialty are shown in figure 41-1.

(Locate fig. 41-1, a fold-in page, at the end of the regular size pages.)



CHAPTER 42

PERSONNEL MANAGEMENT SPECIALTY (Specialty Code 41)

42-1. Description of the Personnel Management Specialty. The Personnel Management Specialty requires skills for managing and administering the Army's personnel system. Officers serving in this specialty are afforded the opportunity to develop those skills essential in today's modern Army through a variety of assignments as well as military/civilian schooling. They serve in positions which directly affect the quantity and professional quality of the Army's most critical resource—people. The manner in which they perform their duties has a direct bearing on mission accomplishment.

42-2. Military Personnel Management. *a.* Officers designated as Personnel Management specialists (SC 41) and Personnel Administration and Administrative Management specialists (SC 42) are involved in Military Personnel Management which is defined as:

The formulation of personnel plans and policies involved in planning, organizing, directing, coordinating and controlling the procurement, training/education, development, motivation, sustainment, utilization and separation/retirement of military personnel to assist in the successful accomplishment of the organizational mission. Military Personnel Management includes all procedures related to military job analysis and evaluation; maintenance of an adequate system of records and reports required for successful operation of the Army's personnel and Administration System; development of individual potential; and development of an organizational climate that enhances the attitude, motivation, commitment and sense of well-being of soldiers and their families.

b. A mutually supportive relationship exists between the Personnel Management Specialty and the Personnel Administration and Administrative Management Specialty. Both specialties are involved in the processes of planning, organizing, directing, coordinating and controlling personnel and administration policies and services. Many duty positions require expertise in both specialties. The Personnel Management Specialty is primarily concerned with personnel resource management (the management and development of people) while the Personnel Administration and Administrative Management Specialty focuses on individual personal and personnel services and administrative services that support both the individual and the organization.

42-3. Role of the Personnel Management Officer. *a.* Officers designated as Personnel Management Specialists serve as the commander's principal staff coordinators in the formulation, supervision and execu-

tion of personnel plans, policies and procedures.

b. 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.

c. Certain duty positions, particularly at higher grade levels, require a knowledge of both Personnel Management and Personnel Administration and Administrative Management. At the grades of colonel and lieutenant colonel, such duty positions will be identified in authorization documents in accordance with AR 611-101. The principal position specialty code will indicate the predominant functions required and the secondary position specialty code will indicate the secondary functions (e.g., a Division/Installation Adjutant General will be coded as 41A42 because predominant functions are personnel management oriented; the Corps Adjutant General position will be coded 42A41 when predominant functions are oriented toward personnel management). Examples of duty positions requiring "dual coding" are—

(1) Major command/Division/Installation Adjutant General (41A42).

(2) Corps Adjutant General (42A41).

(3) Director of Personnel and Community Activities/Affairs (DPCA) (42A41).

(4) Director of Personnel and Administration (41A42).

(5) Adjutant General Readiness Coordinator (41A42).

(6) Personnel Staff Officer (41A42 or 42A41).

(7) Personnel and Administration Operations and Training Staff Officer (41A42).

d. Duty positions within the Personnel Management Specialty are categorized as follows:

(1) Personnel Management Officer (SSI 41A).

(a) G-1, J-1, DCSPER, ADCSPER.*

(b) Director of Personnel.

(c) Adjutant General.*

(d) Organizational Effectiveness Staff Officer (ASI "5Z").

(e) Personnel Staff Officer.*

(f) Instructor, Organizational Effectiveness.

(g) Chief, Consolidated Military Personnel Activity.

*Dual coded positions.

(h) Instructor, Leadership (ROTC, USMA, Service School).

(i) Personnel Officer (civilian or military).

(j) Chief, Personnel Services Division.

(k) Labor Relations/Management Officer.

(l) Personnel Management Officer.

(m) Manpower Analyst (ASI "7X", Manpower/Force Management Officer).

(n) Commander, Personnel Services Company.

(o) Commander, Regional Personnel and Administration Center, USAREUR.

(2) Recruiting, Reenlistment, Induction Officer** (SSI 41B).

(a) Area Commander.

(b) District Commander.

(c) Regional Commander.

(d) Reenlistment Officer.

(e) Instructor, Recruiting/Reenlistment (Service School).

(3) Human Resources Officer (SSI 41C).

(a) Race Relations and Equal Opportunity (RREO) Staff Officer (ASI "5T").

(b) Instructor, RREO.

(c) Psychological Assistant.

(d) Alcohol and Drug Abuse Control Officer (ADCO).

(e) Vocational Counselor.

e. The duty position titles in the preceding paragraphs require close scrutiny at various levels of command to determine proper coding of authorization documents. While AR 611-101 contains a more comprehensive listing of duty positions in SC 41, there is frequently an option for the position to be coded in SC 42 or to be dual coded at the lieutenant colonel/colonel level. Positions such as Personnel Staff officer may be coded as 41A or 42A. Decisions concerning proper coding must be made on the basis that the positions will be coded in the specialty in which there is a predominance of duty responsibilities. Valid coding of these positions is necessary to ensure the accurate distribution and management of personnel resources.

42-4. Participation. a. The Personnel Management Specialty provides career opportunities for all officers, regardless of their primary specialty, and offers assignment to challenging managerial positions. The

number of officers needed to perform duties in SC 41 is large and requires motivated and highly skilled officers. Early career development in SC 41 can be attained through assignment to duties such as S-1, personnel staff officer, manpower management officer, RREO staff officer, and other similar positions.

b. The Adjutant General's Corps officers will continue, as they have in the past, to be procured, educated, and trained to meet Army requirements for professional managers and administrators through designation of the Personnel Administration and Administrative Management Specialty or the Personnel Management Specialty upon entry on active duty.

c. Adjutant General's Corps officers may select as an alternate any specialty listed in chapter 2 with the exception of Air Defense Artillery, Armor, Field Artillery, and Infantry.

42-5. Professional Development Objectives.

a. Specific professional development objectives for the Personnel Management Specialty include attendance at the Personnel Management Officer Course, US Army Administration Center, Fort Benjamin Harrison, Indiana. Other Military schooling opportunities include attendance at the Defense Race Relations Institute, the Alcohol and Drug Abuse Preventive Course, and the Organization Effectiveness Staff Officer Course at the US Army Organizational Effectiveness Staff Officer Course at the US Army Organizational Effectiveness Training Center, Fort Ord, California.

b. The personnel Management Specialty includes sufficient "developmental" company grade positions to allow for early professional development in preparation for designation of Personnel Management as an alternate specialty.

c. Officers desiring Personnel Management as an alternate specialty should seek assignment to battalion or brigade S-1 positions to ensure that basic personnel management skills are developed early in their careers.

d. Professional development phases and objectives for all specialties are discussed in chapter 2. Educational opportunities, both military and civilian, and illustrative assignment opportunities for the Personnel Management Specialty are shown in figure 42-1.

**Officers are selected, from those available for assignment, to these positions based upon overall manner of performance, military and civilian education, military appearance and bearing, and estimated promotion potential, and may be selected from any specialty.

(Locate fig. 42-1, a fold-in page, at the end of the regular size pages.)

CHAPTER 43

PETROLEUM MANAGEMENT SPECIALTY **(Specialty Code 81)**

43-1. Description of the Petroleum Management Specialty. *a.* The Petroleum Management Specialty encompasses those positions relating to procurement, storage, procurement surveillance, and in-storage surveillance (testing) of petroleum items. Petroleum items include all lubricants and fuels, both bulk and packaged, used in support of the Army mission.

b. Positions in this specialty are found throughout the Army structure and joint activities. Officers can expect to perform the following type duties:

(1) Prepare plans and policies for the supply and distribution of petroleum products.

(2) Direct the operation of base or mobile laboratories engaged in inspection and testing of petroleum products. Supervise performance of standard physical and chemical tests, evaluate the test results to ensure products meet Federal and military specifications, and recommend disposition of off-specification or captured petroleum products.

(3) Perform and direct quality assurance at point of procurement and direct quality surveillance throughout entire petroleum distribution systems.

(4) Determine bulk and package petroleum products and liquefied petroleum gas requirements storage space requirements, distribution system requirements, and quality assurance requirements.

(5) Recommend location of petroleum pipeline routes, petroleum terminals, supply points, and depots, and advise on petroleum bulk fuel distribution system design.

(6) Establish storage and issue locations using petroleum fuel system supply point systems in support of field operations.

(7) Direct the operation of and user maintenance on petroleum pipelines, terminals, and dispensing systems.

(8) Plan, coordinate and supervise loading and discharge of ocean going tankers and other petroleum vessels.

(9) Direct the preparation of reports and the maintenance of records pertaining to petroleum accounting and distribution operations.

(10) Direct the supply and/or procurement action to obtain petroleum products, storage and distribution services, and handling of government-owned fuel.

(11) Resolve technical problems related to determination, estimation, computation, and analysis of petroleum and liquefied petroleum gas requirements.

(12) Determine requirements for, provide technical information on, and assist in the development of new items of petroleum equipment and systems.

(13) Develop, direct, and coordinate energy conservation program policy concerning allocation, supply, and use of energy resources.

For further information see AR 611-101.

43-2. Role of the Petroleum Management Officer. *a.* The primary role of the Petroleum Management Officer is to assure that high quality petroleum products are at the right place at the right time and in sufficient quantities to support Army requirements.

b. In addition, the Petroleum Management Officer has become the primary advisor to the commander on energy conservation, environmental pollution abatement policies, and installations of liquefied petroleum gas facilities.

c. Although the Army's dependency on petroleum products has increased, the amount of petroleum available has diminished. The Petroleum Management Officer has therefore inherited a new role of advising the commander on the allocation and distribution of the available petroleum products to assure that quantities are sufficient to accomplish all training/combat objectives.

d. Because of the numerous modes used in transporting petroleum, the Petroleum Management Officer must be competent in ship to shore operations, pipeline operations, rail tankcar and tanktruck procedures. Petroleum Management Officers must be familiar with the handling, sampling and testing of all petroleum products. In addition, they must be knowledgeable of the civilian petroleum capabilities within their area of operations. All of these factors combine to make this specialty a challenging and rewarding professional field with positions available throughout the world at all levels of the Army, joint staffs and allied headquarters.

43-3. Participation. *a.* Officers commissioned in the Quartermaster Corps may have the Petroleum Management Specialty designated upon entry on active duty. Quartermaster officers, may, within requirements and with HQDA approval, have any of the specialties listed in chapter 2 designated as one of their two specialties except Air Defense Artillery, Armor, Field Artillery, and Infantry.

b. Officers commissioned in any branch may have Petroleum Management as one of their specialties.

43-4. Professional Development Objectives. *a.* Newly commissioned officers scheduled for a Petroleum Management Specialty assignment will complete the Basic Petroleum Management track of the Quartermaster Basic Officer Course conducted by the US Army Quartermaster School, Fort Lee, Virginia. The purpose of this course is to provide officers with a working knowledge of functions, duties, and responsibilities of petroleum logistics in both peacetime and wartime. The course provides a background sufficient for the officer to fill petroleum positions at the lieutenant level.

b. An officer who enters the Petroleum Management Specialty and has not completed the Basic Petro-

leum Management track must take the Advanced Petroleum Management Specialty track conducted at the US Army Quartermaster School. This course is designed to provide the student with training and skills required to perform Petroleum Management duties from company level to Department of the Army, joint service and Department of Defense level.

c. Professional development career patterns for this specialty as well as for all specialties are discussed in chapter 2. Educational opportunities, both military and civilian, and assignment opportunities for the Petroleum Management Specialty are shown in figure 43-1.

(Locate fig. 43-1, a fold-in page, at the end of the regular size pages.)

CHAPTER 49

TANK/GROUND MOBILITY MATERIEL MANAGEMENT SPECIALTY
(Specialty Code 77)

49-1. Description of the Tank/Ground Mobility Materiel Management Specialty. *a.* The Tank/Ground Mobility Materiel Management Specialty encompasses positions relating to the maintenance and life cycle management of tank/ground mobility equipment including tracked, wheeled, general purpose vehicles and construction materiel. Officers in this specialty may perform a variety of life cycle functions relating to tank/ground mobility materiel.

b. Positions in this specialty are found at all levels of the Army from company and battalion to major command. Officers can expect to perform the following type duties:

(1) Direct maintenance activities within a unit to include assignment, classification, diagnosis of malfunctions, 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 a Maintenance Staff Officer of unit engaged in providing direct support, general support, or depot maintenance of tank/ground mobility materiel and construction materiel.

(6) Advise commander and staff elements of maintenance policies, plans, and programs.

(7) Serve as project officer for selected items.

c. Positions associated with this specialty are grouped as follows:

(1) Tank/Ground Mobility Materiel Management Officer.

(2) Tank-Automotive Materiel Management Officer.

(3) Ground Support Materiel Management Officer.

(4) Motor Officer.

For further information see AR 611-101.

49-2. Role of the Tank/Ground Mobility Materiel Management Officer. Tank/Ground Mobility Materiel Management officers play a vital role in the fielding, support and disposal of a significant portion of items in the Army's equipment inventory. Officers serving in this specialty may find that a substantial portion of their duty assignments will require expertise in the functions of supply and maintenance partic-

ularly as these functions relate to the support of tracked, wheeled, and general purpose vehicles. Positions requiring the services of officers participating in this specialty are found in organizations located at all levels of the Army structure. The Army's inventory of combat and combat support equipment represents one of the Government's most substantial monetary investments in the equipment arena during peacetime. During periods of hostile conflict, this monetary investment increases dramatically because of combat losses due primarily to the nature of current tactical doctrine. Tank/Ground Mobility Materiel Management will present a challenging and rewarding career to those officers who select this specialty.

49-3. Participation. *a.* Officers commissioned in the Ordnance Corps may have the Tank/Ground Mobility Materiel Management Specialty designated as their primary specialty upon entry on active duty. Ordnance officers may, within requirements and with HQDA approval, have any of the specialties listed in chapter 2 designated as one of their two specialties except Air Defense Artillery, Armor, Field Artillery or Infantry.

b. Officers commissioned in any branch may have Tank/Ground Mobility Materiel Management Specialty designated as one of their two specialties.

49-4. Professional Development Objectives. *a.* Newly commissioned officers scheduled for a Tank/Ground Mobility Materiel assignment will complete the basic officer course consisting of an Ordnance common block and specialty training conducted by the US Army Ordnance and Chemical Center and School (USAOCCS), Aberdeen Proving Ground, Maryland. This training provides officers with a knowledge of maintenance management, support maintenance operations and maintenance procedures related to Army materiel in general. 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. Qualification is identified by Specialty Skill Identifier 77D.

b. Professional development career patterns for this specialty as well as for all specialties are discussed in chapter 2. Educational opportunities, both military and civilian, and assignment opportunities for the Tank/Ground Mobility Materiel Management Specialty are shown in figure 49-1.

(Locate fig. 49-1, a fold-in page, at the end of the regular size pages.)



CHAPTER 50

TRAFFIC MANAGEMENT SPECIALTY (Specialty Code 86)

50-1. Description of the Traffic Management Specialty. *a.* The Traffic Management Specialty encompasses those positions related to functional planning, procurement, coordination, and control of the movement of personnel, personal property, and materiel on commercial and military transport.

b. Most positions are located in unified and major command headquarters, installation and depot staffs, and in movement control units. Officers in this specialty can expect to perform the following type duties:

(1) Command Transportation Movement Control Units or Movement Control Centers in a theater of operations with responsibility for planning, programming, and controlling personnel and cargo movements within a geographical area.

(2) Serve as Transportation Officer interfacing with commercial carriers at and above installation level.

(3) Establish policies and procedures for the shipment of cargo by commercial or military container and ensure 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.

c. For further information see AR 611-101.

50-2. Role of the Traffic Management Officer.

a. The Traffic Management officer is responsible for ensuring the economic and efficient utilization of transportation resources and minimizing the costs incidental thereto consistent with the mission. Those in the Traffic Management Specialty will develop a high degree of expertise in the procurement of transportation from commercial sources.

b. The Traffic Management officer commands movement control units in a theater of operation and

serves as principal staff officer in CONUS and the theater of operations. He is responsible for planning, programming and controlling personnel and cargo movements within a geographical area and formulating recommendations concerning policies, allocations, utilization, and operation of transportation equipment.

c. In addition to commanding movements control units in a theater of operations, the Traffic Management officer may serve, both in CONUS and in a theater of operations as the troop movements officer, field transportation officer, and passenger and freight transportation officer.

50-3. Participation. Officers commissioned in any branch may, within requirements and with HQDA approval, have Traffic Management designated as one of their two specialties.

50-4. Professional Development Objectives.

a. Officers programed for a Traffic Management assignment should complete the Installation Traffic Management Course (ITMC) offered by the US Army Transportation School, Fort Eustis, Virginia. The ITMC provides officers with a working knowledge of commercial and military traffic functions, and a general knowledge of transportation functions at installation level. In addition, officers may complete the three week Defense Advanced Traffic Management Course (DATMC), also conducted by the US Army Transportation School. This course provides advanced training for officers involved in Traffic Management activities. See DA Pam 351-4 and DOD 5010.16-C for scope and content of these and other courses that relate to the Traffic Management Specialty.

b. Professional development career patterns for this specialty as well as for all specialties are discussed in chapter 2. Educational opportunities, both military and civilian, and assignment opportunities for the Traffic Management Specialty are shown in figure 50-1.

(Locate fig. 50-1, a fold-in page, at the end
of the regular size pages.)



APPENDIX B

NUMERICAL LIST OF OPMS SPECIALTIES

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15	Aviation	12-1
21	Engineer	23-1
25	Combat Communications-Electronics	16-1
26	Fixed Telecommunications Systems	26-1
27	Communications-Electronics Engineering	18-1
28	Instructional Technology and Management	32-1
31	Law Enforcement	33-1
35	Tactical/Strategic Intelligence	48-1
36	Counterintelligence/Human Intelligence	20-1
37	Electronic Warfare/Cryptology	22-1
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42	Personnel Administration and Administrative Management	41-1
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PROFESSIONAL DEVELOPMENT PLANNING WORKSHEET				1. Date Prepared	
For use of this form, see DA Pamphlet 600-3: the proponent agency is MILPERCEN.					
DATA REQUIRED BY THE PRIVACY ACT OF 1974					
AUTHORITY:		Title 5 USC, Section 301: Title 10 USC.			
PRINCIPAL PURPOSE:		To assist officers in developing career goals.			
ROUTINE USES:		To be used as a worksheet for officers to communicate their career objectives to their career manager. This record is to be maintained in your Career Management Individual file.			
DISCLOSURE:		Disclosure of your social security number and other personal information is voluntary. However, the requested information is needed to expedite inclusion of the information provided in your career management file.			
2. Name (Last, First, Middle Initial)			3. Grade	4. Social Security Number	
5. Primary Specialty			6. Alternate Specialty		
7. Calendar Year	PHASES OF DEVELOPMENT	8. Professional Development Objectives (be specific)		9. Actual Assignments (year)	
	COL PHASE				
	LTC PHASE				
	MAJ PHASE				
	CPT PHASE				
	LT PHASE				
REMARKS (If additional space is required for any item, continue here)					
(SEE PREPARATION INSTRUCTIONS ON REVERSE)					

INSTRUCTIONS FOR PREPARATION OF DA FORM 4190-R

1. Item 1 - Date Prepared: Indicate the date the plan is completed. This date will reflect the currency of your thinking -- reviewed plans that are not revised need only have the date changed.
2. Items 2 and 4 - Enter name and SSN as recorded on Official Officer Qualification Record or Officer Record Brief.
3. Item 3 - Show present grade.
4. Item 5 - Show designated primary specialty.
5. Item 6 - Show alternate specialty as designated or desired.
6. Item 7 - Calendar year - enter the year(s) in which you desire assignment in your professional development objectives
7. Item 8 - Show here your professional development objectives as they relate to your desired assignments and schooling and relate them to a calendar year. Previous objectives need not be shown.
8. Item 9 - Actual Assignments (year): Enter appropriate data from Officer Qualification Record Brief and indicate year(s) in parenthesis.
9. Remarks - Enter any information not included which might be helpful to personnel managers in assisting you in attaining your professional development objectives.

PROFESSIONAL DEVELOPMENT GUIDE**AIR DEFENSE****SPECIALTY (14)**

PHASES OF DEVELOPMENT	PROFESSIONAL MILITARY EDUCATION	CIVIL EDUCATION		SPECIALTY * EDUCATION (NOT ALL INCLUSIVE)	ASSIGNMENT OPPORTUNITIES (NOT ALL INCLUSIVE)
		PROGRAMS	SPECIALTY DISCIPLINES AND COURSES		
COLONEL PHASE Maximum utilization of officer's capabilities and developed managerial skills and executive talents in either Air Defense Artillery or alternate specialty.				DA Pam 351-4 Staff Officer Legal Orientation Senior Officer Preventive Logistics Course Senior Commander Orientation Combat Operations	Brigade/Group Commander Post Commander Division Chief of Staff Staff Officer Corps or Higher Service School Department Head Recruiting Instructor Advisor Inspector General
LIEUTENANT COLONEL PHASE Continue development in Air Defense Artillery specialty or an alternate specialty.	Army War College Air War College Industrial College of the Armed Forces National War College Navy War College British Royal College of Defense Studies Canadian National Defense College French E'cole Supérieure de Guerre Inter-American Defense College Army War College Corresponding Studies Course	CODPERATIVE DEGREE PROGRAM Prerequisites: Attendance at Command and General Staff College or Senior Service College. Discipline should be in another specialty. Normal period of study: Less than 6 months Service Obligation: Three years Utilization Required: none	GRADUATE DISCIPLINE There are no positions within the Air Defense Artillery Specialty which require an advanced degree. Specific disciplines which are desirable for alternate specialties may be found in the professional development guide for that specialty.	Senior Commander Orientation Senior Officer Preventive Logistics Course Junior Commander Orientation Combat Operations Combat Operations Specialist Supply Management Officer DA Pam 351-4 Safeguard Unit Commander Safeguard Staff Officer Supply Staff Officer DA Pam 351-4 Civic Action Tactical Intelligence Staff Officer Combat Operations Specialist Nuclear and Chemical Target Analysis CBR Officer Motor Officer Air Transportability Planning	Battalion Commander Post Commander Commander Special Forces Unit Brigade/Group or higher Staff Officer Recruiting Instructor Advisor Inspector General
MAJOR PHASE Continue development in Air Defense Artillery specialty while emphasizing development in alternate specialty.	Army Command and General Staff College Air Command and Staff College Armed Forces Staff College College of Navy Command and Staff Marine Corps Command and Staff College School of the Americas Army Command and General Staff College Non-Resident Course	ADVANCED PROGRAM DCP (AR 621-1) Period of Study: 18 months or less Utilization: 3 years ADPRID (AR 621-101) Period of Study: 15 months Utilization: 3 years ROTC Fully Funded (AR 621-1) Period of Study: 18 months Utilization: 3 years Service Obligation: Three years for each year in school or portion thereof, but not more than four years.	PARTIAL LISTING OF UNDER-GRADUATE DEGREE DISCIPLINES DESIRED TO ASSIST IN QUALIFYING AIR DEFENSE OFFICERS FOR DESIGNATION OF ALTERNATE SPECIALTIES: ADPS Management, Industrial Management, Logistics ORSA Personnel Management and Administration Procurement and Contract Management Engineering, ADPS Engineering, Aeronautical Aerospace Engineering Engineering, Electrical Engineering, Electronics Guided Missiles Engineering, Mechanics Engineering, Nuclear Engineering, Nuclear Effects Engineering, Physics Systems Engineering Aerodynamics Mathematics Mathematics, General Physics, Electricity, Magnetism, Electronics Physics, General Physics, Nuclear Statistics Education, General International Relations Political Science Psychology: Applied Counseling Educational Experimental Social	DA Pam 351-4 C/V Officer Qualification N/H Officer Improved Hawk Officer Redeye Missile System Controller Special Ammo Officer Motor Officer CBR Officer Ranger Airborne AR 611-110 Initial Entry Rotary Wing	Battalion or higher Staff Officer Commander Special Forces Unit Recruiting Instructor Advisor Inspector General
CAPTAIN PHASE Continue development in Air Defense Artillery specialty and commence development in alternate specialty.	Advanced Course	UNDER-GRADUATE DEGREE PROGRAM DCP (AR 621-1) 18 months or less Service Obligation: Three years for each year in school or portion thereof, but not more than four years. * Top 5% PRGM for USMA & ROTC DMG (AR 621-1) Period of Study: 18 months Utilization: 3 years Service Obligation: Three years for each year in school or portion thereof, but not more than four years. * Effective with the class of 1978 the period of study will occur during fourth through tenth year.		DA Pam 351-4 C/V Officer Qualification N/H Officer Improved Hawk Officer Redeye Missile System Controller Special Ammo Officer Motor Officer CBR Officer Ranger Airborne AR 611-110 Initial Entry Rotary Wing	Battery/Detachment Commander Battalion or higher Staff Officer Commander Special Forces Unit Recruiting Instructor Advisor
LIEUTENANT PHASE Commence development in Air Defense Artillery specialty. Acquire basic military knowledge and maximum practical leadership experience.	Basic Course		Each officer should have an undergraduate degree.		Battery Executive Officer Platoon Leader Maintenance Officer Training Officer Supply Officer

* See paragraph 3-4.

Figure 7-1

PROFESSIONAL DEVELOPMENT GUIDE *COMPTROLLER* SPECIALTY (45)[illegible]

*** See paragraph 3-4.**

Figure 17-1

PROFESSIONAL DEVELOPMENT GUIDE

ARMAMENT MATERIEL MANAGEMENT

SPECIALTY (76)

PHASES OF DEVELOPMENT	PROFESSIONAL MILITARY EDUCATION	CIVIL EDUCATION		SPECIALTY EDUCATION * (NOT ALL INCLUSIVE)	ASSIGNMENT OPPORTUNITIES (NOT ALL INCLUSIVE)
		PROGRAMS	SPECIALTY DISCIPLINES AND COURSES		
COLONEL PHASE Utilize developed managerial, technical, and executive talents in either primary or alternate specialties.				Senior Officer Legal Orientation Senior Officer Preventive Logistics Senior Commander Orientation Executive Management Seminars	Director, Plans and Analysis, DARCOM Arsenal Commander Director, Supply & Maintenance Recruiting Advisor Instructor Inspector General Project Manager Commander, DISCOM Depot Commander
LIEUTENANT COLONEL PHASE Continue development in primary and alternate specialties while enhancing technical competence, leadership skills, and managerial expertise.	Army War College Air War College Industrial College of the Armed Forces National War College Navy War College British Royal College of Defense Studies Canadian National Defense College French E'cole Superieure de Guerre Inter-American Defense College Army War College Corresponding Studies Course	COOPERATIVE DEGREE PROGRAM PREREQUISITES: Attendance at Command and General Staff, Logistics Executive Development Course, or Senior Service College. Discipline will support either this specialty or the other specialty. Normal period of study: Less than 6 months immediately after completion of above courses.		Senior Commander Orientation Senior Officer Legal Orientation Logistics Executive Development Course Senior Officer Preventive Logistics	Commodity Manager Policy, Plans, Programs Officer Battalion Commander Instructor Advisor Inspector General G-4 Staff Officer Product Manager
MAJOR PHASE Continue development in primary and alternate specialty while enhancing leadership abilities and managerial skills.	Army Command and General Staff College Air Command and Staff College Armed Forces Staff College College of Navy Command and Staff Marine Corps Command and Staff College School of the Americas Army Command and General Staff College Non-Resident Course	Utilization Required: SSC/CGSC:none LEDC/Florida Institute of Technology:3 years	ADVANCED PROGRAM DCP (AR 621-1) Period of Study: 18 months or less Utilization: 3 years ADPRID (AR 621-101) Period of Study 15 months Utilization: 3 years ROTC	GRADUATE DISCIPLINES Business, General Business Administration Industrial Management Logistics Management OR/SA Procurement & Contract Management Electrical Engineering Hydraulic Engineering Mechanical Engineering Production Design Engineering Structural Engineering Systems Engineering General Mathematics Metallurgy Physics, General Ballistics Mathematics Explosive Engineering Physics (LASER) Industrial Engineering Engineering, Automotive Engineering, General	Program Management Course Logistics Management Development Course <

* See paragraph 3-4.

Figure 8-1

PROFESSIONAL DEVELOPMENT GUIDE

ARMOR

SPECIALTY (12)

PHASES OF DEVELOPMENT	PROFESSIONAL MILITARY EDUCATION	CIVIL EDUCATION		SPECIALTY * EDUCATION (NOT ALL INCLUSIVE)	ASSIGNMENT OPPORTUNITIES (NOT ALL INCLUSIVE)
		PROGRAMS	SPECIALTY DISCIPLINES AND COURSES		
COLONEL PHASE Maximum utilization of officer capabilities and developed managerial skills and executive talents in either ARMOR or alternate specialty.				DA Pam 351-4 Senior Legal Orientation Civic Action Senior Officer Preventive Logistics Course Combat Operations Senior Commander Orientation	Brigade/Group Commander Post Commander Division Chief of Staff Division Chief HODA, JCS, OSD Staff Officer, Corps or Higher Staff Department Head, Service School Recruiting Instructor Advisor Inspector General
LIEUTENANT COLONEL PHASE Continue development in Armor and other specialty.	Army War College Air War College Industrial College of the Armed Forces National War College Navy War College British Royal College of Defense Studies Canadian National Defense College French E'cole Supérieure de Guerre Inter-American Defense College Army War College Corresponding Studies Course	COOPERATIVE DEGREE PROGRAM Prerequisites: Attendance at CGSC or SSC. Discipline should be in other specialty. Normal period of study: Less than 6 months Service Obligation: 3 years		DA Pam 351-4 Senior Officer Preventive Logistics Course Combat Operations Combat Operations Specialist Senior Legal Orientation Civic Action	Squadron/Battalion Commander Post Commander Commander, Special Forces Unit Staff Officer, Brigade or Higher Staff Recruiting Instructor Advisor Inspector General
MAJOR PHASE Continue development in Armor specialty while emphasizing development in an alternate specialty.	Army Command and General Staff College Air Command and Staff College Armed Forces Staff College College of Navy Command and Staff Marine Corps Command and Staff College School of the Americas Army Command and General Staff College Non-Resident Course	Utilization Required: none ADVANCED PROGRAM DCP (AR 621-1) Period of Study: 18 months or less Utilization: 3 years ADPRID (AR 621-101) Period of Study: 15 months Utilization: 3 years ROTC Fully Funded (AR 621-1) Period of Study: 18 months Utilization: 3 years	GRADUATE DISCIPLINES There are no positions within the Armor specialty which require a graduate degree. Specific disciplines which are required or desired for alternate specialty are contained in the professional development guide for each specialty. PARTIAL LISTING OF UNDERGRADUATE DEGREE DISCIPLINES DESIRED TO ASSIST IN QUALIFYING ARMOR OFFICERS FOR DESIGNATION OF ALTERNATE SPECIALTIES: UNDERGRADUATE DISCIPLINES Accounting ADP Area Studies Banking and Finance Business Administration Business, Economics Civil Engineering Comptroller Correctional Administration Criminology Corrections Economics, General Education, General Engineering, Aeronautical Engineering, Nuclear English Foreign Affairs History International Relations Journalism Management, Logistics Mathematics Personnel Management and Administration Police Science and Administration Political Science Procurement and Contract Management Psychology Statistics	DA Pam 351-4 Supply Management Officer Supply Staff Officer Civic Action Tactical Intelligence Staff Officer Combat Operations Specialist Nuclear and Chemical Target Analysis CBR Officer Pathfinder Motor Officer Air Transportability Planning	Commander, Special Forces Unit Staff Officer, Battalion or Higher Staff Recruiting Instructor Advisor Inspector General
CAPTAIN PHASE Continue development in Armor specialty and start development in an alternate specialty.	Advanced Course	UNDERGRADUATE DEGREE PROGRAM DCP (AR 621-1) 18 months or less Service Obligation: Three years for each year in school or portion thereof, but not more than four years. *TOP 5% PRGM FOR USMA & ROTC DMG (AR 621-1) Period of Study: 18 months Utilization: 3 years Service Obligation: Three years for each year in school or portion thereof, but not more than four years. *Effective with the class of 1978 the period of study will occur during fourth through tenth year.	Service Obligation: 3 years for each year in school or portion thereof, but not more than 4 years.	Infantry Mortar Platoon Motor Officer Tactical Intelligence Staff Officer Special Forces Officer (1LT or above) CBR Officer Pathfinder Ranger Airborne Civic Action Motor Officer AR 611-110 Initial Entry Rotary Wing	Troop/Company Commander Staff Officer, Battalion or Higher Staff Commander, Special Forces Unit Recruiting Instructor Advisor
LIEUTENANT PHASE Start development in Armor Specialty. Acquire basic knowledge and maximum practical leadership experience.	Basic Course				Troop/Company Executive Officer Platoon Leader Asst. Training Officer Battalion Staff Officer

* See paragraph 3-4.

Figure 9-1

PROFESSIONAL DEVELOPMENT GUIDE *ATOMIC ENERGY* SPECIALTY (52)

PHASES OF DEVELOPMENT	PROFESSIONAL MILITARY EDUCATION	CIVIL EDUCATION		SPECIALTY * EDUCATION (NOT ALL INCLUSIVE)	ASSIGNMENT OPPORTUNITIES (NOT ALL INCLUSIVE)
		PROGRAMS	SPECIALTY DISCIPLINES AND COURSES		
COLONEL PHASE				PRINCIPAL EDUCATIONAL REQUIREMENT The Atomic Energy Specialty encompasses positions whose incumbents perform duties at all organizational and staff levels in the following areas: • Atomic energy research and development • Nuclear weapons operations and training • Nuclear weapons logistics • Nuclear weapons effects • Nuclear power engineering • Nuclear accident/incident operations COLONEL • Foreign Nuclear Intelligence • Nuclear Weapon Command and Control LIEUTENANT COLONEL • Inspections • Research and Development • Logistics Policy and Procedures • Advanced Specialty (Post graduate work) MAJOR • Nuclear Policy, doctrine, employment, and operations • Logistics Policies and Procedures • Nuclear Weapon Command and Control • Depot Operations CAPTAIN • Engineering Sciences, e.g., Nuclear Physics, EE, Mathematics, Chemical Engineering • Nuclear Weapons Effects • Nuclear/Chemical Target Analysis • Nuclear Weapons Employment • Logistical Operations • Research and Development • Power Plant Operations • Nuclear Accident/Incident Control • Nuclear Surety • Vulnerability Assessment NOTE: All officers will not receive the same training and experience through the grade of colonel. Tasks to be learned will depend upon whether the officer is oriented toward combat operations, logistics or research and development. Tasks to be learned can be achieved through graduate schooling, service schooling, on-the-job training and functional training. FUNCTIONAL COURSES REF: DA PAM 351-4 • Nuclear and Chemical Target Analysis • Atomic Demolition Munitions • Nuclear Weapons Disposal Refresher • Special Ammunition Officer • Radiological Safety	Military Assistant, Office Assistant, Secretary of Defense (AE) Staff Officer, Defense Nuclear Agency Division Chief, Defense Intelligence Agency Assistant Director, R&D, Plans Officer, Major Command
LIEUTENANT COLONEL PHASE Continue Atomic Energy professional development and demonstrate potential for further advancement through service in important positions in Atomic Energy or in second specialty.	Army War College Air War College Industrial College of the Armed Forces National War College Navy War College British Royal College of Defense Studies Canadian National Defense College French E'cole Supérieure de Guerre Inter-American Defense College Army War College Corresponding Studies Course	COOPERATIVE DEGREE PROGRAM PREREQUISITES: Attendance at Command and General Staff, Logistics Executive Development Course, or Senior Service College. Discipline will support either this specialty or the other specialty. Normal period of study: Less than 6 months immediately after completion of above courses. Utilization Required: SSC/CGSC-none	ADVANCED PROGRAM DCP (AR 621-1) Period of Study: 18 months or less Utilization: 3 years ADPRID (AR 621-101) Period of Study: 15 months Utilization: 3 years ROTC Fully Funded (AR 621-1) Period of Study: 18 months Utilization: 3 years Training with Industry (AR 621-1) Period of Training: 1 year Utilization: 3 years Service Obligation: 3 years for each year in school or portion thereof, but not more than 4 years.	GRADUATE DISCIPLINES (Greater than 10 requirements) Nuclear Effects Engineering Physics Nuclear Nuclear Engineering (Less than 10 requirements) Civil Engineering Structural Engineering Structural Dynamics Aeronautical Engineering Mechanical Engineering Guided Missile Engineering Nuclear Chemistry Physics General Geological Engineering UNDERGRADUATE DEGREE DISCIPLINES WHICH ASSIST IN QUALIFYING OFFICERS FOR ENTRY INTO THE ATOMIC ENERGY SPECIALTY ARE: Physics Nuclear Physics Engineering Sciences Mathematics Chemical Engineering Metallurgical Engineering Each officer should have an undergraduate degree	Staff Officer, (Nuclear Weapons), Nuclear and Chemical Surety Group, HODA, NATO, JCS, DNA Inspector General, Army HQ, Nuclear Weapons Logistics Officer, HODA, DNA, DARCOM Nuclear Weapons Effect Officer, Nuclear Power Plant OIC Special Weapons Operations Officer, Nuclear Weapons Effects Officer, Staff Officer, Nuclear Research Associate, Scientific Lab Instructor
MAJOR PHASE Continue professional development through service in Atomic Energy development positions, or in other specialty positions.	Army Command and General Staff College Air Command and Staff College Armed Forces Staff College College of Navy Command and Staff Marine Corps Command and Staff College School of the Americas Army Command and General Staff College Non-Resident Course				
CAPTAIN PHASE Commence development of Atomic Energy skills and continue development in primary specialty.	Advanced Course				
LIEUTENANT PHASE Development fundamental military knowledge in primary specialty.	Basic Course	*TOP 5% PRGM FOR USMA & ROTC DMG (AR 621-1) Period of Study: 18 months Utilization: 3 years Service Obligation: Three years for each year in school or portion thereof, but not more than four years. *Effective with the class of 1978 the period of study will occur during fourth through tenth year.			Duty in Officers basic entry specialty

* See paragraph 3-4.

Figure 10-1

PROFESSIONAL DEVELOPMENT GUIDE *AUTOMATIC DATA PROCESSING* SPECIALTY (53)

PHASES OF DEVELOPMENT	PROFESSIONAL MILITARY EDUCATION	CIVIL EDUCATION		SPECIALTY EDUCATION (NOT ALL INCLUSIVE)	ASSIGNMENT OPPORTUNITIES (NOT ALL INCLUSIVE)
		PROGRAMS	SPECIALTY DISCIPLINES AND COURSES		
COLONEL PHASE			GRADUATE DISCIPLINES		
Maximum utilization of officer's capabilities & developed managerial skills & executive talents in either ADP specialty or alternate specialty.			The Complexity of Automatic Data Processing requires that officers actively pursue advanced civilian schooling either through government funded educational programs or off duty education programs. The following is a partial listing of graduate degree disciplines which relate to the Automatic Data Processing Specialty: -- ADPS Business -- Management Information Sys -- Computer Science -- Communications (ADPS) -- Engineering (ADPS) -- Communications Engineering -- Systems Engineering	Various ADP Seminars Department of Defense Catalog 5010.16-C lists numerous ADP courses available including: Introduction to Computer Technology ADP Orientation Seminar COBOL Programming Workshop for Managers of Computer Installations Computer Programming COBOL Debugging Computer System Analysis and Design Requirements for Teleprocessing Computer Systems Security Design Computer System Specifications and Selection	Data Processing Installation Commander Division Chief HODA, JCS, OSD Service School Department Head
LIEUTENANT COLONEL PHASE	Army War College Air War College Industrial College of the Armed Forces National War College Navy War College British Royal College of Defense Studies Canadian National Defense College French E'cole Supérieure de Guerre Inter-American Defense College Army War College Corresponding Studies Course	COOPERATIVE DEGREE PROGRAM Prerequisites: Attendance at C&GSC or Senior Service College Normal Period of Study: Less than 6 months Service Obligation: 3 years Utilization Required: SSC/CGSC-none	Graduate courses that are applicable to position requirements within the ADP Specialty include: -- Common to the ADP Specialty -- Statistics -- Programming -- Operating Systems -- Introduction to ADP -- Data Base Design/Management -- Computer Systems Software & Anal -- Procedure Oriented Language -- Assembly Language -- Advanced Programming Subjects -- Project Management -- Advanced Operating Systems -- Teleprocessing Systems -- Statistics -- Operation Research -- Simulation -- Computer Architecture -- Systems Programming -- Computer Operations -- Programming Languages -- Teleprocessing Systems -- Computer Facility Management -- Production Control -- Operations Research -- Management Information Systems -- Process Oriented Language -- Data Structure -- Programming Languages -- Simulation -- Teleprocessing Systems -- Cost Accounting -- Industrial Engineering -- ADP Resources/Plans -- ADP Quality Control	The following is a partial listing of correspondence courses available from USAIA, Fort Benjamin Harrison, Indiana Introduction to ADP Systems Introduction to Computer Programming Automatic Data Processing Equipment Computer Concepts Block Diagramming Data Transmission ADP Systems Analysis Operations Research Army Applications of ADP ADPS Management Basic Principles of ADP Management Punched Card Processing Hardware Concepts Basic Data Processing Software Concepts Statistical Methods Designing of a New System Assembler and Compiler Language Programming COBOL I COBOL II	Data Processing Installation Commander Data Processing Analyst/Action Officer HODA, JCS, OSD Division Chief HODA, Major Command Management Information Systems Officer Service School Instructor or Division Chief Project Officer, Software Development Agency
MAJOR PHASE	Army Command and General Staff College Air Command and Staff College Armed Forces Staff College College of Navy Command and Staff Marine Corps Command and Staff College School of the Americas Army Command and General Staff College Non-Resident Course	ADVANCED PROGRAM DCP (AR 621-1) Period of Study: 18 months or less Utilization: 3 years ADPRID (AR 621-101) Period of Study: 15 months Utilization: 3 years ROTC UNDERGRADUATE DEGREE PROGRAM DCP (AR 621-1) 18 months or less	Computer Operations Management Information Systems Process Oriented Language Data Structure Programming Languages Simulation Teleprocessing Systems Cost Accounting Industrial Engineering ADP Resources/Plans ADP Quality Control	Introduction to ADP Systems Introduction to Computer Programming Automatic Data Processing Equipment Computer Concepts Block Diagramming Data Transmission ADP Systems Analysis Operations Research Army Applications of ADP ADPS Management Basic Principles of ADP Management Punched Card Processing Hardware Concepts Basic Data Processing Software Concepts Statistical Methods Designing of a New System Assembler and Compiler Language Programming COBOL I COBOL II	Division Data Center Commander Branch Chief, Major Command, DA Staff Agency Special Staff Officer for ADP at Division, Corps, Major Command Service School Instructor
CAPTAIN PHASE	Advanced Course	Service Obligation: Three years for each year in school or portion thereof, but not more than four years. *TOP 5% PRGM FOR USMA & ROTC DMG (AR 621-1) Period of Study: 18 months Utilization: 3 years	Fully Funded (AR 621-1) Period of Study: 18 months Utilization: 3 years Service Obligation 3 years for each year in school or portion thereof, but not more than 4 years.	Automatic Data Processing Course USAIA General/Detailed Functional Systems Requirements Course (ALMC) Security In ADP Systems Course (ALMC)	Computer Operations Manager Division Data Center Executive Officer Chief of Programming Team Management Information Systems Officer Chief of Systems Analysis Team Special Staff Officer for ADP at Division, Corps, Major Command Service School Instructor
LIEUTENANT PHASE	Basic Course	Service Obligation: Three years for each year in school or portion thereof, but not more than four years. *Effective with the class of 1978 the period of study will occur during fourth through tenth year.	Undergraduate degree disciplines which relate to the Automatic Data Processing Specialty: -- ADPS Business -- Management Information Systems -- Computer Science -- Communications (ADPS) -- Engineering (ADPS) -- Communications Engineering -- Systems Engineering Officers with other than ADP-related undergraduate degrees who possess one year of civilian experience in the following areas are considered eligible for designation as an ADP specialist: -- Systems Analyst -- ADP-related Statistician -- Applications/Systems Programmer -- Programmer applying teleprocessing or real time concepts -- Data Processing Installation Manager of third generation or higher systems equipment Experience as an ADP operator does not constitute qualification for this specialty. Each officer should have an undergraduate degree.		Entry Specialty Assignments

* See paragraph 3-4.

Figure 11-1

PROFESSIONAL DEVELOPMENT GUIDE

AVIATION

SPECIALTY (15)

PHASES OF DEVELOPMENT	PROFESSIONAL MILITARY EDUCATION	CIVIL EDUCATION		SPECIALTY * EDUCATION (NOT ALL INCLUSIVE)	ASSIGNMENT OPPORTUNITIES (NOT ALL INCLUSIVE)
		PROGRAMS	SPECIALTY DISCIPLINES AND COURSES		
COLONEL PHASE Maximum utilization of officer's capabilities and developed managerial skills in Aviation or another OPMS specialty.				OA Pam 351-4 Attache Course Operations Research Systems Analysis Exec Research and Development Management Orientation Security Assistance Management Senior Officers Legal Orientation Combat Operations Specialist Supply Staff Officer Air Transportability Planning Motor Officer OV-1 Aviator Combat Surveillance Qualification Tactical Intelligence Staff Officer Naval Test Pilot School Aviation Safety Officer Course (USAAAVS) Fixed Wing Multi-engine Qualification M-22 Gunnery Qualification AH-1G Aviator Qualification CH-47 Aviator Qualification OV-1 Aviator Qualification Rotary Wing Qualification Aviation Commanders Readiness Aviator Refresher Training AR 611-110 Initial Entry Flight Training	Advisor Aviation Group Commander Chief, MAAG or Mission Division Chief, HQOA, JCS, OSD Instructor Post Commander Project Manager Service School Department Head Staff Officer Major Command Advisor Air Cavalry Squadron Commander Airfield Commander Air Traffic Control Aviation Commander Assault Support Helicopter Battalion Commander Attack Helicopter Battalion Commander Aviation Staff Officer Division and Higher Branch Chief, HQOA, JCS, OSD Combat Aviation Battalion Commander Experimental Test Pilot Instructor MAAG and Mission Duty Research and Development Coordinator Training Battalion Commander Advisor Aerial Surveillance Company Commander Air Cavalry Troop Commander Airfield Commander Assault Helicopter Company Commander Assault Support Helicopter Company Commander Attack Helicopter Company Commander ATC Detachment Commander Aviation Battalion/Group Staff Officer Aviation Staff Officer Division or Higher Experimental Test Pilot Heavy Lift Helicopter Company Commander Instructor MAAG and Mission Duty Non-tactical Aviation Unit Commander Research and Development Coordinator Advisor Aerial Surveillance Company/ATC Unit Operations Officer or Platoon Leader Assault Helicopter Company/Assault Cavalry Troop XO, Operations Officer, or Platoon Leader Assault Support/Heavy Lift Helicopter Company XO, Platoon Leader Aviation Battalion/Group Staff Officer Aviation Detachment Commander Experimental Test Pilot Instructor Combat Aviation Unit Section or Team Leader Combat Service Support Aviation Unit Section or Leader Combat Support Aviation Unit Section or Team Leader Non-tactical Aviation Unit Officer
LIEUTENANT COLONEL PHASE Continue development in Aviation and another OPMS specialty.	Army War College Air War College Industrial College of the Armed Forces National War College Navy War College British Royal College of Defense Studies Canadian National Defense College French E'cole Supérieure de Guerre Inter-American Defense College Army War College Corresponding Studies Course	COOPERATIVE DEGREE PROGRAM PREREQUISITES: Attendance at Command and General Staff, Logistics Executive Development Course/Florida Institute of Technology COOP Degree Program (for Logistics Management and Contract Management), or Senior Service College. Discipline will support either this specialty or the alternate specialty. Normal period of Study: Less than 6 months immediately after completion of above courses. Utilization Required: SSC/CGSC-none LEOC/Florida Institute of Technology-3 years.	GRADUATE DISCIPLINES Aeronautical Engineering Area Studies Business Admin Business General Education General Electronics Engineering Engineering General Management General Management Logistics OR/SA Engineering Procurement & Contract Management Research Program Management Safety NOTE: The above disciplines are associated with the Alternate Specialties required of specific Aviation specialty coded positions		
MAJOR PHASE Continue development in Aviation and develop skills in another OPMS specialty.	Army Command and General Staff College Air Command and Staff College Armed Forces Staff College College of Navy Command and Staff Marine Corps Command and Staff College School of the Americas Army Command and General Staff College Non-Resident Course	ADVANCED DEGREE PROGRAM DCP (AR 621-1) Period of Study: 18 months or less Utilization: 3 years ADPRID (AR 621-101) Period of Study: 15 months Utilization: 3 years ROTC FULLY FUNDED (AR 621-1) Period of Study: 18 months Utilization: 3 years Service Obligation: Three years for each year in school or portion thereof, but not more than 4 years. UNDEGREEATE DEGREE PROGRAM DCP (AR 621-1) 18 months or less Service Obligation: Three years for each year in school or portion thereof, but not more than 4 years.			
CAPTAIN PHASE Continue development in Aviation and another OPMS specialty.	Advanced Course		PARTIAL LISTING OF UNDER-GRADUATE DEGREE DISCIPLINES DESIRED TO ASSIST IN QUALIFYING OFFICERS FOR THIS SPECIALTY AND COMPATIBLE SPECIALTIES ADPS - Business Aerodynamics Aeronautical Engineering Aerospace Management Commercial Aviation Transportation Foreign Affairs Instructional Technology International Relations Management, General Mathematics, General Mechanical Engineering Meteorology Climatology ORSA Business Personnel Management Physical Sciences, General Physics, General Procurement and Contract Management Research Program Management Safety Safety Engineering		
LIEUTENANT PHASE	Basic Course		* Top 5% Prgm for USMA & ROTC OMG (AR 621-1) Period of study: 18 months Utilization: 3 years Service Obligation: Three years for each year in school or portion thereof, but not more than 4 years. * Effective with the class of 1978 the period of study will occur during the fourth thru tenth years.		

* See paragraph 3-4.

Figure 12-1

PROFESSIONAL DEVELOPMENT GUIDE *AVIATION MATERIEL SPECIALTY (71)* MANAGEMENT

PHASES OF DEVELOPMENT	PROFESSIONAL MILITARY EDUCATION	CIVIL EDUCATION		SPECIALTY * EDUCATION (NOT ALL INCLUSIVE)	ASSIGNMENT OPPORTUNITIES (NOT ALL INCLUSIVE)
		PROGRAMS	SPECIALTY DISCIPLINES AND COURSES		
COLONEL PHASE				Senior Officers Legal Orientation Senior Officers Preventive Logistics Senior Commanders Orientation	Commander, Aviation Maintenance Center Director of Materiel Requirements Director, Aviation Maintenance Director for Field Assistance Chief, Logistics Division Director, Training Division Depot Commander Advisor Project Manager
LIEUTENANT COLONEL PHASE	Army War College Air War College Industrial College of the Armed Forces National War College Navy War College British Royal College of Defense Studies Canadian National Defense College French E'cole Supérieure de Guerre Inter-American Defense College Army War College Corresponding Studies Course	COOPERATIVE DEGREE PROGRAM PREREQUISITES: Attendance at Command and General Staff, Logistics Executive Development Course, or Senior Service College. Discipline will support either this specialty or the alternate specialty. Normal period of study: Less than 6 months immediately after completion of above courses. Utilization Required quired: SSC/CGSC-none LEDC/Florida Institute of Technology-3 years	ADVANCED PROGRAM DCP (AR 621-1) Period of Study: 18 months or less Utilization: 3 years ADPRIO (AR 621-101) Period of Study: 15 months Utilization: 3 years RDTC Fully Funded (AR 621-1) Period of Study: 18 months Utilization: 3 years	Senior Commanders Orientation Senior Officers Legal Orientation Senior Officers Preventive Logistics Program Management DOD 5010.16c Program Management OOO 5010.16C Logistics Executive Development ALMC Catalog Army Depot Operations Management Supply Management Officers Course Logistics Management Development Course Defense Inventory Management Maintenance Management	Battalion Commander Chief, Aircraft Systems, OCSLOG Aviation Logistics Programs Officer Aircraft Maintenance Officer Technical Assistance Officer Staff Officer, Depot Chief, Aircraft Quality Assurance Branch Product Manager Advisor Instructor Foreign Military Sales Inspector General
MAJOR PHASE	Army Command and General Staff College Air Command and Staff College Armed Forces Staff College College of Navy Command and Staff Marine Corps Command and Staff College School of the Americas Army Command and General Staff College Non-Resident Course	UNDERGRADUATE DEGREE PROGRAM DCP (AR 621-1) 18 months or less Service Obligation: Three years for each year in school or portion thereof, but not more than four years. *TOP 5% PRGM FOR USMA & ROTC DMG (AR 621-1) Period of Study: 18 months Utilization: 3 years Service Obligation: Three years for each year in school or portion thereof, but not more than four years. *Effective with the class of 1978 the period of study will occur during fourth through tenth year.	GRADUATE DISCIPLINES Business Administration Research Program Management Logistics Management Industrial Management Engineering, General Aeronautical Engineering Engineering, Mechanical Procurement and Contract Management Psychology, Experimental Safety PARTIAL LISTING OF UNOERGRADUATE DEGREES WHICH ASSIST IN QUALIFYING OFFICERS FOR THIS SPECIALTY AND COMPATIBLE SPECIALTIES. ADPS - Business Comptrollership Management, Logistics OR/SA Business Procurement and Contracting Management Engineering Aeronautical OR/SA Engineering Mathematics, General Personnel Management Administration Specific academic background not required EACH OFFICER SHOULD HAVE AN UNOERGRADUATE DEGREE	Logistics Executive Development ALMC Catalog Army Depot Operations Management Supply Management Officers Course Logistics Management Development Course Defense Inventory Management Maintenance Management Aircraft Qualification Courses (CH 47, AHIG, OV 1, FWOC) Navy Test Pilot School (TPS 01) USNTPS Pam Army Provisioning Management Course Aviation Materiel Management Track of Transportation Officer Advanced Course Aircraft Maintenance Officer Test Pilot (UH 1, AH 1G, CH 47, OH 58, OH 6) Aircraft Maintenance and Supply (Correspondence) USATSCH Pam Aircraft Maintenance Officer and Repair Technician Initial Entry Rotary Wing Course AR 611-110	New Equipment Assistance Officer Technical Assistance Officer Materiel Readiness Officer G-4 Staff Officer Advisor Chief, Supply Surveillance Branch Battalion Executive Officer Experimental Test Pilot Company Commander Instructor
CAPTAIN PHASE	Advanced Course				Company Commander Service Platoon Commander Aircraft Supply Officer Storage Officer Production Control Officer Instructor Chief, RW/FW Surveillance Branch Advisor
LIEUTENANT PHASE	Basic Course				Aircraft Maintenance Officer Aircraft Supply Officer Platoon Leader

* See paragraph 3-4.

Figure 13-1

PROFESSIONAL DEVELOPMENT GUIDE

CHEMICAL

SPECIALTY (74)

PHASES OF DEVELOPMENT	PROFESSIONAL MILITARY EDUCATION	CIVIL EDUCATION		SPECIALTY * EDUCATION (NOT ALL INCLUSIVE)	ASSIGNMENT OPPORTUNITIES (NOT ALL INCLUSIVE)
		PROGRAMS	SPECIALTY DISCIPLINES AND COURSES		
COLONEL PHASE Utilize developed managerial, technical, and executive talents in either primary or alternate specialties.				Senior Commander Orientation Executive Management Seminars Staff Officer Legal Orientation Senior Officer Preventive Logistics Environmental Executive (ALMC)	Chemical Staff Off, DA/MACOM Commander, Svc Sch/Tng Ctr Commander, Lab, Arsenal Depot Project Manager Service School Department Head Chief, IG Field Office Director, Technical Operations Advisor Recruiting Instructor
LIEUTENANT COLONEL PHASE Continue development in primary and alternate specialties while enhancing technical competence, leadership skills, and managerial expertise.	Army War College Air War College Industrial College of the Armed Forces National War College Navy War College British Royal College of Defense Studies Canadian National Defense College French E'cole Supérieure de Guerre Inter-American Defense College Army War College Corresponding Studies Course	COOPERATIVE DEGREE PROGRAM PREREQUISITES Attendance at Command and General Staff, Logistics Executive Development Course, or Senior Service College. Discipline will support either this specialty or the other specialty. Normal period of study: Less than 6 months immediately after completion of above courses.	GRADUATE DISCIPLINES Chemical Engineering Nuclear Effects Engineering Mathematics Systems Engineering Industrial Chemistry Nuclear Chemistry Organic Chemistry General Physics Nuclear Physics Meteorology, Climatology Biology, General Bacteriology Chemistry, General Chemistry, Physical General Electrochemistry Engineering - ADPS Biochemistry	Senior Commander Orientation Senior Chemical Incident Control Officer Senior Officer Preventive Logistics Course Project Manager Course DSMC	Division Chemical Officer Staff Chemical Off, Corps Chemical Staff Officer, MACOM/DA Off Commander, Production, Development, Acquisition or Laboratory Facility Commander, Tng or Svc Sch Bn Chemical Doctrine Development Instructor Recruiting Advisor Inspector General
MAJOR PHASE Continue development in primary and alternate specialties while enhancing leadership abilities and managerial skills.	Army Command and General Staff College Air Command and Staff College Armed Forces Staff College College of Navy Command and Staff Marine Corps Command and Staff College School of the Americas Army Command and General Staff College Non-Resident Course	Utilization Required SSC/CGSC-none LEDC/Florida Institute of Technology-3 years UNDERGRADUATE DEGREE PROGRAM DCPIAR 621-11 18 months or less	ADVANCED PROGRAM DCP (AR 621-1) Period of Study: 18 months or less Utilization: 3 years ADPRID (AR 621-101) Period of Study: 15 months Utilization: 3 years ROTC Fully Funded (AR 621-1) Period of Study: 18 months Utilization: 3 years Training with Industry (AR 621-1) Period of Training: 1 year Utilization: 3 years Service Obligation: 3 years for each year in school or portion thereof, but not more than 4 years.	Chemical Staff Officer Chemical Munitions Disposal (USAMMCS) Army Depot Operations Management Project Manager Course DSMC NAIC and Planning Chemical Staff Officer Crs Ammunition Officer non-res catalog Chemical Munitions Disposal USAMMCS non-res catalog Chemical Staff Officer Crs Unit CBR Officer Radiological Safety Ammunition Officer USAMMCS non-res catalog ADP Systems Analysis USAMMCS non-res catalog Toxic Chemical Munitions (DARCOM Ammo-20)	Chemical Staff Officer Installation Chemical Off Chemical Materiel Development Off Unit Commander Chemical Engineer EOD Staff Officer Advisor Recruiting Instructor Inspector General
CAPTAIN PHASE Advance towards the attainment of specialty qualification objectives and begin developing skills in alternate specialty.	Advanced Course	Service Obligation: Three years for each year in school or portion thereof, but not more than four years. *TOP 5% PRGM FOR USMA & ROTC DMG (AR 621-1)	Business Administration Industrial Management Chemical Engineering Nuclear Effects Engineering Systems Engineering General Chemistry Organic Chemistry Nuclear Physics Radiological Physics Meteorology Biology Psychology Education Management Mathematics		Brigade Chemical Officer Company/Detachment Commander Chemical Staff Officer Chemical Representative, Svc Sch NBC Intelligence Officer Chemical Engineer Advisor Instructor Recruiting
LIEUTENANT PHASE Obtain basic understanding of the techniques and technical requirements of this specialty and develop leadership skills by serving in troop leadership positions.	Basic Course	Period of Study: 18 months Utilization: 3 years Service Obligation: Three years for each year in school or portion thereof, but not more than four years. *Effective with the class of 1978 the period of study will occur during fourth through tenth year.	EACH OFFICER SHOULD HAVE AN UNDERGRADUATE DEGREE		Chemical Staff Officer Platoon Leader Detachment Commander Chemical Engineer Storage Officer Instructor Training Officer

* See paragraph 3-4.

Figure 14-1

PHASES OF DEVELOPMENT	PROFESSIONAL MILITARY EDUCATION	CIVIL EDUCATION		SPECIALTY * EDUCATION (NOT ALL INCLUSIVE)	ASSIGNMENT OPPORTUNITIES (NOT ALL INCLUSIVE)
		PROGRAMS	SPECIALTY DISCIPLINES AND COURSES		
COLONEL PHASE Maximum utilization of officer's capabilities in Club Management and alternate specialty; full utilization of officer's developed managerial skills and executive talents to meet needs of the service.					Director, Club Management Directorate TAGCEN Chief, Regional Office, Club Management Directorate Chief, Club Management Directorate Division
LIEUTENANT COLONEL PHASE Advance professional development in Club Management and alternate specialty.	Army War College Air War College Industrial College of the Armed Forces National War College Navy War College British Royal College of Defense Studies Canadian National Defense College French E'cole Superieure de Guerre Inter-American Defense College Army War College Corresponding Studies Course	COOPERATIVE DEGREE PROGRAM Prerequisites: Attendance at Command and General Staff College or Senior Service College. Discipline should be in the Club Management specialty. Normal period of study: Less than 6 months			Chief, Regional Office, Club Management Directorate Staff Officer, Club Management Directorate, TAGCEN Staff Officer, Regional Office, Club Management Directorate Installation Club Manager
MAJOR PHASE Continue professional development in Club Management and alternate specialty.	Army Command and General Staff College Air Command and Staff College Armed Forces Staff College College of Navy Command and Staff Marine Corps Command and Staff College School of the Americas Army Command and General Staff College Non-Resident Course	Service Obligation: 3 years Utilization Required: SSC/CGSC - none UNDERGRADUATE DEGREE PROGRAM DCP (AR 621-1) 18 months or less	ADVANCED PROGRAM DCP (AR 621-1) Period of Study: 18 months or less Utilization: 3 years AOPRIO (AR 621-101) Period of Study: 15 months Utilization: 3 years ROTC Fully Funded (AR 621-1) Period of Study: 18 months Utilization: 3 years Service Obligation 3 years for each year in school or portion thereof, but not more than 4 years.	GRADUATE DISCIPLINES Hotel and Restaurant Management General Business Business Administration UNOERGRADUATE DISCIPLINES Hotel and Restaurant Management General Business Business Administration Each officer should have an undergraduate degree.	Executive Club Management Course Installation Club Manager Assistant Installation Club Manager Staff Officer, Club Management Directorate, TAGCEN Staff Officer, Regional Office, Club Management Directorate Administrative Support Manager
CAPTAIN PHASE Advance Club Management specialty development; commence alternate specialty development through service in appropriate developmental position.	Advanced Course	DCP (AR 621-1) 18 months or less Service Obligation: Three years for each year in school or portion thereof, but not more than four years. *TOP 5% PRGM FOR USMA & ROTC DMG (AR 621-1) Period of Study: 18 months Utilization: 3 years			Installation Club Manager Assistant Installation Club Manager Staff Officer, Club Management Directorate, TAGCEN Staff Officer, Regional Office, Club Management Directorate Administrative Support Manager
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.	Basic Course	Service Obligation: Three years for each year in school or portion thereof, but not more than four years. *Effective with the class of 1978 the period of study will occur during fourth through tenth year.		Club Management Course	Administrative Support Branch Manager Officers' Branch Manager Installation Club Manager Assistant Installation Club Manager

Figure 15-2

COMBAT PROFESSIONAL DEVELOPMENT GUIDE COMMUNICATIONS - SPECIALTY (25) ELECTRONICS

PHASES OF DEVELOPMENT	PROFESSIONAL MILITARY EDUCATION	CIVIL EDUCATION		SPECIALTY * EDUCATION (NOT ALL INCLUSIVE)	ASSIGNMENT OPPORTUNITIES (NOT ALL INCLUSIVE)
		PROGRAMS	SPECIALTY DISCIPLINES AND COURSES		
COLONEL PHASE				Senior Commander's Orientation Senior Officer's Preventive Logistics Course DA Pam 351-4 Senior Officer's Legal Orientation DA Pam 351-4	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 Advisor Instructor Recruiting Inspector General
LIEUTENANT COLONEL PHASE	Army War College Air War College Industrial College of the Armed Forces National War College Navy War College British Royal College of Defense Studies Canadian National Defense College French E'cole Supérieure de Guerre Inter-American Defense College Army War College Corresponding Studies Course	COOPERATIVE DEGREE PROGRAM Prerequisites: Attendance at Command and General Staff College or Senior Service College. Discipline should support either this specialty or the alternate specialty. Normal Period of Study: Less than 6 months		Senior Commander's Orientation Course Senior Officer's Preventive Logistics Course DA Pam 351-4	Operations and Training Officer, HODA Signal Battalion Commander Staff/Faculty, CGSC C-E Staff Officer, OSD, JCS Post Commander Advisor Instructor Recruiting Inspector General
MAJOR PHASE	Army Command and General Staff College Air Command and Staff College College of Navy Command and Staff Marine Corps Command and Staff College School of the Americas Army Command and General Staff College Non-Resident Course	Service Obligation: 3 years Utilization Required: SSC/CGSC: none	ADVANCED PROGRAM DCP (AR 621-1) Period of Study: 18 months or less Utilization: 3 years ADPRID (AR 621-101) Period of Study: 15 months Utilization: 3 years ROTC Fully Funded (AR 621-1) Period of Study: 18 months Utilization: 3 years	GRADUATE DISCIPLINES ENGINEERING: Electrical Electronic Communications ADPS BUSINESS: ADPS Telecommunications Management ORSA	Operations and Training Officer, Army Executive Officer, Battalion C-E Staff Officer, INSCOM, DARCOM, USACC Advisor Instructor Recruiting Inspector General
CAPTAIN PHASE	Advanced Course	UNDER-GRADUATE DEGREE PROGRAM DCP (AR 621-1) 18 months or less Service Obligation: Three years for each year in school or portion thereof, but not more than four years. *TOP 5% PRGM FOR USMA & ROTC DMG (AR 621-1) Period of Study: 18 months Utilization: 3 years Service Obligation: Three years for each year in school or portion thereof, but not more than four years.	Service Obligation: Three years for each year in school or portion thereof, but not more than four years.	CAPTAIN/LIEUTENANT DA Pam 351-4: Communications/Electronics Staff Officer Communications Center Operation Telephone-Digital Communications Officer Radio Systems Officer Correspondence courses which support specialty 25 and other CE related specialties are found in DA Pam 351-20. Recommended courses are: SIG 9, 11, 12, 30-35, 37-41, 45, 59, 62-63, 6B, 73-76, 80-86, 341, 350, 401, 412-413, 450 & 915	Instructor Assistant S-3, Battalion C-E Staff Officer, INSCOM, DARCOM, USACC Commander, Signal Company Telephone Digital Communications Officer, Battalion, Group, Brigade Radio Systems Officer, Battalion Advisor Recruiting
LIEUTENANT PHASE	Basic Course	Period of Study: 18 months Utilization: 3 years Service Obligation: Three years for each year in school or portion thereof, but not more than four years. * Effective with the class of 1978 the period of study will occur during fourth through tenth year.	UNDERGRADUATE DISCIPLINES Specialty 25 development is not constrained by undergraduate disciplines; however, officers desiring graduate work in above disciplines should have supporting undergraduate degrees. Undergraduates in areas not related to listed graduate disciplines should consider development in graduate programs in their alternate specialty. Each officer should have an undergraduate degree.		Communications Center Officer Platoon Leader/Detachment Commander, Signal Unit Telephone Digital Communications Officer Troop Training Officer Instructor Recruiting

* See paragraph 3-4.

Figure 16-1

PROFESSIONAL DEVELOPMENT GUIDE

COMMUNICATIONS - ELECTRONICS ENGINEERING

SPECIALTY (27)

PHASES OF DEVELOPMENT	PROFESSIONAL MILITARY EDUCATION	CIVIL EDUCATION		SPECIALTY * EDUCATION (NOT ALL INCLUSIVE)	ASSIGNMENT OPPORTUNITIES (NOT ALL INCLUSIVE)
		PROGRAMS	SPECIALTY DISCIPLINES AND COURSES		
CDLDNEL PHASE				Senior Officer's Legal Orientation Senior Officer's Preventive Logistics Course Senior Commander's Orientation	Commander, USACC (Europe/Pacific) C-E Systems Engineer; USACC, DSD, HDDA Electrical/Electronics Engineer; DSD Frequency Engineer; OSD Advisor Instructor Recruiting Inspector General
LIEUTENANT COLDNEL PHASE	Army War College Air War College Industrial College of the Armed Forces National War College Navy War College British Royal College of Defense Studies Canadian National Defense College French E'cole Supérieure de Guerre Inter-American Defense College Army War College Non-Resident Course	COOPERATIVE DEGREE PROGRAM Prerequisites: Attendance at Command and General Staff College or Senior Service College. Discipline should support either this specialty or the alternate specialty. Normal Period of Study: Less than 6 months	GRADUATE DISCIPLINES Business Administration Engineering General Electrical Engineering Electronic Engineering Radio Engineer Communications Systems Engineer Physics Electricity Telecommunications Mgt. Management General Engineering Electronics Engineering ADP ORSA Engineering		Deputy Commander, USACC/CEEIA C-E Systems Engineer; OSD, USACC Electrical/Electronics Engineer; OSD, HDDA, DARCOM Radio Engineer; DSD, INSCOM Staff/Faculty: CGSC Advisor Instructor Recruiting Inspector General
MAJOR PHASE	Army Command and General Staff College Air Command and Staff College Armed Forces Staff College College of Navy Command and Staff Marine Corps Command and Staff College School of the Americas Army Command and General Staff College Non-Resident Course	Service Obligation: 3 years Utilization Required: SSC/CGSC-none	ADVANCED PROGRAM OCP (AR 621-1) Period of Study: 18 months or less Utilization: 3 years ADPRID (AR 621-101) Period of Study: 15 months Utilization: 3 years ROTC Fully Funded (AR 621-1) Period of Study: 18 months Utilization: 3 years	Radio Frequency Engineering Inter-service Radio Frequency Management Richards Gebaur AFB, MO	Instructor, Service School Executive Officer, USACC Battalion Electrical/Electronics Engineer, ARADCDM, INSCOM; USACC, DARCOM, HDDA, OSD C-E Systems Engineer Radio Engineer; INSCOM Frequency Engineer Electrical/Electronics Engineer Advisor Recruiting Inspector General
CAPTAIN PHASE	Advanced Course	UNDER-GRADUATE DEGREE PROGRAM DCP (AR 621-1) 18 months or less Service Obligation: Three years for each year in school or portion thereof, but not more than four years. *Top 5% PRGM for USMA & ROTC DMG (AR 621-1) Period of Study: 18 months Utilization: 3 years	UNDERGRADUATE DISCIPLINES Undergraduate degree disciplines which generally support or complement specialty 27 are: ADP Business ADP Engineering Business Administration Communications Electrical Engineering Engineering Administration Engineering Electronics Engineering General Industrial Management Management Logistics Physics Radio Engineering	Command & Staff Officer Electronic Warfare CE Systems Engineering CBR Officer Correspondence courses which support specialty 27 and other CE Specialist Specialties are found in DA Pam 351-20 Recommended courses include: SIG-10, 22, 24, 25, 57-60, 64, 66, 73-75, 85-87, 108, 110, and 196.	C-E Design Engineer, USATCDM C-E Systems Engineer; Group, Battalion, Brigade, USACC Facility, Center Radio Engineer; Signal School Group Frequency Engineer; Group, Brigade Electrical/Electronics Engineer Advisor Instructor Recruiting
LIEUTENANT PHASE	Basic Course	Service Obligation: Three years for each year in school or portion thereof, but not more than four years. *Effective with the class of 1978 the period of study will occur during fourth through tenth year.	See AR 145-1 for other acceptable disciplines. Each officer should have an undergraduate degree.	DA Pam 351-4: Airborne Communications & Electronics Staff Officer Communications Center Operations Telephone-Digital Communications Officer Radio Systems Officer	Radio, Electrical, Electronic Engineer Telephone-Digital Communications Officer; Signal Battalion Platoon Leader; Signal Company Troop Training Officer Instructor Recruiting

* See paragraph 3-4.

Figure 18-1

PROFESSIONAL DEVELOPMENT GUIDE

COMMUNICATIONS
ELECTRONICS
MATERIEL
MANAGEMENT

SPECIALTY (72)

PHASES OF DEVELOPMENT	PROFESSIONAL MILITARY EDUCATION	CIVIL EDUCATION		SPECIALTY * EDUCATION (NOT ALL INCLUSIVE)	ASSIGNMENT OPPORTUNITIES (NOT ALL INCLUSIVE)	
		PROGRAMS	SPECIALTY DISCIPLINES AND COURSES			
COLONEL PHASE				Senior Commander Orientation Senior Officer Legal Orientation Senior Officer Preventive Logistics Course	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 Advisor Instructor Recruiting Inspector General	
LIEUTENANT COLONEL PHASE	Army War College Air War College Industrial College of the Armed Forces National War College Navy War College British Royal College of Defense Studies Canadian National Defense College French E'cole Supérieure de Guerre Inter-American Defense College Army War College Corresponding Studies Course	COOPERATIVE DEGREE PROGRAM Prerequisites: Attendance at Command and General Staff Logistics Executive Development Course, or Senior Service College. Discipline will support either this specialty or the alternate specialty.		Industrial Maintenance Management Defense International Logistics Management Senior Commander Orientation Logistics Support and Materiel Acquisition Course (ALMC-ME)	Chief, Policy, Plans & Programs Division, ECOM Project Officer, Plans & Analysis Director, DARCOM Staff Officer, USA Maintenance Board Battalion Commander, Maintenance Battalion Director of Maintenance, Depot Maintenance Officer, Depot Advisor Instructor Recruiting Inspector General	
MAJOR PHASE	Army Command and General Staff College Air Command and Staff College Armed Forces Staff College College of Navy Command and Staff Marine Corps Command and Staff College School of the Americas Army Command and General Staff College Non-Resident Course	Normal period of study: Less than 6 months immediately after completion of above courses. Utilization Required: SSC/CGSC/nona LEC/Florida Institute of Technology: 3 years. UNDERGRADUATE DEGREE PROGRAM DCP(AR 621-1) 18 months or less Service Obligation: Three years for each year in school or portion thereof, but not more than four years. *TOP 5% from USMA & ROTC DMG (AR 621-1) Period of Study: TOP 5% from USMA & ROTC DMG (AR 621-1) Period of Study: 18 months Utilization: 3 years Service Obligation: Three years for each year in school or portion thereof, but not more than four years. *Effective with the class of 1978 the period of study will occur during fourth through tenth year.	ADVANCED PROGRAM DCP (AR 621-1) Period of Study: 18 months or less Utilization: 3 years ADPRD (AR 621-101) Period of Study: 15 months Utilization: 3 years ROTC Fully Funded (AR 621-1) Period of Study: 18 months Utilization: 3 years Training with Industry (AR 621-1) Period of Training: 1 year Utilization: 3 years Service Obligation 3 years for each year in school or portion thereof, but not more than 4 years.	GRADUATE DISCIPLINES Business Administration General Business Telecommunications Management Industrial Management Logistics Management OR/SA Business or Engineering Procurement & Contract Management OR/SA Engineering ADPS Engineering Electrical Engineering Electronics Engineering Production Design Engineering Communications Systems Engineering Electrical Physics Management, General Physics, General UNDERGRADUATE DEGREE MIX DESIRED TO ASSIST IN QUALIFYING OFFICERS FOR THIS SPECIALTY AND OTHER COMPATIBLE SPECIALTIES: ADPS - Business Business Administration Industrial Management Logistics Management Procurement & Contract Management ADPS Engineering Electrical Engineering Electronics Engineering Systems Engineering Production Design Engineering General Mathematics Statistics	Program Management Senior Officer Preventive Logistics Course Logistics Executive Development Defense Procurement Management Defense Specification Management Defense Contract Law Operations Research/Systems Analysis Executive Decision Risk Analysis for Logisticians (ALMC-DC) Maintenance Management and Information Systems Integrated Logistics Support and Material Acquisition Course Logistics Management Development Course Army Depot Operations Management Army Maintenance Management Defense Inventory Management Electronics Maintenance Officer Supply Management Officer Special Forces Officer Airborne - If assigned to Airborne Unit	Training Officer, Maintenance Engineer Division Electronic Maintenance Officer, Depot Staff Officer, Field Artillery Board Maintenance Staff Officer, INSCOM Materiel Support Command Staff Officer, Depot Advisor Instructor Recruiting Inspector General Assistant Chief, Instrument Calibration and Maintenance Branch Assistant Chief, Electronics Division, Depot Maintenance Staff Officer, Maintenance Battalion Instructor Company Commander Maintenance Battalion Advisor Recruiting
CAPTAIN PHASE	Advanced Course					
LIEUTENANT PHASE	Basic Course					
Development in 72 will be determined by type assignments and attendance at the CE Maintenance Officer Course. Signal officers attending this course will have CE Materiel Management designated as their Primary specialty. Officers acquire basic maintenance/logistics skills as well as general military knowledge and practical leadership experience.						

* See paragraph 3-4.

Figure 19-1

PHASES OF DEVELOPMENT	PROFESSIONAL MILITARY EDUCATION	CIVIL EDUCATION		SPECIALTY EDUCATION (NOT ALL INCLUSIVE)	ASSIGNMENT OPPORTUNITIES (NOT ALL INCLUSIVE)	
		PROGRAMS	SPECIALTY DISCIPLINES AND COURSES			
COLONEL PHASE Maximum utilization of developed managerial and executive talents in Counterintelligence/HUMINT or other specialty.				Senior Commander's Orientation Senior Officer's Preventive Logistics Senior Officer's Legal Orientation	Commander, MI Group Defense or Army Attache Commander, DIS District Department Director, Shape Advisor Instructor Recruiting J2 or J2 Staff	
LIEUTENANT COLONEL PHASE Continuing Professional Development in Counter-Intelligence/HUMINT and other specialty.	Army War College Air War College Industrial College of the Armed Forces National War College Navy War College British Royal College of Defense Studies Canadian National Defense College French E'cole Supérieure de Guerre Inter-American Defense College Army War College Corresponding Studies Course	COOPERATIVE OEGREE PROGRAM Prerequisites: Attendance at Command and General Staff College or Senior Service College. Discipline should be in other specialty. Normal Period of Study: Less than 6 months Service Obligation: 3 years Utilization Required: SSC/CGSC-none UNDER-GRADUATE OEGREE PROGRAM DCP (AR 621-1) 18 months or less Service Obligation: Three years for each year in school or portion thereof, but not more than four years. TOP 5% PRGM for USMA and ROTC DMG (AR 621-1) Period of Study: 18 months Utilization: 3 years Service Obligation: Three years for each year in school or portion thereof, but not more than four years.	ADVANCED PROGRAM OCP (AR 621-1) Period of Study: 18 months or less Utilization: 3 years AOPRIO (AR 621-101) Period of Study: 15 months Utilization: 3 years ROTC Fully Funded (AR 621-1) Period of Study: 18 months Utilization: 3 years Service Obligation: 3 years for each year in school or portion thereof, but not more than four years.	GRADUATE DISCIPLINES Language Literature Foreign Social Science General International Relations Psychology General Sociology UNOERGRADUATE DISCIPLINES Police Science & Admin Psychology Area Studies Pre-Law *Business English Political Science Law Government, Civil History, General Journalism Criminology Corrections Public Safety Engineering ADP Statistics Sociology International Relations Education, General *Incl Business AOP and Business OR/SA Each officer should have an undergraduate degree.	National Senior Intelligence (NSIC) Senior Officer's Preventive Logistics Senior Officer's Legal Orientation Intelligence Indications and Warning Joint Intelligence Orientation	Assistant Attache Commander, MI Battalion Advisor Instructor Recruiting CI Staff Officer, DA Staff Assistant Attache Commander, MI Company Staff Officer, MI Battalion/Group CI Staff Officer Advisor Instructor Recruiting
MAJOR PHASE Continued development in Counterintelligence/HUMINT and other specialty.	Army Command and General Staff College Air Command and Staff College Armed Forces Staff College College of Navy Command and Staff Marine Corps Command and Staff College School of the Americas Army Command and General Staff College Non-Resident Course			Intelligence Indications and Warning Joint Intelligence Orientation	Assistant Attache Commander, MI Company Staff Officer, MI Battalion/Group CI Staff Officer Advisor Instructor Recruiting	
CAPTAIN PHASE Continued development in Counterintelligence/HUMINT and other specialty. Continued development of leadership skills.	Advanced Course			Defense Intelligence Management Course Joint Intelligence Orientation	Commander, Field Office Advisor Instructor Recruiting Area Intelligence Officer CI Staff Officer	
LIEUTENANT PHASE Develop Basic Counter-intelligence/HUMINT knowledge and skills. Develop fundamental troop leadership skills.	Basic Course			Defense Intelligence Management (DIMC) Language Training	CI Officer Security Officer CI Officer, MI Company Instructor Recruiting	

Figure 20-1

PROFESSIONAL DEVELOPMENT GUIDE

EDUCATION

SPECIALTY (47)

PHASES OF DEVELOPMENT	PROFESSIONAL MILITARY EDUCATION	CIVIL EDUCATION		SPECIALTY * EDUCATION (NOT ALL INCLUSIVE)	ASSIGNMENT OPPORTUNITIES (NOT ALL INCLUSIVE)
		PROGRAMS	SPECIALTY DISCIPLINES AND COURSES		
COLONEL PHASE Maximum utilization of officers' capabilities and developed managerial skills and executive talents in either Primary Specialty or alternate specialty.					Permanent Professor, USMA Division Chief, Center for Military History Selected Staff and Faculty Positions (AWC, CGSC)
LIEUTENANT COLONEL PHASE Continue development in Primary Specialty and alternate specialty.	Army War College Air War College Industrial College of the Armed Forces National War College Navy War College British Royal College of Defense Studies Canadian National Defense College French E'cole Supérieure de Guerre Inter-American Defense College Army War College Corresponding Studies Course	COOPERATIVE DEGREE PROGRAM (AR 621-1) Prerequisite: Attendance at Command and General Staff College or Senior Service College. Maximum period of study: Less than 6 months Service Obligation: Three years Utilization Required: SSC/CGSC-none			Staff Officer (HOOA) Selected Staff and Faculty Positions (AWC, CGSC) Permanent/Associate Professor, USMA Staff Writer, Center for Military History Museum Curator
MAJOR PHASE Continue development in Primary Specialty while emphasizing development in this specialty.	Army Command and General Staff College Air Command and Staff College Armed Forces Staff College College of Navy Command and Staff Marine Corps Command and Staff College School of the Americas Army Command and General Staff College Non-Resident Course	ADVANCED PROGRAM DCP (AR 621-1) Period of Study: 18 months or less Utilization: 3 years AOPRID (AR 621-101) Period of Study: 15 months Utilization: 3 years ROTC Fully Funded (AR 621-1) Period of Study: 18 months Utilization: 3 years Training with Industry (AR 621-1) Period of Training: 1 year Utilization: 3 years Service Obligation: 3 years for each year in school or portion thereof, but not more than 4 years.	EDUCATION POSITIONS REQUIRE OFFICERS POSSESSING GRADUATE DEGREES IN: English Language Literature Foreign Education General History General International Relations		Staff Military Historian, Doctrine Division Associate Professor, USMA
CAPTAIN PHASE Continue development in Primary Specialty and commence development in this specialty.	Advanced Course	UNDERGRADUATE DEGREE PROGRAM DCP (AR 621-1) 18 months or less Service Obligation: Three years for each year in school or portion thereof, but not more than four years. *TOP 5% PRGM FOR USMA & ROTC DMG (AR 621-1)			
Commence development in Primary specialty. Acquire basic military knowledge and maximum practical leadership experience.	Basic Course	Period of Study: 18 months Utilization: 3 years Service Obligation: Three years for each year in school or portion thereof, but not more than four years. *Effective with the class of 1978 the period of study will occur during fourth through tenth year.			

* See paragraph 3-4.

Figure 21-1

PROFESSIONAL DEVELOPMENT GUIDE *EW/CRYPTOLOGY* SPECIALTY (37)

PHASES OF DEVELOPMENT	PROFESSIONAL MILITARY EDUCATION	CIVIL EDUCATION		SPECIALTY * EDUCATION (NOT ALL INCLUSIVE)	ASSIGNMENT OPPORTUNITIES (NOT ALL INCLUSIVE)
		PROGRAMS	SPECIALTY DISCIPLINES AND COURSES		
COLONEL PHASE Maximum high level utilization of developed managerial and executive talents in both EW/C and other specialty.				Senior Commander's Orientation Senior Officer's Preventive Logistics Course DA Pam 351-4 Senior Officer's Legal Orientation Course DA Pam 351-4 National Senior Intelligence Course DA Pam 351-4 National Senior Cryptologic Course Nat'l Cryptologic School Catalog National COMSEC Course Nat'l Cryptologic School Catalog	Commander, MI Group Commander, Field Station Staff Head, NSA EW/Cryptologic Officer, DA Advisor Instructor Recruiting J2 Staff Div Chief Defense Intelligence Agency
LIEUTENANT COLONEL PHASE Continuing professional development of managerial and executive talents in both EW/C and other specialty.	Army War College Air War College Industrial College of the Armed Forces National War College Navy War College British Royal College of Defense Studies Canadian National Defense College French E'cole Supérieure de Guerre Inter-American Defense College Army War College Corresponding Studies Course	COOPERATIVE DEGREE PROGRAM Prerequisites: Attendance at Command & General Staff College or Senior Service College. Discipline should be in other specialty. Normal Period of Study: Less than 6 months Service Obligation: 3 years Utilization Required: SSC/CGSC-none		Senior Commander's Orientation Senior Officer's Preventive Logistics Course Senior Officer's Legal Orientation Course DA Pam 351-4 National Senior Cryptologic Course Nat'l Cryptologic School Catalog National COMSEC Course Nat'l Cryptologic School Catalog Military Officers Advanced Cryptologic Course Nat'l Cryptologic School Catalog SIGSEC Officer Course	Commander, MI Battalion EW/Cryptologic Staff Officer OPS Officer, Field Station Div G2 Advisor Instructor Recruiting
MAJOR PHASE Continued development in EW/C and in other specialty. Continued development of leadership skills.	Army Command and General Staff College Air Command and Staff College Armed Forces Staff College College of Navy Command and Staff Marine Corps Command and Staff College School of the Americas Army Command and General Staff College Non-Resident Course	ADVANCED PROGRAM DCP (AR 621-1) Period of Study: 18 months or less Utilization: 3 years ADPRID (AR 621-101) Period of Study: 15 months Utilization: 3 years ROTC UNDERGRADUATE DEGREE PROGRAM Fully Funded (AR 621-1) Period of Study: 18 months Utilization: 3 years Training with Industry (AR 621-1) Period of Training: 1 year Utilization: 3 years Service Obligation: 3 years for each year in school or portion thereof, but not more than 4 years.	GRADUATE DISCIPLINES Business OR/SA Aerospace Management Electrical Engineer Engineering Electronics Radio Engineer Engineer Instrumentation Communications Mathematics Statistics Physics Business ADP UNDERGRADUATE DISCIPLINES *Business Mathematics Engineering, Radio Communications Engineering, Electrical Engineering, Electronics Engineering OR/SA English Engineering ADP Aerospace Engineering Engineering Aeronautical Journalism Aerodynamics Physics, Electricity, Magnetism, Electronic Other *Incl Business ADP, Business OR/SA Each officer should have an undergraduate degree.	Strategic SIGNIT Officer Course EW/Cryptologic Tactical Operations Officer Course CORRESPONDENCE COURSES Offered in the USAICS Catalogs which may be taken as needed. Military Officer's Advanced Cryptologic Course Nat'l Cryptologic School Catalog Jr. Officer Cryptologic Career Program Nat'l Cryptologic School Catalog SIGSEC Officer Course Strategic SIGNIT Officer Course EW/Cryptologic Tactical Operations Officer Course DIS Postgraduate Course	EW/Cryptologic Unit Command EW/Cryptologic Staff Officer XO, MI BN S3, BN/Field Station Advisor Instructor Recruiting
CAPTAIN PHASE Continued development in EW/C and in other specialty. Continued development of leadership skills.	Advanced Course	DCP (AR 621-1) 18 months or less Service Obligation: Three years for each year in school or portion thereof, but not more than four years. *TOP 5% PRGM FOR USMA & ROTC DMG (AR 621-1) Period of Study: 18 months Utilization: 3 years		Military Officer's Advanced Cryptologic Course Nat'l Cryptologic School Catalog Jr. Officer Cryptologic Career Program Nat'l Cryptologic School Catalog SIGSEC Officer Course Strategic SIGNIT Officer Course EW/Cryptologic Tactical Operations Officer Course DIS Postgraduate Course	SIGINT Officer, Field Station Commander, EW/Cryptologic Company EW/Cryptologic OPNS Officer SIGSEC Team Commander Div G-2 Staff Advisor Instructor Recruiting
LIEUTENANT PHASE Develop basic EW/C knowledge and skills. Develop fundamental troop leadership skills. Develop selected elementary skills appropriate to other specialty.	Basic Course	Service Obligation: Three years for each year in school or portion thereof, but not more than four years. *Effective with the class of 1978 the period of study will occur during fourth through tenth year.		Jr. Officer Cryptologic Career Program (3 years) Nat'l Cryptologic School Catalog SIGSEC Officer Course Strategic SIGNIT Officer Course EW/Cryptologic Tactical Operations Officer Course	Platoon Leader Watch Officer SIGSEC Team Commander Advisor Recruiting

* See paragraph 3-4.

Figure 22-1

PROFESSIONAL DEVELOPMENT GUIDE**ENGINEER****SPECIALTY (21)**

PHASES OF DEVELOPMENT	PROFESSIONAL MILITARY EDUCATION	CIVIL EDUCATION		SPECIALTY * EDUCATION (NOT ALL INCLUSIVE)	ASSIGNMENT OPPORTUNITIES (NOT ALL INCLUSIVE)	
		PROGRAMS	SPECIALTY DISCIPLINES AND COURSES			
COLONEL PHASE					Brigade/Group Commander District Engineer Engineer Staff Officer Facilities Engineer Topographic Engineer Instructor/PMS Advisor Recruiting Inspector General	
Maximum utilization of developed Engineer managerial and executive talents in either Engineer specialty or alternate specialty.						
LIEUTENANT COLONEL PHASE	Army War College Air War College Industrial College of the Armed Forces National War College Navy War College British Royal College of Defense Studies Canadian National Defense College French E'cole Superieure de Guerre Inter-American Defense College Army War College Corresponding Studies Course	COOPERATIVE DEGREE PROGRAM Prerequisites: Attendance at Command and General Staff or Senior Service College, Discipline will support either this specialty or the alternate specialty. Normal Period of Study: Less than 6 months immediately after completion of above courses,		Reference: DA Pam. 351-4 Combat Operations Command & General Staff Officer	Battalion Commander Engineer Staff Officer Area Engineer Facilities Engineer Topographic Engineer Instructor/PMS Advisor Recruiting Inspector General	
Continue professional development in both Engineer specialty and designated alternate specialty.						
MAJOR PHASE	Army Command and General Staff College Air Command and Staff College Armed Forces Staff College College of Navy Command and Staff Marine Corps Command and Staff College School of the Americas Army Command and General Staff College Non-Resident Course	Utilization Required: SSC/CGSC none	ADVANCED PROGRAM DCP (AR 621-1) Period of Study: 18 months or less Utilization: 3 years ADPRID (AR 621-101) Period of Study: 15 months Utilization: 3 years ROTC Fully Funded (AR 621-1) Period of Study: 18 months Utilization: 3 years Service Obligation Three years for each year in school or portion thereof, but not more than four years.	PRIMARY SPECIALTY EDUCATION Graduate Education Approximate Mix BUSINESS: 2% of Requirement Management, Industrial Management, General Business, General ENGINEERING: 90% of Requirement Sanitary Engineering Engineering, Structural C-E (Structural Dynamics) City Planning Engineering Space Facilities Civil Engineering Engineering, Administration Engineering, Electrical Mechanical Engineering Civil Engineering (Construction) Engineering, General Engineering, Industrial PHYSICAL SCIENCE: 8% of Requirement Astrodynamics Topography Geodetic Science Geography, General Geology, General Geological Engineering Mathematics, General UNDERGRADUATE DISCIPLINES: Baccalaureate Degree in Engineering Applied Physical Science or Engineer related discipline desired. Each officer should have an undergraduate degree.	Cost Estimating for Engineers Engineer Const Contracting (Field Grade only) Facilities Engineering Management Mapping, Charting, and Geodesy Nuclear and Chemical Target Analysis	Engineer Staff Officer Topographic Engineer Facilities Engineer Resident Engineer Instructor Advisor Recruiting Inspector General
Continue professional development in both Engineer specialty and designated alternate specialty.						
CAPTAIN PHASE	ADVANCED COURSE (Alternate specialty qualifying education available thru resident and non-resident instruction.)	UNDER-GRADUATE DEGREE PROGRAM DCP (AR 621-1) 18 months or less Service Obligation: Three years for each year in school or portion thereof, but not more than four years. *TOP 5% PRGM FOR USMA & ROTC DMG (AR 621-1).		Mapping, Charting, Geodesy Engineer Equipment Officer Camouflage Atomic Demolition Munitions Special Forces Officer (1Lt and above) Pathfinder Ranger Airborne	Company Commander Engineer Staff Officer Topographic Engineer Facilities Engineer Civil Engineer Pipeline Engineer Instructor Advisor Recruiting Officer	
Professional development thru assignments utilizing level of skills acquired thru Advanced Course Training. A continuous goal will be to afford as many officers as possible opportunity for company command.						
LIEUTENANT PHASE	Basic Course	Period of Study: 18 months Utilization: 3 years Service Obligation: Three years for each year in school or portion thereof, but not more than four years. *Effective with the class of 1978 the period of study will occur during fourth through tenth year.			Platoon Leader Company Executive Officer Engineer Staff Officer Topographic Engineer Training Officer	
Commence development. Acquire basic military engineering knowledge and maximum practical leadership experience.						

* See paragraph 3-4.

Figure 23-1

PROFESSIONAL DEVELOPMENT GUIDE *FIELD ARTILLERY* SPECIALTY (13)

PHASES OF DEVELOPMENT	PROFESSIONAL MILITARY EDUCATION	CIVIL EDUCATION		SPECIALTY * EDUCATION (NOT ALL INCLUSIVE)	ASSIGNMENT OPPORTUNITIES (NOT ALL INCLUSIVE)
		PROGRAMS	SPECIALTY DISCIPLINES AND COURSES		
COLONEL PHASE Maximum utilization of officer's capabilities and developed managerial skills and executive talents in either FA or alternate specialty.				DA Pam 361-4 Senior Legal Orientation Civic Action Senior Officer Preventive Logistics Course Combat Operations Senior Commander Orientation NRI Ft. Sill Senior Officer Field Artillery Course	Group/OIVART Y Commander Corps Artillery Deputy Commander Corps Artillery Executive Officer Post Commander Brigade Commander Division Chief of Staff Division Chief HOOA, JCS, OSD Staff Officer, Corps or Higher Staff Service School Department Head Instructor Advisor Recruiting Inspector General
LIEUTENANT COLONEL PHASE Continue development in FA Specialty and an alternate specialty.	Army War College Air War College Industrial College of the Armed Forces National War College Navy War College British Royal College of Defense Studies Canadian National Defense College French Ecole Supérieure de Guerre Inter-American Defense College Army War College Corresponding Studies Course	CDOPERATIVE DEGREE PROGRAM Prerequisites: Attendance at Command and General Staff College or Senior Service College. Discipline should be related to alternate specialty. Normal period of study: Less than 6 months Service Obligation: 3 years Utilization Required: None	ADVANCED PROGRAM DCP (AR 621-1) Period of Study: 18 months or less Utilization: 3 years ADPRID (AR 621-101) Period of Study: 15 months Utilization: 3 years ROTC Fully Funded (AR 621-1) Period of Study: 18 months Utilization: 3 years Service Obligation: 3 years for each year in school or portion thereof, but not more than four years.	DA Pam 351-4 Senior Officer Preventive Logistics Course Combat Operations Combat Operations Specialist Senior Legal Orientation Nuclear and Chemical Target Analysis Civic Action NRI Ft. Sill Senior Officer Field Artillery Course	Battalion Commander DIVARTY/Group/Brigade Executive Officer Staff Officer Division or Higher Staff Instructor Advisor Recruiting Inspector General
MAJOR PHASE Continue development in FA Specialty while emphasizing alternate specialty.	Army Command and General Staff College Air Command and Staff College Armed Forces Staff College College of Navy Command and Staff Marine Corps Command and Staff College School of the Americas Army Command and General Staff College Non-Resident Course	UNDER-GRADUATE DEGREE PROGRAM OCP (AR 621-1) 18 months or less Service Obligation: Three years for each year in school or portion thereof, but not more than four years. *TDP 5% PRGM FOR USMA & ROTC OMC (AR 621-1)	GRADUATE DISCIPLINES There are no positions within the Field Artillery Specialty which require an advanced degree. Specific disciplines which are desirable for alternate specialties may be found in the professional development guide for each specialty. PARTIAL LISTING OF UNDER-GRADUATE DEGREES DESIRED TO ASSIST IN QUALIFYING FA OFFICERS FOR DESIGNATION OF ALTERNATE SPECIALTIES: UNDERGRADUATE DISCIPLINES Accounting ADP Area Studies Banking and Finance Business Administration Business, Economics Civil Engineering Comptroller Correctional Administration Criminology Corrections Economics, General Education, General Engineering, Aeronautical English Foreign Affairs History International Relations Journalism Management, Logistics Mathematics Personnel Management and Administration Police Science and Administration Political Science Procurement and Contract Management Psychology Statistics Each officer should have an undergraduate degree.	DA Pam 351-4 Supply Management Officer Supply Staff Officer Civic Action Tactical Intelligence Staff Officer Combat Operations Specialist Nuclear and Chemical Target Analysis CBR Officer Pathfinder Motor Officer Air Transportability Planning Nuclear and Chemical TGT Analyst	Pershing Battery Commander Battalion Executive Officer Staff Officer Battalion or Higher Staff Advisor Instructor Inspector General
CAPTAIN PHASE Continue development in FA Specialty and commence development in alternate specialty.	Advanced Course	UNDER-GRADUATE DEGREE PROGRAM OCP (AR 621-1) 18 months or less Service Obligation: Three years for each year in school or portion thereof, but not more than four years. *TDP 5% PRGM FOR USMA & ROTC OMC (AR 621-1)		DA Pam 351-4 Nuclear and Chemical TGT Analysis Combat Operations Specialist Tactical Intell Staff Officer FATGT ACQ/Surv Supply Staff Officer Motor Officer Tactical Intelligence Staff Officer Special Forces Officer 811 APAC CBR Officer Pathfinder Ranger Airborne Civic Action Motor Officer Ammunition Officer	Battery/Company/Detachment Commander Staff Officer Battalion or Higher Staff MAAG or Mission Duty Fire Support Officer Recruiting Advisor Instructor Fire Support Officer
LIEUTENANT PHASE Commence development in FA Specialty. Acquire basic military knowledge and maximum practical leadership.	Basic Course	Period of Study: 18 months Utilization: 3 years Service Obligation: Three years for each year in school or portion thereof, but not more than four years. *Effective with the class of 1978 the period of study will occur during fourth through tenth year.			Battery Executive Officer Fire Direction Officer Platoon Leader Forward Observer Recon and Survey Officer Asst. Staff Officer at Battalion Level

* See paragraph 3-4.

Figure 24-1

PROFESSIONAL DEVELOPMENT GUIDE

FINANCE

SPECIALTY (44)

PHASES OF DEVELOPMENT	PROFESSIONAL MILITARY EDUCATION	CIVIL EDUCATION		SPECIALTY * EDUCATION (NOT ALL INCLUSIVE)	ASSIGNMENT OPPORTUNITIES (NOT ALL INCLUSIVE)
		PROGRAMS	SPECIALTY DISCIPLINES AND COURSES		
COLONEL PHASE Maximum utilization of capabilities in financial management and other specialty; full utilization of developed managerial skills and executive talents to meet the needs of the service.				Professional Military Comptroller Course, USAF Air University Senior Officers Legal Orientation Course, TJAGSA Army Installation Mgt Course, ALMC DARCOM Installation Mgt Course, ALMC	DOD/Defense Agency/HQDA MACOM/Installation/Activity Military Assistant Staff Officer Finance and Accounting Officer School Dept. Director Advisor Inspector General
LIEUTENANT COLONEL PHASE Continue professional development in financial management and other specialty. Demonstrate potential for further advancement through service in increasingly important positions in Finance or other specialty.	Army War College Air War College Industrial College of the Armed Forces National War College Navy War College British Royal College of Defense Studies Canadian National Defense College French E'cole Supérieure de Guerre Inter-American Defense College Army War College Corresponding Studies Course	COOPERATIVE DEGREE PROGRAM Prerequisites: Attendance at CGSC or SSC Discipline should be in related specialty. Normal period of study: Less than 6 months immediately after completion of above courses. Utilization Required: SSC/CGSC-none		Professional Military Comptroller Course, USAF Air University Senior Officers Legal Orientation Course, TJAGSA Army Installation Mgt Course, ALMC DARCOM Installation Mgt Course, ALMC	DOD/Defense Agency/HQDA MACOM/Installation/Activity Military Assistant Staff Officer Finance and Accounting Officer Disbursing Officer Ch, Auditing Div School Dept. Ch Instructor Advisor Inspector General
MAJOR PHASE Continue professional development in financial management and other specialty	Army Command and General Staff College Air Command and Staff College Armed Forces Staff College College of Navy Command and Staff Marine Corps Command and Staff College School of the Americas Army Command and General Staff College Non-Resident Course	UNDERGRADUATE DEGREE PROGRAM DCP (AR 621-1) 1B months or less Utilization: 3 years ADPRID (AR 621-101) Period of Study: 15 months Utilization: 3 years ROTC Fully Funded (AR 621-1) Period of Study: 1B months Utilization: 3 years Service Obligation: 3 years for each year in school or portion thereof, but not more than 4 years.	GRADUATE DISCIPLINES Accounting/Auditing Banking & Finance Business Administration Business General Comptrollership Economics Management General UNDERGRADUATE DISCIPLINES Accounting ADP Banking & Finance Business Administration Business Economics Comptrollership Economics General Engineering Management Mathematics Personnel Management Statistics USMA Each officer should have an undergraduate degree.	Army Installation Mgt Course, ALMC DARCOM Installation Mgt Course, ALMC Military Accounting Course, USAIA Jumps Army Mgt Course, USAIA	DOD/Defense Agency/HQDA MACOM/Installation/Activity Staff Officer Finance and Accounting Officer Auditing Officer Supervisor, Public Finance Team Cdr, Finance Activity Advisor Instructor Disbursing Officer Inspector General
CAPTAIN PHASE Advance in Finance specialty development; commence other specialty development.	Advanced Course	DCP (AR 621-1) 1B months or less Service Obligation: Three years for each year in school or portion thereof, but not more than four years. *TOP 5% PRGM FOR USMA & ROTC DMG (AR 621-1) Period of Study: 18 months Utilization: 3 years	Service Obligation: Three years for each year in school or portion thereof, but not more than four years.		DOD/DEF Agency/HQDA MACOM/Installation/Activity Staff Officer Finance and Accounting Officer Asst Finance and Accounting Officer Cdr/Supervisor, Finance and Accounting Activity Fund Custodian Auditing/Accounting Officer Auditing/Accounting Officer, Central NAF Supervisor, Public Finance Team Ch, Pay Exam Division Disbursing Officer Advisor Instructor
LIEUTENANT PHASE Commence development in Finance Specialty.	Basic Course	Service Obligation: Three years for each year in school or portion thereof, but not more than four years. *Effective with the class of 1978 the period of study will occur during fourth through tenth year.			MACOM/Installation/Activity Finance and Accounting Officer Staff Officer Fund Custodian Cdr/Supervisor Finance and Accounting Activity Auditing/Accounting Officer Central Accounting Officer NAF Disbursing Officer PLT Leader Ch, Pay/Exam Division

* See paragraph 3-4.

Figure 25-1

PROFESSIONAL DEVELOPMENT GUIDE **FIXED** **TELECOMMUNICATIONS** **SYSTEMS** **SPECIALTY (26)**

PHASES OF DEVELOPMENT	PROFESSIONAL MILITARY EDUCATION	CIVIL EDUCATION		SPECIALTY * EDUCATION (NOT ALL INCLUSIVE)	ASSIGNMENT OPPORTUNITIES (NOT ALL INCLUSIVE)
		PROGRAMS	SPECIALTY DISCIPLINES AND COURSES		
COLONEL PHASE Maximum utilization of developed managerial and executive skills in either 26 or alternate specialty.				Senior Commander Orientation Course Senior Officer Legal Orientation OA Pam 351-4 Senior Officer Preventive Logistics Course OA Pam 351-4	Military College Faculty Member C-E Staff Officer, OSD, JCS, HODA, ARADCOM, INSCOM, USACC Commander, USACC Group White House Communications Agency, CEEIA Advisor Instructor Recruiting Inspector General
LIEUTENANT COLONEL PHASE Continue professional development in both 26 and alternate specialty.	Army War College Air War College Industrial College of the Armed Forces National War College Navy War College British Royal College of Defense Studies Canadian National Defense College French E'cole Supérieure de Guerre Inter-American Defense College Army War College Corresponding Studies Course	COOPERATIVE DEGREE PROGRAM Prerequisites: Attendance at Command and General Staff College or Senior Service College. Discipline should support either this specialty or the alternate specialty. Normal Period of Study: Less than 6 months	GRADUATE DISCIPLINES Engineering: Electrical Electronic Communications Radio ADPS Systems Business: AOPS Telecommunications Mgt	Senior Commander Orientation Course Senior Legal Orientation Non-Resident DA Pam 351-4 Senior Officer Preventive Logistics Course DA Pam 351-4	C-E Staff Officer, OSD, JCS, HODA, Major Command C-E Department Chief DARCOM, HODA Staff/Faculty, CGSC Battalion Commander Advisor Instructor Recruiting Inspector General
MAJOR PHASE Continue professional development in both 26 and alternate specialty.	Army Command and General Staff College Air Command and Staff College Armed Forces Staff College College of Navy Command and Staff Marine Corps Command and Staff College School of the Americas Army Command and General Staff College Non-Resident Course	Service Obligation: 3 years Utilization Required: SSC/CGSC-none	ADVANCED PROGRAM DCP (AR 621-1) Period of Study: 18 months or less Utilization: 3 years ADPRID (AR 621-101) Period of Study: 15 months Utilization: 3 years ROTC Fully Funded (AR 621-1) Period of Study: 18 months Utilization: 3 years		Executive Officer: Battalion, Facility, Center Operations and Training Staff Officer, INSCOM, USACC C-E Staff Officer: ARADCOM, Army, INSCOM, HODA, OSD, DARCOM Post C-E Officer: Army Garrison Advisor Instructor Recruiting Inspector General
CAPTAIN PHASE Continued 26 development. Receive Alternate Specialty by the eighth year of commissioned service.	Advanced Course	UNDER-GRADUATE DEGREE PROGRAM DCP (AR 621-1) 18 months or less Service Obligation: Three years for each year in school or portion thereof, but not more than four years. *TOP 5% PRGM FOR USMA & ROTC DMG (AR 621-1)	UNDERGRADUATE DISCIPLINES Specialty 26 development is not constrained by undergraduate disciplines; however, officers desiring graduate work in above disciplines should have supportive undergraduate degrees. Officers with undergraduate degrees which are not related to listed graduate disciplines may consider graduate programs in their alternate specialty. Each officer should have an undergraduate degree.	CAPTAIN/LIEUTENANT - Communications Center Operation DA PAM 351-4 - Communications and Electronic Staff Officer DA PAM 351-4 - Radio Systems Officer DA PAM 351-4 - Telephone-Digital Communications Officer DA PAM 351-4 Correspondence courses which support specialty 26 and other CE specialties are found in DA Pam 351-20. Recommended courses include: SIG 10, 33, 35-37, 45, 51, 58, 65, 66, 69, 73-75, 85-87, and ATC SIG 370-376.	Communications Center Officer INSCOM, USACC Facility, Center C-E Fixed Telephone Communications Officer, DCA, NORAD, USACC Battalion, Facility, Center Instructor Company Commander Radio Systems Officer, Battalion, Company Advisor Recruiting
LIEUTENANT PHASE Development in specialty 26 will be determined by type assignments. Acquire Basic Signal Skills as well as general military knowledge and practical leadership experience.	Basic Course	Period of Study: 18 months Utilization: 3 years Service Obligation: Three years for each year in school or portion thereof, but not more than four years. *Effective with the class of 1978 the period of study will occur during fourth through tenth year.			Telephone Digital Communications Officer Platoon Leader, Signal Company Troop Training Officer Instructor Recruiting

* See paragraph 3-4.

PROFESSIONAL DEVELOPMENT GUIDE *FOOD MANAGEMENT SPECIALTY (82)*

PHASES OF DEVELOPMENT	PROFESSIONAL MILITARY EDUCATION	CIVIL EDUCATION		SPECIALTY * EDUCATION (NOT ALL INCLUSIVE)	ASSIGNMENT OPPORTUNITIES (NOT ALL INCLUSIVE)
		PROGRAMS	SPECIALTY DISCIPLINES AND COURSES		
COLONEL PHASE Utilize developed managerial, technical, and executive talents in either primary or alternate specialty.				Senior Officers Legal Orientation Senior Officers Preventive Logistics Senior Commanders Orientation	Commander, Defense Subsistence Regions Chief, Depot Subsistence Chief, Food Service/Subsistence Activities Chief, Support Operations Subsistence Directorate Director, Subsistence, Defense Personnel Support Center Inspector General Recruiting Advisor
LIEUTENANT COLONEL PHASE Continue development in primary and alternate specialty while enhancing technical competence, leadership skills, and managerial expertise.	Army War College Air War College Industrial College of the Armed Forces National War College Navy War College British Royal College of Defense Studies Canadian National Defense College French E'cole Supérieure de Guerre Inter-American Defense College Army War College Corresponding Studies Course	COOPERATIVE DEGREE PROGRAM PREREQUISITES: Attendance at Command and General Staff, Logistics Executive Development Course, or Senior Service College. Discipline will support either this specialty or the other specialty. Normal period of study: Less than 6 months immediately after completion of above courses.		Logistics Executive Development Course, ALMC Senior Officers Legal Orientation Senior Officers Preventive Logistics Senior Commanders Orientation	Commissary Staff Officer Commander, Supply and Services Battalion Depot Subsistence Officer Food Service Staff Officer Inspector General Instructor Advisor
MAJOR PHASE Continue development in primary and alternate specialty while enhancing technical competence, leadership abilities and managerial skills.	Army Command and General Staff College Air Command and Staff College Armed Forces Staff College College of Navy Command and Staff Marine Corps Command and Staff College School of the Americas Army Command and General Staff College Non-Resident Course	ADVANCED PROGRAM DCP (AR 621-1) Period of Study: 18 months or less Utilization: 3 years SSC/CGSC: none LEOC/Florida Institute of Technology: 3 years UNDERGRADUATE DEGREE PROGRAM DCP (AR 621-1) 18 months or less Service Obligation: Three years for each year in school or portion thereof, but not more than four years. TOP 5% PRGM FOR USMA & ROTC DMG (AR 621-1) Period of Study: 18 months Utilization: 3 years Service Obligation: Three years for each year in school or portion thereof, but not more than four years. *Effective with the class of 1978 the period of study will occur during fourth through tenth year.	GRADUATE DISCIPLINES Business Administration Commerce Marketing Merchandising Logistics Management ADPS - Business Food Technology Hotel and Restaurant Management PARTIAL LISTING OF UNDERGRADUATE DEGREES WHICH ASSIST IN QUALIFYING OFFICERS FOR THIS AND COMPATIBLE SPECIALTIES: ADPS - Business Food Technology Logistics Management Chemistry Biology Dairy Science Business, General Hotel & Restaurant Management EACH OFFICER SHOULD HAVE AN UNDERGRADUATE DEGREE	Defense Inventory Management ALMC Supply Management Officer OM School Logistics Executive Development Course ALMC Logistics Executive Development Course ALMC Food Advisor/Technician OM School Subsistence Officer Course OM School Commissary Management OM School Commissary Management Course OM School Army Depot Operation Management Course Advanced Course Food Management Track OM School	Class I Supply Officer Depot Storage Officer Food Service Advisor Subsistence Staff Officer MACOM/DLA Commissary Officer Instructor Advisor Commander, Company Class I Supply Officer Food Service Advisor Commissary Officer Commissary Sales Officer Subsistence Officer Instructor Advisor
CAPTAIN PHASE Advance towards the attainment of specialty qualification objectives and begin developing skills in alternate specialty.	Advanced Course				
LIEUTENANT PHASE Obtain basic understanding of the techniques and technical requirements of the specialty and develop leadership skills by serving in troop leadership positions.	Basic Course			Food Advisor/Technician OM School Subsistence Officer Course OM School Commissary Management Course OM School Army Depot Operations Management Course ALMC Basic Course Food Management Track OM School	Food Service Supervisor Subsistence Officer Class I Officer Storage Officer (Class I)

* See paragraph 3-4.

Figure 27-1

PROFESSIONAL DEVELOPMENT GUIDE

FOREIGN AREA
OFFICER

SPECIALTY (48)

PHASES OF DEVELOPMENT	PROFESSIONAL MILITARY EDUCATION	CIVIL EDUCATION		SPECIALTY * EDUCATION (NOT ALL INCLUSIVE)	ASSIGNMENT OPPORTUNITIES (NOT ALL INCLUSIVE)
		PROGRAMS	SPECIALTY DISCIPLINES AND COURSES		
COLONEL PHASE Maximum utilization of the officer's capabilities and developed managerial skills and executive talents in either primary specialty or Foreign Area Officer specialty.				Attache Course Defense Intelligence School National Security Management, ICAF (Correspondence) Security Assistance Management Orientation, USAIMA	COLONEL PHASE - Commander, Civil Affairs Group/Brigade, PSYOP Group, Special Forces Group, Military Intelligence Unit, Mobile Training Team, Military Advisory Group/ Mission or colonel-level command in Primary Specialty. - Attache or Chief, US Military Liaison Mission. - Director, Unconventional Warfare Directorate, Unified or Joint Command. - Senior Intelligence Officer, OIA, OACSI, Joint Unifad, Combined, or Major Command. - Senior Plans and Operations Officer, JCS, OSD, OOC SOPS, Joint, Unifad, Combined or Major Army Command. - Senior Logistics Staff Officer, Foreign Military Sales, OSO, JCS, ODCSLOG. - Army Member, Joint Commissions, Committees or Councils. - Army Representative, US State-Defense Exchange Program. - Department Chairman/Instructor. - Army Member/Observer, Joint or International Peace Keeping Forces.
LIEUTENANT COLONEL PHASE Continues development in primary and Foreign Area Officer specialty. Completes advanced specialty education in Foreign Area Officer specialty.	Army War College Air War College Industrial College of the Armed Forces National War College Navy War College British Royal College of Defense Studies Canadian National Defense College French E'cole Supérieure de Guerre Inter-American Defense College Army War College Corresponding Studies Course	COOPERATIVE OEGREE PROGRAM PREREQUISITES: Attendance at Command and General Staff, Logistics Executive Development Course, or Senior Service College. Discipline will support either this specialty or the other specialty. Normal period of study: Less than 6 months immediately after completion of above courses. Utilization Required SSC/CGSC; none	GRADUATE LEVEL Academic Disciplines Related to FAO specialty DCP (AR 621-1) Period of Study: 18 months or less Utilization: 3 years AOPRID (AR 621-101) Period of Study: 15 months Utilization: 3 years ROTC Fully Funded (AR 621-1) Period of Study: 18 months Utilization: 3 years Service Obligation: 3 years for each year in school or portion thereof, but not more than 4 years.	Security Assistance Management Orientation, USAIMA	LIEUTENANT COLONEL PHASE - Battalion Commander in Primary Specialty or FAO Command position. - Assistant Attache or Member, US Military Liaison Mission. - MAAG/MISSION Outy. - Intelligence Staff Officer or Analyst, OACSI, DIA, Joint, Unified, Combined or Major Army Command. - Plans and Operations Staff Officer, OJCS, OSO, OOC SOPS. - Logistics Staff Officer at HOOA or MAAG staff. - Civil-Military Operations Staff Officer (G-5). - Instructor. - Member/Observer, Joint or International Peace Keeping Forces.
MAJOR PHASE Continue development in primary specialty while emphasizing development in Foreign Area Officer specialty.	Army Command and General Staff College Air Command and Staff College Armed Forces Staff College College of Navy Command and Staff Marine Corps Command and Staff College School of the Americas Army Command and General Staff College Non-Resident Course	UNDERGRADUATE OEGREE PROGRAM DCP (AR 621-1) 18 months or less Service Obligation: Three years for each year in school or portion thereof, but not more than four years. *TOP 5% PRGM FOR USMA & ROTC DMG (AR 621-1)	*MORE THAN 10 POSITION REQUIREMENTS **FAO Fully Funded Advanced Civil Schooling Conducted in Area Studies Only UNOERGRADUATE Anthropology Area Studies Business Administration Civil Engineer Economics, Business Economics, General Foreign Affairs Geography, Economic, Political Geopolitics Government, Civil History International Relations Political Science Psychology, General Psychology, Social Sociology Language, Literature (Foreign) USMA EACH OFFICER SHOULD HAVE AN UNOERGRADUATE OEGREE	Psychological Operations Officer, USAIMA Civil-Military Operations Course, USAIMA Foreign Area Officer Course, USAIMA In-Country Training Defense Language Institute	MAJOR PHASE - Command a Special Forces Company, Civil Affairs Company, PSYOP Unit, Mobile, Training Team. - Assistant Army Attache or Member, US Military Liaison Mission. - Plans and Operations Staff Officer. - Intelligence Staff Officer. - Instructor. - MAAG/MISSION Staff Officer or Advisor. - National Guard or Reserve Advisor. - Civil-Military Operations Staff Officer (G-5/S-5). - US-Foreign Military Exchange Officer.
CAPTAIN PHASE Continue development in primary specialty and commence development in Foreign Area Officer specialty.	Advanced Course	Service Obligation: Three years for each year in school or portion thereof, but not more than four years. *TOP 5% PRGM FOR USMA & ROTC DMG (AR 621-1)		Special Forces Officer, USAIMA Special Forces Operations Correspondence Course, USAIMA Psychological Operations Officer Correspondence Course, USAIMA	CAPTAIN PHASE - Command a Civil Affairs, PSYOP or Special Forces Unit. - MAAG/MISSION Staff Officer or Advisor. - Civil-Military Operations Staff Officer (G-5/S-5). - Instructor. - Plans-Operations/Intelligence FAO Staff Assignments.
LIEUTENANT PHASE Acquire basic military knowledge and leadership experience. Commence development in entry specialty.	Basic Course	Period of Study: 18 months Utilization: 3 years Service Obligation: Three years for each year in school or portion thereof, but not more than four years. *Effective with the class of 1978 the period of study will occur during fourth through tenth year.			LIEUTENANT PHASE - Outy in basic specialty. - Selected officers serve in PSYOPS, Civil Affairs, Special Forces or Intelligence Units. These assignments develop functional skills associated with the FAO Specialty.

* See paragraph 3-4.

Figure 28-1

PROFESSIONAL DEVELOPMENT GUIDE *GENERAL TROOP SUPPORT MATERIEL SPECIALTY (83) MANAGEMENT*

PHASES OF DEVELOPMENT	PROFESSIONAL MILITARY EDUCATION	CIVIL EDUCATION		SPECIALTY * EDUCATION (NOT ALL INCLUSIVE)	ASSIGNMENT OPPORTUNITIES (NOT ALL INCLUSIVE)
		PROGRAMS	SPECIALTY DISCIPLINES AND COURSES		
COLONEL PHASE Utilize developed managerial, technical, and executive talents in either primary or alternate specialties.				Senior Officers Legal Orientation Senior Officers Preventive Logistics Senior Commanders Orientation	Division Chief, DSA, DARCOM, DCSLOG Director, Clothing and Textile Defense Personnel Support Center (DPSC) Commander, Depot Plans & Programs Staff Officer, DCSLOG, HODA Director, Abn Dapt., OM School Director, Air Drop Lab, DARCOM Advisor Instructor Inspector General
LIEUTENANT COLONEL PHASE Continue development in primary and alternate specialties while enhancing technical competence, leadership skills, and managerial expertise.	Army War College Air War College Industrial College of the Armed Forces National War College Navy War College British Royal College of Defense Studies Canadian National Defense College French E'cole Supérieure de Guerre Inter-American Defense College Army War College Corresponding Studies Course	COOPERATIVE DEGREE PROGRAM PREREQUISITES: Attendance at Command and General Staff, Logistics Executive Development Course, or Senior Service College. Discipline will support either this specialty or the other specialty. Normal period of study: Less than 6 months immediately after completion of above courses.		Depot Commanders Orientation (ALMC) Logistics Executive Development Course ALMC Senior Officers Legal Orientation Senior Officers Preventive Logistics	Supply Management Officer, DLA Command S&S or S&T Battalion Chief, General Materiel Branch Staff Officer, Troop Support Branch DCSLOG Parachute Maintenance Officer, DARCOM G-4 Staff Officer, Div Instructor Inspector General Advisor
MAJOR PHASE Continue development in primary and alternate specialties while enhancing technical competence, leadership abilities and managerial skills.	Army Command and General Staff College Air Command and Staff College Armed Forces Staff College College of Navy Command and Staff Marine Corps Command and Staff College School of the Americas Army Command and General Staff College Non-Resident Course	Utilization Required: SSC/CGSC: none LEDC/Florida Institute of Technology: 3 years UNDERGRADUATE DEGREE PROGRAM DCP (AR 621-1) 18 months or less Service Obligation: Three years for each year in school or portion thereof, but not more than four years. *TOP 5% PRGM FOR USMA & ROTC DMG (AR 621-1) Period of Study: 18 months Utilization: 3 years Service Obligation: Three years for each year in school or portion thereof, but not more than four years. Effective with the of 1978 the period of study will occur during fourth through tenth	ADVANCED PROGRAM DCP (AR 621-1) Period of Study: 18 months or less Utilization: 3 years ADPRID (AR 621-101) Period of Study: 15 months Utilization: 3 years ROTC Fully Funded (AR 621-1) Period of Study: 18 months Utilization: 3 years Training with Industry (AR 621-1) Period of Training: 1 year Utilization: 3 years Service Obligation: 3 years for each year in school or portion thereof but not more than 4 years.	Business General Logistics Management ADPS - Business Textile Engineering Aerodynamics PARTIAL LISTING OF UNDERGRADUATE DEGREES WHICH ASSIST IN QUALIFYING OFFICERS FOR THIS AND COMPATIBLE SPECIALTIES ADPS - Business Textile Engineering Logistics Management Business General EACH OFFICER SHOULD HAVE AN UNDERGRADUATE DEGREE	Instructor Chief, Personnel Items Branch Chief, Organizational Clothing and Equipment Branch Air Drop Staff Officer, USAREUR Commander, Aerial Delivery Company Advisor Inspector General
CAPTAIN PHASE Advance towards the attainment of specialty qualification objectives and begin developing skills in other specialty.	Advance Course			Logistics Executive Development Course ALMC Logistics Executive Development ALMC Standard Army Intermediate Level Supply Subsystem ALMC Defense Inventory Management ALMC Advanced Course GTSM Track OM School Army Depot Operation Management ALMC Defense Inventory Management ALMC Division Logistics System OM School Airdrop Load Inspector Certification OM School Army Provisioning Course ALMC Logistics Management Development Course ALMC Supply Management Officer Correspondence Course - No. 136 OM School Logistics Executive Development Course ALMC Standard Army Intermediate Level Supply Subsystem ALMC Army Depot Operations ALMC Basic Course Parachute Packing Maintenance & Airdrop OM School Basic Course GTSM Track OM School Standard Army Intermediate Level Supply Subsystem ALMC	Commander, S&S Company Supply Officer, Retail Sales Outlet Staff Officer, Battalion S-4 Officer Instructor Advisor
LIEUTENANT PHASE Obtain basic understanding of the techniques and technical requirements of the specialty and develop leadership skills by serving in troop leadership positions.	Basic Course				Platoon Leader, S&S Company Platoon Leader, Aerial Delivery Company Chief, Clothing Issue, Reception Station Storage Officer, Post

* See paragraph 3-4.

PROFESSIONAL DEVELOPMENT GUIDE *HIGHWAY-RAIL OPERATIONS* SPECIALTY (88)

PHASES OF DEVELOPMENT	PROFESSIONAL MILITARY EDUCATION	CIVIL EDUCATION		SPECIALTY * EDUCATION (NOT ALL INCLUSIVE)	ASSIGNMENT OPPORTUNITIES (NOT ALL INCLUSIVE)
		PROGRAMS	SPECIALTY DISCIPLINES AND COURSES		
COLONEL PHASE				Senior Officers Legal Orientation Senior Officers Preventive Logistics Senior Commanders Orientation	Commander DISCOM Transportation Group Commander Chief, Programs & Regulation Directorate AC of S Logistics Director, Transportation & Services Advisor Instructor Inspector General
LIEUTENANT COLONEL PHASE	Army War College Air War College Industrial College of the Armed Forces National War College Navy War College British Royal College of Defense Studies Canadian National Defense College French E'cole Superieure de Guerre Inter-American Defense College Army War College Corresponding Studies Course	COOPERATIVE DEGREE PROGRAM PREREQUISITES: Attendance at Command and General Staff, Logistics Executive Development Course, or Senior Service College. Discipline will support either this specialty or the alternate specialty. Normal period of study: Less than 6 months immediately after completion of above courses. Utilization Required: SSC/CGSC-none LEDC/Florida Institute of Technology-3 years	ADVANCED PROGRAM DCP (AR 621-1) Period of Study: 18 months or less Utilization: 3 years ADPRID (AR 621-101) Period of Study: 15 months Utilization: 3 years RDTC Fully Funded (AR 621-1) Period of Study: 18 months Utilization: 3 years Training with Industry (Rail/Motor Transport Industry) (AR 621-1) Period of Training: 1 year Utilization: 3 years Service Obligation: 3 years for each year in school or portion thereof but not more than 4 years.	Senior Officers Legal Orientation Senior Officers Preventive Logistics Senior Commanders Orientation	Battalion Commander Plans Officer Rail Transport Staff Officer Transport Materiel Officer Instructor Advisor
MAJOR PHASE	Army Command and General Staff College Air Command and Staff College Armed Forces Staff College College of Navy Command and Staff Marine Corps Command and Staff College School of the Americas Army Command and General Staff College Non-Resident Course	UNDERGRADUATE DEGREE PROGRAM DCP(AR 621-1) 18 months or less Service Obligation: Three years for each year in school or portion thereof, but not more than four years. *TOP 5% PRGM FDR USMA & ROTC DMG (AR 621-1) Period of Study: 18 months Utilization: 3 years Service Obligation: Three years for each year in school or portion thereof, but not more than four years. *Effective with the class of 1978 the period of study will occur during fourth through tenth year.	GRADUATE DISCIPLINES Business, General Business Administration Logistics Management Transportation and Traffic Management Transportation Engineering PARTIAL LISTING OF UNDERGRADUATE DEGREES WHICH ASSIST IN QUALIFYING OFFICERS FOR THIS SPECIALTY AND COMPATIBLE ALTERNATE SPECIALTIES ADPS - Business Comptrollership Management, Logistics OR/SA Business Personnel Management Administration Transportation and Traffic Management EACH OFFICER SHOULD HAVE AN UNDERGRADUATE DEGREE	Logistics Executive Development ALMC Catalog Operations Research/Systems Analysis Executive Maintenance Management Air Transportability Planning Highway/Rail Track of the Transportation Officer Advanced Course	Highway Transport Officer Highway Planning Officer Battalion Executive Officer Instructor Advisor Motor Operations Officer Platoon Leader Motor Transport Officer
CAPTAIN PHASE	Advanced Course				Motor Transport Officer Highway Traffic Engineer Battalion Operations Officer S-4 Company Commander Liaison Officer Instructor Advisor
LIEUTENANT PHASE	Basic Course			Motor Transport (Correspondence) USATSCH Pam Rail Transportation (Correspondence) USATSCH Pam Motor Officer	

*** See paragraph 3-4.**

Figure 30-1

PROFESSIONAL DEVELOPMENT GUIDE

INFANTRY

SPECIALTY (11)

PHASES OF DEVELOPMENT	PROFESSIONAL MILITARY EDUCATION	CIVIL EDUCATION		SPECIALTY * EDUCATION (NOT ALL INCLUSIVE)	ASSIGNMENT OPPORTUNITIES (NOT ALL INCLUSIVE)
		PROGRAMS	SPECIALTY DISCIPLINES AND COURSES		
COLONEL PHASE Maximum utilization of officers' capabilities and developed managerial skills and executive talents in either Infantry or alternate specialty.				DA Pam 351-4 Senior Legal Orientation Civic Action Senior Officer Preventive Logistics Course Combat Operations	Brigade/Group Commander Post Commander Division Chief of Staff Division Chief HQDA, JCS, DSO Chief MAAG or Mission Corps or higher Staff Officer Service School Dept. Head Recruiting Instructor Advisor Inspector General
LIEUTENANT COLONEL PHASE Continue development in Infantry and an alternate specialty.	Army War College Air War College Industrial College of the Armed Forces National War College Navy War College British Royal College of Defense Studies Canadian National Defense College French E'cole Supérieure de Guerre Inter-American Defense College Army War College Corresponding Studies Course	CDDPERATIVE DEGREE PROGRAM Prerequisites: Attendance at Command and General Staff College or Senior Service College. Discipline should be in alternate specialty. Normal period of study: Less than 6 months Service Obligation: Three years Utilization Required: none		DA Pam 351-4 Senior Officer Preventive Logistics Course Combat Operations Combat Operations Specialist Senior Legal Orientation Supply Staff Officer Civic Action	Post Commander Battalion Commander Commander, Special Forces Unit Brigade Staff Officer Division Staff Officer Corps or higher Staff Officer MAAG and Mission Duty Recruiting Instructor Advisor Inspector General
MAJOR PHASE Continue development in Infantry Specialty while emphasizing development in an alternate specialty.	Army Command and General Staff College Air Command and Staff College Armed Forces Staff College College of Navy Command and Staff Marine Corps Command and Staff College School of the Americas Army Command and General Staff College Non-Resident Course	ADVANCED PRDGRAM DCP (AR 621-1) Period of Study: 18 months or less Utilization: 3 years ADPRID (AR 621-101) Period of Study: 15 months Utilization: 3 years RDTC Fully Funded (AR 621-1) Period of Study: 18 months Utilization: 3 years	GRADUATE DISCIPLINES There are no positions within the Infantry specialty which require an advanced degree. Specific disciplines which are desirable for alternate specialties may be found in the professional development guide for each specialty. PARTIAL LISTING OF UNDERGRADUATE DEGREE DISCIPLINES DESIRED TO ASSIST IN QUALIFYING INFANTRY OFFICERS FOR DESIGNATION OF ALTERNATE SPECIALTIES:	DA Pam 351-4 Supply Management Officer Supply Staff Officer Civic Action Tactical Intelligence Staff Officer Combat Operations Specialist Nuclear and Chemical Target Analysis CBR Officer Pathfinder Motor Officer Air Transportability Planning	Commander Special Forces Unit Brigade Staff Officer Division Staff Officer Corps or higher Staff Officer MAAG and Mission Duty Recruiting Instructor Advisor Inspector General
CAPTAIN PHASE Continue development in Infantry Specialty and commence development in an alternate specialty.	Advanced Course	UNDERGRADUATE DEGREE PRDGRAM DCP (AR 621-1) 18 months or less Service Obligation: Three years for each year in school or portion thereof, but not more than four years. *TOP 5% PRGM FOR USMA & ROTC DMG (AR 621-1) Period of Study: 18 months Utilization: 3 years Service Obligation: Three years for each year in school or portion thereof, but not more than four years. *Effective with the class of 1978 the period of study will occur during fourth through tenth year.	Service Obligation: 3 years for each year in school or portion thereof, but not more than 4 years. Accounting ADP Area Studies Banking and Finance Business Administration Business, Economics Civil Engineering Comptroller Correctional Administration Criminology Corrections Economics, General Education, General Engineering, Aeronautical Engineering, Nuclear English Foreign Affairs History International Relations Journalism Management, Logistics Mathematics Personnel Management and Administration Police Science and Administration Political Science Procurement and Contract Management Psychology Statistics Each officer should have an undergraduate degree.	DA Pam 351-4 Infantry Mortar Platoon Motor Officer Tactical Intelligence Staff Officer Special Forces Officer (1 LT or above) CBR Officer Pathfinder Ranger Airborne Civic Action Motor Officer	Company Commander Battalion Staff Officer Brigade Staff Officer MAAG and Mission Duty Commander Special Forces Unit Recruiting Instructor Advisor Division Staff Officer
LIEUTENANT PHASE Commence development in Infantry specialty. Acquire basic military knowledge and maximum practical leadership experience.	Basic Course			AR 611-110 Initial Entry Rotary Wing	Company Executive Officer Platoon Leader Training Officer

* See paragraph 3-4.

Figure 31-1

PROFESSIONAL DEVELOPMENT GUIDE

INSTRUCTIONAL TECHNOLOGY AND MANAGEMENT SPECIALTY (28)

PHASES OF DEVELOPMENT (GRADE AND UTILIZATION INDEX)	PROFESSIONAL MILITARY EDUCATION	CIVIL EDUCATION		SPECIALTY EDUCATION (NOT ALL INCLUSIVE)	ASSIGNMENT OPPORTUNITIES (NOT ALL INCLUSIVE)	
		PROGRAMS	SPECIALTY DISCIPLINES AND COURSES			
COLONEL PHASE Utilize developed managerial, technical, and executive talents in either primary or alternate specialty.				Senior Commander's Orientation Senior Officer's Preventive Logistics Course DA Pam 351-4 Senior Officer's Legal Orientation DA Pam 351-4	Commander, Student Brigade Pictorial Unit Commander AVIT Officer, HODA Commander, Training Aids Management Agency Advisor Instructor Recruiting Inspector General	
LIEUTENANT COLONEL PHASE Continue professional development in both 28 and alternate specialty.	Army War College Air War College Industrial College of the Armed Forces National War College Navy War College British Royal College of Defense Studies Canadian National Defense College French E'cole Supérieure de Guerre Inter-American Defense College Army War College Corresponding Studies Course	COOPERATIVE DEGREE PROGRAM Prerequisites: Attendance at Command and General Staff College or Senior Service College, Discipline should support either this specialty or the alternate specialty. Normal Period of Study: Less than 6 months			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 Advisor Instructor Recruiting Inspector General	
MAJOR PHASE Continue professional development in both 28 and alternate specialty.	Army Command and General Staff College Air Command and Staff College Armed Forces Staff College College of Navy Command and Staff Marine Corps Command and Staff College School of the Americas Army Command and General Staff College Non-Resident Course	Service Obligation: 3 years Utilization Required: SSC/CGSC:none	ADVANCED PROGRAM DCP (AR 621-1) Period of Study: 18 months or less Utilization: 3 years ADPRID (AR 621-101) Period of Study: 15 months Utilization: 3 years ROTC Fully Funded (AR 621-1) Period of Study: 18 months Utilization: 3 years for each year in school or portion thereof, but not more than four years.	GRADUATE DISCIPLINES Production Motion Picture Instructional Technology	Senior Commander's Orientation Course TRADOC Msg 302208Z JAN 75 Senior Officer's Preventive Logistics Course DA Pam 351-4	Pictorial Officer, Army Motion Picture TV Director/Writer AVIT Officer, Service School, Training Center Staff/Faculty, Service School, USMA, ROTC Advisor Instructor Recruiting Inspector General
CAPTAIN PHASE Continued 28 development. Receive Alternate Specialty By The Eighth Year Of Commissioned Service.	Advanced Course	UNDER-GRADUATE PROGRAM DCP(AR 621-1) 18 months or less Service Obligation: Three years for each year in school or portion thereof, but not more than four years. *Top 5% PRGM for USMA & ROTC DMG (AR 621-1)	UNDERGRADUATE DISCIPLINES Undergraduate degree disciplines which generally support or complement specialty 28 are: Audio Visual Inst Technology Production Television Public Speaking Broadcasting Motion Picture Production Journalism General Education Commercial Art English SEE AR 145-1 FOR OTHER ACCEPTABLE DISCIPLINES	Selective TDY schooling with Civilian Institutions, 4-6 weeks in length, scheduled as needed.	Pictorial Unit Commander Company, Photography Detachment Broadcast Officer, Armed Forces Network Assistant AVIT Officer, Branch School Station Commander, Armed Forces Network Advisor Instructor Recruiting	
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.	Basic Course	Period of Study: 18 months Utilization: 3 years Service Obligation: Three years for each year in school or portion thereof, but not more than four years. * Effective with the class of 1978 the period of study will occur during fourth through tenth year.	Each officer should have an undergraduate degree.	Broadcast Officer Course DA Pam 351-4 4 weeks	Pictorial Unit Commander Detachment Commander Pictorial Unit Officer, Company Motion Picture TV Director/Writer, Detachment, Company Staff at Military Institution Troop Training Officer Instructor Recruiting	

* See paragraph 3-4.

Figure 32-1

PROFESSIONAL DEVELOPMENT GUIDE *LAW ENFORCEMENT* SPECIALTY (31)

PHASES OF DEVELOPMENT	PROFESSIONAL MILITARY EDUCATION	CIVIL EDUCATION		SPECIALTY * EDUCATION (NOT ALL INCLUSIVE)	ASSIGNMENT OPPORTUNITIES (NOT ALL INCLUSIVE)	
		PROGRAMS	SPECIALTY DISCIPLINES AND COURSES			
COLONEL PHASE Maximum utilization of officers' capabilities and developed managerial skills and executive talents in either Law Enforcement or other specialty.				MILITARY SKILLS Senior Commander Orientation ORSA Executive Course DOD 5010.16C Senior Officer Preventive Logistics DA PAM 351-4 LAW ENFORCEMENT SKILLS Security Management Course DA PAM 351-4 Criminal Investigator Log Mgmt Orientation Course DA PAM 351-4	Commander, Bde/Gp Deputy Commandant USAMPS Commandant, USDB Chief Law Enforcement Div, HO, DA Commander, USACIDC Region Advisor Instructor Recruiting Provost Marshal, Army	
LIEUTENANT COLONEL PHASE Continue development in Law Enforcement Specialty and other specialty.	Army War College Air War College Industrial College of the Armed Forces National War College Navy War College British Royal College of Defense Studies Canadian National Defense College French E'cole Supérieure de Guerre Inter-American Defense College Army War College Corresponding Studies Course	COOPERATIVE DEGREE PROGRAM Prerequisites: Attendance at Command and General Staff College or Senior Service College. Discipline should be alternate specialty. Normal period of study: Less than 6 months Utilization: SSC/CGSC:none Service Obligation: 3 years	ADVANCED PROGRAM DCP (AR 621-1) Period of Study: 18 months or less Utilization: 3 years ADPRID (AR 621-101) Period of Study: 15 months Utilization: 3 years ROTC Fully Funded (AR 621-1) Period of Study: 18 months Utilization: 3 years Service Obligation: Three years for each year in school or portion thereof, but not more than four years.	GRADUATE DISCIPLINES: Police Science/Administration Criminology/Corrections Education Social Science Business Admin Psychology Journalism Correctional Administration Operations Research	MILITARY SKILLS ORSA Executive Course DOD 5010.16C Senior Officer Preventive Logistics Senior Commander Orientation LAW ENFORCEMENT SKILLS Adv Invest Mgmt Crs Security Management Course DA PAM 351-4 Crim Invest Log Mgmt I Crim Invest Log Mgmt Orientation Course DA PAM 351-4	Battalion Commander PROVOST Marshal, Division Staff Officer, HQ, USACIDC Staff Officer, HO, OA Advisor Instructor Recruiting Provost Marshal
MAJOR PHASE Continue development in Law Enforcement Specialty while emphasizing development in an other specialty.	Army Command and General Staff College Air Command and Staff College Armed Forces Staff College College of Navy Command and Staff Marine Corps Command and Staff College School of the Americas Army Command and General Staff College Non-Resident Course				MILITARY SKILLS ADP Officer Course DA PAM 351-4 LAW ENFORCEMENT SKILLS Adv Invest Mgmt Crs Armed Forces Inst of Path OPMD FBI National Academy OPMD Security Management Course DA PAM 351-4 Crim Invest Log Mgmt Orientation Course DA PAM 351-4 Law Enforcement Alt Specialty Training (NRI)	Asst Correctional Officer, Staff Officer, HO, USACIDC XO, MP Battalion Advisor Instructor Recruiting Provost Marshal
CAPTAIN PHASE Continue development in Law Enforcement Specialty and commence development in an other specialty.	Advanced Course	UNOER-GRADUATE DEGREE PROGRAM DCP(AR 621-1) 18 months or less Service Obligation: Three years for each year in school or portion thereof, but not more than four years. *Top 5% PRGM for USMA & ROTC DMG (AR 621-1) Period of Study: 18 months Utilization: 3 years Service Obligation: Three years for each year in school or portion thereof, but not more than four years. *Effective with the class of 1978 the period of study will occur during fourth through tenth year.		DESIRED UNDERGRADUATE DISCIPLINES: Criminology Criminal Justice Police Science/Administration Corrections/Penology Public Administration Sociology Psychology Political Science Each officer should have an undergraduate degree.	MILITARY SKILLS Airborne Course DA Pam 351-4 Law Enforcement Alt Specialty Training (NRI) Recs Relations Institute OPMD ADP Officer Course OA Pam 351-4 LAW ENFORCEMENT SKILLS Traffic Institute OPMD Adv Invest Mgmt Crs Security Management Course DA Pam 351-4 Criminal Investigator Logistics Management Orientation Course DA Pam 351-4	Commander, MP Co. Ass't S3, MP BN MP Operations Officer Advisor Instructor Recruiting Provost Marshal
LIEUTENANT PHASE Commence development in Law Enforcement Specialty. Acquire basic knowledge and maximum practical leadership experience.	Basic Course					XO, MP Co PLT LDR, MP Co MP Investigations Officer Instructor Recruiting Provost Marshal

* See paragraph 3-4.

Figure 33-1

PROFESSIONAL DEVELOPMENT GUIDE *LOGISTICS SERVICES MANAGEMENT* SPECIALTY (93)

PHASES OF DEVELOPMENT	PROFESSIONAL MILITARY EDUCATION	CIVIL EDUCATION		SPECIALTY * EDUCATION (NOT ALL INCLUSIVE)	ASSIGNMENT OPPORTUNITIES (NOT ALL INCLUSIVE)	
		PROGRAMS	SPECIALTY DISCIPLINES AND COURSES			
COLDNEL PHASE Utilize developed managerial, technical, and executive talents in either primary or alternate specialty.				Senior Officer Legal Orientation Senior Officer Preventive Logistics Senior Commander Orientation	Director of Services, Major Command Director of Industrial Operations, Garrison AC of S Services, Major Command Staff Officer, DLA Regional Commander, PX System Commander, Defense Property Disposal Service	
LIEUTENANT CDLONEL PHASE Continue development in primary and alternate specialty while enhancing technical competence, leadership skills, and managerial expertise.	Army War College Air War College Industrial College of the Armed Forces National War College Navy War College British Royal College of Defense Studies Canadian National Defense College French E'cole Superieure de Guerre Inter-American Defense College Army War College Corresponding Studies Course	COOPERATIVE DEGREE PROGRAM PREREQUISITES: Attendance at Command and General Staff, Logistics Executive Development Course, or Senior Service College. Discipline will support either this specialty or the other specialty. Normal period of study: Less than 6 months immediately after completion of above courses, Utilization Required: SSC/CGSC: none LEDC/Florida Institute of Technology: 3 years UNDERGRADUATE DEGREE PROGRAM DCPIAR 621-1) 18 months or less Service Obligation: Three years for each year in school or portion thereof, but not more than four years. *TOP 5% PRGM FOR USMA & ROTC DMG (AR 621-1) Period of Study: 18 months Utilization: 3 years Service Obligation: Three years for each year in school or portion thereof, but not more than four years. *Effective with the class of 1978 the period of study will occur during fourth through tenth year.	ADVANCED PROGRAM DCP (AR 621-1) Period of Study: 18 months or less Utilization: 3 years ADPRID (AR 621-101) Period of Study: 15 months Utilization: 3 years ROTC Fully Funded (AR 621-1) Period of Study: 18 months Utilization: 3 years Training with Industry (AR 621-1) Period of Training: 1 year Utilization: 3 years Service Obligation: 3 years for each year in school or portion thereof, but not more than 4 years.	GRADUATE DISCIPLINES Industrial Management Logistics Management ADPS - Business Business Administration Commerce Marketing Merchandise Textile Engineering PARTIAL LISTING OF UNDERGRADUATE DEGREES FOR THIS AND OTHER COMPATIBLE SPECIALTIES. ADPS - Business Business Administration Comptroller Industrial Management Logistics Management Physical Anthropology Mortuary Science	Senior Officer Legal Orientation Senior Officer Preventive Logistics Senior Commander Orientation Defense Advanced Disposal Management Course ALMC Defense Disposal Executive Development Seminar (ALMC) Logistics Executive Development Course (ALMC) Army Installation Management Course ALMC Defense Property Disposal Operations ALMC Defense Inventory Management ALMC Logistics Executive Development Course ALMC Directorate of Industrial Operations Course ALMC Logistics Executive Development Course ALMC Army-Air Force Exchange Management Course (Dallas, Texas) Defense Property Disposal Operations Course ALMC Defense Metals Identification Course ALMC Supply Management Officer (Correspondence) Course 135 QM School Supply Management Officer QM School Logistics Management Development Course ALMC Army Housing Management * ALMC Army-Air Force Exchange Management Course (Dallas, Texas) Defense Property Disposal Operations Course ALMC	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 Staff Officer Defense Property Disposal Region (DPDR) 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 Property Surveillance Officer, DPDR Billeting Officer, Garrison Commander, S&S Company Commander Property Disposal Unit Accountable Officer (PDO) Exchange Officer Assistant Mortuary Officer Property Surveillance Officer DPDR Billeting Officer Supply Services Officer Laundry and Fumigation Officer
MAJDR PHASE Continue development in primary and alternate specialty while enhancing technical competence, leadership abilities and managerial skills.	Army Command and General Staff College Air Command and Staff College Armed Forces Staff College College of Navy Command and Staff Marine Corps Command and Staff College School of the Americas Army Command and General Staff College Non-Resident Course					
CAPTAIN PHASE Advance towards the attainment of specialty qualification objectives and begin developing skills in other specialty	Advanced Course					
LIEUTENANT PHASE Obtain basic understanding of the techniques and technical requirements of the specialty and develop leadership skills by serving in troop positions.	Basic Course					

* See paragraph 3-4.

Figure 34-1

PROFESSIONAL DEVELOPMENT GUIDE

MAINTENANCE MANAGEMENT SPECIALTY (91)

PHASES OF DEVELOPMENT	PROFESSIONAL MILITARY EDUCATION	CIVIL EDUCATION		SPECIALTY EDUCATION (NOT ALL INCLUSIVE)	ASSIGNMENT OPPORTUNITIES (NOT ALL INCLUSIVE)	
		PROGRAMS	SPECIALTY DISCIPLINES AND COURSES			
COLONEL PHASE				Senior Officer Legal Orientation Senior Officer Preventive Logistics Senior Commander Orientation Executive Management Seminars	AC of S, Maintenance Director of Maintenance Chief, Supply & Maintenance AC of S G-4 Chief, Logistics Assistance Office Advisor Instructor Support Group Commander Project Manager Commander, DISCOM Depot Commander	
LIEUTENANT COLONEL PHASE	Army War College Air War College Industrial College of the Armed Forces National War College Navy War College British Royal College of Defense Studies Canadian National Defense College French E'cole Supérieure de Guerre Inter-American Defense College Army War College Corresponding Studies Course	COOPERATIVE DEGREE PROGRAM PREREQUISITES: Attendance at Command and General Staff, Logistics Executive Development Course, or Senior Service College. Discipline will support either this specialty or the other specialty. Normal period of study: Less than 6 months immediately after completion of above courses. Utilization Required: SSC/CGSC none LEDC/Florida Institute of Technology 3 years UNDERGRADUATE DEGREE PROGRAM DCP (AR 621-1) 18 months or less Service Obligation: Three years for each year in school or portion thereof, but not more than four years. *TOP 5% PRGM FOR USMA & ROTC DMG (AR 621-1) Period of Study: 18 months Utilization: 3 years Service Obligation: Three years for each year in school or portion thereof, but not more than four years. *Effective with the class of 1978 the period of study will occur during fourth through tenth year.	ADVANCED PROGRAM DCP (AR 621-1) Period of Study: 18 months or less Utilization: 3 years ADPRID (AR 621-101) Period of Study: 15 months Utilization: 3 years ROTC Fully Funded (AR 621-1) Period of Study: 18 months Utilization: 3 years Training with Industry (AR 621-1) Period of Training: 1 year Utilization: 3 years Service Obligation 3 years for each year in school or portion thereof but not more than 4 years.	GRADUATE DISCIPLINES Business General ADPS Business Business Administration Comptrollership Industrial Management Logistics Management OR/SA (Bus.) Procurement & Contract Management Automotive Engineering Hydraulic Engineering Mechanical Engineering OR/SA Engineering Ordnance Engineering Production Design Engineering Structural Engineering Systems Engineering Industrial Engineering Engineering, Electrical PARTIAL LISTING OF UNDERGRADUATE DEGREES WHICH ASSIST IN QUALIFYING OFFICERS FOR THIS SPECIALTY AND OTHER COMPATIBLE SPECIALTIES ADPS -- Business Business Administration Industrial Management Logistics Management Operations Research/Systems Analysis Procurement & Contract Management Automotive Engineering Electrical Engineering Mechanical Engineering Ordnance Engineering Structural Engineering Metallurgy EACH OFFICER SHOULD HAVE AN UNDERGRADUATE DEGREE	Senior Commander Orientation Senior Officer Legal Orientation Senior Officer Preventive Logistics Logistics Executive Development Course Program Management Course Logistics Management Development Course Supply Management Officer Maintenance Management Army Depot Operations Defense Inventory Management	Battalion Commander Chief, Maintenance Policy and Programs Member, Maintenance Board Chief, MAIT Chief Operations Branch, Maintenance Directorate Instructor Chief, Equipment Branch Advisor Product Manager Maintenance Staff Officer Assistant G-4, Maintenance Materiel Readiness Staff Officer Chief, Maintenance Division Advisor Battalion Executive Officer Chief, Maintenance Management Branch Instructor Advisor Material Officer Maintenance Officer Company Commander Maintenance Test Officer Instructor Advisor Entry specialty assignments
MAJOR PHASE	Army Command and General Staff College Air Command and Staff College Armed Forces Staff College College of Navy Command and Staff Marine Corps Command and Staff College School of the Americas Army Command and General Staff College Non-Resident Course					
CAPTAIN PHASE	Advanced Course					
LIEUTENANT PHASE	Basic Course					

* See paragraph 3-4.

Figure 35-1

PROFESSIONAL DEVELOPMENT GUIDE *MARINE & TERMINAL SPECIALTY (87) OPERATIONS*

PHASES OF DEVELOPMENT	PROFESSIONAL MILITARY EDUCATION	CIVIL EDUCATION		SPECIALTY EDUCATION * (NOT ALL INCLUSIVE)	ASSIGNMENT OPPORTUNITIES (NOT ALL INCLUSIVE)	
		PROGRAMS	SPECIALTY DISCIPLINES AND COURSES			
COLONEL PHASE				Senior Officers Legal Orientation Senior Officers Preventive Logistics Senior Commanders Orientation	Commander, Military Ocean Terminal Commander, Transportation Command Logistics Plans & Operations Staff Officer Service School Department Head Advisor Instructor Director, MTMC Directorate	
LIEUTENANT COLONEL PHASE	Army War College Air War College Industrial College of the Armed Forces National War College Navy War College British Royal College of Defense Studies Canadian National Defense College French E'cole Supérieure de Guerre Inter-American Defense College Army War College Corresponding Studies Course	COOPERATIVE DEGREE PROGRAM PREREQUISITES: Attendance at Command and General Staff, Logistics Executive Development Course, or Senior Service College. Discipline will support either this specialty or the alternate specialty. Normal period of study: Less than 6 months immediately after completion of above courses. Utilization Required: SSC/CGSC-none LEDC/Florida Institute of Technology-3 years UNDERGRADUATE DEGREE PROGRAM DCP (AR 621-1) 18 months or less	ADVANCED PROGRAM DCP (AR 621-1) Period of Study: 18 months or less Utilization: 3 years ADPRD (AR 621-101) Period of Study: 15 months Utilization: 3 years ROTC Fully Funded (AR 621-1) Period of Study: 18 months Utilization: 3 years	Senior Commanders Orientation Senior Officers Legal Orientation Senior Officers Preventive Logistics Defense Advanced Traffic Management Advanced Contract Administration DOD 5010.16C Defense Advanced Preservation and Packaging Army Installation Management General Transportation of Regulated Items (MTMC-1) DOD 5010.16C Contract Administration DOD 5010.16C Defense Packing and Containerization	Battalion Commander Terminal Operations Officer Marine Transportation Officer Commander, Transportation Terminal Unit Inspector General G4 Staff Officer Recruiting Instructor Advisor	
MAJOR PHASE	Army Command and General Staff College Air Command and Staff College Armed Forces Staff College College of Navy Command and Staff Marine Corps Command and Staff College School of the Americas Army Command and General Staff College Non-Resident Course	Utilization Required: SSC/CGSC-none LEDC/Florida Institute of Technology-3 years UNDERGRADUATE DEGREE PROGRAM DCP (AR 621-1) 18 months or less	DCP (AR 621-1) Period of Study: 18 months or less Utilization: 3 years ADPRD (AR 621-101) Period of Study: 15 months Utilization: 3 years ROTC Fully Funded (AR 621-1) Period of Study: 18 months Utilization: 3 years	Transportation Management Advanced (Navy-A-8C-0012) DOD 5010.16C Logistics Executive Development ALMC Catalog Marine Terminal Management and Ocean Transportation Transportation and Storage of Hazardous Material	Port Operations Officer Executive Officer, Terminal Command ROTC Instructor Duty Advisor S-4 Staff Officer Instructor	
CAPTAIN PHASE	Advanced Course	Service Obligation: Three years for each year in school or portion thereof, but not more than four years. *TOP 5% PRGM FOR USMA & ROTC DMG (AR 621-1) Period of Study: 18 months Utilization: 3 years	Training with Industry (Marine Terminal/Container Industry) (AR 621-1) Period of Training: 1 year Utilization: 3 years Service Obligation: 3 years for each year in school or portion thereof but not more than 4 years.	GRADUATE DISCIPLINES Business, General Business Administration Logistics Management Transportation and Traffic Management Marine Engineering ADPS, Business Operations Research Analysis (Bus) PARTIAL LISTING OF UNDERGRADUATE DEGREES WHICH ASSIST IN QUALIFYING OFFICERS FOR THIS SPECIALTY AND COMPATIBLE SPECIALTIES Comptrollership ADPS - Business Transportation and Traffic Management Engineering, Mechanics EACH OFFICER SHOULD HAVE AN UNDERGRADUATE DEGREE	Warehouse Operations Management DOD 5010.16C Defense Vehicle Processing for Shipment and Storage Defense Packing of Dangerous Material for Transportation DOD 5010.16C Maintenance Management Physical Security Management Preparation of Freight for Air Shipment (AFSC 50134) DOD 5010.16C Cargo Operations (Correspondence) USATSCH Pam Air Transportability Planning Marine/Terminal Track of Transportation Officer Advanced Course Shiploading and Stowage (Navy) DOD 5010.16C	Company Commander Stevadore Operations Officer Pier Officer Assistant Terminal Operations Officer Terminal Operations Plans Officer Instructor Advisor
LIEUTENANT PHASE	Basic Course	Service Obligation: Three years for each year in school or portion thereof, but not more than four years. *Effective with the class of 1978 the period of study will occur during fourth through tenth year		Over, Short, and Damage Procedures (A-8C-0026) DOD 5010.16C	Stevadore Officer Pier Officer Platoon Leader Control Officer	

* See paragraph 3-4.

Figure 36-1

PROFESSIONAL DEVELOPMENT GUIDE *MISSILE MATERIEL MANAGEMENT* SPECIALTY (73)

PHASES OF DEVELOPMENT	PROFESSIONAL MILITARY EDUCATION	CIVIL EDUCATION		SPECIALTY EDUCATION (NOT ALL INCLUSIVE)	ASSIGNMENT OPPORTUNITIES (NOT ALL INCLUSIVE)
		PROGRAMS	SPECIALTY DISCIPLINES AND COURSES		
COLONEL PHASE Utilize developed managerial, technical, and executive talents in either primary or alternate specialty.				Senior Commander Orientation Senior Officer Legal Orientation Senior Officer Preventive Logistics Executive Management Seminars	Missile Systems Liaison Officer Chief, Missile Division, DCSDLG Director, Materiel Readiness Director, Product Assurance Director, Plans & Analysis Chief, DARCOM Field Office Advisor Instructor Project Manager Commander, DISCOM Arsenal Commander
LIEUTENANT COLONEL PHASE Continued development in primary and alternate specialty while enhancing technical competence, leadership skills, and managerial expertise.	Army War College Air War College Industrial College of the Armed Forces National War College Navy War College British Royal College of Defense Studies Canadian National Defense College French E'cole Supérieure de Guerre Inter-American Defense College Army War College Corresponding Studies Course	COOPERATIVE DEGREE PROGRAM PREREQUISITES: Attendance at Command and General Staff, Logistics Executive Development Course, or Senior Service College. Discipline will support either this specialty or the other specialty. Normal period of study: Less than 6 months immediately after completion of above courses. Utilization Required:		Senior Officer Preventive Logistics Senior Commander Orientation Senior Officer Legal Orientation Logistics Executive Development Course	Director, Maintenance, DARCOM Director, Materiel Management, DARCOM Missile Test Officer Inspector General Battalion Commander Advisor Instructor G-4 Staff Officer Product Manager
MAJOR PHASE Continued development in primary and alternate specialty while enhancing leadership abilities and managerial skills.	Army Command and General Staff College Air Command and Staff College Armed Forces Staff College College of Navy Command and Staff Marine Corps Command and Staff College School of the Americas Army Command and General Staff College Non-Resident Course	SSC/CGSC-none LEDC/Florida Institute of Technology-3 years 			

* See paragraph 3-4.

Figure 37-1

PROFESSIONAL DEVELOPMENT GUIDE *MUNITIONS MATERIEL MANAGEMENT* SPECIALTY (75)

PHASES OF DEVELOPMENT	PROFESSIONAL MILITARY EDUCATION	CIVIL EDUCATION		SPECIALTY * EDUCATION (NOT ALL INCLUSIVE)	ASSIGNMENT OPPORTUNITIES (NOT ALL INCLUSIVE)
		PROGRAMS	SPECIALTY DISCIPLINES AND COURSES		
COLONEL PHASE Utilize developed managerial, technical, and executive talents in either primary or alternate specialty.				Senior Commander Orientation Senior Officer Legal Orientation Senior Officer Preventive Logistics Executive Management Seminars	Director of Ammunition, OCSLOG Plans and Analysis Officer, DARCOM Director, Supply and Maintenance Advisor Inspector General Instructor Project Manager Commander, OISCOM Arsenal Commander
LIEUTENANT COLONEL PHASE Continue development in primary and alternate specialty while enhancing technical competence, leadership skills, and managerial expertise.	Army War College Air War College Industrial College of the Armed Forces National War College Navy War College British Royal College of Defense Studies Canadian National Defense College French E'cole Supérieure de Guerre Inter-American Defense College Army War College Corresponding Studies Course	COOPERATIVE DEGREE PROGRAM PREREQUISITES: Attendance at Command and General Staff, Logistics Executive Development Course, or Senior Service College. Discipline will support either this specialty or the other specialty. Normal period of study: Less than 6 months immediately after completion of above courses. Utilization Required:	ADVANCED PROGRAM DCP (AR 621-1) Period of Study: 18 months or less Utilization: 3 years ADPRID (AR 621-101) Period of Study: 15 months Utilization: 3 years ROTC Fully Funded (AR 621-1) Period of Study: 18 months Utilization: 3 years Training with Industry (AR 621-1) Period of Training: 1 year Utilization: 3 years Service Obligation: 3 years for each year in school or portion thereof, but not more than 4 years.	GRADUATE DISCIPLINES Business, General Business Administration Industrial Management Logistics Management OR/SA Procurement & Contract Management ADPS Engineering Engineering, Chemical Explosive Engineering Industrial Engineering Mechanical Engineering Nuclear Engineering Nuclear Effects Engineering OR/SA Engineering Ordnance Engineering Production Design Engineering Structural Engineering Systems Engineering Ballistics Mathematics Metallurgy General Physics Engineering, General Engineering, Mechanics Guided Missiles Physics, Nuclear PARTIAL LISTING OF UNDERGRADUATE DEGREES WHICH ASSIST IN QUALIFYING OFFICERS FOR THIS SPECIALTY AND COMPATIBLE SPECIALTIES. Industrial Management Logistics Management Operations Research/Systems Analysis Procurement & Contract Management Explosive Engineering Nuclear Effects Engineering Ordnance Engineering Production Design Engineering Structural Engineering Ballistics Mathematics Metallurgy	Senior Commander Orientation Senior Officer Legal Orientation Logistics Executive Development Course Senior Officer Preventive Logistics

* See paragraph 3-4.

Figure 38-1

PROFESSIONAL DEVELOPMENT GUIDE *OPERATIONS & FORCE SPECIALTY (54)* DEVELOPMENT

PHASES OF DEVELOPMENT	PROFESSIONAL MILITARY EDUCATION	CIVIL EDUCATION		SPECIALTY * EDUCATION (NOT ALL INCLUSIVE)	ASSIGNMENT OPPORTUNITIES (NOT ALL INCLUSIVE)
		PROGRAMS	SPECIALTY DISCIPLINES AND COURSES		
COLONEL PHASE				For Selected Officers, Usually in the Grade of O6 - Senior Fellow Programs Consisting of: Brookings Institution Federal Executive Fellowship Military Fellowship Program at the Council on Foreign Relations Department of State Senior Seminars in Foreign Policy Advance Management Program	HQDA, JCS, OSD Division Chief Service School Dept. Head
LIEUTENANT COLONEL PHASE	Army War College Air War College Industrial College of the Armed Forces National War College Navy War College British Royal College of Defense Studies Canadian National Defense College French E'cole Supérieure de Guerre Inter-American Defense College Army War College Non-Corresponding Studies Course	COOPERATIVE DEGREE PROGRAM (AR 621-1) Prerequisites: Attendance at Command and General Staff College or Senior Service College. Maximum Period of study: Less than Six months Service Obligation: Three years Utilization Required: SSC/CGSC: none	GRADUATE DISCIPLINES International Relations Economics ORSA Engineering, Business ADPS Engineering Management, General	Courses supportive of the Operations and Force Development specialty (See DA Pamphlet No. 351-4 for details): Operations Research Appreciation (Joint) Quantitative Decision Making (Joint)	Staff Officer, HQDA, JCS, FORSCOM, TRADOC
MAJOR PHASE	Army Command and General Staff College Air Command and Staff College Armed Forces Staff College College of Navy Command and Staff Marine Corps Command and Staff College School of the Americas Army Command and General Staff College Non-Resident Course	ADVANCED PROGRAM DCP (AR 621-1) Period of Study: 18 months or less Utilization: 3 years. ADPRID (AR 621-101) Period of Study: 15 months Utilization: 3 years ROTC Fully Funded (AR 621-1) Period of Study: 18 months Utilization: 3 years Service Obligation: 3 years for each year in school or portion thereof, but not more than 4 years.	UNDERGRADUATE DISCIPLINES The following undergraduate disciplines are supportive of the Operations and Force Development Specialty. Business, General General Economics Foreign Affairs Geopolitics Civil Government General History International Relations Political Science History, General Sociology Social Science, General Management, General Each officer should have an undergraduate degree.		Corps or higher Staff Officer Service School Instructor Reserve or National Guard Advisor
CAPTAIN PHASE	Advanced Course	UNDERGRADUATE DEGREE PROGRAM DCP (AR 621-1) 18 months or less Service Obligation: Three years for each year in school or portion thereof, but not more than four years.	*TDP 5% PRGM FOR USMA & ROTC DMG (AR 621-1) Period of Study: 18 months Utilization: 3 years Service Obligation: Three years for each year in school or portion thereof, but not more than four years. *Effective with the class of 1978 the period of study will occur during fourth through tenth year.	Air Transportability Planning Army Installation Management Army Safety Program Management Army Test & Evaluation Orientation Civil Action Civil Defense Management Civil Defense Planning and Operations Combat Operations Combat Operations Specialist	
LIEUTENANT PHASE	Basic Course				

* See paragraph 3-4.

Figure 39-1

PROFESSIONAL DEVELOPMENT GUIDE *OPERATIONS RESEARCH AND SYSTEMS ANALYSIS* **SPECIALTY (49)**

PHASES OF DEVELOPMENT	PROFESSIONAL MILITARY EDUCATION	CIVIL EDUCATION		SPECIALTY EDUCATION (NOT ALL INCLUSIVE)	ASSIGNMENT OPPORTUNITIES (NOT ALL INCLUSIVE)	
		PROGRAMS	SPECIALTY DISCIPLINES AND COURSES			
COLONEL PHASE				Courses supportive of the Operations Research and Systems Analysis Specialty (See DA PAM 351-4 for details: Top Management Seminar Reliability Program Management (Joint)	Chief, Analysis Division of HQDA, JCS, OSD Staff or Agencies Service School Department Head Chief, Analysis Agancias TRADOC	
LIEUTENANT COLONEL PHASE	Army War College Air War College Industrial College of the Armed Forces National War College Navy War College British Royal College of Defense Studies Canadian National Defense College French E'cole Supérieure de Guerre Inter-American Defense College Army War College Corresponding Studies Course	COOPERATIVE DEGREE PROGRAM (AR 621-1) Prerequisites: Attendance at Command and General Staff College or Senior Service College. Maximum Period of study: Less than 6 months Service Obligation: Three years Utilization Required: SSC/CGSC-none	ADVANCED PROGRAM DCP (AR 621-1) Period of Study: 18 months or less Utilization: 3 years. ADPRID (AR 621-101) Period of Study: 15 months Utilization: 3 years ROTC Fully Funded (AR 621-1) Period of Study: 18 months Utilization: 3 years Service Obligation: 3 years for each year in school or portion thereof, but not more than 4 years.	GRADUATE DEGREE DISCIPLINES: Operations Research (Business) Operations Research (Engineering) Systems Engineering Engineering ADPS Mathematics Statistics UNDERGRADUATE DEGREE DISCIPLINES WHICH ASSIST IN QUALIFYING OFFICERS FOR ENTRY INTO ORSA SPECIALTY ARE: ADPS — Business Business Administration Business Economics Industrial Management Operations Research Analyst (Bus.) Personnel Management Administration ADPS — Engineering Industrial Engineering Operations Research Analyst (Eng.) Physics, General Mathematics, General Statistics Economics, General Each officer should have an undergraduate degree.	See DA PAM 351-4 for details of the following courses: ORSA Executive Course Probabilistic Methods in Operations Research Decision Risk Analysis Course Advanced Decision Risk Analysis Course Cost Analysis for Decision Making Economic Analysis for Decision Making ORSA Executive Course Seminar for Middle Managers (Joint) Probabilistic Methods in Operations Decision Risk Analysis Course Decision Risk Analysis for Logisticians Course Advanced Decision Risk Analysis Course Cost Analysis for Decision Making Economic Analysis for Decision Making PERT/Cost Mathematical Programming Probabilistic Methods in Operations Research Cost Estimating for Engineers Operations Research Appreciation ORSA Military Application Course	Service School Instructor ORSA Staff Officer with HODA, JCS or DOD Staffs or agencies. ORSA Staff Officer with TRADOC <

*** See paragraph 3-4.**

Figure 40-1

PERSONNEL ADMINISTRATION AND ADMINISTRATIVE MANAGEMENT

PROFESSIONAL DEVELOPMENT GUIDE SPECIALTY (42)

PHASES OF DEVELOPMENT	PROFESSIONAL MILITARY EDUCATION	CIVIL EDUCATION		SPECIALTY EDUCATION (NOT ALL INCLUSIVE)	ASSIGNMENT OPPORTUNITIES (NOT ALL INCLUSIVE)	
		PROGRAMS	SPECIALTY DISCIPLINES AND COURSES			
COLONEL PHASE Maximum utilization of capabilities in Personnel Administration. Full utilization of developed managerial skills and executive talents to meet needs of service.					Corps MACOM Adjutant General ** Service School Department Director TAGCEN Director HODA Division Chief ** Director of Personnel and Community Affairs/Activities ** Administration, Staff Officer, Major Command, HODA, JCS Inspector General, Major Command Reserve Component Advisor **	
LIEUTENANT COLONEL PHASE Continue professional development in both Personnel Administration and alternate specialty.	Army War College Air War College Industrial College of the Armed Forces National War College Navy War College British Royal College of Defense Studies Canadian National Defense College French E'cole Superieure de Guerre Inter-American Defense College Army War College Corresponding Studies Course	COOPERATIVE DEGREE PROGRAM Prerequisites: Attendance at Command and General Staff College or Senior Service College. Discipline should be in the Personnel Administration specialty Normal Period of Study: Less than 6 months			Director of Personnel and Community Affairs/Activities ** Commander, P&A Battalion ** Service School Department Director Commander, Army Courier Service Personnel/Administration Combat Development Staff Officer ** Personnel Staff Officer, Major Command, HQDA, JCS ** Administration Staff Officer, Major Command, HODA Recreation Services Officer, Major Command Inspector General Reserve Component Advisor **	
MAJOR PHASE Continue professional development in Personnel Administration while emphasizing professional development in alternate specialty.	Army Command and General Staff College Air Command and Staff College Armed Forces Staff College College of Navy Command and Staff Marine Corps Command and Staff College School of the Americas Army Command and General Staff College Non-Resident Course	Service Obligation: 3 years Utilization Required: SSC/CGSC: none	ADVANCED PROGRAM DCP (AR 621-1) Period of Study: 18 months or less Utilization: 3 years. ADPRID (AR 621-101) Period of Study: 15 months Utilization: 3 years ROTC Fully Funded (AR 621-1) Period of Study: 18 months Utilization: 3 years UNDERGRADUATE DEGREE PROGRAM DCP (AR 621-1) 18 months or less Utilization: None Service Obligation: Three years for each year in school or portion thereof, but not more than four years.	GRADUATE DISCIPLINES Personnel Administration Personnel Management General Business General Management Personnel Management Administration Business Administration Physical Education Public Administration Music Education ADPS - Business UNDERGRADUATE DISCIPLINES Personnel Administration Personnel Management General Business General Management Personnel Management Administration Business Administration Physical Education Public Administration Music Education ADPS - Business Applied Psychology Social Psychology Organizational Development	Personnel Management Officer Course Military Personnel Officer Course Postal Operations Course SIDPERS Management Course There are numerous correspondence courses available from the U.S. Army Institute of Administration, Fort Benjamin Harrison, Indiana, which support the Personnel Administration and Administrative Management specialty.	Commander, Army Courier Station Personnel Staff Officer, Major Command, HODA, JCS Administration Staff Officer, Major Command, Division, Installation Recreation Services Officer, Major Command, Division, Installation Postal Staff Officer, Major Command, Division or Installation Reserve Component Advisor Deputy Inspector General Secretary General Staff Instructor (Service School) Personnel Services Officer Personnel Staff Officer Postal Officer Commander, Replacement Detachment Commander, Adjutant General Company Recreation Services Officer Commander, Army Courier Station Reserve Component Advisor Chief, Administrative Services Branch, Division, Installation Instructor (Service School)
CAPTAIN PHASE Continue professional development in Personnel Administration specialty and command development in alternate specialty.	Advanced Course				Personnel Services Officer Personnel Staff Officer Postal Officer Commander, Replacement Detachment Commander, Adjutant General Company Recreation Services Officer Commander, Army Courier Station Reserve Component Advisor Chief, Administrative Services Branch, Division, Installation Instructor (Service School)	
LIEUTENANT PHASE Prepare officers for first duty assignment in Personnel Administration. Attain maximum practical experience in leadership and personnel functions.	Basic Course	*TOP 5% PRGM FOR USMA & ROTC DMG (AR 621-1) Period of Study: 18 months Utilization: 3 years Service Obligation: Three years for each year in school or portion thereof, but not more than four years. *Effective with the class of 1978 the period of study will occur during fourth through tenth year.	Each officer should have an undergraduate degree.		Personnel Actions Officer Postal Officer Recreation Services Officer Processing Officer, Armed Forces Examining and Entrance Station Administrative Staff Officer Classified Documents Control Officer Installation Adjutant	

* See paragraph 3-4.

** Dual coded positions.

PROFESSIONAL DEVELOPMENT GUIDE

PERSONNEL
MANAGEMENT

SPECIALTY (41)

PHASES OF DEVELOPMENT	PROFESSIONAL MILITARY EDUCATION	CIVIL EDUCATION		SPECIALTY * EDUCATION (NOT ALL INCLUSIVE)	ASSIGNMENT OPPORTUNITIES (NOT ALL INCLUSIVE)
		PROGRAMS	SPECIALTY DISCIPLINES AND COURSES		
COLONEL PHASE Maximum utilization of capabilities in Personnel Management. Full utilization of developed managerial skills and executive talents in either primary or alternate specialty to meet the needs of the Army.				Personnel Management Seminars	HQDA Division Chief ** Department Director-Service School Personnel Management Officer Inspector General, Major Command Director, Personnel & Administration ** AG Readiness Coordinator ** Adjutant General, Major Command ** J-1, DCSPER, Director Personnel **
LIEUTENANT COLONEL PHASE Continued professional development in Personnel Management and alternate specialty.	Army War College Air War College Industrial College of the Armed Forces National War College Navy War College British Royal College of Defense Studies Canadian National Defense College French E'cole Supérieure de Guerre Inter-American Defense College Army War College Corresponding Studies Course	COOPERATIVE DEGREE PROGRAM Discipline should be in Personnel Management specialty related area (see Spec Discp and Courses) Normal period of study: Less than 6 months Service Obligation: 3 years Normal period of study: Six months immediately after completion of above courses. Utilization Required: None		Personnel Management Officer Course Military Personnel Officer Course Race Relations and Equal Opportunity Staff/Instructor Course Race Relations and Equal Opportunity Staff/Instructor Course Army Phase II Alcohol and Drug Abuse Team Training Drug and Alcohol Rehabilitation Training Organizational Effectiveness Staff Officer Course	Recruiting District Commander Personnel Management Officer ACofS, G-1/ACSPER ** Adjutant General ** Personnel Staff Officer ** Labor Relations/Management Officer Organizational Effectiveness Staff Officer
MAJOR PHASE Continued professional development in entry specialty while emphasizing development in the Personnel Management specialty.	Army Command and General Staff College Air Command and Staff College Armed Forces Staff College College of Navy Command and Staff Marine Corps Command and Staff College School of the Americas Army Command and General Staff College Non-Resident Course	Prerequisites: Attendance at C&GSC or Senior Service College Utilization Required: SSC/CGSC: none	ADVANCED PROGRAM DCP (AR 621-1) Period of Study: 18 months or less Utilization: 3 years ADPRID (AR 621-101) Period of Study: 15 months Utilization: 3 years ROTC Fully Funded (AR 621-1) Period of Study: 18 months Utilization: 3 years Service Obligation: Three years for each year in school or portion thereof, but not more than four years.	There are numerous correspondence courses available from the U.S. Army Institute for Administration, Fort Benjamin Harrison, Indiana, which support the Personnel Management specialty. A partial listing of the graduate courses which support the Personnel Management specialty include:	Manpower Analyst Personnel Management Officer Chief, Administration Team, Readiness Group Commander, Personnel Services Company Chief, Personnel Services Division Instructor (Service School)
CAPTAIN PHASE Continued professional development in entry specialty and commence development in Personnel Management specialty.	Advanced Course	UNDER-GRADUATE DEGREE PROGRAM DCP(AR 621-1) 18 months or less Service Obligation: Three years for each year in school or portion thereof, but not more than four years. *Top 5% PRGM for USMA & ROTC DMG (AR 621-1)		Management By Objectives Applied Management Concepts Counseling Communication Analysis Drug and Alcohol Abuse Group Dynamics Effective Decisions Human Behavior in Organizations Race Relations Managing Time Human Relations Managerial Psychology Management Planning and Controlling	S-1 Reserve Component Advisor Recruiting/Induction Officer Reenlistment Officer Personnel Officer Personnel Management Officer Commander, Personnel Services Company Instructor (Service School)
LIEUTENANT PHASE Commence professional development in entry specialty. Acquire basic military skills and knowledge.	Basic Course	Period of Study: 18 months Utilization: 3 years Service Obligation: Three years for each year in school or portion thereof, but not more than four years. *Effective with the class of 1978 the period of study will occur during fourth through tenth year.		UNDERGRADUATE DISCIPLINES Personnel Management Personnel Administration Personnel Management Administration Business Administration General Management General Business ADPS - Business Public Administration Human Resources Management Organizational Development Industrial Management Social Psychology General Psychology Statistics Mathematics General Education English Grammar and Composition Banking and Finance Economics Each officer should have an undergraduate degree.	Battalion S-1 Personnel Management Officer, Installation or Division Race Relations, Equal Opportunity Officer

* See paragraph 3-4.

** Dual coded positions.

Figure 42-1

PROFESSIONAL DEVELOPMENT GUIDE

PETROLEUM
MANAGEMENT

SPECIALTY (81)

PHASES OF DEVELOPMENT	PROFESSIONAL MILITARY EDUCATION	CIVIL EDUCATION		SPECIALTY * EDUCATION (NOT ALL INCLUSIVE)	ASSIGNMENT OPPORTUNITIES (NOT ALL INCLUSIVE)	
		PROGRAMS	SPECIALTY DISCIPLINES AND COURSES			
COLONEL PHASE				Sanior Officer Legal Orientation Sanior Officer Preventive Logistics Sanior Commander Orientation	Director, Supply Operations Directorate, DFSC Chief, Army Energy Office, HQDA Deputy Commander, Defense Fuel Supply Center (DFSC) Commander, Overseas Fuel Region, DFSC Director, Petroleum and Field Services Dept QM School Director, Petroleum Management Center, Europe Commander, Defense Fuel Region Europe, DFSC	
LIEUTENANT COLONEL PHASE	Army War College Air War College Industrial College of the Armed Forces National War College Navy War College British Royal College of Defense Studies Canadian National Defense College French E'cole Superieure de Guerre Inter-American Defense College Army War College Corresponding Studies Course	COOPERATIVE DEGREE PROGRAM PREREQUISITES: Attendance at Command and General Staff, Logistics Executive Development Course, or Senior Service College. Discipline will support either this specialty or the other specialty. Normal period of study: Less than 6 months immediately after completion of above courses.		Sanior Officer Legal Orientation Sanior Officer Praventiva Logistics Sanior Commander Orientation Logistics Executive Development Course ALMC	Commander, Dafanse Fuel Region, CONUS Chief, Overseas Fuel Division Petroleum Staff Officer, DLA Major Command, Joint Command Commander, Petrl Sup or Opns Bn ROTC Instructor Inspector General Advisor Petroleum Staff Officer Army Energy Office, DA Joint Petroleum Officer, Unified Command	
MAJOR PHASE	Army Command and General Staff College Air Command and Staff College Armed Forces Staff College College of Navy Command and Staff Marine Corps Command and Staff College School of the Americas Army Command and General Staff College Non-Resident Course	Utilization Required: SSC/CGS: none LEDC/Florida Institute of Technology : 3 years	ADVANCED PROGRAM DCP (AR 621-1) Period of Study: 18 months or less Utilization: 3 years ADPRID (AR 621-101) Period of Study: 15 months Utilization: 3 years ROTC Fully Funded (AR 621-1) Period of Study: 18 months Utilization: 3 years Training with Industry (AR 621-1) Period of Training: 1 year Utilization: 3 years Service Obligation: 3 years for each year in school or portion thereof but not more than 4 years.	GRADUATE DISCIPLINES Logistics Management Fuel Technology Petroleum Engineering Industrial Management Procurement & Contract Mgt Energy Resource Mgt PARTIAL LISTING OF UNDERGRADUATE DEGREES WHICH ASSIST IN QUALIFYING OFFICERS FOR THIS SPECIALTY AND OTHER COMPATIBLE SPECIALTIES. ADPS - Business Fuel Technology Petroleum Engineering Logistics Management Industrial Management Procurement & Contract Management Energy Resource Management EACH OFFICER SHOULD HAVE AN UNDERGRADUATE DEGREE	Defense Inventory Management ALMC Logistics Executive Development ALMC Advanced Course Petroleum Management Track QM School Logistics Management Development Course ALMC Petroleum Quality Assurance Representatives Course QM School Logistics Executive Development Course ALMC Army Depot Operations Management ALMC Defense Inventory Management ALMC	Chief Defense Fuel Quality Assurance Office, Middle East (DFSC) Executive Officer, Petroleum Battalion Petroleum Advisor Petroleum Requirements Officer Major Command Petroleum Staff Officer, Major Command ROTC Instructor Advisor Service School Instructor Distribution and Storage Officer, Major Command
CAPTAIN PHASE	Advanced Course	UNDERGRADUATE DEGREE PROGRAM DCP(AR 621-1) 18 months or less Service Obligation: Three years for each year in school or portion thereof, but not more than four years. *TOP 5% PRGM FOR USMA & ROTC DMG (AR 621-1)			Petroleum Stock Control Officer Petroleum Surveillance Officer OPNS Officer, Petroleum Depot Petroleum Staff Officer, POL Division, Major Command Commander, Petroleum Company Instructor, QM School Quality Assurance Officer, Middle East (DFSC)	
LIEUTENANT PHASE	Basic Course	Period of Study: 18 months Utilization: 3 years Service Obligation: Three years for each year in school or portion thereof, but not more than four years. *Effective with the class of 1978 the period of study will occur during fourth through tenth year.		Basic Course Petroleum Management Track QM School	Distribution Officer, Tank Farm Inventory Control Officer Storage Officer, Petroleum Battalion Petroleum Officer, Division Supply Officer Petroleum Platoon Ldr, Petroleum Bn Quality Assurance Officer, Middle East (DFSC)	

* See paragraph 3-4.

Figure 43-1

PROFESSIONAL DEVELOPMENT GUIDE *PROCUREMENT* SPECIALTY (97)

PHASES OF DEVELOPMENT	PROFESSIONAL MILITARY EDUCATION	CIVIL EDUCATION		SPECIALTY EDUCATION (NOT ALL INCLUSIVE)	ASSIGNMENT OPPORTUNITIES (NOT ALL INCLUSIVE)
		PROGRAMS	SPECIALTY DISCIPLINES AND COURSES		
COLONEL PHASE Utilize developed managerial, technical, and executive talents in either primary or alternate specialty.				Senior Officers Legal Orientation Senior Officer Preventive Logistics Senior Commanders Orientation	Commander, OCASR Director of Procurement, OARCOM Commands Director for Procurement Policy, OSO Commander, Army Procurement Agency Chief, Procurement Division, DLA Director, Procurement and Production Supply Centers, OLA
LIEUTENANT COLONEL PHASE Continue development in primary and alternate specialty while enhancing technical competence, leadership skills, and managerial expertise.	Army War College Air War College Industrial College of the Armed Forces National War College Navy War College British Royal College of Defense Studies Canadian National Defense College French E'cole Supérieure de Guerre Inter-American Defense College Army War College Corresponding Studies Course	COOPERATIVE DEGREE PROGRAM PREREQUISITES: Attendance at Command and General Staff, Logistics Executive Development Course, or Senior Service College. Discipline will support either this specialty or the other specialty. Normal period of study: Less than 6 months immediately after completion of above courses. Utilization Required: SSC/CGSC: none LEDC/Florida Institute of Technology: 3 years	GRADUATE DISCIPLINES Purchasing and Contracting Comptroller Industrial Management Business Administration Logistics Management Procurement & Contracting Management Business, General Industrial Engineering	Senior Commanders Orientation Program Management Logistics Executive Development ALMC Defense Procurement Executive Seminar ALMC Senior Officers Legal Orientation Senior Officers Preventive Logistics	Commander, OCASD Chief, Procurement Division, FORSCOM or TRADOC Chief, Systems Branch, DLA Procurement Staff Officer, HODA Production Officer Commander, Army Procurement Agency Chief of Procurement or Production Division, DARCOM Chief, Contract Administration Division, DCASMS DA Systems Coordinator
MAJOR PHASE Continue development in primary and alternate specialty while enhancing technical competence, leadership abilities and managerial skills.	Army Command and General Staff College Air Command and Staff College Armed Forces Staff College College of Navy Command and Staff Marine Corps Command and Staff College School of the Americas Army Command and General Staff College Non-Resident Course	Undergraduate Degree Program DCP (AR 621-1): 18 months or less SSC/CGSC: none LEDC/Florida Institute of Technology: 3 years Undergraduate Degree Program DCP (AR 621-1): 18 months or less Service Obligation: Three years for each year in school or portion thereof, but not more than four years. *TOP 5% PRGM FOR USMA & ROTC DMG (AR 621-1) Period of Study: 18 months Utilization: 3 years Service Obligation: Three years for each year in school or portion thereof, but not more than four years.	ADVANCED PROGRAM DCP (AR 621-1) Period of Study: 18 months or less Utilization: 3 years ADPRID (AR 621-101) Period of Study: 15 months Utilization: 3 years ROTC Fully Funded (AR 621-1) Period of Study: 18 months Utilization: 3 years Training with Industry (AR 621-1) Period of Training: 1 year Utilization: 3 years Service Obligation: 3 years for each year in school or portion thereof but not more than 4 years.	Defense Advanced Procurement Management ALMC Defense Procurement Executive Seminar Defense Contract Negotiation Workshop Defense Cost and Price Analysis Logistics Executive Development Course ALMC	Procurement Officer, HQDA Purchasing and Contracting Officer, Posts Procurement Control and Production Officer, DARCOM Commands Procurement Management Staff Officer, DLA Contract Administrator, DLA Procurement of Contracting Officer in DARCOM or DLA Contracting Officer Defense Personnel Support Center DA Systems Coordinator
CAPTAIN PHASE Advance towards the attainment of specialty qualification objectives and begin developing skills in another specialty.	Advanced Course	DCP (AR 621-1): 18 months or less Service Obligation: Three years for each year in school or portion thereof, but not more than four years. *TOP 5% PRGM FOR USMA & ROTC DMG (AR 621-1) Period of Study: 18 months Utilization: 3 years Service Obligation: Three years for each year in school or portion thereof, but not more than four years.	ADPS - Business Business Administration Business, Economics Industrial Management Engineering Purchasing and Contracting	Defense Cost and Price Analysis Advanced Course Procurement Track OM School and ALMC Logistics Executive Development Course ALMC Defense Specification Management ALMC Management of the Quality Function Cost Analysis for Decision Making ALMC Defense Procurement Management ALMC Logistics Management Development ALMC	Purchasing Officer Contracting Officer Procurement Officer, Supply Centers, DLA Cost and Price Analyst Contract Administrator/Production Officers, DCASMA
LIEUTENANT PHASE Obtain basic understanding of the techniques and technical requirements of this specialty and develop leadership skills by serving in troop positions.	Basic Course	Service Obligation: Three years for each year in school or portion thereof, but not more than four years.	EACH OFFICER SHOULD HAVE AN UNDERGRADUATE DEGREE	Defense Procurement Management ALMC	Procurement Officer

*** See paragraph 3-4.**

Figure 44-1

PROFESSIONAL DEVELOPMENT GUIDE

PUBLIC
AFFAIRS

SPECIALTY (46)

PHASES OF DEVELOPMENT	PROFESSIONAL MILITARY EDUCATION	CIVIL EDUCATION		SPECIALTY * EDUCATION (NOT ALL INCLUSIVE)	ASSIGNMENT OPPORTUNITIES (NOT ALL INCLUSIVE)
		PROGRAMS	SPECIALTY DISCIPLINES AND COURSES		
COLONEL PHASE Maximum utilization of capabilities in Public Affairs and other specialty. Full utilization of developed managerial skills and executive talents to meet needs of the service.				DA Pam 351-4 Senior Legal Orientation Top Management Seminar New Organization Concepts for Top Management	Chief, Public Affairs for MACOM, Field Army, Combined or Joint Command Director, Office of Assistant Secretary of Defense (PA) Division Chief, Office Chief of Public Affairs, HQDA Editor, Stars & Stripes Commander, American Forces Radio & TV Service (Los Angeles)
LIEUTENANT COLONEL PHASE Continue professional development in Public Affairs and other specialty.	Army War College Air War College Industrial College of the Armed Forces National War College Navy War College British Royal College of Defense Studies Canadian National Defense College French E'cole Supérieure de Guerre Inter-American Defense College Army War College Corresponding Studies Course	CODPERATIVE DEGREE PROGRAM Prerequisites: Attendance at SSC and CGSC or equivalent schools offering the program. Disciplines: May be prescribed by school within existing latitude concentration at the CGSC level should be on developing information skills. Concentration on political-military topics at SSC level. Normal Period of Study: Less than 6 months Service Obligation: 3 years Utilization Required: SSC/CGSC-none		DA Pam 351-4 Security Assistance Management Orientation Personnel Management for Executives Organization Planning (Joint)	Public Affairs Officer of Corps, Installation, or Joint Command Deputy Public Affairs Officer Branch Chief Staff Officer Editor Instructor Advisor Writer
MAJOR PHASE Continue professional development in Public Affairs and other specialty.	Army Command and General Staff College Air Command and Staff College Armed Forces Staff College College of Navy Command and Staff Marine Corps Command and Staff College School of the Americas Army Command and General Staff College Non-Resident Course	ADVANCED PROGRAM DCP (AR 621-1) Period of Study: 18 months or less Utilization: 3 years ADPRID (AR 621-101) Period of Study: 15 months Utilization: 3 years RDTC Fully Funded (AR 621-1) Period of Study: 18 months Utilization: 3 years Service Obligation 3 years for each year in school or portion thereof, but not more than 4 years.	GRADUATE DISCIPLINES Public Affairs specialty positions are currently validated for Master's Degrees in the following Disciplines: Journalism Communication Sciences Motion Picture Production Educational Audio Visual Aids SUGGESTED COURSES: (Graduate and Undergraduate) Reporting Public Affairs Editorial Writing Advanced Reporting Newspaper Editorial Management History of Journalism Press Rights and Responsibilities Magazine Editing and Publishing Press in Democratic Societies Mass Media and Their Audiences Government and Mass Communications Principles of Public Relations Community Newspapers Newspaper Publishing Mass Media and Public Opinion Law of Mass Communication Press Theory Business Magazine and House Publications Photojournalism Radio/Television News TV News Reporting and Analysis Documentary and Public Affairs Broadcasting Promotional Campaigns UNDERGRADUATE DISCIPLINES Each officer selected for specialty membership should possess an undergraduate degree in the arts, humanities or sciences, preferably comm science, journalism, radio/television, public relations, advertising, motion picture production, photography, public speaking or educational audio visual aids.	DA Pam 351-4 Combat Operations Specialist Joint Intelligence Operations Cost Analysis for Decision Making Civ Action Operations Research Appreciation Civil Defense Management Financial Management for Managers Public Affairs Seminar DA Pam 351-20 Reserve Component Recruiting and Retention Financial Management	Public Affairs Officer of Division Installation Deputy Public Affairs Officer Branch Chief Staff Officer Editor Instructor Advisor Writer
CAPTAIN PHASE Continue primary specialty development. Commence development in Public Affairs	Advanced Course	DCP(AR 621-1) 18 months or less Service Obligation: Three years for each year in school or portion thereof, but not more than four years. *Top 5% Program for USMA and RDTC DMG Period: 18 mos or less Length of Subsequent Utilization Tours: Three years Service Obligation: Three years for each year in school or portion thereof, but not more than four years. *Effective with the class of 1978 the period of study will occur during fourth through tenth year.			Public Affairs Officer of Brigade or Subinstallation Deputy Public Affairs Officer Staff Officer Commander Editor Instructor Writer Advisor
LIEUTENANT PHASE	Basic Course			DA Pam 351-20 Army Information Program (ISS 202) Commander and Information Program (ISS 224) Effective Writing (ISS 204) Effective Speaking (ISS 210)	No specific requirements

* See paragraph 3-4.

PROFESSIONAL DEVELOPMENT GUIDE

RESEARCH AND
DEVELOPMENT

SPECIALTY (51)

PHASES OF DEVELOPMENT	PROFESSIONAL MILITARY EDUCATION	CIVIL EDUCATION		SPECIALTY * EDUCATION (NOT ALL INCLUSIVE)	ASSIGNMENT OPPORTUNITIES (NOT ALL INCLUSIVE)
		PROGRAMS	SPECIALTY DISCIPLINES AND COURSES		
COLONEL PHASE				Executive Refresher Course in Program Management DOD 5010.16c Industry Financial Management for Program Managers DOD 5010.16c OR/SA Executive Course Financial Planning and Control Techniques DOD 5010.16c Program Management DOD 5010.16c R&D Management, ALMC Planning Programming Budgeting Systems DOD 5010.16c Financial Planning/Control Techniques DOD 5010.16c Project Planning/Control Techniques DOD 5010.16c Defense Procurement Management for Technical Personnel DOD 5010.16c Defense Management Systems Course (Def Res Mgmt Ed Ctr JT) DOD 5010.16c OR/SA Executive Course DOD 5010.16c Advanced Cost/Economic Analysis DOD 5010.16c Configuration Management DOD 5010.16c Logistics Support and Material Acquisition Course Program Management DOD 5010.16c R&D Specialty Course (ALMC) Technical Data Package Development/Preparation (AMETA - 13) DOD 5010.16c System Engineering DOD 5010.16c Defense Specification Management DOD 5010.16c Production Management DOD 5010.16c Contractor Performance Measurement DOD 5010.16c Defense Procurement Management for Technical Personnel DOD 5010.16c Integrated Logistics Support and Material Acquisition R&D Specialty Course (ALMC) Elements of Reliability and Maintainability DOD 5010.16c Test Evaluation Management DOD 5010.16c Advanced Quantitative Methods in Cost Analysis DOD 5010.16c Principles and Application of Value Engineering DOD 5010.16c Decision Risk Analysis DOD 5010.16c Cost Estimating for Engineers DOD 5010.16c Economic Analysis for Decision Making DOD 5010.16c Defense Systems Production DOD 5010.16c Guided Missile Systems Officer DA Pam 351-4 Correspondence courses in industrial engineering, R&D, procurement, quantitative analysis and specification management, are listed in DA Pam 361-20. US Army Engineer School Pam 351-20 lists correspondence courses related to the engineering field in general as well as courses oriented towards the Professional Engineer examinations.	COL PHASE Program/Project Manager OSD, Defense Agencies, Joint Activities, HQDA OSD Mil Staff Asst R&D Program Manager Member DOD Committee Member International Committee Group R&D Staff Officer Div Chief/Division XO MACOM, Commodity Cmd, Agency DCS/ADCS R&D R&D Program Manager Ch, Liaison Officer President, Test Board CDR, Laboratory STAFF/Faculty Senior Service College Advisor MAAG/Mission LTC PHASE Joint Activities, Defense Agencies, HQDA R&D Staff Officer Team Chief Asst to Ch Scientist/ Engineer Mil Intelligence Officer Scientist Engineer Test Project Officer MACOM, Commodity Cmd, Laboratory Agency Division Chief Staff Officer Material Requirements Officer Combat Developments Staff Officer Liaison Officer Scientist R&D Coordinator Engineer Test Project Officer Product Manager Plans/Programs Officer Guided Missile Systems Officer School Staff/Faculty Advisor MAAG/Mission Technical Intelligence Officer Project Officer MAJ PHASE Joint Activities, Defense Agencies, HODA Staff Officer Scientist Engineer Test Project Officer MACOM, Commodity Cmd, Laboratory Agency R&D Coordinator Scientist Engineer Service Test/Evaluation Officer Test Pilot Research Associate Staff Officer Plans/Programs Officer Combat Developments Staff Officer Guided Missile Systems Officer School Staff/Faculty Advisor CPT PHASE MACOM, Commodity Command, Laboratory, Agency R&D Coordinator Engineer Scientist Staff Officer Research Associate Service Test/Evaluation Officer Test Pilot Project Analyst Data Collection Officer Project Officer Instructor LT PHASE Scientist Engineer Service Test/Evaluation Officer Project Analyst Data Collection Officer
LIEUTENANT COLONEL PHASE	Army War College Air War College Industrial College of the Armed Forces National War College Navy War College British Royal College of Defense Studies Canadian National Defense College French E'cole Supérieure de Guerre Inter-American Defense College Army War College Corresponding Studies Course	COOPERATIVE DEGREE PROGRAM PREREQUISITES: Attendance at Command and General Staff College or Senior Service College. Discipline should be in related specialty. Normal Period of Study: Less than 8 months Service Obligation: three years Utilization Required: SSC/CGSC-none ARMY RESEARCH ASSOCIATE (AR 614-107)** Prerequisites: Grade CPT, MAJ, LTC (Preferably CPT/MAJ) Complete branch Career Course Any degree in natural/math sciences or engineering. Two year tour duty with Lawrence Livermore Lab (CA) or Los Alamos Scientific Lab (NM) Utilization: Three years. Service Obligation: 2 years **Optimum period 5th-13th year of service. May not exceed, 19 years of promotion list service.	ADVANCED PROGRAM DCP (AR 621-1) Period of Study: 18 months or less Utilization: 3 years ADPRID (AR 621-101) Period of Study: 15 months Utilization: 3 years RDTCT Fully Funded (AR 621-1) Period of Study: 18 months Utilization: 3 years Training with Industry (AR 621-1) Period of Training: 1 year Utilization: 3 years Service Obligation 3 years for each year in school or portion thereof, but not more than 4 years.	TYPICAL GRADUATE DEGREE DISCIPLINES General Engineering Aeronautical Engineering Electrical Engineering Electronics Engineering Mechanical Engineering Physics Business Guided Missile Engineering Operations Research See DA Cir 621 Series UNDERGRADUATE DEGREE DISCIPLINES WHICH ASSIST IN QUALIFYING OFFICERS FOR DESIGNATION DF R & D Engineering Physical Sciences Analytical Sciences Mathematics Each officer should have an undergraduate degree.	Continue Research and Development professional development, utilize R&D expertise gained by prior experience and demonstrate potential for further advancement in R&D or other specialty.
MAJOR PHASE	Army Command and General Staff College Air Command and Staff College Armed Forces Staff College College of Navy Command and Staff Marine Corps Command and Staff College School of the Americas Army Command and General Staff College Non-Resident Course				Continue development in R&D and other specialty.
CAPTAIN PHASE	Advanced Course				Continue development in primary specialty and commence development in R&D specialty.
LIEUTENANT PHASE	Basic Course				Limited development in R&D specialty. Develop fundamental military knowledge in primary specialty; obtain maximum practical leadership experience.

* See paragraph 3-4.

Figure 46-1

PROFESSIONAL DEVELOPMENT GUIDE

SUPPLY MANAGEMENT SPECIALTY (92)

PHASES OF DEVELOPMENT	PROFESSIONAL MILITARY EDUCATION	CIVIL EDUCATION		SPECIALTY * EDUCATION (NOT ALL INCLUSIVE)	ASSIGNMENT OPPORTUNITIES (NOT ALL INCLUSIVE)
		PROGRAMS	SPECIALTY DISCIPLINES AND COURSES		
COLONEL PHASE Utilize developed managerial, technical, and executive talents in either primary or alternate specialty.				Senior Commander Orientation Senior Officer Legal Orientation Senior Officer Preventive Logistics	Chief, Supply Division, DCSLOG DIO, Post, Camp, Station Commander, GS Group or DISCOM Commander, Depot Chief, Depot Operations Division, DLA Chief, Major Items Management Division, DARCOM
LIEUTENANT COLONEL PHASE Continue development in primary and alternate specialties while enhancing technical competence, leadership skills, and managerial expertise.	Army War College Air War College Industrial College of the Armed Forces National War College Navy War College British Royal College of Defense Studies Canadian National Defense College French E'cole Supérieure de Guerre Inter-American Defense College Army War College Corresponding Studies Course	COOPERATIVE DEGREE PROGRAM PREREQUISITES: Attendance at Command and General Staff, Logistics Executive Development Course, or Senior Service College. Discipline will support either this specialty or the other specialty. Normal period of study: Less than 6 months immediately after completion of above courses.		Senior Commander Orientation Army Installation Management ALMC Senior Officer Legal Orientation Senior Officer Preventive Logistics Logistics Executive Development ALMC Directorate of Industrial Operations ALMC	Logistics Planning Officer Defense Logistics Agency (DLA) Instructor, ALMC, CGSC Commander, S&S Battalion S&T Battalion XO, GS Group or DISCOM Division G-4 AC of S Supply Instructor Advisor
MAJOR PHASE Continue development in primary and alternate specialties while enhancing technical competence, leadership abilities and managerial skills.	Army Command and General Staff College Air Command and Staff College Armed Forces Staff College College of Navy Command and Staff Marine Corps Command and Staff College School of the Americas Army Command and General Staff College Non-Resident Course	ADVANCED PROGRAM Utilization Required: SSC/CGSC: none LEOC/Florida Institute of Technology: 3 years UNDERGRADUATE DEGREE PROGRAM DCP (AR 621-1) 18 months or less Service Obligation: Three years for each year in school or portion thereof, but not more than four years. *TOP 5% PRGM FOR USMA & ROTC DMG (AR 621-1) Period of Study: 18 months Utilization: 3 years	GRADUATE DISCIPLINES Operations Research Systems Analysis (Bus) General Business Business Administration Logistics Management Textile Engineering Comptroller ADPS-Business Industrial Management PARTIAL LISTING OF UNDERGRADUATE DEGREES FOR THIS AND OTHER COMPATIBLE SPECIALTIES. ADPS - Business Business Administration Logistics Management Procurement and Contract Management EACH OFFICER SHOULD HAVE AN UNDERGRADUATE DEGREE	Standard Army Intermediate Level Supply Subsystem ALMC Logistics Executive Development ALMC Division Logistics System (DLOGS) OM School Directorate of Industrial Operations ALMC Logistics Management Development Course ALMC Defense Inventory Management ALMC Army Depot Operation Management ALMC Materiel Acquisition and Integrated Logistics Support Design Management ALMC Supply Management Officer OM School Logistics Executive Development ALMC Army Provisioning Management Course ALMC Army Depot Operation Management ALMC Logistics Management Development Course ALMC Advanced Course GTSM Track QM School or Defense Inventory Management Track ALMC Standard Army Intermediate Level Supply Subsystem ALMC	Logistics Staff Officer, DLA Chief, Plans and Readiness Branch Storage Officer, Depot Chief, Supply Branch, Post Installation Supply Officer Staff Officer, S4/G4 Section Instructor Advisor
CAPTAIN PHASE Advance towards the attainment of specialty qualification objectives and begin developing skills in another specialty.	Advanced Course	DCP (AR 621-1) 18 months or less Service Obligation: Three years for each year in school or portion thereof, but not more than four years. *TOP 5% PRGM FOR USMA & ROTC DMG (AR 621-1) Period of Study: 18 months Utilization: 3 years	Training with Industry (AR 621-1) Period of Training: 1 year Utilization: 3 years Service Obligation: 3 years for each year in school or portion thereof, but not more than 4 years.	Supply Management Officer OM School Logistics Executive Development ALMC Army Provisioning Management Course ALMC Army Depot Operation Management ALMC Logistics Management Development Course ALMC Advanced Course GTSM Track QM School or Defense Inventory Management Track ALMC Standard Army Intermediate Level Supply Subsystem ALMC	Chief, Inventory Management Branch, DLA Chief, Storage Branch, DARCOM Depot Commander, S&S Company Stock Control Officer, GS Group Staff Officer, G-4 Section, Division Assistant Division Supply Officer
LIEUTENANT PHASE Obtain basic understanding of the techniques and technical requirements of the specialty and develop leadership skills by serving in troop leadership positions.	Basic Course	Service Obligation: Three years for each year in school or portion thereof, but not more than four years. *Effective with the class of 1978 the period of study will occur during fourth through tenth year.		Basic Course GTSM Track QM School Supply Management Officer QM School Standard Army Intermediate Level Supply Subsystem ALMC	Supply Management Officer Supply Platoon Leader Storage Platoon Leader

* See paragraph 3-4.

Figure 47-1

PROFESSIONAL DEVELOPMENT GUIDE *TACTICAL/STRATEGIC INTELLIGENCE* SPECIALTY (35)

PHASES OF DEVELOPMENT	PROFESSIONAL MILITARY EDUCATION	CIVIL EDUCATION		SPECIALTY EDUCATION (NOT ALL INCLUSIVE)	ASSIGNMENT OPPORTUNITIES (NOT ALL INCLUSIVE)
		PROGRAMS	SPECIALTY DISCIPLINES AND COURSES		
COLONEL PHASE Maximum utilization of developed managerial and executive talents in Tactical/Strategic Intelligence or Specialty.				Senior Commander's Orientation Senior Officer's Preventive Logistics Course DA PAM 351-4 Senior Officer's Legal Orientation DA PAM 351-4	J2 or J2 Staff Command, MI GP Div Chief, DIA DA Staff Advisor Instructor Recruiting Attache
LIEUTENANT COLONEL PHASE Continuing professional development in Tactical/Strategic Intelligence and other specialty.	Army War College Air War College Industrial College of the Armed Forces National War College Navy War College British Royal College of Defense Studies Canadian National Defense College French E'cole Supérieure de Guerre Inter-American Defense College Army War College Corresponding Studies Course	COOPERATIVE DEGREE PROGRAM Prerequisites: Attendance at Command and General Staff College or Senior Service College. Discipline should be in other specialty. Normal Period of Study: Less than 6 months Service Obligation: 3 years Utilization Required: SSC/CGSC-none		National Senior Intelligence Course (NSIC) Intelligence Indications & Warning Course Senior Officer's Preventive Logistics Course DA Pam 351-4 Senior Officer's Legal Orientation	OIA/DA Staff Commander, MI BN Division G2 Assistant Attache Advisor Instructor Recruiting
MAJOR PHASE Continued development in Tactical/Strategic Intelligence and other specialty.	Army Command and General Staff College Air Command and Staff College Armed Forces Staff College College of Navy Command and Staff Marine Corps Command and Staff College School of the Americas Army Command and General Staff College Non-Resident Course	ADVANCED PROGRAM DCP (AR 621-1) Period of Study: 18 months or less Utilization: 3 years ADPRID (AR 621-101) Period of Study: 15 months Utilization: 3 years RDTC Fully Funded (AR 621-1) Period of Study: 18 months Utilization: 3 years Service Obligation: Three years for each year in school or portion thereof, but not more than four years.	GRADUATE DISCIPLINES Engr Electronics Mechanical Engr Guided Missiles Engr ADP Chemistry Topography incl Photography International Rel Psychology, Applied Political Science Sociology Business ADP DRSA (Engr)	Intelligence Indications & Warnings Course Joint Intelligence Orientation	XO MI Bn Asst Div G2 Brigade S2 DIA Staff Advisor Instructor Recruiting
CAPTAIN PHASE Continue development in Tactical/Strategic Intelligence and development of other specialty. Continued development of Leadership skills.	Advanced Course	UNDER-GRADUATE DEGREE PROGRAM OCP (AR 621-1) 18 months or less Service Obligation: Three years for each year in school or portion thereof, but not more than four years. *Top 5% PRGM for USMA & ROTC OMG (AR 621-1) Period of Study: 18 months Utilization: 3 years Service Obligation: Three years for each year in school or portion thereof, but not more than four years. *Effective with the class of 1978 the period of study will occur during fourth through tenth year.	UNDERGRADUATE DISCIPLINES Area Studies *Business Geography, Economic, Political International Relations Geopolitics Foreign Affairs History Economics Topography English Government, Civil Photography Engineering ADP Engineering Aeronautical Guided Missiles DR/SA Geodetic Science Geological Engineering Mathematics, Ballistics Physics, Optics Light Statistics Education Sociology Other *Incl Business ADP and Business ORSA Each officer should have an undergraduate degree.	DIS Post graduate Intelligence Course Intelligence Indications & Warnings DA PAM 351-4 Joint Intelligence Orientation CORRESPONDENCE OFFERED IN USAICS CATALOGS WHICH MAY BE TAKEN AS NEEDED	Bn S2 Div G2 Staff Staff Intell Officer Commander, MI Co Advisor Instructor Recruiting
LIEUTENANT PHASE Develop basic Tactical/Strategic Intelligence knowledge and skills. Develop troop leadership skills.	Basic Course			Defense Intelligence Management Course Intelligence Indications & Warning Course	XO, MI Co. MI Co. Tec Intell Officer Plt Ldr, MI Co. Instructor Recruiting Asst Bde S-2 Bn S2

* See paragraph 3-4.

PROFESSIONAL DEVELOPMENT GUIDE *TANK GROUND MOBILITY MATERIEL SPECIALTY (77) MANAGEMENT*

PHASES OF DEVELOPMENT	PROFESSIONAL MILITARY EDUCATION	CIVIL EDUCATION		SPECIALTY * EDUCATION (NOT ALL INCLUSIVE)	ASSIGNMENT OPPORTUNITIES (NOT ALL INCLUSIVE)
		PROGRAMS	SPECIALTY DISCIPLINES AND COURSES		
COLONEL PHASE Utilize developed managerial, technical, and executive talents in either primary or alternate specialty.				Senior Officer Legal Orientation Senior Officer Preventive Logistics Senior Commander Orientation Executive Management Seminars	DCSLOG Staff Officer Depot Commander Project Manager Advisor Inspector General Instructor Commander, DISCOM
LIEUTENANT COLONEL PHASE Continue development in primary and alternate specialty while enhancing technical competence, leadership skills, and managerial expertise.	Army War College Air War College Industrial College of the Armed Forces National War College Navy War College British Royal College of Defense Studies Canadian National Defense College French E'cole Supérieure de Guerre Inter-American Defense College Army War College Corresponding Studies Course	COOPERATIVE DEGREE PROGRAM PREREQUISITES: Attendance at Command and General Staff, Logistics Executive Development Course, or Senior Service College. Discipline will support either this specialty or the other specialty. Normal period of study: Less than 6 months immediately after completion of above courses. Utilization Required: SSC/CGSC-none LDC/Florida Institute of Technology 3 years	ADVANCED PROGRAM DCP (AR 621-1) Period of Study: 18 months or less Utilization: 3 years ADPRID (AR 621-101) Period of Study: 15 months Utilization: 3 years ROTC	Senior Commander Orientation Senior Officer Legal Orientation Logistics Executive Development Course Senior Officer Preventive Logistics	Advisor AC of S Maintenance Depot Maintenance Officer Battalion Commander G-4 Staff Officer Instructor Inspector General Product Manager
MAJOR PHASE Continue development in primary and alternate specialty while enhancing leadership skills and managerial skills.	Army Command and General Staff College Air Command and Staff College Armed Forces Staff College College of Navy Command and Staff Marine Corps Command and Staff College School of the Americas Army Command and General Staff College Non-Resident Course	UNDERGRADUATE DEGREE PROGRAM DCP (AR 621-1) 18 months or less Service Obligation: Three years for each year in school or portion thereof, but not more than four years. *TOP 5% PRGM FOR USMA & ROTC DMG (AR 621-1) Period of Study: 18 months Utilization: 3 years Service Obligation: Three years for each year in school or portion thereof, but not more than four years.	GRADUATE DISCIPLINES Business, General Business Administration Industrial Management Logistics Management OR/SA Procurement and Contract Management Automotive Engineering Electrical Engineering Hydraulic Engineering Industrial Engineering Mechanical Engineering Production Design Engineering Structural Engineering Ballistics Mathematics Explosive Engineering Metallurgy Diesel Engineering Soils Mechanics ADPS Business PARTIAL LISTING OF UNDERGRADUATE DEGREES WHICH ASSIST IN QUALIFYING OFFICERS FOR THIS SPECIALTY AND COMPATIBLE SPECIALTIES Business Administration Logistics Management Industrial Management Procurement & Contract Management Automotive Engineering Electrical Engineering Hydraulic Engineering Industrial Engineering Mechanical Engineering Production Design Engineering Structural Engineering EACH OFFICER SHOULD HAVE AN UNDERGRADUATE DEGREE	Program Management Course Logistics Management Development Course Advanced Course Tank Ground Mobility Track Supply Management Officer Army Depot Operations Defense Inventory Management Maintenance Management	Materiel Officer Technical Assistance Officer Instructor Battalion Executive Officer Advisor Inspector General Project Management Staff Officer, DARCOM S-4 Staff Officer Instructor Mechanical Maintenance Officer Company Commander Advisor
CAPTAIN PHASE Advance towards the attainment of specialty qualification objectives and begin developing skills in alternate specialty.	Advanced Course	DCP (AR 621-1) 18 months or less Service Obligation: Three years for each year in school or portion thereof, but not more than four years. *TOP 5% PRGM FOR USMA & ROTC DMG (AR 621-1) Period of Study: 18 months Utilization: 3 years Service Obligation: Three years for each year in school or portion thereof, but not more than four years.	Fully Funded (AR 621-1) Period of Study: 18 months Utilization: 3 years Training with Industry (AR 621-1) Period of Training: 1 year Utilization: 3 years Service Obligation: 3 years for each year in school or portion thereof, but not more than 4 years.	Advanced Course Tank Ground Mobility Track Supply Management Officer Army Depot Operations Defense Inventory Management Maintenance Management	Project Management Staff Officer, DARCOM S-4 Staff Officer Instructor Mechanical Maintenance Officer Company Commander Advisor
LIEUTENANT PHASE Obtain basic understanding of the techniques and technical requirements of the entry specialty and develop leadership skills by serving in troop leadership positions.	Basic Course	Period of Study: 18 months Utilization: 3 years Service Obligation: Three years for each year in school or portion thereof, but not more than four years.	Automotive Engineering Electrical Engineering Hydraulic Engineering Industrial Engineering Mechanical Engineering Production Design Engineering Structural Engineering	Basic Course Tank Ground Mobility Track	Assistant S-4 Platoon Leader Shop Officer Technical Supply Officer

* See paragraph 3-4.

Figure 49-1

PROFESSIONAL DEVELOPMENT GUIDE

TRAFFIC
MANAGEMENT

SPECIALTY (86)

PHASES OF DEVELOPMENT	PROFESSIONAL MILITARY EDUCATION	CIVIL EDUCATION		SPECIALTY * EDUCATION (NOT ALL INCLUSIVE)	ASSIGNMENT OPPORTUNITIES (NOT ALL INCLUSIVE)
		PROGRAMS	SPECIALTY DISCIPLINES AND COURSES		
COLONEL PHASE				Senior Officers Legal Orientation Senior Commanders Orientation Defense Advanced Traffic Management Advanced Contract Administration DDD 5010.16C	Chief of Staff, MTMC Director, MTMC Directorate Chief, Traffic Management Agency Chief, Transportation Plans & Programs Chief, Export Traffic Division Senior Transportation Advisor MAAG
LIEUTENANT COLONEL PHASE	Army War College Air War College Industrial College of the Armed Forces National War College Navy War College British Royal College of Defense Studies Canadian National Defense College French E'cole Supérieure de Guerre Inter-American Defense College Army War College Corresponding Studies Course	COOPERATIVE DEGREE Prerequisites: Attendance at Command and General Staff, Logistics Executive Development Course, or Senior Service College. Discipline will support either this specialty of the alternate specialty. Normal period of study: Less than 6 months immediately after completion of above courses. Utilization Required SSC/CGSC-none	ADVANCED PROGRAM DCP (AR 621-1) Period of Study: 18 months or less Utilization: 3 years ADPRID (AR 621-101) Period of Study: 15 months Utilization: 3 years ROTC Fully Funded (AR 621-1) Period of Study: 18 months Utilization: 3 years Training with Industry (Motor Van Line Industry) (AR 621-1) Period of Training: 1 year Utilization: 3 years Service Obligation: 3 years for each year in school or portion thereof but not more than 4 years.	Defense Advanced Preservation and Packaging Army Installation Management General Transportation of Regulated Items DDD 5010.16C Transportation Management (Navy A-8C-0012) DDD 5010.16C Contract Administration DDD 5010.16C Army Depot Operations Management Logistics Executive Development Transportation Field Grade Officer Refresher (Correspondence) USATSCH Pam	Transportation Traffic Management Officer Transportation Movement Officer Movement Control Staff Officer Commander, Movements Region Instructor Advisor
MAJOR PHASE	Army Command and General Staff College Air Command and Staff College Armed Forces Staff College College of Navy Command and Staff Marine Corps Command and Staff College School of the Americas Army Command and General Staff College Non-Resident Course	UNDERGRADUATE DEGREE PROGRAM DCP (AR 621-1) 18 months or less Service Obligation: Three years for each year in school or portion thereof, but not more than four years. *TOP 5% PRGM FOR USMA & ROTC DMG (AR 621-1) Period of Study: 18 months Utilization: 3 years Service Obligation: Three years for each year in school or portion thereof, but not more than four years. *Effective with the class of 1978 the period of study will occur during fourth through tenth year.	GRADUATE DISCIPLINES Transportation and Traffic Management Logistics Management Traffic Engineering Operations Research Analysis (Bus) ADPS Business PARTIAL LISTING OF UNDERGRADUATE DEGREES WHICH ASSIST IN QUALIFYING OFFICERS FOR THIS SPECIALTY AND COMPATIBLE SPECIALTIES. ADPS, Business Business Administration Business, Economics Comptrollership Procurement and Contract Management Transportation and Traffic Management Operations Research/Systems Analysis (Business) EACH OFFICER SHOULD HAVE AN UNDERGRADUATE DEGREE	Logistics Management Development Course ALMC Catalog Defense Preservation and Intermediate Protection Defense Packing and Containerization Defense Packaging of Dangerous Materials for Transportation Defense Inspection of Packaged and Packed Household Goods for Storage and Shipment Defense Procurement Management Air Transportability Planning Air Transportability (Correspondence) Defense Procurement Management Air Transportability Planning Air Transportability (Correspondence) USATSCH Pam Air Traffic Management 5010.16C Personal Property Management DDD 5010.16C Technical Transportation of Regulated Items DDD 5010.16C Transportation of Dangerous Cargo DDD 5010.16C Transportation and Storage of Hazardous Material (Navy) DDD 5010.16C Preparation of Freight for Air Shipment DDD 5010.16C Army ADP/Systems Analysis Officer Installation Traffic Management Joint Personnel Property Transportation Movements (Correspondence) USATSCH Pam	Military Traffic Manager Transportation Movement Officer Field Transportation Officer Movement Control Plans Officer Executive Officer, Movements Region Chief, Traffic Management/Movement Section Instructor Advisor
CAPTAIN PHASE	Advanced Course				Troop Movement Officer Traffic Management Staff Officer Company Commander Instructor
LIEUTENANT PHASE	Basic Course				Entry Specialty Assignments

* See paragraph 3-4.

PROFESSIONAL DEVELOPMENT GUIDE

TRANSPORTATION MANAGEMENT

SPECIALTY (95)

PHASES OF DEVELOPMENT	PROFESSIONAL MILITARY EDUCATION	CIVIL EDUCATION		SPECIALTY * EDUCATION (NOT ALL INCLUSIVE)	ASSIGNMENT OPPORTUNITIES (NOT ALL INCLUSIVE)
		PROGRAMS	SPECIALTY DISCIPLINES AND COURSES		
COLONEL PHASE Utilize developed managerial, technical, and executive talents in either primary or alternate specialties.				Senior Officer Legal Orientation Senior Officer Preventive Logistics Senior Commander Orientation Course Executive Management Seminars (AMETA)	Staff Officer, HQDA Director of Transportation Director of Transportation Systems Chief, Transportation Division, DARCOM Commander, DISCOM Commander, Transportation Command
LIEUTENANT COLONEL PHASE Continue development in primary and alternate specialties while enhancing technical competence, leadership skills, and managerial expertise.	Army War College Air War College Industrial College of the Armed Forces National War College Navy War College British Royal College of Defense Studies Canadian National Defense College French E'cole Supérieure de Guerre Inter-American Defense College Army War College Non-Corresponding Studies Course	COOPERATIVE DEGREE PROGRAM PREREQUISITES: Attendance at Command and General Staff, Logistics Executive Development Course, or Senior Service College. Discipline will support either this specialty or the alternate specialty. Normal period of study: Less than 6 months immediately after completion of above courses. Utilization Required: SSC/CGSC-none LEDC/Florida Institute of Technology-3 years UNDERGRADUATE DEGREE PROGRAM		Senior Commander Orientation Course Senior Officer Legal Orientation Senior Officer Preventive Logistics Defense Advanced Traffic Management Defense Packaging for Logistics Managers	Transportation Battalion Commander Transportation Plans Officer Transportation Materiel Manager Staff Officer, HQDA Installation Transportation Officer Instructor
MAJOR PHASE Continue development in primary and other specialties while enhancing leadership abilities and managerial skills.	Army Command and General Staff College Air Command and Staff College Armed Forces Staff College College of Navy Command and Staff Marine Corps Command and Staff College School of the Americas Army Command and General Staff College Non-Resident Course	DCP (AR 621-1) 18 months or less Service Obligation: Three years for each year in school or portion thereof, but not more than four years. *TOP 5% PRGM FOR USMA & ROTC DMG (AR 621-1) Period of Study: 18 months Utilization: 3 years Service Obligation: Three years for each year in school or portion thereof, but not more than four years. *Effective with the class of 1978 the period of study will occur during fourth through tenth year.	ADVANCED PROGRAM DCP (AR 621-1) Period of Study: 18 months unless Utilization: 3 years. ADPRID (AR 621-101) Period of Study: 15 months Utilization: 3 years ROTC Fully Funded (AR 621-1) Period of Study: 18 months Utilization: 3 years Training with Industry (Transportation Management Industry) (AR 621-1) Period of Training: 1 year Utilization: 3 years Service Obligation 3 years for each year in school or portion thereof but not more than 4 years.	Defense Advanced Traffic Management Defense Packaging for Logistics Managers General Transportation of Regulated Items DOD 5010.16C Logistics Executive Development ALMC Catalog Decision Risk Analysis	Transportation Plans & Policies Officer Assistant Chief, Distribution and Transportation Division Transportation Operations Officer Advisor Instructor Installation Transportation Officer Division Transportation Officer
CAPTAIN PHASE Advance towards the attainment of specialty qualification objectives and begin developing skills in another specialty.	Advanced Course	DCP (AR 621-1) 18 months or less Service Obligation: Three years for each year in school or portion thereof, but not more than four years. *TOP 5% PRGM FOR USMA & ROTC DMG (AR 621-1) Period of Study: 18 months Utilization: 3 years Service Obligation: Three years for each year in school or portion thereof, but not more than four years. *Effective with the class of 1978 the period of study will occur during fourth through tenth year.	GRADUATE DISCIPLINES Business Administration Operations Research Systems Analysis (Business) (Engineering) Logistics Management Transportation and Traffic Management Transportation Engineering Management, General Engineering, General PARTIAL LISTING OF UNDERGRADUATE DEGREES FOR THIS SPECIALTY ADPS, Business Business Administration Business, Economics Comptrollership Logistics Management Operations Research/Systems Analysis (Business) Transportation and Traffic Management, Industrial Traffic Engineering EACH OFFICER SHOULD HAVE AN UNDERGRADUATE DEGREE	Air Transportability Planning ADP Officer Army ADP Systems Analysis Officer Army Depot Operations Management Logistics Management Development Air Traffic Management DOD 5010.16C Transportation of Dangerous Cargo DOD 5010.16C	Transportation Staff Officer Transportation Programs Analyst Transportation Operations Officer Advisor Instructor
LIEUTENANT PHASE Obtain basic understanding of the techniques and technical requirements of the entry specialty and develop leadership skills by serving in troop leadership positions.	Basic Course	DCP (AR 621-1) 18 months or less Service Obligation: Three years for each year in school or portion thereof, but not more than four years. *TOP 5% PRGM FOR USMA & ROTC DMG (AR 621-1) Period of Study: 18 months Utilization: 3 years Service Obligation: Three years for each year in school or portion thereof, but not more than four years. *Effective with the class of 1978 the period of study will occur during fourth through tenth year.	GRADUATE DISCIPLINES Business Administration Operations Research Systems Analysis (Business) (Engineering) Logistics Management Transportation and Traffic Management Transportation Engineering Management, General Engineering, General PARTIAL LISTING OF UNDERGRADUATE DEGREES FOR THIS SPECIALTY ADPS, Business Business Administration Business, Economics Comptrollership Logistics Management Operations Research/Systems Analysis (Business) Transportation and Traffic Management, Industrial Traffic Engineering EACH OFFICER SHOULD HAVE AN UNDERGRADUATE DEGREE	Air Transportability Planning ADP Officer Army ADP Systems Analysis Officer Army Depot Operations Management Logistics Management Development Air Traffic Management DOD 5010.16C Transportation of Dangerous Cargo DOD 5010.16C	Entry specialty assignments.

* See paragraph 3-4.

Figure 51-1

PROFESSIONAL DEVELOPMENT GUIDE — PROJECT MANAGER DEVELOPMENT PROGRAM

PHASES OF DEVELOPMENT	PROFESSIONAL MILITARY EDUCATION	CIVIL EDUCATION		PROGRAM EDUCATION * (NOT ALL INCLUSIVE)	ASSIGNMENT OPPORTUNITIES (NOT ALL INCLUSIVE)
		PROGRAMS	PROGRAM DISCIPLINES AND COURSES		
COLONEL PHASE Maximum utilization of officer's capabilities, developed managerial skills and executive talents primarily in materiel acquisition positions.				Executive Refresher Course in Program Management DOD 5010.16C Industry Financial Management for Program Managers OOD 5010.16C OR/SA Executive Course Financial Planning and Control Techniques DOD 5010.16C	Program Manager Project Manager OSD/DA/DARCOM Acquisition/Readiness Management Staff
LIEUTENANT COLONEL PHASE Continued PMDP professional development, utilize skills gained in prior experience and demonstrate potential for further advancement in PMDP and assigned specialties.	Army War College Air War College Industrial College of the Armed Forces National War College Navy War College British Royal College of Defense Studies Canadian National Defense College French E'cole Supérieure de Guerre Inter-American Defense College Army War College Corresponding Studies Course	COOPERATIVE DEGREE PROGRAM PREREQUISITES: Attendance at Command and General Staff College Logistics Executive Development Course or Senior Service College. Discipline should be in alternate specialty. Normal period of study: Less than 6 months Service Obligation: three years Utilization Required: SSC/CGSC none		Program Management DOD 5010.16C Planning Programming Budgeting Systems DOD 5010.16C Financial Planning/Control Techniques DOD 5010.16C Project Planning/Control Techniques DOD 5010.16C Defense Management Systems Course DOD 5010.16C OR/SA Executive Course DOD 5010.16C Advanced Cost/Economic Analysis DOD 5010.16C Configuration Management DOD 5010.16C Defense Procurement Management for Technical Personnel (MI) (JT) DOD 5010.16C Logistics Support and Materiel Acquisition Course Integrated Logistics Support and Materiel Acquisition Crs	Product Manager DA/DARCOM Acquisition/Readiness Management Staff Deputy Project Manager Division/Branch Chief, Project Manager Ofc Instructor, DSMC Project Officer Test and Evaluation Agency
MAJOR PHASE Continued development in assigned specialties with assignment emphasis into materiel acquisition positions coded for program development.	Army Command and General Staff College Air Command and Staff College Armed Forces Staff College College of Navy Command and Staff Marine Corps Command and Staff College School of the Americas Army Command and General Staff College Non-Resident Course	ARMY RESEARCH ASSOCIATE (AR 614-107)** Prerequisites: Grade CPT, MAJ, LTC (Preferably CPT/MAJ) Complete branch Career Course Any degree in natural/math sciences or engineering. Two year tour duty with Lawrence Livermore Lab (CA) or Los Alamos Scientific Lab (NM) Utilization: Three years. Service obligation: 2 years ** Optimum period 5th-13th year of service. May not exceed 19 years of promotion list service.	ADVANCED PROGRAM DCP (AR 621-1) Period of Study: 18 months or less Utilization: 3 years ADPRID (AR 621-101) Period of Study: 15 months Utilization: Contract + 3 years ROTC Fully Funded (AR 621-1) Period of Study: 18 months Utilization: 3 years Service Obligation: 3 years for each year in school or portion thereof, but not more than 4 years.	GRADUATE DISCIPLINES 10 or more validated positions General Engineering Aeronautical Engineering Electrical Engineering Mechanical Engineering Industrial Engineering Business Logistics Management Operations Research/ Systems Analysis Systems Management Procurement Mgt. Chemical Engineering Engineering Electronics Guided Missile Engineering Nuclear Engineering ADPS Engineering Systems Engineering Nuclear Physics Physics See DA Cir 621 series for exact discipline having less than 10 validated positions each.	DARCOM Commodity Command Staff Test and Evaluation Agency Laboratory Project Manager Office DA/DARCOM Acquisition/Readiness Staff Instructor, DSMC Project Officer Test Pilot Combat Developments Staff
CAPTAIN PHASE Eligible for entry into PMOP with six years AFCS and completion of Advanced Course. Continued development in Primary specialty. Commence development in the PMDP.		Training with Industry (TWI AR 621-1) Period of training: One year Utilization: Three years Service Obligation: Three years	TOP 5% PRGM FOR USMA & ROTC DMG (AR 621-1) Period of Study: 18 months Utilization: 3 years Service Obligation: Three years for each year in school or portion thereof, but not more than four years. * Effective with the class of 1978 the period of study will occur during fourth through tenth year.	PMOC (ALMC-PM) Elements of Reliability and Maintainability DOD 5010.16C R&D Management DOD 5010.16C Test Evaluation Management OOD 5010.16C Advanced Quantitative Methods in Cost Analysis DOD 5010.16C Principles and Application of Value Engineering DOD 5010.16C Decision Risk Analysis DOD 5010.16C Cost Estimating for Engineers DOD 5010.16C Economic Analysis for Decision Making DOD 5010.16C Defense Systems Production (AFIT-SL PPM-308 DOD 5010.16C)	DARCOM Commodity Command Staff Test and Evaluation Agency Laboratory Depot Arsenal Project Manager Office Project Officer Test Pilot Combat Developments Staff

* See paragraph 3-4.

Figure 54-1

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