

Research Report 1314

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**THE PROCESS AND PROCEDURES USED FOR
JOB PREPARATION: FIELD ARTILLERY
AND INFANTRY OFFICERS AND NCOS**

Marsha Palitz Elliott, J. T. Harden, Robert W. Giesler,
Aurelia C. Scott and Nancy Euske
McFann, Gray and Associates, Inc.

ARI FIELD UNIT AT PRESIDIO OF MONTEREY, CALIFORNIA

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Training Descriptions
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Education and Training

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FOREWORD

The research activities and milestones for this project were designed and organized to provide frequent documentation throughout the contract year. Two Product Reports were planned to describe the Task 2 research activities. The first, Product Report 7, describes the process and procedures used to prepare Field Artillery officers and NCOs for their garrison/administrative jobs. The second, Product Report 8, provides the same kind of information for the Infantry branch.

This Research Report consolidates the information presented in Product Reports 7 and 8, and provides a detailed description of the job preparation system designed to prepare officers and NCOs for their garrison/administrative duties. In addition, this report provides an assessment of the adequacy of current job preparation approaches, and a series of recommendations for modifying the existing job preparation system to allow officers and NCOs to more effectively and efficiently perform garrison/administrative activities.

All of the activities comprising Task 2 are discussed here. The relationship between these activities and future research efforts is delineated in the project Final Research Report.

The research for this project was performed by the Presidio of Monterey Office of McFann, Gray and Associates under contract number MDA903-79-C0194. Dr. Howard H. McFann is the Project Manager of the contract, and Mr. Michael R. McCluskey serves as Project Director. The Chief of the Army Research Institute Field Unit at the Presidio of Monterey is Mr. Jack Sternberg and the Contracting Officer's Representative (COR) is Dr. Jack Hiller, who provided technical guidance and review of documentation during the project. The Military Research and Development Coordinator for the Field Unit is Major Don Loftis.

The research described in this report was based largely on data collected at Fort Ord, California, and supported by LTC Browning and subsequently Major Pat Toffler, 7th Division G3. They assisted the research effort by developing schedules of activities, arranging for personnel to complete interviews and questionnaires, and providing access to units for observation.


JOSEPH ZEIDNER
Technical Director

THE PROCESS AND PROCEDURES USED FOR JOB PREPARATION: FIELD ARTILLERY AND INFANTRY OFFICERS AND NCOS

BRIEF

Requirement:

Garrison/administrative job requirements consume large percentages of an officers' and NCOs' work day, and thus detracts from the time available for combat training, the primary peacetime mission of the U.S. Army. This report describes one part of a research project which has as its goal an increase in the amount of time available for training by minimizing the time it takes to fulfill garrison/administrative responsibilities. The objective of this research is to identify, describe, and evaluate the sufficiency of the training system and sources used to prepare company and battery officers and NCOs for their garrison/administrative responsibilities, and to provide recommendations for improving current job preparation procedures.

Procedure and Findings:

To achieve the research objective, several kinds of information were collected. First, the career progression of officers and NCOs was analyzed to present a comprehensive picture of Field Artillery and Infantry career progression systems, and to identify any problems inherent in those systems.

Second, the training sources used to prepare company and battery officers and NCOs for their garrison/administrative jobs were identified. Detailed descriptions of preparation sources within the formal schools (Forts Sill and Benning), within the resident schools (Fort Ord), and in the units were developed using information gathered from course programs of instruction (POIs), class materials, interviews with training administrators, and actual class/training observations.

This course information was then matched with an extensive list compiled by the researchers of required garrison/administrative responsibilities including maintenance and supply procedures, unit record keeping activities, training administration and assessment, counseling and other personnel management duties, tests, inspections, and evaluations. By matching training sources with garrison/administrative activities the researchers identified the training provided on a timely basis to support job performance.

Finally, additional data were collected to assess the relative time required to fulfill each garrison/administrative responsibility, the job-holders' estimate of the relative importance of each responsibility, and the kind of job preparation job holders believe is needed to prepare soldiers to complete each responsibility. These data were collected with a questionnaire instrument distributed to fifteen officers and ninety-one NCOs at Fort Ord, California.

Utilization of Findings:

The information in this report serves as the basis for a series of recommendations to modify the current job preparation process and procedures available for company and battery officers and NCOs. By analyzing officer and NCO job preparation systems separately, the researchers provided recommendations for each garrison/administrative job responsibility. Recommendations included: no change, revision and clarification of statements describing job requirements and procedures, development of simple job performance aids, coordination and distribution of existing instructional materials, inclusion of guided on-the-job training (OJT), and the design of formal, standardized training.

In the next planned step of this project, these recommendations, supplemented by more detailed task analysis, will be utilized to produce significant job preparation improvements.

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CHAPTER ONE. INTRODUCTION

BACKGROUND

The long range goal of this project is to design and implement a job preparatory and operational management system which will enable rifle companies, combat support companies, and artillery batteries to more effectively accomplish their primary mission: achievement and maintenance of combat proficiency through combat training. To reach this goal, this project set out to accomplish a number of tasks in the first contract year: to determine the job demands required of company/battery officers and NCOs (Subtask 1.1); to assess the job demands imposed upon these individuals day-to-day (Subtask 1.2); to identify, describe, and evaluate the preparation these individuals receive to meet those demands (Subtask 2.1, 2.2, and 2.3); and to evaluate the effectiveness of current company/battery management and job preparatory procedures (Subtask 1.3) in order to derive a modified management/training system that will enable officers and NCOs to fulfill their jobs more effectively and efficiently (Subtask 3.1).

This Research Report is concerned with Subtasks 2.1., 2.2, and 2.3 which comprise Task 2 of this project and involve the identification, description, and evaluation of the system and sources available to prepare officers and NCOs for their garrison/administrative responsibilities.

SCOPE

The aim of the Task 2 Research Report is to describe in detail the process and procedures used to prepare Field Artillery and Infantry officers and NCOs* for their jobs, and to evaluate the adequacy of that preparation. This report focuses exclusively on garrison/administrative job requirements which have been defined broadly to include maintenance and supply procedures, completion of administrative forms and unit record keeping, administration and assessment of training, counseling and other personnel management activities, tests, inspections, and evaluations, and training in these garrison/administrative duties.

The primary peacetime mission of the U.S. Army is combat readiness. While garrison/administrative requirements may, in fact, contribute to this goal, the problem is that garrison/administrative requirements consume a large percentage of the officers' and NCOs' work day, allowing little time for combat training. Here this problem is approached from a training perspective: as they progress through

* The list of selected duty position occupants of which this sample is composed is presented in Appendix I.

the Army training system, to what kind of instruction are officers and NCOs exposed? Does this training deal with garrison/administrative activities? What is the scope of this training? Does it sufficiently prepare officers and NCOs to effectively and efficiently perform their garrison/administrative duties. Can job preparation be modified to speed the performance of these duties so that more time is available for combat training? And if so, what form will this modification take?*

REPORT ORGANIZATION

The above questions are addressed in a series of chapters. Chapter Two presents a comprehensive picture of the career progression of officers and NCOs.

Chapter Three furnishes descriptions of resident, installation and unit training opportunities with discussion of course/class objectives, instructional procedures, and class materials provided in Appendix II.

Chapter Four matches this formal and informal training with those garrison/administrative activities officers and NCOs are required to perform. Chapters Three and Four taken together, then, provide a catalog of all the major sources of preparation relevant to garrison/administrative activities.

And Chapter Five provides, in matrix form, additional data used to assess the adequacy of the process and procedures available to prepare officers and NCOs for their garrison/administrative duties, along with preliminary recommendations for improving that preparation based on all the information presented in this report.

This report is based primarily on a review of Army regulations, school documents and other official materials, with this information being supplemented and partially validated through interviews and questionnaires administered in one division (the 7th Infantry Division).

* A highly relevant report prepared subsequent to this report addresses some of these issues. (Funk, Johnson, Batzer, Gambell, and Vandecaveye. Combat Training Detractors in a Sample of FORSCOM Divisions: Reported Impact and Recommended Approaches for Mitigating Their Effects. ARI Technical Report, May 1980).

CHAPTER TWO. THE CAREER PROGRESSION SYSTEMS OF OFFICERS AND NCOs

INTRODUCTION

To describe and evaluate the preparation Field Artillery and Infantry officers and NCOs receive to conduct their garrison/administrative jobs, one must understand the system by which these individuals are identified for and assigned to formal and informal training activities. The Officer Personnel Management System (OPMS) and the Enlisted Personnel Management System (EPMS) provide the mechanisms by which officers and NCOs, respectively, are identified for military schools or training. This chapter presents comprehensive descriptions of each of these systems, with special focus on the Fort Ord military population. To give a complete picture of military professional progression, these system descriptions are expanded to include the normal career patterns of Field Artillery and Infantry officers and NCOs from pre-commissioning, to active duty, and throughout their military careers.

The information presented here was collected primarily from Army documentation (listed in the reference section at the end of this chapter). Further, interviews with training administrators, Division, Division Artillery, Brigade, Battery and Company Commanders, S3s and First Sergeants, and other appropriate individuals at Fort Ord, California, the Field Artillery School, Fort Sill, Oklahoma, and the Infantry School, Fort Benning, Georgia were conducted. These interviews made it possible for the researchers to understand the normal or most common career progression patterns.

OFFICER PERSONNEL MANAGEMENT SYSTEM

The Officer Personnel Management System (OPMS) is a mechanism used to enhance the effectiveness and improve the professionalism of the United States Army Officer Corps.* The OPMS is composed of the necessary policies and procedures by which commissioned officers are maintained in the Army, trained within their designated specialty, developed throughout their career within their designated specialties, evaluated on the basis of their performance, promoted within the Army, and separated from active duty. OPMS controls an officer's professional progression from the time of commissioning throughout his/her career.** There are three objectives established for OPMS, as follows:

- "Develop Army officers in the right numbers with the proper skills to meet the Army requirements by taking maximum advantage of the abilities, aptitudes, training, and interest of the individual soldier.
- Assign officers according to the Army's needs and the individuals' competence and desire.
- Improve the motivation, professionalism, and the satisfaction of the Officers' Corps through a discipline, dual specialty professional development system." (DA Pamphlet 600-3)

DA Pamphlet 600-3 has identified environmental factors affecting the OPMS which require frequent actions by Headquarters, Department of the Army, to keep it up to date. These environmental factors include:

- **Technological Change:** Continuous changes in the technology causes changes in skill requirements within the force structure. These in turn produce fluctuations in the number and type of officers needed to accomplish the desires of the Army and in the kind of education which they are to receive.

*OPMS does not generally apply to Army Medical Department, Chaplains and Judge Advocate General's Corps except in terms of promotion policies and professionalism issues (DA Pamphlet 600-3).

**It is important to note that while the OPMS described here is based on current documentation, the researchers are aware that some 370 changes in this system have been recommended by the Officer Training and Education Revision Group (ORTEG). These proposed modifications are presently under Army review and are described fully in the Review of Education and Training of Officers (RETO), Volumes I-V, dated 30 June 1978.

- **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 concentration to develop competence and expertise.
- **Changes in Quantitative Requirements:** Changes in officer strength within the Army have a direct influence on officer professional development and may result in increased rate of promotions without benefit of needed on-the-job experience at lower levels, and without an opportunity to utilize previous education. (DA Pamphlet 600-3)

The OPMS is designed to take advantage of the many different aptitudes and interests of the soldier. This system, illustrated in Figure 2-1, is described in the subsequent sections including the career patterns and opportunities of the officers from the pre-commissioning sources throughout the grade of Colonel. Officer candidate selection and commissioning procedures; specific training options; and training selection procedures will all be discussed. The courses or schools included are the most commonly attended by the Field Artillery and Infantry officers. These are described in detail in Chapter Three and Appendix II which supplements that chapter.

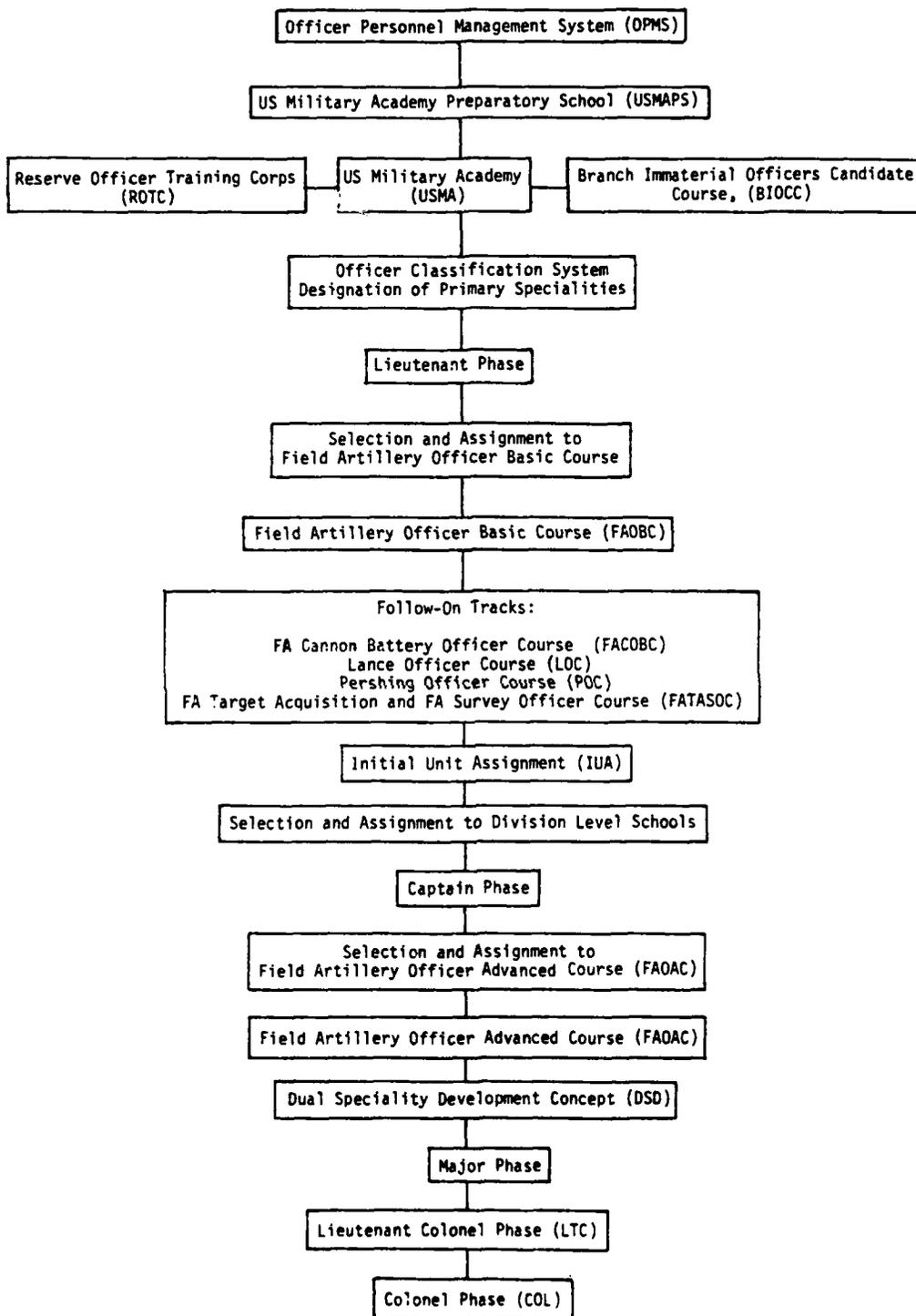


Figure 2-1. Officer Career Progression: The Field Artillery Officer

PRECOMMISSIONING

The three major sources for commissioning officers into the US Army include the United States Military Academy (USMA); the Reserve Officers' Training Corps (ROTC); and, the Branch Immaterial Officer Candidate Course (BIOCC). These three major sources of commissioning produce nearly 6,000 officers annually (RETO, Volume II, 1975).

United States Military Academy (USMA)

The United States Military Academy (USMA) program may actually start with the USMA Preparatory School (USMAPS), which takes approximately 320 students every August. The USMAPS assists selected members of the Armed Forces to qualify for admission to the USMA, West Point (DA Pamphlet 351-2). The school is open to enlisted men and women serving on active duty in the Army and to enlisted members of the Reserve Components of the Army. USMAPS provides the students with an opportunity to compete for 170 West Point appointments set aside annually for the total Army.

The majority of graduates from USMAPS receive appointments to USMA. The minority who do not qualify are reassigned to fulfill the remainder of their commitment in the active Army.

The cadets who receive appointments to the USMA attend for four years. The mission of the USMA is to educate, train, and motivate the corps of cadets so that each graduate will have the character, leadership, and other characteristics essential to the progress and continued development of an officer of the Regular Army.

This four year course leads to a Bachelor's degree with military training to prepare cadets for their careers in the US Army. The scope of instruction includes content courses in the humanities, engineering, history, military training and physical development, as well as summertime periods of service in the active Army.

Reserve Officers' Training Corps (ROTC)

The mission of the Army Reserve Officers' Training Corps (ROTC)

program is to obtain well-educated, commissioned officers in sufficient numbers to meet Army requirements. The Military Science Program (MSP) is divided into a basic course and an advanced course. The ROTC basic course is available to all students even though they do not intend to continue in the advanced course to obtain a commission in the Army. There is no military obligation for the basic course student.

The ROTC advanced course is designed to complete students' pre-commissioning military education. To become eligible for a commission in the Army, the cadet must enroll in the advanced course in the Military Science Program, and must:

1. Complete the Bachelor's minor.
2. Fulfill all requirements for the Bachelor's degree in a given field, along with certain other academic areas.
3. Make appropriate subject selections to meet the general education requirements. (Military Science Program description, San Jose State University Catalog, 1978-1979).

(Class objectives of the ROTC basic and advanced courses are described in Appendix II.)

Branch Immaterial Officers Candidate Course (BIOCC)

The Branch Immaterial Officers Candidate Course (BIOCC) prepares selected individuals for active Army duty as Second Lieutenants.* Candidates must have completed two years of a four year college degree program or have achieved a two year equivalency in order to be accepted to a BIOCC. In order to prepare potential officers, a variety of topics are covered including combined arms tactics, communications, electronics, unit material readiness, weaponry, and general staff subjects. The BIOCC is fourteen weeks in length and incurs a military obligation upon graduation.

DESIGNATION OF PRIMARY SPECIALITIES

The commissioned officers' specialty classification system is an integral part of the OPMS and helps to achieve the objectives of OPMS (as stated on page 5).

*Students must qualify for employment as Second Lieutenant prior to reaching age 28.

The commissioned officers' specialty classification system is defined as "the combination of specialty classification data elements in their related codes, data chains, standards of grade authorization and procedures used to classify officer positions and authorization documents and to identify individuals qualified to perform in these positions" (Army Regulation 611-101).

This section will focus on and describe the primary specialty to which officers may be assigned prior to or upon being commissioned; the selection and assignment patterns to which the officers are subject in obtaining the necessary education to develop that specialty; and the education received for the development of the commissioned officers' primary specialty. While the Field Artillery branch is used to illustrate the primary specialty classification system, the Infantry system functions in the same way.

Prior to or upon being commissioned in the United States Army, officers exercise their choice of branch assignments. This is accomplished by indicating, in the order of preference, four branches in which they would accept assignments as a commissioned officer: e.g., Field Artillery, Infantry, Air Defense Artillery, and Armor. To help individuals select the branch "a DA circular which is published semi-annually will indicate the overall strength of branches, and year groups in which appointments will be extremely limited" (Army Regulation 601-100).

Based on the Army's needs and each officer's qualifications and desires, the officers will be commissioned within a particular branch of service. For example, if the officers' first choice is the Field Artillery branch, all necessary criteria are met by the individual, and the Army's needs are satisfied, that individual will be commissioned as a Field Artillery officer.

The officer will be awarded a specialty of 13, Field Artillery branch. A specialty is defined as "a grouping of duty positions having skill and job requirements which are mutually supporting in the development of competence in an officer to perform through the grade of Colonel in the specialty" (Army Regulation 611-101). This specialty is considered the officer's primary specialty and defined as "the specialty designated for an officer by Headquarters, Department of the Army, MILPERCEN, which will receive initial emphasis in the professional development and utilization of the officer" (Army Regulation 611-101).

The officer is not only responsible for developing the primary specialty, but is also responsible for demonstrating proficiency in an alternate specialty, defined as "a second specialty in addition to an officer's primary specialty that is designed for the officer's professional development and utilization by Headquarters, Department of the Army" (Army Regulation 611-101, C4). The primary and alternate specialties are classified under the Dual Specialty Development (DSD) concept which mandates that each officer develop his/her qualification in both a primary and an alternate specialty. The primary specialties receive emphasis during the lieutenant and captain phases. (This DSD concept will be discussed in later sections regarding alternate specialties.)

PROFESSIONAL DEVELOPMENT OF FIELD ARTILLERY AND INFANTRY OFFICERS: LIEUTENANT PHASE

Once an officer is commissioned within a particular branch of the service and active duty begins, the professional development of the officer's skills is normally initiated with focus on the development of the officer's primary specialty. This period is known as the Lieutenant Phase. Officers will begin the development of their primary specialty by attending the Officer Basic Course within their branch before being given their first job assignment.

Selection and Assignment to Officer Basic Course

According to documentation "officer schooling is normally sequential with successful completion of one level of school serving as a prerequisite for attendance at the next higher level... Officers are automatically considered for assignment to skill progression courses in their primary specialty..." (Army Regulation 351-1). Documentation further states that officers on active duty will not make personal application for assignment to resident officer basic courses, advanced courses, command staff level courses, or senior level courses. Selection for resident attendants is made by the Department of the Army, MILPERCEN, after consideration of all eligible officers (DA Pamphlet 600-3; Army Regulation 351-1).

According to OPMS, branch service schools are required to qualify newly commissioned lieutenants within their branch, and to provide them initial training for their first duty assignment. The following section will describe the initial training received as newly commissioned officers.

Branch Officer Basic Course: Field Artillery Officers

The Field Artillery Officer Basic Course (FAOBC) is the first military school the newly commissioned officer receives upon entering into active duty within the Field Artillery branch. The course, ten weeks in duration, prepares officers for their primary entry specialty, and also for their first duty assignment. The course of instruction (COI) outline for FAOBC describes the course purpose: "to provide newly commissioned lieutenants with general knowledge of the FA system and with basic skills and knowledge in the areas of observe fire, manual fire direction, and management of individual training" (COI, FAOBC, June 1977).

To attend the FAOBC, students must have an actual or anticipated assignment following the resident schooling in an FA cannon, missile,

or target acquisition unit. A specialty skill identifier (SSI) - defined as "an identification of specific skill requirements within a specialty and a corresponding qualification possessed by commissioned officers" - is awarded to the students upon completion of OBC (Army Regulation 611-101). The Field Artillery currently has five SSIs:

- 13A FA Officer, General
- 13B Light Missile FA Officer
- 13C Heavy Missile FA Officer
- 13D FA Target Acquisition Officer
- 13E Cannon FA Officer

The FAOBC is a common subjects or branch qualifications course which is used for general skills training to be applied in either of the five SSIs. While attending this and other basic courses, officers are 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 (DA Pamphlet 600-3).

Branch Officer Basic Course: Infantry Officers

The Infantry Officer Basic Course (IOBC) is the first military course attended by Infantry officers. The IOBC is fourteen weeks in duration and prepares officers for their primary entry specialty and their first duty assignment. The overall objective for IOBC is to make the officer proficient in selected Infantry tasks at Skill Level 1, 2, and 3 (POI, IOBC, 29 May 1979).

To attend the IOBC, officers must have an actual or anticipated assignment to Infantry. One of three SSIs is awarded to students upon completion of IOBC:

- 11A Infantry Officer, General
- 11B Light Infantry Officer
- 11C Mechanized Officer

Follow-On Tracks: Field Artillery

Officers who successfully complete their branch Officer Basic Course are considered branch qualified, and next attend what are considered follow-on tracks, compatible with their initial duty positions.

The Field Artillery has four different courses or tracks that may be attended:

- FA Cannon Battery Officer Course (FACBOC)
- Lance Officer Course (LOC)
- Pershing Officer Course (POC)
- FA Target Acquisition and FA Survey Officer Course (FATASOC)

The four types of follow-on courses are described to provide a comprehensive picture of the instruction available to the FA officer. However, since research efforts are focusing toward the Cannon Artillery at Fort Ord, California, the FACBOC will be of main concern.

FACBOC is designed for officers with an anticipated duty assignment to a Cannon Artillery unit. The purpose of the FACBOC is to "provide lieutenants with the skills and knowledge that will enable them to become Fire Support Chiefs, Cannon Battery Fire Direction Officers, Cannon Battery Executive Officers, and to manage maintenance and training at Battery levels" (COI, FACBOC, June 1977). This course is 7.3 weeks in length and focuses on the technical application, concepts, and skills necessary to perform in an FA cannon unit.

The Lance Officer Course (LOC), 4.3 weeks in length, is attended by individuals whose actual or anticipated duty assignment is to a Lance Missile Unit. The purpose of the LOC is "to provide selected commissioned officer personnel with a working knowledge in the operation, maintenance, and employment of the Lance Missile System" (POI, LOC, August 1977).

If the officer is to be assigned to a Pershing unit, he/she will attend the Pershing Officer Course (POC), which is 7.1 weeks in duration. The purpose of POC is "to provide commissioned officers with the working knowledge to supervise and describe the tactical employment, system maintenance, and operation of the Pershing Missile System" (POI, POC, August 1977).

The FA Target Acquisition and FA Survey Officer Course (FATASOC) is a 9.1 week long course, designed for officers whose anticipated or actual assignment is to a position that requires knowledge in FA target acquisition, survey procedures, intelligence, and combat surveillance and equipment techniques. The purpose of the course is "to qualify commissioned officers in the field of target acquisition/reconnaissance and survey. This instruction includes planning, employment, supervision, and training on target intelligence from all available sources; survey operations at Battalion and Division levels; and a general knowledge of the production and dissemination of meteorological data" (POI, FATASOC, August 1977).

Other types of training that may take place, either prior to being commissioned or while serving in a unit, include Airborne Training and Ranger Training. These courses compliment the professional development of the Officers' Corps.

Airborne Training is a three week course designed "to qualify volunteers in the use of the parachute as a means of deployment and through mental and physical training develop leadership and self- confidence and aggressiveness in spirit" (Army Regulation 351-1). Officers must submit a letter of application to the appropriate career management branch, located at MILPERCEN, in order to be considered for attendance to Airborne Training. Army Regulation 351-1 states that "effective in FY 78, airborne training will be available on a volunteer basis to only those officers on assignment to airborne units and as voluntary pre-commissioning training for USMA and ROTC cadets".

Ranger Training is also a volunteer course and is nine weeks in length. As with Airborne Training, this training emphasizes the acquisition of the skills and knowledge required to perform as a leader (Army Regulation 351-1). Ranger Training is available to Infantry, Armor, Field Artillery, Air Defense Artillery, Engineers, and Signal Corps branches. And, attendance to training must be requested by a letter of application to MILPERCEN.

Follow-On Tracks: Infantry

- Light Infantry Officer
- Mechanized Infantry Officer

To attend, the follow-on track must be compatible with the soldier's initial duty assignment.

While these courses are described to provide a comprehensive picture of the instruction available to the Infantry, since the research efforts are focusing on the "Light Infantry" at Fort Ord, California, the Light Infantry Officer Course is a main concern.

The Light Infantry Officer Course is designed for officers whose actual or anticipated first duty assignment is to a Light Infantry unit. This course, three weeks in length, teaches "airborne/airmobile operations, engineer operation, field training exercises and weapons" (DA Pamphlet 351-4, c/2). Officers must have completed the IOBC prior to attending this course.

The Mechanized Infantry Officer Course is designed for officers whose actual or anticipated first duty assignment is to a Mechanized Infantry unit. This course is three weeks in duration and instructs Infantry Officers in Mechanized Infantry Operation, field training exercises, materiel readiness/equipment serviceability (Mechanized Infantry), and weapons (DA Pamphlet 551-4, c/2). Again, the student must have attended the IOBC prior to attending this course.

As previously mentioned, the Infantry officers also have available to them the Ranger and Airborne Training Programs.

INITIAL UNIT ASSIGNMENT AND UTILIZATION OF FIELD ARTILLERY AND INFANTRY OFFICERS

The next step in the professional development sequence is the initial unit assignment and utilization of the newly trained Infantry and Field Artillery officers. The Field Artillery officer may be assigned to either a Firing Battery, Service Battery, or Headquarters Battery. The Infantry officer may be assigned to a Rifle Company, Combat Support Company or Headquarters Company.

The lieutenant is confronted with many other opportunities and responsibilities upon being assigned to one of the above companies or batteries known as additional duties. The additional duty is the Army's way of assigning missions and administrative and personnel-related responsibilities outside of the primary military occupations. While not an all inclusive list, some of the additional duties that may be assigned to an officer include:

- NBC Officer
- Communications Officer
- Education Officer
- Fire Marshall
- Mess Officer
- Motor Officer
- Safety Officer
- Supply Officer
- Conservation Officer

Lieutenants may have had some training in the above areas during the Officer Basic Course or one of the other track courses which follow OBC;

however, they are not prepared specifically to assume these positions. Therefore, to enhance the skills needed to perform these additional duties effectively, 7th Division has established schools and classes to provide officers with the necessary information required to function in some of those extra duty areas. To enhance professional development of the Officers' Corps and the effective performance of mission-related requirements, officers also have the following on-post courses available to them at Division Level (Fort Ord Military Schools Catalog, 3 January 1979):

Supply Management Course

Materiel Readiness Course

Training Management Workshops

Prescribed Load List (The Army Maintenance Management System)

Mess Officer Course

Company Commanders Course

NBC Courses

Commander/Leaders Basic NBC Courses

Air Load Planning

Leadership and Management Development

Electronic Warfare Staff Officer's Course

Defense Packaging and Hazardous Materiel for Transportation

Alcohol and Drug Coordinator

Unit Fire Marshall

Unit Mail Service

Staff Records Management

Publications Distributions

Supervisory Development

Self Help Course

Unit Administrative Safety Officer Orientation Course

The following section will discuss procedures and policies to select and assign officers to these Division Level military schools programs.

SELECTION AND ASSIGNMENT TO DIVISION LEVEL SCHOOLS

The management of on-post schools is a responsibility assumed at various levels. The Director of Plans and Training (DPT) has the responsibility for coordination, announcement of courses, and allocations of quotas to the major commands, DIVARTY, and Brigade. The DPT announces the allocations for on-post schools for a twelve to sixteen week period and at least 45 days prior to the start of the class period. The professional development Board of Directors, which consists of representatives from the major S3s, Schools Directors, and Chiefs, mandate that course quotas be allocated to all units evenly throughout the year, regardless of the cycle (training cycle, mission cycle, or support cycle).

The next level of responsibility is with the Major Command, Brigade and Division Artillery Schools officer or NCO. Division Artillery and Brigade will receive, from DPT, a final, on-post school schedule. This schedule lists the courses, the dates, and the number of quotas available to the Brigades, the DIVARTY, and the separate commands within the Division. The S3 (Divarty) notifies the Battalions of the classes and quotas available during the twelve to sixteen week period. The major responsibility of the schools officer or NCO with regard to schools management is to allocate quotas received from DPT and to process requests. Next, the quotas are processed at the Battalion level.

Once the Battalion S3s receive the information about the classes from the DIVARTY or Brigade S3, they have three options for filling the slots. First, they may select officers from a list they maintain of personnel who need to attend specific courses. This list is fed by commanders' recommendations. When an officer is assigned a duty or position that requires skill training (such as an additional duty), that officer is automatically added to the waiting list. A second procedure for dealing with course quotas is for the Battalion to send notice of the available number of relevant quotas and classes to the Batteries and Companies. The Commanders or their representatives are then required to nominate an officer for attendance to the allocated classes. The Commander has flexibility within this decision making process. Based on the current activities of the unit, the Commander may or may not be able to fill class requirements. If the Commander cannot fill the requirements, he/she can request another Battery to fill the unused quotas, if it can -- a third option for dealing with course quotas.

If that unit cannot meet the quota requirements, nor will another unit accept the unfilled quotas, the original unit will notify the Battalion S3. The Battalion S3 can do one of two things: either force-feed the quota back to the original unit; or notify the Division Artillery or Brigade S3 of the situation. The S3 then has two options: either to force the Battalion to fill the quotas, or to request that another battalion determine if they have a nomination to fill the quota. In any of the above cases, the DPT must receive the names of those soldiers selected to attend schools no later than two weeks prior to the course start date.

Temporary Duty Resident Courses

Even though a lieutenant is assigned to a unit, this does not restrict the officer from attending formal training given at other locations, such as the U.S. Army Field Artillery School. (For example, a Nuclear and Chemical Target Analysis Course, two weeks and four days in length, is available for officers presently assigned or under orders to units with a Table of Organization and Equipment/Table of Distribution and Allowance (TOE/TDA) position for a Nuclear Chemical Target Analysis.) These formal courses are normally requested by the unit. In order to be selected for off-post training, the officer must meet the course prerequisites or request waiver of prerequisites with justification to support the request. An alternate must also be designated and meet the same prerequisites as the primary nominee.

In addition to units requesting off-post formal course slots, requests filter down through the higher headquarters to the Division level. Units are called and notified of the allocations, and requests in response to those allocations are sent to DPT.

Army Schools Program

With regard to the Army schools program, the officers are encouraged to attend civilian education. The military has established an objective to have all officers obtain a minimal education goal of a Bachelor's degree. "Selection for full-time civilian schooling is governed by the need of the service, the officer's demonstrated manner of performance, and the academic background" (DA Pamphlet 600-3). Other programs may be pursued by off duty courses (e.g., academic courses provided on-post).

On-The-Job-Training

In addition to the more formal kinds of instruction, on-the-job training or experience serves as an important asset, not only to the Officers' Corps, but also to every individual within the military hierarchy.

Through on-the-job learning, individual officers gain the practical knowledge necessary to carry out their jobs by actual performance of required duties. Interview and questionnaire data collected during this project have shown that a vast majority of the skills needed for most positions were acquired on the job. Through studying the appropriate documents (e.g., Army regulations, SOPs, etc.) observing others performing related tasks, and then actually carrying out the jobs, individual soldiers usually learn how to fulfill most of their particular job requirements.

In Chapter Three the distinction is drawn between independent on-the-job learning (on-the-job experience or OJE) and supervised training on the job (structured on-the-job training or SOJT). In both cases, learning on the job is facilitated by the opportunity to serve in a given position for an extended period of time.

PROFESSIONAL DEVELOPMENT OF FIELD ARTILLERY AND INFANTRY OFFICERS: CAPTAIN PHASE

This section of the professional development sequence is known as the Captain Phase. "The objective of this phase is to continue development in the primary specialty and begin development in an alternative specialty while continuing to grow in practical leadership experience and professional military knowledge" (DA Pamphlet 600-3).

Selection/Assignment to Officer Advanced Course

The criterion for selection to attend the Officer Advanced Course is basically the same as described for the Officer Basic Courses, except that it involves a different time frame. Career officers normally will attend the OAC as soon as practical after being promoted to the grade of Captain, or as soon as possible after completing four years, Active Federal Commissioned Service (AFCS) (Army Regulation 351-1). The Review of Education and Training for Officers (RETO) study has determined the usual attendance time is from the fourth to sixth year of service (RETO, Vol. 1, 1978). MILPERCEN makes the selection for and assignment to the Officer Advanced Course. Officers in the category of eight years Active Federal Commissioned Service, or twelve years Active Federal Service will normally not be programmed to attend. If this is the case, MILPERCEN can consider the officer for constructive credit or encourage the officer to complete the non-resident program.

Branch Officer Advanced Course: Field Artillery Officers

The Field Artillery Officer Advanced Course (FAOAC), a 26 week course of instruction, prepares the officer "to be a Battery Commander, manage a Battalion Fire Direction Center, be a Fire Support Officer at Battalion and Brigade level, and to train through Battalion level" (POI, FAOAC, March 1979). The individuals who attend FAOAC must be commissioned officers in the grade of First Lieutenant or Captain; must be Field Artillery branch officers; and must have completed the Officer Basic Course or a Field Artillery equivalent course. An important factor in the FAOAC is it teaches the command techniques needed to enhance the professionalism and skills of the new commanding officer. However, there appear to be a large number of lieutenants and captains who have commanded prior to attending FAOAC. The Review of Education and Training for Officers (RETO) study discovered that nearly one-third of the combat arms officers have commanded prior to attending the advanced course (RETO, Vol. I, 1978) This is believed to be due primarily to the shortage of officers in the Army.

According to interviews with Field Artillery school directors and personnel, the FAOAC is basically a two-phase system. The first 23 week period is a presentation of the course material from the Program of Instruction (POI). In the second phase of the FAOAC (the last three weeks of training), the Field Artillery school cadre give individual instructions and assistance to the OAC officer to prepare them for their next duty assignment. This is basically a tailoring phase incorporated into the total 26 weeks of training.

Branch Officer Advanced Course: Infantry Officers

The Infantry Officer Advanced Course (IOAC) is 26 weeks in duration and provides instruction on the "tactical employment of the Rifle and Mechanized Rifle Company and the Tank/Mechanized Company team in offensive, defensive, and retrograde operations in nuclear and non-nuclear environments" (POI, IOAC, 25 May 1979). The officer must have completed the IOBC or an equivalent branch-qualifying course.

Dual Specialty Development

During the Captain Phase, OPMS requires that each officer select an alternate specialty prior to the officer's eighth year of service. As briefly discussed in an earlier section, this alternate specialty, in conjunction with the primary specialty, is classified as the Dual Specialty Development concept. Under Dual Specialty Development, an officer acquires and maintains proficiency in both a primary and an alternate specialty. DA Pamphlet 600-3 states that "...officers will be queried by the career divisions for their preference for an alternate specialty. This designation

of an officer's alternate specialty will be based upon the officer's desires and qualifications consistent with the needs of the Army." The actual maintenance of the specialty is to take place during the Major Phase.

There is a wide range of alternate specialties available to officers with only a few restrictions to specialty choice (e.g., a non-combat branch officer may not select an alternate within a combat arms specialty.)

While attending the Officer Advanced Course, officers are required to notify Headquarters, Department of the Army (HQDA) of specialty preferences and also possible alternates they would like to acquire. The main purpose of this notification requirement is to encourage the officer to discuss future development goals with the career managers at HQDA. The secondary specialty can either be fully related to the primary specialty or related to a completely different field, providing the above restrictions do not apply. "By the completion of the eighth year of Active Federal Commissioned Service, all officers will have an alternate specialty designated" (DA Pamphlet 600-3).

The alternate specialty is a most important factor in enhancing the officer's professionalism, meeting stated Army requirements, and supporting the Officer Personnel Management System. The dual specialty development and utilization concept is illustrated with Figure 2-2 (taken from DA Pamphlet 600-3).

DUAL SPECIALTY DEVELOPMENT AND UTILIZATION

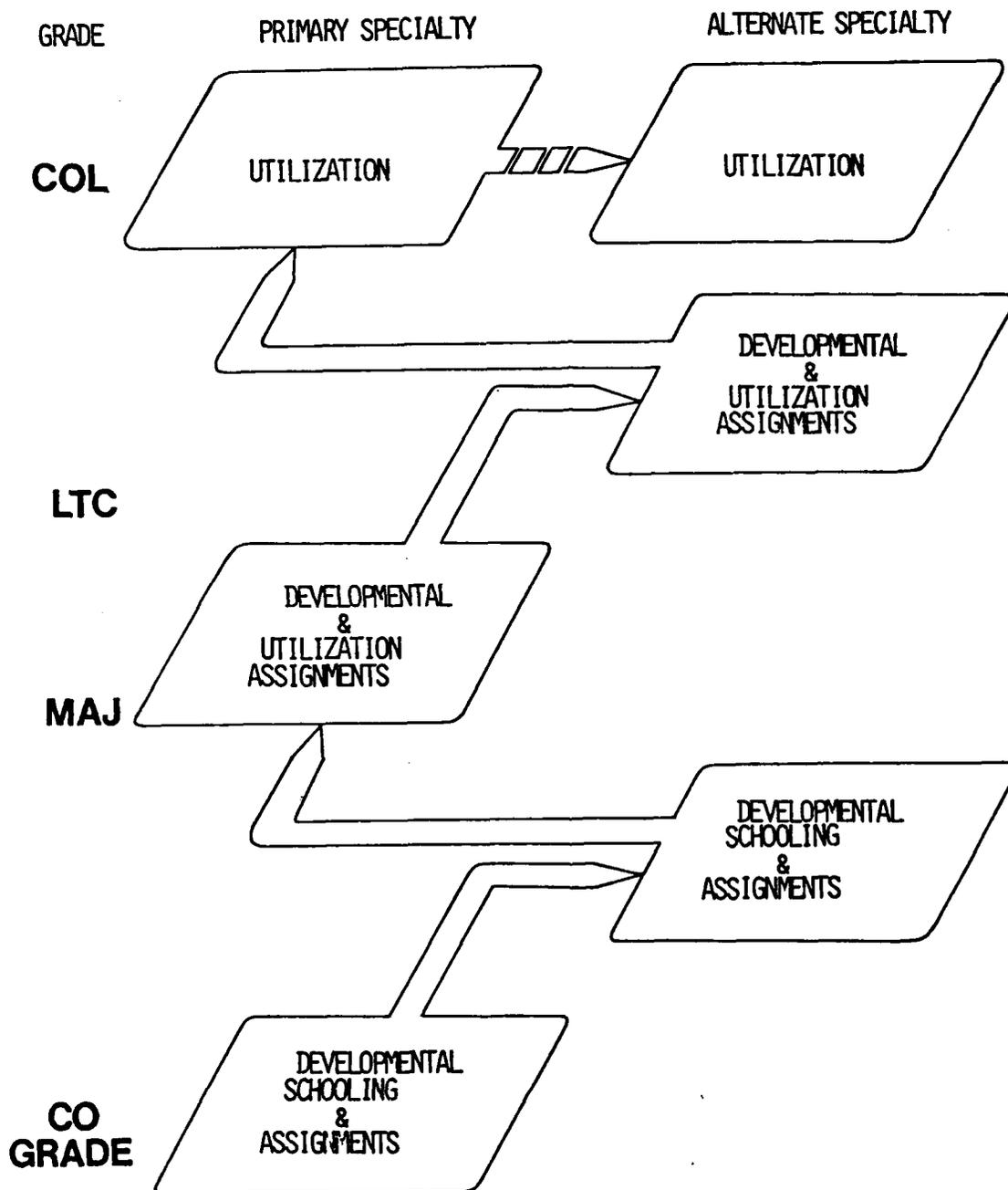


Figure 2 - 2

PROFESSIONAL DEVELOPMENT OF FIELD ARTILLERY AND INFANTRY OFFICERS: MAJOR THROUGH COLONEL PHASE

The following section briefly describes the career progression from Major to Colonel Phase in order to complete the picture of the professional development system.

Major Phase

Officers in this phase will normally have had their alternate specialty assigned. Development of the alternate specialty is of main emphasis in this phase, and assignments are arranged to facilitate utilization of the officer within the alternate specialty. This is not meant to imply that all emphasis is on the alternate: the officer must also maintain the necessary proficiency within the primary specialty.

Within this phase, officers have the opportunity to attend the United States Army Command General Staff College Course (USACGSC). "Officers are considered for attendance at USACGSC after being selected for promotion to Major through the fifteenth year of service" (Army Regulation 351-1). This course is designed to assist the officers to serve as Battalion Commanders and as Staff Officers in Division or in Corps. However, not all Majors will attend this course. The RETO study stated that only about 40% of the Officers' Corps attend. (RETO, Vol. I, 1978). As with other phases, the officers may be selected for civilian schooling and continue professional development of their careers.

The selections and assignment procedures to USACGSC are basically the same as for FAOBC, IOBC, PAOAC, and IOAC. The only difference is the particular time frame involved. "Selection of eligible student officers for USACGSC ... will be made by a Department of the Army Selection Board, and final approval will be made by the Deputy Chief of Staff of Personnel" (Army Regulation 351-1). Those individuals not selected to attend USACGSC will be encouraged to complete the USACGSC by non-resident study.

Lieutenant Colonel Phase

"The objective of this phase is for all 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" (DA Pamphlet 600-3). Either prior to or after promotion to Lieutenant Colonel (LTC), the officer's records will be reviewed, and based on the Army's needs, the officer's qualifications, and his/her stated preferences, the specialty in which the officer will receive the majority of his/her future assignments will be determined. The main emphasis of the LTC Phase is on development of that determined specialty throughout the officer's career.

The LTC also has an opportunity to attend a Senior Service College (SSC) such as the Army War College which prepares him/her for staff duties and higher command levels. In order for the LTC to be eligible to attend the Army War College he/she must have attended the USACGSC.

Selection to the SSC is made by a Selection Board at the Department of the Army. The board will identify those officers who are best qualified without regard to specialty, and assess their ability to absorb and profit from the education experience (RETO, Vol. II, 1978). "Officers are considered for attendance at the colleges after being selected for LTC through their 23rd year of service" (Army Regulation 351-1). The Department of the Army Selection Board is responsible for the selection of the officers and the Secretary of the Army will provide final approval for attendance.

Officers who are not selected to attend the resident mode of the Army War College may complete the course through non-resident training. In addition, a pre-command course for TOE/TDA combat arms officers is offered to LTCs at the Field Artillery school. (Further information on this course was not available.)

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 his/her specialties (DA Pamphlet 600-3).

ENLISTED PERSONNEL MANAGEMENT SYSTEM

The Enlisted Personnel Management System (EPMS) involves all aspects of enlisted personnel management with respect to training, evaluation, clarification, assignment, and promotion of enlisted members of the United States Army.

The mission of EPMS is to provide enlisted military personnel with career progression incentives in order to maintain the professionalism of the soldier. In addition, EPMS provides the right number of qualified soldiers to ensure the accomplishment of the Army's missions.

EPMS has developed skill levels to correspond with the enlisted member's rank to enhance the soldier's progression in grade. A skill level is defined as "a type and degree of skill representing the extent of qualification within the total MOS...It reflects the skills typically required for successful performance at the grade with which the skill level is associated" (Army Regulation 611-201). The skill levels and rank structures are illustrated below:

E2 - E4 - Skill Level 1
E5 - Skill Level 2
E6 - Skill Level 3
E7 - Skill Level 4
E8 - E9 - Skill Level 5

In order to progress through the system, soldiers must master the skill level requirements at their current level and also demonstrate mastery of the next higher skill level.* The enlisted member has the opportunity to demonstrate his/her ability by taking a Skill Qualification Test (SQ1).

The EPMS provides a development scheme which enhances professionalism in the soldier's career progression. (Figure 2-3 illustrates this system using the Field Artillery as a model.) The progression pattern of and educational opportunities for enlisted personnel are discussed in subsequent sections of this chapter.

* The requirement of mastering the next higher skill level to progress through the system can be waived.

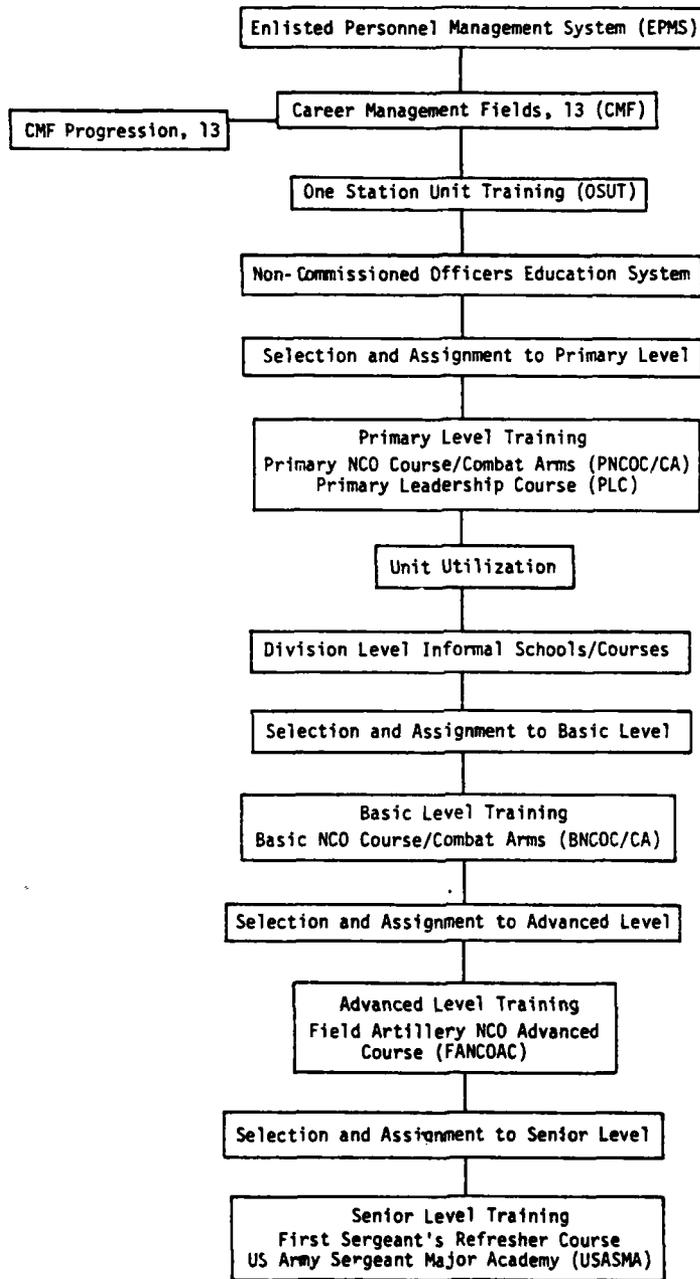


Figure 2-3. NCO Career Progression: The Field Artillery NCO

CAREER MANAGEMENT FIELDS

Career Management Fields (CMF) are "groupings of related MOS that are basically self-renewing* and can be meaningfully managed in terms of both manpower and personnel considerations. Each field has the following fundamental characteristics" (Army Regulation 611-201):

- It provides progression from initial active duty to grade E9.
- Lateral transfer between fields is minimal because the MOS in any one field are highly related. Soldiers serving in one specialty have the inherent ability and aptitude to assume most of the other specialties within that field.
- It provides statistical information regarding first term soldiers needed to replenish the losses from the career force of the field.
- And, it identifies certain specialties that do not apply to any self-renewing fields and can therefore be managed as separate entities.

The CMF, then, provides the basis for managing enlisted personnel.

Career Management Fields: Field Artillery

Currently, the Field Artillery CMF,13, contains fourteen MOS sets of skills required by a group of duty positions (Army Regulation 351-1). These MOS are used in FA cannon, missile, target acquisition, and fire support elements to support maneuver units, and include:

- 13B Cannon Crewman
- 13E Cannon Fire Direction Specialist
- 13W FA Target Acquisition Senior SGT
- 13Y Cannon/Missile Senior SGT
- 13Z FA Senior SGT
- 15D Lance Missile Crewman
- 15E Pershing Missile Crewman

* The term "self-renewing" describes a grouping of MOS that has a first term base of sufficient strength to replace normal soldier losses from the career force in higher grades (Army Regulation 611-201).

- 15F Honest John Rocket Crewman
- 15J Lance/Honest John Operations/FD Specialist
- 17B FA Radar Crewman
- 17B FA Target Acquisition Specialist
- 82C FA Surveyor
- 93F FA Meteorological Crewman
- 13F Fire Support Specialist (Army Regulation 611-201, C.10)

For example: the enlisted member with MOS 13B is managed by CMF from the cannoner position to the position of detachment sergeant. Added to the MOS is the skill level which denotes "the level of qualification within the total MOS" (Army Regulation 611-201). For every MOS mentioned, the soldier is qualified through the system, progressing from the first skill level (denoted by 10), to the highest skill level (denoted by 50).

With the exception of 15F, all the MOS listed above are managed to the E7 skill level, denoted by 40: e.g., 13B40. Once this level is reached, occupants of the above positions are permitted to progress to either 13Y50 or 13W50. If the soldiers do not elect to progress at this point, they will face promotion stagnation. (For the soldier with an MOS of 15F, this decision comes at Skill Level 3: to progress to 15D40.)

The next level of progression for all MOS is to a 13Z50 position. And the last career progression step is to the post of Command Sergeant Major (CSM): 00Z50. At each step the enlisted member must elect to continue or risk promotion stagnation. To illustrate this progression system a chart (Figure 2-4) depicting the CMF13, Field Artillery Career Progression pattern, is provided (extracted from Army Regulation 611-201).

Career Management Fields: Infantry

The Career Management Field (CMF) for Infantry is coded 11. Currently CMF 11 contains three MOS "used predominantly in Infantry units and in headquarters of division and higher level" (Army Regulation 611-201). The MOS for CMF 11 include:

- 11B Infantryman
- 11C Indirect Fire Infantryman
- 11H Heavy Antiarmor Weapons Crewman

The CMF 11 career progression is illustrated by Figure 2-5, extracted from Army Regulation 611-201, c/2. The Infantryman with an MOS of 11C40 or 11H40 must also elect to progress to a 11B50 or he/she will face promotion stagnation. The last level of progression is the 00Z50 (E9) as a Command Sergeant Major.

CAREER MANAGEMENT FIELD--INFANTRY (11)

	INDIRECT FIRE IN- FANTRYMAN	HEAVY ANTIARMOR WEAPONS CREWMAN	COMMAND SERGEANT MAJOR
INFANTRYMAN			

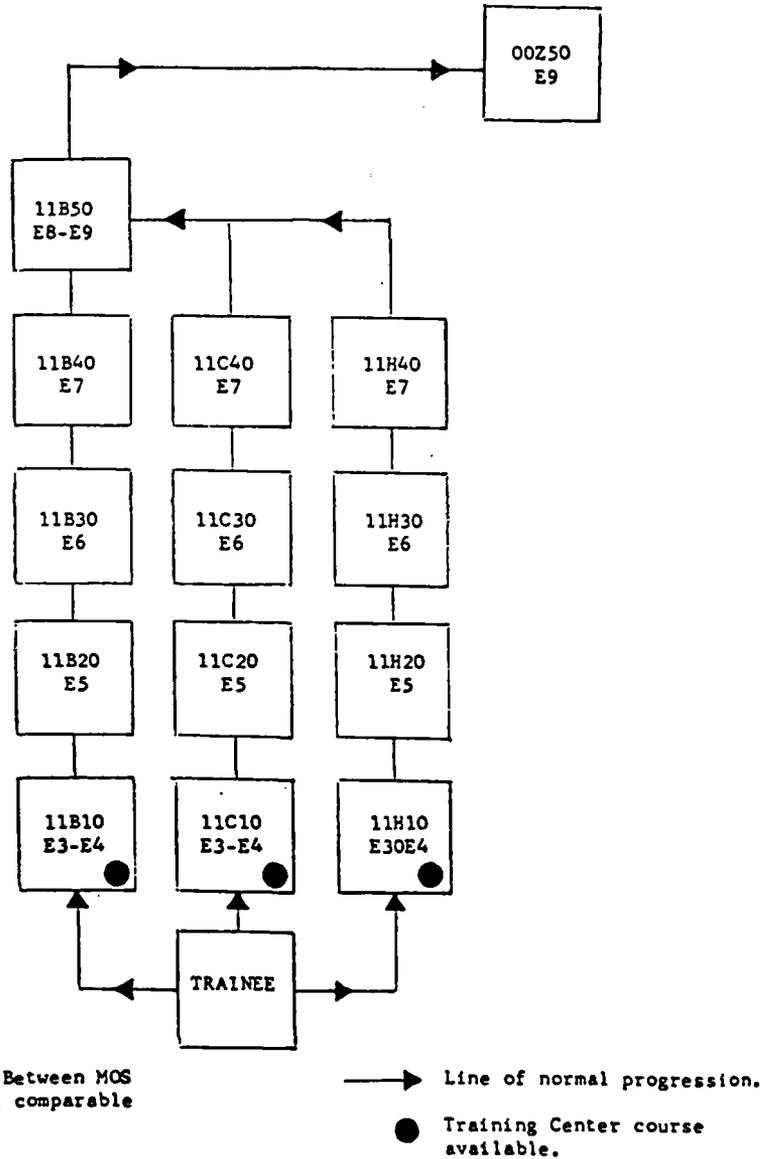


Figure 2-4 CMF 11 Infantry Career Progression

INITIAL ACTIVE DUTY TRAINING: ONE STATION UNIT TRAINING

Enlisted members' initial active duty training commences with Basic Combat Training (BCT) consolidated with Advanced Individual Training (AIT). Together these comprise one-station unit training (OSUT). OSUT provides the individual with the fundamentals of military knowledge and the technical know-how required for performance at the first duty assignment. With the knowledge and skills received at OSUT, in conjunction with training obtained at the first duty assignment, the soldier becomes qualified at Skill Level 1 (e.g., 13B10). Soldiers continue to learn in the unit and are promoted to the grade E4 as their proficiency on the job increases.

NON-COMMISSIONED OFFICER EDUCATION SYSTEM (NCOES)

The Non-Commissioned Officer Education System (NCOES) is comprised of four training levels: Primary, Basic, Advanced, and Senior. The NCOES "is an integrated system of on-the-job experience combined with institutional and extension instruction which provides coordinated, job-related training for NCOs and specialists throughout their career" (Army Regulation 351-1).

NCOES is characterized by:

- Tailored training plans.
- Specific training for specific jobs.
- Timely training.
- Practicality.
- Performance criteria.
- Training design decisions based on optimized cost effectiveness, mode, sequencing, and site.
- Quality control. (Army Regulation 351-1)

NCOES follows soldiers from the grade of E4 through E9. As discussed in earlier sections, the enlisted member has achieved a Skill Level 1 through entry level training in conjunction with unit level training. When the soldier is identified as having potential NCO abilities, the NCOES commences with formal training opportunities.

The subsequent sections will discuss the selection and assignment criteria for attendance at the various levels of training in the NCOES.

Primary Level Training

Selection and Assignment*

To be selected for Primary Level Training, the soldier must demonstrate the potential required to become a non-commissioned officer and be recommended by the unit commander. Documentation states that only the best soldier should be given top priority to attend the Primary NCO Course (PNCOC). Therefore, soldiers who do not demonstrate the necessary potential or who do not desire to continue their career beyond the first enlistment should be denied attendance (Army Regulation 351-1). It is recommended at the Division level that a standing list and a Selection Board be utilized in order to ensure that high quality soldiers are given fair opportunity to attend Primary Level Training. (This recommendation applied to all NCO courses.) The Board consists of senior NCOs and conducts meetings at Battalion level on a monthly basis. The results of the Board are then used to determine the primary and alternate soldiers designated for each school with quotas available.

The standing list is also utilized to determine order of merit and rank. There are many variations of the standing list, but it's main purpose is to ensure that the best qualified soldiers attend the schools.

Primary Non-Commissioned Officer Course for Combat Arms (PNCOC/CA)

The purpose of the Primary NCO Course for Combat Arms (PNCOC/CA) is to teach the combat arms soldiers the technical skills, knowledge, and qualities of leadership that are deemed essential to becoming an effective non-commissioned officer. The PNCOC/CA, a four-week course** taught at the NCO Academies in CONUS and overseas commands, prepares the E4 soldiers at Skill Level 1 to perform E5, Skill Level 2 duties. The course nominee must not have completed more than eight years of service as of the date of entry into the course, and must have a primary MOS of 11B, 11C, 11H, 12B, 13B, 13E, 13F, 16P, 15R, or CMF 19.

Primary Leadership Course (PLC)

Another common course attended by soldiers in Field Artillery and Infantry MOSs is the Primary Leadership Course (PLC), a three week course** taught at the NCO Academies in CONUS and in overseas commands. The PLC mission is to develop leadership and managerial skills and techniques in the soldiers at the appropriate point in their career progression. PLC is an integral part of the primary level and NCOES training system. However, it does not meet the NCOES prerequisite for award of the next higher level.

* For a review of the general criteria and procedures used for selection and assignment to Division level training see the previous discussion on pages 17 and 18 in the OPMS section.

** Army Regulation 351-1 states that the course length may be modified by the local commander by adding additional materiel and by extending the length of the classes.

All PMOS determined by the local commander may attend PLC with the exception of those eligible for PNCOC/CA. Rank, also determined by the local commander, is based on unit needs and specific duty position requirements within the specified MOS. The Ford Ord Military Schools Catalog (3 January 1979) has established the requisite ranks for attendance at E4 through 6.

According to available documentation individuals should attend the primary level course as early as possible after promotion to the required grade. More specific information regarding the time frame was not obtained.

Unit Utilization

As mentioned earlier, NCOES is an integrated system of on-the-job experience combined with institutional and extension instruction.

Upon completion of the NCOES training courses, the soldier is expected to continue professional development for advancement. If the soldiers are utilized properly in their MOS they will have the opportunities to apply the material learned in a practical mode through on-the-job experience (OJE). OJE is unstructured. It presupposes that, for most MOSs, performance of PMOS duty in the unit, shop, or office will provide sufficient opportunity for the soldier to learn to perform certain tasks required on the job (Army Regulation 351-1). OJE is a primary means of skill learning within different time frames in the soldier's career progression.

To further compliment the NCOES system, extension training is made available. This training takes place while remaining in the unit by using training plans, exportable materials, and other instructional devices supplied by the proponent schools.

Division Level Informal Schools

On-post Division level schools provide another opportunity for soldiers to enhance their professional development. These schools or courses are available to enlisted personnel, grade E1 to E9*. The following is a list of the courses available (as presented in the Fort Ord Military School Catalog, 3 January):

Supply Management Course

Supply Sergeant Orientation Course

* The selection and assignment procedures discussed in earlier sections apply here.

Unit Supply Clerk Course
Materiel Readiness
Motor Sergeant's Course
Wheeled Vehicle Mechanic Course
Field Sanitation
Armorer's Refresher Course
Radio/Telephone Operator's Course
NBC Courses (seven total)
Airload Planning
Leadership and Management Development Course (L & MDC)
Military Justice, Course B
ASVB Improvement (GT)
Alcohol and Drug Coordination
Unit Fire Marshall
Mail Orderly
The Haque and Geneva Conventions
Self Help Program

In addition to promoting professional development, these courses help enlisted personnel gain the requisite skills and knowledge to perform their additional duties (e.g., courses are available to prepare the NBC NCO, the Alcohol and Drug Coordinator (ADC), the Supply NCO, etc.)

Basic Level Training

The next sequence in career progression is the Basic Level of training. The Basic Level prepares soldiers in a Skill Level 2, grade E5 (13B20) in order to perform the duties at the Skill Level 3, grade E6 (13B30).

Selection and Assignment

According to Army Regulation 351-1, soldiers are selected for and assigned to the Basic NCO Course (BNCOC) based on the extent to which they fit the following characteristics:

- Soldiers occupying a Staff Sergeant duty position who have not attended an accredited Basic or Advanced NCO course in their PMOS.
- Sergeants or Specialist Fives preparing for Skill Level 3 and promotion to Staff Sergeant.

It is preferred that in the second case the soldier attend PNCOC prior to enrolling in BNCOC. However, this requirement may be waived by the Brigade Commander (Student Guide, NCOA, 7th Division and Fort Ord). In both instances above, the students must be selected by the unit commander.

Information regarding the particular time frame in which this basic course is commonly attended could not be identified.

Basic Non-Commissioned Officer Course for Combat Arms (BNCOC/CA)

The purpose of the Basic NCO Course for Combat Arms (BNCOC/CA) is to develop competent NCOs in Skill Level 3. The course is four weeks in duration. (However, as with the other NCO courses, the local commander may add instructional material and lengthen the course.) The soldier must be proficient in Skill Level 2 duties and have not completed more than eleven years of service as of the entry date into the course. The PMOS taught in PNCOC/CA are also taught in BNCOC/CA.

Advanced Level Training

The third level of formal training the non-commissioned officer receives is the Non-Commissioned Officer Advanced Course.

Selection and Assignment

Previous selection and assignment procedures for the Primary, Basic and Division Level training courses do not apply to Advanced Level training.

To attend the Field Artillery and Infantry Advanced Courses the individual must be selected by a Department of the Army Selection Board. "Once selected for attendance, personnel will remain in a selected status until they have attended the appropriate course. Personnel may be removed from selected status for cause, substantial performance of duty, or if selected for promotion to E7" (Army Regulation 351-1). The individual must be recommended by the unit commander and have more than two, but less than five, years in grade as of the convening month of the board. The individual must also "have verified Skill Level 3 in PMOS on the most recent skill qualification test prior to the time of selection" (Army Regulation 351-1).

Field Artillery and Infantry NCO Advanced Courses

The advanced courses are designed to provide "the appropriate supervisory skills and knowledge necessary to perform duties if a platoon sergeant or a comparable position in CS/CSS units" (Army Regulation 351-1). This advanced level of training will prepare the Sergeant E6* (Skill Level 3) to perform duties at Skill Level 4, grade E7.

Senior Level Training

The fourth and final level of military education within the NCOES comprises the senior NCO courses. These courses prepare NCOs for Skill Level 5, E8 positions. Senior NCO courses are normally available at Division levels.

*Army Regulation 351-1 states that soldiers, grade E6, will attend. DA Pamphlet 351-4 suggests soldiers either grade E6 or E7 may attend.

Selection and Assignment: First Sergeant's Refresher Course

A course commonly available to the senior NCOs is the First Sergeant's Refresher Course which focuses on unit administration and training management.

Selection is made on the best qualified basis. As stated in Army Regulation 351-1 "commanders may establish such procedures as they deem appropriate to select attendants." The nominee must be an E7 or E8 with not more than 20 years service, and recommended by the unit commander. The soldier must have verified Skill Level 4 in PMOS on the most recent SQT prior to the time of application.

Selection and Assignment: US Army Sergeant Major Academy

The US Army Sergeant Major Academy (USASMA) is a second senior NCO course. This course is designed "to prepare selected NCOs for positions of greater responsibility throughout the defense establishment" (Army Regulation 351-1). USASMA prepares soldiers grade E8, Skill Level 5. The USASMA is 22 weeks in duration and can be attended in a resident or non-resident mode. Instruction focuses on tactical, administrative, and training operations of divisions. In addition, courses cover communication skills; update students' knowledge of contemporary Army problems; enhance students' understanding of military management practices; and facilitate students' management of Army resources and their use of organization effectiveness approaches.

Students are selected based on their record, on their potential value to the Army, and on their ability to absorb and profit from the educational experience. The soldiers are selected and notified annually by Department of the Army.

Specifically, the individual must have more than one year, but less than five years time in grade to be considered for attendance, and not more than 23 years in service as of 1 September of the calendar year following the calendar year in which the SMA selection board convenes.

REFERENCES

ARMY REGULATIONS

AR 145-1 Senior ROTC Program: Organization, Administration and Training, 15 January 1975 (changes 1-8).

AR 350-1 Army Training, 25 April 1975.

AR 351-1 Individual Military Education and Training, 28 September 1977.

AR 351-7 Individual Training Requirement Solicitation for Army Service Schools and Defense Schools, 4 February 1974.

AR 600-101 Officer Personnel Management Systems Specialty Proponency, 5 October 1977.

AR 600-200 Enlistment Personnel Management System, 24 March 1965 (changes 1-59).

AR 601-100 Appointment of Commissioned and Warrant Officers in the Regular Army, 23 October 1974.

AR 601-210 Regular Army Enlistment Program, 15 January 1975.

AR 611-11 Commissioned Officer Specialty Classification System, 15 November 1975 (changes 1-5).

AR 611-201 Enlisted Career Management Fields and Military Occupational Specialties, 1 October 1973.

AR 614-200 Enlisted Personnel Selection, Training, and Assignment System Grades E1 through E9, 4 January 1970.

AR 624-100 Promotion of Officers on Active Duty, 20 October 1975.

DA PAMPHLETS

DA PAM 351-2 United States Military Academy Preparatory School Catalog, March 1972.

DA PAM 351-4 U.S. Army Formal Schools Catalog, 1 March 1976 (changes 1-2).

DA PAM 600-2 The Armed Forces Officer.

DA PAM 600-3 Officer Professional Development and Utilization,
1 September 1977.

COURSES OF INSTRUCTION

COI - Field Artillery Cannon Battery Officer Course (FACBOC)
2E-13A, June 1977.

COI - Field Artillery Office Basic Course (FAOBC), 2-6-C20,
June 1977.

PROGRAMS OF INSTRUCTION

POI - Basic Non-Commissioned Officer Course/Combat Arms
(BNCOC/CA), 13B, November 1976.

POI - Infantry Officer Basic Course (IOBC), 2-7-20,
29 May 1979.

POI - Field Artillery Non-Commissioned Officer Advanced
Course (FANCOAC), October 1978.

POI - Infantry Officer Advanced Course (IOAC), 2-7-C22,
29 May 1979.

POI - Field Artillery Officer Advanced Course (FAOAC),
2-6-C22, March 1979.

POI - Field Artillery Target Acquisition and Survey Officer
Course (FATASOC), 1 August 1977.

POI - Lance Officer Course (LOC), August 1977.

POI - Field Artillery Crewman (13B10), May 1979.

POI - Pershing Officer Course (POC), August 1977.

POI - Primary Non-Commissioned Officer Course/Combat Arms
(PNCOC/CA), June 1975 (changes March and June 1978 added).

OTHER DESCRIPTIVE MATERIALS

Fort Ord Military Schools Catalog, 3 January 1979.

Primary Leadership Course (PLC) Handbook, 1977 (with 1978 and 1979 changes added).

Recruiting and Career Counseling Journal, August 1977.

Review of Education and Training for Officers (RETO), Volumes I-V, 30 June 1978.

San Jose State University Catalog (Military Science Program Description), 1978-1979.

Student Guide, NCO Academy, 7th Infantry Division and Fort Ord.

The Army Officer Guide, Stackpole Books, 1977.

CHAPTER THREE: DESCRIPTION OF PREPARATION
SOURCES FOR GARRISON/ADMINISTRATIVE ACTIVITIES
OF OFFICERS AND NCOs

INTRODUCTION

To adequately evaluate the existing job preparatory system it was necessary to describe in detail procedures and materials used to prepare officers and NCOs for their garrison/administrative jobs.

This chapter coupled with Appendix II comprises a description of the sources of preparation for officers' and NCOs' garrison/administrative jobs, including training provided Army-wide, as well as sources of preparation provided specifically at the 7th Infantry Division, Fort Ord.

- Reserve Officers' Training Corps (ROTC) Classes
The individual classes comprising the ROTC Basic and Advanced Camp Programs.
- Formal Courses and Classes: Fort Sill
The major formal courses including the Field Artillery Officer Basic Course (FAOBC), The Field Artillery Cannon Battery Officer Course (FACBOC), The Field Artillery Officer Advanced Course (FAOAC), and the Field Artillery NCO Advanced Course (FANCOAC).
- Formal Courses and Classes: Fort Benning
The major formal courses including the Infantry Officer Basic Course (IOBC), the Infantry Officer Advanced Course (IOAC), and the Infantry NCO Advanced Course (INCOAC).
- Fort Ord On-Post Schools
The courses and classes provided through the NCO Academy (NCOA), the Professional Development School (PDS), the NBC Defense School, and other scheduled and on-call courses available at the 7th Division, Fort Ord, California.
- Fort Ord Academic Course Offerings
Individual courses provided on-post by local academic institutions and relevant to garrison/administrative activities.
- Correspondence Courses
Self-study courses relevant to garrison/administrative activities and provided by the US Army Field Artillery School, the US Army Infantry School, The US Army Institute of Administration, and the US Army Quartermaster School.

- Training Extension Courses (TEC)
TEC videotape/cassette lessons covering topics of leadership; administration; first aid/personal hygiene; preventive maintenance of personal items; communication equipment inspection and maintenance; weapons inspection and maintenance; and vehicle inspection and maintenance.
- Structured On-The-Job Training (SOJT)
- On-The-Job Experience (OJE) and Procedural Manuals

All major sources available to prepare officers and NCOs to perform garrison/administrative and training management functions are described in Appendix II.

Typically, the description of each preparation source is presented in the following format:

Course Title:

Duration: (Length of instruction period.)

Frequency: (Number of times annually that instruction is provided.)

Student Population and Course Prerequisites: (Requirements for attending instruction including prior course work, anticipated duty assignments, MOS and skill level, requisite background investigation, and security clearance.)

Overall Course Training Objectives: (A general statement of the skills and knowledge to be provided by the course.)

Individual Class Objectives: (A specific statement of the skills and knowledge to be taught in each individual class.)

Instructional Procedures/Class Materials: (A description of the general instruction approach (e.g., lecture, practical exercise, etc.), the required texts, and any other supplemental materials needed.)

References: A list of the materials upon which the course/class descriptions are based.)

To collect the requisite information, the researchers reviewed all Programs of Instruction (POIs), Courses of Instruction (COIs), and syllabi or other course materials made available locally at Fort Ord, and at Fort Sill and Benning. Unfortunately, it was often the case that course materials were limited in number and not available to distribute to visiting observers. Further, instructors and training administrators were frequently reluctant to provide available course documents because they were outdated. The result is that for a number of training periods, materials were insufficient to produce extended descriptions for those blocks of instruction. An effort was made to observe resident and installation training sessions in order to develop more detailed descriptions of these instruction periods.

INDEX OF CLASS DESCRIPTIONS

The following class descriptions are available in Appendix II of this report.

ROTC Class Description

Basic Camp Program

- Role and Mission of US Army
- First Aid
- Drills, Parades, and Ceremonies
- Physical Training
- Inspection and Maintenance of Clothing and Equipment
- Military Discipline Training

Advanced Camp Program

- Leadership and Training
- Lead Physical Conditioning Exercises
- Drill and Ceremonies (Commander's Time)
- First Aid
- Nuclear, Biological, and Chemical
- Personnel
- Logistics
- General Maintenance
- Physical Fitness Training

Formal Courses and Classes: Fort Sill

FAOBC Class Descriptions

- Introduction to Leadership (TLO2AE)
- Professionalism and Ethics (TLO2AF)

Interpersonal Leadership Skills (TLO2AG)
Leadership Seminar Block 1 and 3 (TLO2XA; XC)
Leadership Seminar Block 2 (TLO2XB)
Training (TOO2BF)
Intelligence Reports (TOO2CC)
Operations Security (OPSEC) (TOO2CQ)
Organizational Effectiveness (TLO2OE)
Introduction to Maintenance Management (UMO2AV)
Organizational Publications Management (WMO2CX)
The Army Maintenance Management System - TAMMS (WMO2DF)
Organization Maintenance Activity (WMO2JA)
Operator's Daily Inspection (WMO2HA)
Driver Selection and Training (WMO2BQ)
Inspection of Wheeled Vehicles (WMO2HD)
Materiel Readiness Evaluation (WMO2MR)
The Motor/Maintenance Officer (WMO2MO)
Supply Management and Accountability (WMO2AQ)
Methods of Relief from Accountability (WMO2AR)
Supply Management and Accountability Exercise (WMO2AS)
Organization Repair Parts Management (WMO2DB)

FACBOC Class Descriptions

Modern Battlefield Gunnery Techniques (GDI2KK; GDI2TF)
Simplified Survey Operations (ASI2CJ)
Battery Survey FEX (ASI2CJ)
Inspections of Tracked Vehicles, Generators and The Goer (WMI2KA)
General Characteristics and Crew Inspection of M109/M109A1 (WCI2MG)
Weapons Record Data (WMI2DW)

FACBOC Class Descriptions, continued

Equipment Serviceability Criteria (ESC) (WMI2KC)
Selected Field Artillery Weapons Systems (WDI2WS)
Driver Selection and Training (WMI2BQ)
Organizational Maintenance Training (WMI2BZ)
Firing Battery Training (WCI2BT)
Use of the M31 FA Trainer for Cannon Battery Training (WCI2UK)

FAOAC Class Descriptions

Introduction to Mini-ARTEP (GDO1LGR)
Effective Listening (TLO1EL)
Introduction to Leadership (TLO1GA)
Professionalism and Ethics (TLO1GB)
Communication (TLO1GC)
Counseling (TLO1GD)
Human Behavior (TLO1GE)
Leadership Styles (TLO1GF)
Systems View of an Organization (TLO1GG)
OE Assessment (TLO1GH)
OE Planning (TLO1GI)
OE Implementation (TLO1GJ)
OE Evaluation and Follow-Up (TLO1GK)
Leadership Workshop (TLO1LS)
Unit Application of OE (TLO1GN)
Military Justice: Non-Judicial Punishment (TLO1TE)
The Commander and His Staff (TOO1AD)
Concept of Unit Training (TOO1BB)

FAOAC Class Descriptions, continued

Introduction to Training w/ ARTEP PE (TO01BC)
Training Management Workshop (TO01BD)
Training w/ ARTEP Briefings (TO01BD)
Staff Actions (TP01WB)
Standard Correspondence (TP01WD)
Simplified Survey Operations (AS01CG)
Battery Survey FEX (AS01CJ)
Safety Responsibility of the Position Commander (WC01CO)
Introduction to Logistical Management for the Battery
Commander (WM01AL)
Organization Publications (WM01CX)
Organizational Repair Parts Management (WM01DB)
Supply Management and Accountability (WM01AQ)
Supply Management and Accountability Exercise (WM01AS)
Methods of Relief from Accountability (WM01AR)
Organizational Maintenance Records and Repairs (WM01DF)
Organizational Maintenance Planning Techniques (WM01CT)
Management of Tools and Test Equipment (WM01AM)
Maintenance Management Exercise (WM01CU)
Commander's Inspection (WM01BY)
Unit Status Report (WM01AZ)

FANCOAC Class Descriptions

Leadership Workshop (TL35AA)
Leading Today's Volunteer Soldier (TL35MB)
Organizational Effectiveness (TL35OE)
Professionalism and Ethics (TL35PA)

FANCOAC Class Descriptions, continued

Leadership Seminar Officer Panel (TL35XD)
Training Management (TO35BF)
Preparation of Military Correspondence (TP35WE)
Student Briefing Presentation (TP 3503)
The Army Maintenance System (WM35AV)
Maintenance and Supply Publications (WM35CX)
The Army Maintenance Management System (WM35OF)
Operator Selection and Training (WM35BQ)
Organizational Repair Parts and Supply Procedures (WM35DB)
Supply Management and Accountability (WM35AM)
Crew Lubrication Procedures for the M109/M109A1 Howitzer (WC35MG)
Supervisory Inspection of the M109/M109A1 Howitzer (WC35MG)
Supervisory Inspection of the M110 Howitzer/M107 Gun (WC35ST)
DA Form 2408-4 (WM35DW)
Validate Vehicle Readiness Condition Using PMCs (WM35KD; WM35HN)
Inspection of Self-Propelled Field Artillery Weapons (WM35KG)
Inspection of Wheeled and Tracked Vehicles (WM35KH; WM35KI)
Supervisory Inspection of the M101A1 Howitzer (WC35LN)
Supervisory Inspection of the M102 Howitzer (WC35LP)
Supervisory Inspection of the M114A1 Howitzer (WC35MH)
Monthly Service of Towed Howitzer (WC35LS)
Use of the M31 FA Trainer for Cannon Battery Training (WC35UK)
Training Management PE (TO35BE)
Battery Survey FEX (AS35 CJ)
Personnel Security Investigation (TO35CK)
Inspection of Power Generators (WM35CD)

Formal Courses and Classes: Fort Benning

IOBC Class Descriptions

Small Unit Logistics (CG7B32)
Supply Procedures (CG7B33)
Preparation of Individual Training (CU7B01)
Preparation of Collective Training (CU7B02)
Conduct and Evaluation of Performance-Oriented Training (CU7B03)
Alcohol and Drug Abuse (CL7B07)
Army Equal Opportunity Program (CL7B08)
Platoon Leadership I (CL7B10)
Platoon Leadership II (CL7B15)
Nature of the Unit (OE) (CL7B21)
Assessment (OE) (CL7B22)
Planning (OE) (CL7B23)
Implementation (OE) (CL7B24)
The Leader and the OESO (CL7B26)
Military Justice (The Preliminary Inquiry) (CP7B29)
Military Justice (Disposition of a Case) (CP7B30)
Physical Fitness Training (TX7B05)
Platoon Trainer's Time (TX7B10)
The Army System of Maintenance (WP7B50)
Maintenance Records and Procedures (WP7B52)
Repair Parts Supply (WP7B53)
Wheeled Vehicle Familiarization (WP7B55)
Materiel Readiness Reporting (WP7B56)
Platoon Leader's Maintenance Responsibilities (WP7B58)
Tracked Vehicle Familiarization (WP7B66)
Mechanics of the ARTEP (TL7B94)

IOAC Class Descriptions

Unit Personnel Administration (CP4C10)
Personnel Evaluation System (CP4C12)
Staff Responsibilities of the S1 (CP4C15)
Personal Affairs (CP4C35)
Command and Staff Procedures (CO4C05)
Battalion Operations Officer (CO4C05)
Logistics Operations (CG4C50)
Organization for Logistics Support (CG4C51)
Organizational Supply Procedures (CG4C53)
Company/Battery Property Accountability (CG4C54)
Supply Distribution and Maintenance Operations (CG4C55)
Application of Logistical Concepts (CG4C56)
Unit Training I (CU4C02)
Unit Training II (CU4C03)
Army Training System (CU4C07)
Develop a Battalion Training Program (CU4C08)
Development of a Company Training Program (CU4C09)
Training Plans (CU4C15)
Development of an ARTEP Evaluation Plan (CU4C18)
Soldier's System (CL4C01)
Effective Commander (CL4C02)
Nature of the Soldier (CL4C03)
Motivation (CL4C00)
Organizational Communications (CL4C05)
Counseling (CL4C06)
Alcohol and Drug Abuse (CL4C07)
Army Equal Opportunity Program (CL4C08)

IOAC Class Descriptions, continued

Supervision (CL4C09)
Duties, Responsibilities, and Authority (CL4C10)
Leadership Presentation (CL4C11)
Nature of the Unit (EO) (CL4C21)
Leader's Assessment (CL4C22)
Planning (CL4C23)
Implementing the Leader's Plan (CL4C24)
Evaluation and Follow-Up (CL4C25)
The Leader and the OESO (CL4C26)
Philosophy of Leadership (CL4C30)
Leadership Case Study (CL4C31)
Leadership Seminar I (CL4C33)
Leadership Seminar II (CL4C34)
Leadership Seminar III (CL4C34)
The Army System of Maintenance (WP4C50)
Maintenance Records and Procedures (WP4C52)
Repair Parts Supply (WP4C53)
Materiel Readiness Reporting (WP4C54)
Command and Staff Maintenance Responsibilities (WP4C58)
The Army Readiness System (WP4C70)
Commander's Evaluation (WP4C32)
Supervisor's Maintenance Responsibilities (WP4C72)

INCOAC Class Descriptions

Personal Affairs (CPEE05)
Small Unit Logistics (CGEE40)
Property Responsibility (CGEE41)

INCOAC Class Descriptions, continued

Introduction to Army Training (CUEE01)
Preparation of Performance-Oriented Training (CUEE03)
Organization of Performance-Oriented Training (CUEE05)
Conducting and Evaluating Performance-Oriented Training (CUEEUT)
Concept of Leadership (CLEE01)
Nature of the Unit (CLEE02)
Leader's Assessment (CLEE03)
Planning (CLEE04)
Implementation, Evaluation, and Follow-Up (CLEE05)
Alcohol and Drug Abuse (CLEE07)
Army Equal Opportunity Program (CLEE08)
The Leader and the OESO (CLEE09)
Counseling (CLEE19)
Military Justice (The Preliminary Inquiry) (CPEE41)
Military Justice (Disposition of a Case) (CPEE42)
DA Career, EPMS/EES Briefing (DDEE00)
Materiel Readiness Reporting (WPEE34)
The Army System of Maintenance (WPEE50)
Maintenance Records and Procedures (WPEE52)
Vehicle Familiarization (WPEE66)

Fort Ord On-Post Schools

NCOA Course/Class Descriptions

Primary Leadership Course (PLC)

Introduction to Small Group Learning

Communication Skills

Workload Distribution

Improve Work Procedures

Supervise Operator Maintenance

Write Standard Operating Procedures (SOPs)

Prepare and Post a Duty Roster

Planning the Use of Your Time

Preparation for Training

Correcting Personnel Who Do Not Comply with Policies

Develop Subordinates Potential for Advancement

Decision Making

Evaluating Subordinates' Performance

Coordinate Actions Which May Affect Other Sections

Keep Your Senior/Subordinate Informed Via Oral or Written Communication

Counseling Subordinates

Conduct Meetings

Make Recommendations for Disciplinary Action

Make Recommendations for Awards

Motivate Subordinates

Integrating New Personnel into the Work Unit

Select and Apply Appropriate Leadership Style

Implementing New Policies and Procedures

Identify and Satisfy Training Needs

PLC, continued

Establish Supervisor's Handbook
Professional Ethics and Self-Discipline
Introduction to Leadership
Taking Charge
Drill and Ceremonies

Primary NCO Course/Combat Arms (PNCOC/CA)

Training to Train: Training Trainers to Conduct Training
Training to Train: Physical Training
Training to Train: Basic Squad Drill
Training to Lead

Basic NCO Course/Combat Arms (BNCOC/CA) - Field Artillery

Maintain DA Form 2408-4
Prepare and Conduct Section Training
Characteristics, Disassembly and Assembly of .50 Caliber
Machinegun HB52
Headspace and Time the .50 Caliber Machinegun HB52
Perform Equilibrator Adjustment on 155-MM Howitzer M109/M109A1
Perform Zero Pressure Check on 155-MM Howitzer M109/M109A1
Perform Cradle Cam Adjustment on 155-MM Howitzer M109/M109A1
Perform Rammer Reliability on 155-MM Howitzer M109/M109A1
Perform Equilibrator Adjustment on 175-MM Gun M107/8-Inch
Howitzer M110
Time the Loader/Rammer on 175-MM Gun M107/8-Inch Howitzer M110
Check Hydraulic Fluid on 175-MM Gun M107/8-Inch Howitzer M110

BNCOC/CA - Infantry

- Phase I: Performance-Oriented Training
- Phase II: Training in MOS Critical Tasks
- Phase III: Tactical Collective Training

PDS Course/Class Descriptions

- Company Commander Course
- Motor Maintenance Officer Course
- Motor Sergeant's Course
- Wheel Vehicle Mechanic Course
- Materiel Readiness Course
- Prescribed Load List/The Army Maintenance Management System (PLL/TAMMS) Course
- Supply Management Course
- Supply Sergeant Orientation Course
- Training Management Workshop
- Trainer Workshop
- First Sergeant's Refresher Course

Scheduled Course Descriptions

- Leadership and Management Development Course (L & MDC)
- Military Justice (Course B)

NBC Defense School Course Descriptions

- NBC Officer and NCO Course (NBC-01)
- Advanced NBC Officer/NCO Course (NBC-07)
- Commander's/Leader's Basic NCO Course (NBC-08)

On Call Course Descriptions

Company Grade Leadership and Management Development
Alcohol and Drug Coordinator (ADC)
Alcohol and Drug Abuse Unit Training
Unit Fire Marshall
Staff Records Management
Publications Distribution
Unit Administrative Safety Officer Orientation Course

Fort Ord Academic Course Offerings

(Available academic courses are listed in Appendix II.)

Correspondence Courses

Field Artillery School Correspondence Subcourse Descriptions

NCO Leadership and Career Development (IN 001)
Department of the Army Publications Management (AG 21)
Command Publications and Routine Orders (AG 22)
Records Management (AG 23)
Basic Administrative Records (AG 27)
Authorized and Unauthorized Absences (AG 34)
Office Management (AG 63)
Records Management (IS 200)
Personnel Management (IS 205)
Command and Staff Procedures (IS 208)
Methods of Instruction (Effective Speaking) (IS 210)
Nuclear Weapons Employment (IS 215)
Human Self-Development (Basic) (IS 222)
Human Self-Development (Advanced) (IS 223)

Field Artillery School Correspondence Subcourse Descriptions, continued

Service Benefits (IS 226)

Race Relations (IS 235)

Drug Abuse (IS 236)

Drug Abuse (IS 238)

Military Leadership (IS 246)

Military Leadership (IS 248)

Race Relations (IS 249)

Basic Course on Hague/Geneva Conventions (IS 258)

Basic Principles of Military Justice (IS 259)

Advanced Principles of Military Justice (IS 260)

Physical Training (IS 264)

Unit Readiness (Basic) (IS 267)

Unit Readiness (Advanced) (IS 271)

Division Supply, Service, and Transport Operations (IS 274)

Small-Unit Administration--Supply Operations (IS 277)

Company Administration (Publications, Records, and Personnel Management) (IS 297)

Duties of the Safety Officer (FA 329)

Maintenance Inspections and PM Management (FA 353)

Vehicle Maintenance Fundamentals (FA 390)

RSOP and Marches (FA 401)

Field Artillery Ammunition Supply (FA 409)

Communication Maintenance and Supply Procedures (FA 600)

Training Management (IN 643)

Infantry School Correspondence Subcourse Descriptions

NCO Leadership and Career Development (INO 001)
Drill and Ceremonies (INO 002)
Training Management (INO 004)
Leadership (INO 008)
Code of Conduct, Survival, Evasion, and Escape (INO 012)
Military Justice (INO 019)
Logistics (INO 020)
Techniques of Military Instruction (INO 021)
Maintenance (INO 024)
Drill and Command (INO 100)
Methods of Instruction (INO 101)
Military Leadership (INO 102)
Mobility (INO 110)
Personnel (INO 127)
Logistics (INO 128)
Legal Subjects (INO 130)
Leadership Aspects of Contemporary Issues (Race Relations)
(INO 131)
Records Management (ISS 200)
Effective Writing (ISS 204)
Personnel Management (ISS 205)
Command and Staff Procedures (ISS 208)
Method of Instruction (ISS 210)
Human Self-Development (Basic) (ISS 222)
Human Self-Development (Advanced) (ISS 223)
Service Benefits (ISS 226)
Financial Management (ISS 233)

Infantry School Correspondence Subcourse Descriptions, continued

Leadership Aspects of Contemporary Issues (Race Relations)
(ISS 235)

Leadership Aspects of Contemporary Issues (Drug Abuse)
(ISS 236)

Drug Abuse (ISS 238)

Military Leadership (Advanced) (ISS 246)

Military Leadership (ISS 248)

Race Relations (ISS 249)

Military Justice I (ISS 259)

Military Justice (ISS 260)

Unit Readiness (Basic) (ISS 267)

Organizational Maintenance (ISS 268)

Division Maintenance Operations (ISS 269)

Organizational Maintenance and Maintenance Management (ISS 270)

Individual and Group Communication (ISS 278)

Company Administration - Supply (ISS 277)

Company Administration - Publications, Records, and Personnel (ISS 297)

Taking Charge (INO 301)

Human Behavior (INO 302)

Counseling (INO 303)

Leadership Aspects of Contemporary Issues I (INO 304)

Leadership Aspects of Contemporary Issues II (INO 305)

Prepare and Conduct Training (INO 306)

Drill and Command (INO 307)

Physical Training (INO 308)

Logistics (INO 313)

Wheeled Vehicles (INO 315)

Tracked Vehicles (INO 316)

Infantry School Correspondence Subcourse Descriptions, continued

Drill and Command (INO 531)
Personnel (INO 533)
Maintenance Management (INO 584)
Training Management (INO 593)
Command and Staff Aspects of Preventive Maintenance (INO 604)
Personnel Functions (INO 638)
Training Management (INO 643)
Unit Readiness (INO 645)
Mobility (INO 647)

Institute of Administration Subcourse Descriptions

Noncommissioned Officer Leadership and Career Development (IN 001)
Army Reenlistment Program (AG 003)
Benefits for Servicemen and their Families (AG 005)
Awards and Decorations (AG 006)
Serious Incident Reporting and Suspension of Favorable Personnel
Actions (AG 008)
Fundamentals, Procedures and Techniques of Personnel Management (AG 010)
Distribution of Enlisted Personnel (AG 011)
Personnel Records (AG 012)
Officer Performance Counseling/Coaching and Evaluation Reporting (AG 010)
Career Management and Officer Utilization (AG 018)
Separations (AG 020)
Department of the Army Publications Management (AG 021)
Effective Army Writing (AG 028)
Command Publications (AG 030)
Orders (AG 031)

Institute of Administration Subcourse Descriptions, continued

Special Courts - Martial Administration I (JA 031)
Special Courts - Martial Administration II (JA 032)
Authorized and Unauthorized Absences (AG 034)
Fundamentals of Management (AG 046)
Manpower Management (FI 063)
Forms Management and Reproduction Facilities (AG 049)
Office Management (FI 063)
Recruiting (AG 071)
Division Personnel Support System (AG 084)
Military Leadership (IN 102)
Supply Procedures at Unit and Organization Levels (QM 129)
Affirmative Actions (AG 194)
RR/EO Policy, Staff Organization and Procedures (AG 195)
RR/EO Management and Training Tools (AG 196)
Functional Management (AG 198)
Instructional Development (AG 199)
Records Management (USAIA) (IS 200)
Personnel Management (USAIA) (ISS 205)
Methods of Instruction (Effective Speaking) (USAARMS) (SS 210)
Service of Benefits (USAIA) (ISS 226)
Leadership Aspects of Contemporary Issues (Race Relations, Basic)
(USAIA) (ISS 235)
Leadership Aspects of Contemporary Issues (Drug Abuse, Basic)
(USAIA) (ISS 236)
Leadership Aspects of Contemporary Issues (Drug Abuse, Advanced)
(USAIA) (ISS 238)
Military Leadership (Advanced) (USAIA) (ISS 246)
Military Leadership (USAIA) (ISS 248)

Institute of Administration Subcourse Descriptions, continued

Race Relations (Advanced) (USAIA) (ISS 249)

Geneva Conventions of 1949 and Hague Convention No. IV of 1907
(ISS 258)

Basic Principles of Military Justice (ISS 259)

Advanced Principles of Military Justice (ISS 259)

Physical Training (Advanced) (USAIA) (ISS 264)

Unit Readiness (Basic) (USAOC&S) (ISS 267)

Organizational Maintenance (USAOC&S) (ISS 268)

Division Maintenance Operations (USAOC&S) (ISS 269)

Organizational Maintenance and Maintenance Management (USAOC&S)
(ISS 270)

Unit Readiness (Advanced) (USAOC&S) (ISS 271)

Small Unit Administration--Supply Operations (USAQMS) (ISS 277)

Small Unit Administration (Publications, Records, and Personnel
Management) (USAIA) (ISS 297)

Promotion and Reduction of Enlisted Personnel (AG 311)

SIDPERS for the Unit Level (AG 330)

Correspondence Management (AG 354)

Records Management (AG 400)

Military Instruction (AR 431)

Personnel Functions (IN 638)

Techniques of Management (FI 985)

Quartermaster School Correspondence Subcourses Described

Fundamentals of Management (AG 0046)

Military Training Management I (IH 0037)

Leadership (IN 0008)

Drill and Command (IN 0100)

Records Management (IS 0200)

Quartermaster School Correspondence Subcourses Described, continued

Personnel Management (IS 0205)

Methods of Instruction (Effective Speaking) (IS 0210)

Service Benefits (IS 0226)

Leadership Aspects of Contemporary Issues (Race Relations) (IS 0235)

Leadership Aspects of Contemporary Issues (Drug Abuse) (IS 0236)

Drug Abuse (IS 0249)

Military Leadership (IS 0246; IS 0248)

Race Relations (IS 0249)

Basic Course on Genva/Hague Conventions (IS 0258)

Basic Principles of Military Justice (IS 0259)

Advanced Principles of Military Justice (IS 0260)

Physical Training (IS 0264)

Unit Readiness (Basic) (IS 0267)

Division Maintenance Operations (IS 0269)

Unit Readiness (Advanced) (IS 0271)

Individual and Group Communication (IS 0275)

Small Unit Administration--Supply Operations (IS 0277)

Company Administration (Publications, Records and Personnel Management) (IS 0297)

Command and Staff Procedures (OD 0818)

Maintenance Management I (OD 0914)

Basic Storage Procedures, Part I (QM 0003)

Basic Storage Procedures, Part II (QM 0004)

Unit and Organization Supply, Part I (QM 0012)

Unit and Organization Supply, Part II (QM 0013)

Equipment Status Reporting and Inspection and Inventory Procedures at Unit and Organizational Levels (QM 0014)

Quartermaster School Correspondence Subcourses Described

Weapons Management Improvement Program (WMIP) (QM0108)

Repair Parts Supply Records and Procedures, Part I (QM 0374)

Repair Parts Supply Records and Procedures, Part II, (QM 0375)

Storage Supervision at Unit Level (QM 0466)

Unit and Organization Storage Requirements (QM 0467)

Introduction to Organizational Maintenance of Small Arms (QM 0468)

Supply Publications (QM 0532)

The Logistical Estimate and the Administrative/Logistics Order
(QM 0555)

Safety and First Aid (QM 0563)

Supervisory Aspects of Unit and Organization Supply (QM 0622)

Human Behavior (QM 0837)

Account for Absentee's Clothing and Equipment (QM 2000)

Disposal of Absentee's Clothing and Equipment (QM 2001)

Materiel Readiness Report (DA Form 2406) (QM 2004)

Maintain Automated Hand Receipt (AM 2005)

Control of Property Administration (Company - DLOGS) (QM 2006)

Evaluation of PLL/TAMMS Operations (QM 2023)

Control of Property Administration (Battalion DLOGS) (QM 2024)

Unit Readiness Report Worksheet (DA Form 2715) (QM 2025)

Process Adjustment Documents (QM 2026)

Control Army Equipment Status Reporting System (AESRS) Reports
(QM 2027)

Prepare Division Unit Readiness Reports (WM 2028)

Prepare and Process Manual Transaction Documents (WM 2029)

Process Adjustments to the Automated Property Book (WM 2030)

Control Monthly Inventories (WM 2031)

Process Output from the Daily Cycle (WM 2032)

Quartermaster School Correspondence Subcourse Descriptions,

Process Output from the Weekly Cycle (QM 2033)

Process Output from the Monthly Cycle (Qm 2034)

Perform Files Maintenance (QM 2035)

Training Extension Courses (TEC)

(Courses relevant to garrison/administrative activities
are listed in Appendix II.)

Structured On-The-Job Training (SOJT)

(SOJT is described in Appendix II.)

On-The-Job Experience (OJE) and Procedural Manuals

(OJE and Procedural Manuals are described in
Appendix II.)

CHAPTER FOUR. MATCHING OF JOB PREPARATION
SOURCES WITH GARRISON/ADMINISTRATIVE ACTIVITIES OF
OFFICERS AND NCOs

INTRODUCTION

Chapters Two and Three of this report provide fundamental information regarding patterns and procedures of the officer and NCO professional development systems within the Army Field Artillery and Infantry branches. This chapter supplies an inventory of preparation sources with a matrix which matches garrison/administrative activities with the blocks of instruction designed to prepare military personnel for the conduct of these activities. With this information it is possible to assess the extent to which information and instruction sources are available to prepare officers and NCOs for training/training management and other garrison/administrative activities: the extent of training coverage.

The list of garrison/administrative activities presented includes administrative duties; taskings and details; maintenance procedures; tests, inspections, and evaluations; attendance at military schools; and other training and training management activities. This list was generated principally from the first and second product reports of this project, consolidated into Final Product Report 1/2 (Giesler, Harden, Best & Elliott, 1979), and supplemented by information available in other FORSCOM and ARI studies (ARI Field Unit, 1979; FORSCOM, 1979; USACATB, 1977), and by data collected through questionnaire and interview responses from officer and NCOs at the 7th Infantry Division, Fort Ord, California. The specific references utilized in identifying these activities are listed at the end of this chapter.

Sources of preparation were also identified from a number of documents (listed in the reference section of this chapter), and include: Reserve Officers' Training Corps (ROTC) classes, Fort Sill formal courses, Fort Benning formal courses, Fort Ord on-post schools and courses, academic courses, correspondence and other training extension courses, and information available on the job. These are divided, by location, into three categories: (1) resident sources (classes presented at the formal schools); (2) installation sources (classes presented at Fort Ord); and (3) unit sources (self-study materials or training extended to the unit).* (Chapter Three, supplemented by Appendix II, presents detailed descriptions of the various sources of job preparation.)

* Two preparation sources, on-the-job experience (OJE) and procedural manuals, are included in the latter category as unit sources, but are not listed on the matrix. OJE occurs for each activity by definition: if soldiers perform the activity on the job, they receive OJE. Similarly, in all cases, garrison/administrative activities are documented in unit and Division Standard Operating Procedures (SOPs) and other procedural manuals. Rather than repeat these unit sources on the matrix for each activity, we note here that OJE and procedural manuals exist as two sources of preparation for all garrison/administrative activities.

An attempt was made to indicate on the matrix those preparation sources which provide information and/or training directly pertinent to each activity. If through training the officer or NCO obtains the requisite skills to carry out the subject activity, the training is considered a source of preparation, as indicated by a dot on the matrix. In ROTC, for example, students are trained to perform and conduct drills, ceremonies, and parades. While the class materials do not indicate the particular ceremonies involved, it can be assumed that as a result the training in fundamentals provided in ROTC, students can perform change of command ceremonies (activity item 103). Therefore a dot was placed in that box.

In most cases Field Artillery and Infantry military personnel receive the same kind of training for each garrison/administrative activity. Where there are discrepancies in the available preparation sources for these two branches, these have been noted (a list of these notes follows the matrix.) Otherwise the matrix represents all sources available to Field Artillery and Infantry officers and NCOs to prepare them for their garrison/administrative responsibilities.

While the researchers have made every effort to be complete, it should be noted that in some cases materials specifically describing the content covered in the blocks of instruction were unavailable. In these cases we utilized broader course/training catalogs, along with actual observation of training sessions and our knowledge of the preparation system to determine training coverage.

ACTIVITY/TRAINING MATRIX	INSTALLATION													UNIT													
	ROTC	FAOBC/10BC	FACBDC	FAOAC/10AC	FANCOAC/INCOAC	PLC	PNCOC/CA	BNCOAC/CA	COMPANY COMMANDER'S COURSE	MOTOR-MAIN OFFICER'S COURSE	MOTOR SERGEANT'S COURSE	MV MECHANIC'S COURSE	MATERIEL READINESS COURSE	PLL/TAMMS COURSE	SUPPLY MGT COURSE	TRAINER/TRNG MGT WKSHPS	1SGT'S REFRESHER COURSE	LEADERSHIP & MGT DVLP COURSE	MILITARY JUSTICE	NBC COURSES (OFFICERS & NCOs)	OTHER SCHEDULED AND ON CALL CLASSES (FORT ORD)	ACADEMIC COURSES (FORT ORD)	CORRESPONDENCE COURSES	TEC	SQUAD		
Administrative (Part I)																											
101. Duty Rosters																											
102. Dental Examination (Annual)																											
103. Change of Command Ceremonies																											
104. Organization Day																											
105. Week of the Bayonet																											
106. Hearing Conservation Program																											
107. Pay Day Activities																											
108. Compensatory Time (Time Off)																											
109. Training Holidays																											
110. Barracks Cleaning																											
111. Preparation of Sick Slips																											
112. Wives' Day Program																											
113. Weight Control Program																											
114. Reenlistment Program																											
115. Annual Personnel Records Audit																											
116. Defensive Driving Course (DDC)																											

ACTIVITY/TRAINING
MATRIX

ACTIVITY/TRAINING	INSTALLATION												UNIT													
	RTC	FAOBC / IOBC	FACBOC	FAOAC / IOAC	FANCOAC / INCOAC	PLC	PNCOC/CA	BNCOAC/CA	COMPANY COMMANDER'S COURSE	MOTOR MAIN OFFICER'S COURSE	MOTOR SERGEANT'S COURSE	MV MECHANIC'S COURSE	MATERIEL READINESS COURSE	PLL/TAMMS COURSE	SUPPLY MGT COURSE	TRAINER/TRNG MGT WKSHP	1SGT'S REFRESHER COURSE	LEADERSHIP & MGT DPLP COURSE	MILITARY JUSTICE	NBC COURSES (OFFICERS & NCOs)	OTHER SCHEDULED AND ON CALL CLASSES (FORT ORD)	ACADEMIC COURSES (FORT ORD)	CORRESPONDENCE COURSES	TEC	SOJT	
Administrative (Part I), continued																										
117. Self Help Program																										
118. Unit Mail Program																										
119. Morning Parade Activities																										
120. Safety Program																										
121. Fire Prevention Program																										
122. Logistic Readiness																										
123. Materiel Readiness																										
124. Supply Discipline																										
125. Clothing Showdown Inspection																										
126. Crime Prevention Program																										
127. Leave and Earning Statement (LES) Review																										
128. Letters of Indebtedness																										
129. Request for Leave																										
130. Bar to Reenlistments																										
131. Human Relation Council (HRC) Member																										
132. Professional Bayonet Program																										

ACTIVITY/TRAINING MATRIX	RESIDENT												INSTALLATION												UNIT	
	ROTC	FAOBC/108C	FACBDC	FAOAC /108C	FANCOAC/1NCOAC	PLC	PNCOC/CA	BNCOC/CA	COMPANY COMMANDER'S COURSE	MOTOR MAIN OFFICER'S COURSE	MOTOR SERGEANT'S COURSE	MV MECHANIC'S COURSE	MATERIEL READINESS COURSE	PLL/TAMMS COURSE	SUPPLY MGT COURSE	TRAINER/TRNG MGT MKSHPS	ISGT'S REFRESHER COURSE	LEADERSHIP & MGT DPLP COURSE	MILITARY JUSTICE	NBC COURSES (OFFICERS & NCOs)	OTHER SCHEDULED AND ON CALL CLASSES (FORT ORD)	ACADEMIC COURSES (FORT ORD)	CORRESPONDENCE COURSES	TEC	SQUAD	
Administrative (Part 1), continued																										
133. Enlisted Efficiency Reports and Ratings																										
134. Security of Arms and Ammunition																										
135. Unit Sports Program (R&R)																										
136. Receiving of Medical Shots																										
137. Required Formations & Musters																										
138. Police Call (Trash Detail)																										
139. Vehicle Safety Program																										
140. General Leadership/Management																										
141. Organizational Effectiveness																										

ACTIVITY/TRAINING MATRIX

ACTIVITY/TRAINING	RESIDENT				INSTALLATION														UNIT							
	ROTC	FAOBC/108C	FAC80C	FAOAC/10AC	FANCOAC/1NCOAC	PLC	PNCOC/CA	BNCOAC/CA	COMPANY COMMANDER'S COURSE	MOTOR MAIN OFFICER'S COURSE	MOTOR SERGEANT'S COURSE	MV MECHANIC'S COURSE	MATERIEL READINESS COURSE	PLL/TAMMS COURSE	SUPPLY MGT COURSE	TRAINER/TRNG MGT WKSHPS	1SGT'S REFRESHER COURSE	LEADERSHIP & MGT DVL COURSE	MILITARY JUSTICE	NBC COURSES (OFFICERS & NCOs)	OTHER SCHEDULED AND ON CALL CLASSES (FORT ORD)	ACADEMIC COURSES (FORT ORD)	CORRESPONDENCE COURSES	TEC	SQJ	
Administrative (part II) Additional Duties																										
142. Mess Officer/NCO																										
143. Training Officer/NCO																										
144. Maintenance Officer/NCO																										
145. Supply Officer/NCO																										
146. Fire Marshall Officer/NCO																										
147. Safety Officer/NCO																										
148. Communications Officer/NCO																										
149. NBC Officer/NCO																										
150. Unit Reenlistment Officer/NCO																										
151. Ammunitions Officer/NCO																										
152. Claims Officer/NCO																										
153. Unit Postal Officer/NCO																										
154. Troop Info & Ed Officer/NCO																										
155. Classified Doc Officer/NCO																										
156. Income Tax Officer/NCO																										
157. Vector Control Officer/NCO																										

ACTIVITY/TRAINING MATRIX	INSTALLATION												UNIT													
	ROTC	FA08C/108C	FAC80C	FA04C/104C	FANCOAC/INCOAC	PLC	PNCOC/CA	BNCOC/CA	COMPANY COMMANDER'S COURSE	MOTOR MAIN OFFICER'S COURSE	MOTOR SERGEANT'S COURSE	MV MECHANIC'S COURSE	MATERIEL READINESS COURSE	PLL/TAMMS COURSE	SUPPLY MGT COURSE	TRAINER/TRNG MGT WKSHPS	1SGT'S REFRESHER COURSE	LEADERSHIP & MGT DVLP COURSE	MILITARY JUSTICE	NBC COURSES (OFFICERS & NCOs)	OTHER SCHEDULED AND ON CALL CLASSES (FORT ORD)	ACADEMIC COURSES (FORT ORD)	CORRESPONDENCE COURSES	TEC	SQUAD	
Administrative (Part II) Additional Duties. continued																										
158. Military Pay Certificate Officer/NCO																										
159. Primary Censor Officer/NCO																										
160. Conservation Officer/NCO																										
161. VD Control Officer/NCO																										
162. Maneuver/Damage Control Officer/NCO																										
163. Form Control & Records Management Officer/NCO																										
164. Voting Officer/NCO																										
165. Security Officer/NCO																										
T. 6. Repair and Utilization Officer/NCO																										
167. Army Emergency Relief (AER) Officer/NCO																										
168. Line of Duty (LOD) Investigation Officer/NCO																										
169. Range Safety Officer/NCO																										
170. Recreation Officer/NCO																										
171. Race Relations Officer/NCO																										

ACTIVITY/TRAINING
MATRIX

Tests/Inspections/Evaluations	INSTALLATION												RESIDENT				UNIT									
	ROTC	FAOBC/10BC	FACBDC	FAOAC/10AC	FANCOAC/10COAC	PLC	PNCOC/CA	BNCOC/CA	COMPANY COMMANDER'S COURSE	MOTOR MAIN OFFICER'S COURSE	MOTOR SERGEANT'S COURSE	MV MECHANIC'S COURSE	MATERIEL READINESS COURSE	PLL/TAMMS COURSE	SUPPLY MGT COURSE	TRAINER/TRNG MGT WKSHPS	1SGT'S REFRESHER COURSE	LEADERSHIP & MGT DVL P COURSE	MILITARY JUSTICE	NBC COURSES (OFFICERS & NCOs)	OTHER SCHEDULED AND ON CALL CLASSES (FORT ORD)	ACADEMIC COURSES (FORT ORD)	CORRESPONDENCE COURSES	TEC	SQJ	
201. General Inspection (IG)																										
202. Formal Command Inspection																										
203. Informal Command Inspection																										
204. Initial Technical Inspection																										
205. In Process Tech Inspection																										
206. Final Technical Inspection																										
207. Spot Check Inspection (Road-side Cts, Barracks, etc.)																										
208. Miscellaneous Inspections																										
209. Conduct SQJ																										
210. Physical Training Test																										
211. Practice Physical Training Test																										
212. Drivers Testing & Licensing																										
213. Expert Field Med Badge Test																										
214. Expert Infantryman Badge Test																										
215. Individual Mps Qualification																										
216. Individual Mps Familiarization																										

ACTIVITY/TRAINING
MATRIX

ACTIVITY/TRAINING	INSTALLATION												UNIT															
	ROTC	FAORC/IOBC	FACBOC	FAOAC /OAC	FANCOAC /INCOAC	PLC	PNCOC/CA	BNCOC/CA	COMPANY COMMANDER'S COURSE	MOTOR MAIN OFFICER'S COURSE	MOTOR SERGEANT'S COURSE	MV MECHANIC'S COURSE	MATERIEL READINESS COURSE	PLL/TAMMS COURSE	SUPPLY MGT COURSE	TRAINER/TRNG MGT WKSHPS	1SGT'S REFRESHER COURSE	LEADERSHIP & MGT DVL P COURSE	MILITARY JUSTICE	NBC COURSES (OFFICERS & NCOs)	OTHER SCHEDULED AND ON CALL CLASSES (FORT ORD)	ACADEMIC COURSES (FORT ORD)	CORRESPONDENCE COURSES	TEC	SOJT			
Maintenance/Maintenance Training																												
401. Maintenance & Training/Vehicles																												
402. Maintenance & Training/Weapons																												
403. Motor Stables																												
404. 8-Hour Maintenance Stand-Down																												

ACTIVITY/TRAINING MATRIX		INSTALLATION													UNIT													
		ROTC	FA08C/108C	FAC80C	FA0AC/10AC	FANCOAC/1NCOAC	PLC	PNCOC/CA	BNCOC/CA	COMPANY COMMANDER'S COURSE	MOTOR MAIN OFFICER'S COURSE	MOTOR SERGEANT'S COURSE	WV MECHANIC'S COURSE	MATERIEL READINESS COURSE	PLL/TAMMS COURSE	SUPPLY MGT COURSE	TRAINER/TRNG MGT WKSHPS	1SGT'S REFRESHER COURSE	LEADERSHIP & MGT DVLP COURSE	MILITARY JUSTICE	NBC COURSES (OFFICERS & NCOs)	OTHER SCHEDULED AND ON CALL CLASSES (FORT ORD)	ACADEMIC COURSES (FORT ORD)	CORRESPONDENCE COURSES	TEC	SOJT		
Schools																												
501. Civilian Education Programs																												
502. On-Duty Military School Program																												
503. Unit School Program																												
504. Command Information Classes																												

ACTIVITY/TRAINING
MATRIX

ACTIVITY/TRAINING	RESIDENT												INSTALLATION										UNIT			
	ROTC	FAOBC/10BC	FACBOC	FAOAC/10AC	FANCOAC/1NCOAC	PLC	PNCOC/CA	BNCCO/CA	COMPANY COMMANDER'S COURSE	MOTOR MAIN OFFICER'S COURSE	MOTOR SERGEANT'S COURSE	WV MECHANIC'S COURSE	MATERIEL READINESS COURSE	PLL/TAMMS COURSE	SUPPLY MGT COURSE	TRAINER/TRNG MGT WKSHPS	1SGT'S REFRESHER COURSE	LEADERSHIP & MGT DVLP COURSE	MILITARY JUSTICE	NBC COURSES (OFFICERS & NCOs)	OTHER SCHEDULED AND ON CALL CLASSES (FORT ORD)	ACADEMIC COURSES (FORT ORD)	CORRESPONDENCE COURSES	TEC	SQUAD	
601. Civl Disturbance Training					•																					
602. Geneva/laque Convention Training				•	•																					
603. Benefits of an Honorable Discharge		•																								
604. Survival, Evasion, Resistance, and Escape (SERE)																										
605. Environmental Protection Training																										
606. Code of Conduct Training		•																								
607. Standards of Conduct Training						•																				
608. Privacy Act																										
609. SAEDA* Training																										
610. Military Justice																										
611. Race Relations and EO Training																										
612. Alcohol/Drug Abuse Program																										
613. Training Week System (1-Week) (Plan, organize, & sch trng)																										
614. Identify Training Needed																										
615. Prepare for Training																										
616. Conduct Training																										

* Subversion and Espionage Directed Against the Army

ACTIVITY/TRAINING
MATRIX

ACTIVITY/TRAINING	RESIDENT								INSTALLATION												UNIT					
	ROTC	FA08C/108C	FACBOC	FA0AC/10AC	FANCOAC/1NCOAC	PLC	PNCOC/CA	BNCOC/CA	COMPANY COMMANDER'S COURSE	MOTOR MAIN OFFICER'S COURSE	MOTOR SERGEANT'S COURSE	MV MECHANIC'S COURSE	MATERIEL READINESS COURSE	PLL/TAMMS COURSE	SUPPLY MGT COURSE	TRAINER/TRNG MGT WKSHPS	1SGT'S REFRESHER COURSE	LEADERSHIP & MGT DVP COURSE	MILITARY JUSTICE	NBC COURSES (OFFICERS & NCOs)	OTHER SCHEDULED AND ON CALL CLASSES (FORT ORD)	ACADEMIC COURSES (FORT ORD)	CORRESPONDENCE COURSES	TEC	SQUAD	
Training Activities, continued																										
617. Physical Readiness Training	•																									
618. Remedial Physical Training	•																									
619. SIGSEC (Commo Security/Electronics Security)	•																									
620. Operations Security Training (OPSEC)	5																									
621. Electronic Warfare Training																										
622. SQT Preparation Training																										
623. ARTEP Preparation																										
624. Intelligence Training																										
625. Night Operations																										
626. Water Survival/Drownproofing																										
627. Training Management Workshop (BTMS)																										
628. Training Supervisor's Workshop (BTMS)																										
629. Platoon Leader's Workshop (BTMS)																										
630. Trainer's Workshop (BTMS)																										
631. Remedial Training																										
632. Nuclear Surety Program																										

ACTIVITY/TRAINING MATRIX

Training Activities, continued	INSTALLATION												UNIT													
	ROTC	FA08Q/108C	FACB0C	FA0AC /10AC	FANCOAC /INCOAC	PLC	PNCOC/CA	BNCOG/CA	COMPANY COMMANDER'S COURSE	MOTOR MAIN OFFICER'S COURSE	MOTOR SERGEANT'S COURSE	MV MECHANIC'S COURSE	MATERIEL READINESS COURSE	PLL/TAMMS COURSE	SUPPLY MGT COURSE	TRAINER/TRNG MGT WKSHPS	1SGT'S REFRESHER COURSE	LEADERSHIP & MGT DVLP COURSE	MILITARY JUSTICE	NBC COURSES (OFFICERS & NCOs)	OTHER SCHEDULED AND ON CALL CLASSES (FORT ORD)	ACADEMIC COURSES (FORT ORD)	CORRESPONDENCE COURSES	TEC	SOJT	
633. Adventure Training	•																									
634. Field Sanitation Team Training				•																						
635. Amphibious Training																										
636. Small Arms Air Defense Training																										
637. Reforger Training																										
638. NBC Defense Training (Team)																										
639. NBC Defense Trng (Individual)																										
640. Deployment Trng (Movement/Air/Water/Rail/Convoy Opns)																										
641. Assault Drills Training																										
642. Opposing Forces Trng (OPFOR)																										
643. Individual Training (Soldier's Manual Tasks)																										
644. Collective Training (Soldier's Manual Tasks)																										
645. Air/Ground Operations																										
646. Battalion Tank Force Exercise																										
647. Battalion Live Fire Exercises																										
648. Company/Battery Live Fire Exercises																										

ACTIVITY/TRAINING MATRIX

ACTIVITY/TRAINING	RESIDENT				INSTALLATION												UNIT									
	ROTC	FAOBC/IOBC	FACBOC	FAOAC/IOAC	FANCOAC/INCOAC	PLC	PNCOC/CA	BNCOC/CA	COMPANY COMMANDER'S COURSE	MOTOR MAIN OFFICER'S COURSE	MOTOR SERGEANT'S COURSE	MV MECHANIC'S COURSE	MATERIEL READINESS COURSE	PLL/TAMPS COURSE	SUPPLY MGT COURSE	TRAINER/TRNG MGT WKSHPS	1SGT'S REFRESHER COURSE	LEADERSHIP & MGT DPLP COURSE	MILITARY JUSTICE	NBC COURSES (OFFICERS & NCOs)	OTHER SCHEDULED AND ON CALL CLASSES (FORT ORD)	ACADEMIC COURSES (FORT ORD)	CORRESPONDENCE COURSES	TEC	SOJT	
Training Activities, continued																										
649. Platoon/Section Live Fire Exercises	•				•																					
650. Foot Marches	•	10		11																						
651. Aircraft Recognition Training																										
652. Antiair Defense Training																										
653. Marksmanship Training	•	12																								
654. Field Training Exercises (FTX)	•																									
655. Command Post Exercises (CPX)																										

ACTIVITY/TRAINING MATRIX: NOTES

- 1., 2. According to available POIs, only soldiers in the Field Artillery branch receive training in Drivers Testing and Licensing within the Basic Officer and Advanced NCO courses.
- 3., 4. The Infantry is the only branch in which training involving the Expert Infantryman Badge (EIB) Test is given.
5. According to the documentation available, only Field Artillery Officers receive OPSEC training in the Basic Officer course.
6. According to documentation, only officers within the Field Artillery receive training regarding the Nuclear Surety Program in the Officer Advanced course.
7. According to documentation, only Field Artillery NCOs receive Nuclear Surety Training in the NCO Advanced course.
8. According to the documentation available, only soldiers in the Infantry receive the Battalion Tank Force Exercise in the Officer Advanced course.
9. Documentation reveals that Company/Battery Live Fire Exercises are provided only for officers in the Infantry Officer Advanced Course.
- 10., 11. According to the documentation available, only Infantry soldiers receive training on Foot Marches in the Officer Basic and Advanced courses.
12. Again according to documentation, only officers within the Infantry receive Marksmanship Training in the Officer Basic course.

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taken from actual course observations and available course materials.)

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(These course instructional programs were supplemented with information taken from actual course observations and available course materials.

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CHAPTER FIVE. PRELIMINARY MODIFYING RECOMMENDATIONS FOR OFFICER AND NCO JOB PREPARATION

INTRODUCTION

As stated at the outset of this report, the goal of this project is to design and implement a job preparatory and operational management system which will enable officers and NCOs to accomplish their garrison/administrative responsibilities more effectively and efficiently, thereby making more time available for training. To achieve this goal, the processes and procedures by which military personnel are prepared to fulfill their garrison/administrative jobs must be analyzed and evaluated to determine their adequacy and where modifications would produce more effective and efficient performance. This final chapter provides recommendations for modifications of, or new developments in the job preparatory system, in addition to a general description of the information considered in deriving these recommendations.

To derive recommendations regarding the current officer and NCO job preparatory systems, an extensive list of garrison/administrative activities was analyzed in terms of the following items of information:

- The time required to perform the activity;
- The perceived importance of the activity;
- The priority weighting of the activity constructed to determine need for further study;
- The kinds of sources of training available to prepare an individual to accomplish the activity;
- The job holders' perception of the training required to adequately perform the activity;
- The researchers' experience in and knowledge of the Army system.

The procedure used to generate recommendations will be discussed with examples later in this chapter.

The information taken into account in formulating recommendations is provided on an activity by activity basis, and is presented in two matrices at the end of this chapter: one for officer preparation; the second for NCO preparation. Much of the data presented in these matrices was collected through a questionnaire administered at Fort Ord, California. (A copy of the survey instrument is provided in Appendix III.) The survey

sample comprised fifteen officers and ninety-one NCOs from Rifle Companies, Combat Support Companies, Firing Batteries, and Service Batteries.* All of the duty positions listed in Appendix I are represented in the sample. Field Artillery and Infantry responses with regard to garrison/administrative preparation systems were so highly similar that the two groups were combined and reported together.

INFORMATION CONSIDERED IN DERIVING RECOMMENDATIONS

The kinds of information considered in deriving the recommendations for modifications of or new developments in the job preparatory system for officers and NCOs are described below.

Time Required To Perform

An important factor to consider is the time required to perform each garrison/administrative activity. Identification of activities which are large time users is crucial to this project.

The relative amount of time required to perform each garrison/administrative activity was estimated from questionnaire responses regarding the time spent involved with each activity. The seven response categories used in the questionnaire were consolidated as follows:

- | | | |
|-------------------------------------|---|---------|
| 1 - Extremely small amount of time. | } | Small |
| 2 - Very small amount of time. | | |
| 3 - Small amount of time. | | |
| 4 - Average amount of time. | } | Average |
| 5 - Large amount of time. | } | Large |
| 6 - Very large amount of time. | | |
| 7 - Extremely large amount of time. | | |

The results are presented in the officer and NCO matrices in the second, third and fourth columns, a dot indicating the category with the highest response frequency.

Perceived Importance

The second factor considered in developing system recommendations was the relative importance of each activity compared to all other activities

* Shortage of military personnel, and resulting overloaded work schedules, combined to produce this small sample of respondents. The modest sample of officer respondents (N=15) require that the conclusions drawn by the researchers be regarded with caution.

as perceived by the job holders. Seven categories of importance used in the questionnaire were collapsed to facilitate analysis, as follows:

- | | | |
|----------------------------|---|---------|
| 1 - Extremely unimportant. | } | Low |
| 2 - Very unimportant. | | |
| 3. unimportant. | | |
| 4 - Average importance. | } | Average |
| 5 - Important. | } | High |
| 6 - Very important | | |
| 7 - Extremely important. | | |

Results are listed in the matrices in the fifth, sixth and seventh columns, a dot again indicating the category with the highest response frequency.

Priority Weighting Of Study Need

The results regarding the relative time required to perform each activity and the relative importance of each activity were combined to calculate each activity's need for further intensive examination by the researchers. A six point scale was used to rank activities by their priority for further study. The scale was calculated as shown in Figure 5-1, '1' indicating the greatest need for further study; '6' indicating the least need for further study:

	TIME required to perform activity	IMPORTANCE of activity	
PRIORITY	1	HIGH	LOW
	2	HIGH	AVERAGE - HIGH
	3	AVERAGE	LOW
	4	AVERAGE	AVERAGE - HIGH
	5	SMALL	AVERAGE - HIGH
	6	SMALL	SMALL

Figure 5-1. Calculation Of Study Need

As previously stated, the primary objective of this research effort is to reduce time spent on garrison/administrative activities and tasks. For this reason, the time variable was weighted more heavily than the importance variable in determining the order in which garrison/administrative activities would be examined. The resulting scale shown above related an activity's degree of time and importance to its need for investigation. For example, an activity which requires a large amount of time to perform (High Time) yet is perceived to be relatively unimportant (Low Importance) becomes the researchers' priority 1. The activity represents the largest time waste and should, therefore, be of primary concern to the researchers.

On the other end of the scale, activities that do not require much performance time (Low Time) and are perceived as relatively unimportant (Low Importance) become the researchers' priority 6. Researchers will focus their investigation efforts on the higher priority activities because it appears that changes in those activities are more likely to significantly impact the job preparatory system and meet the research project objective.

Kinds of Available Training

To analyze the extent to which training is currently available to prepare officers and NCOs to perform their garrison/administrative duties, the information presented in Chapter Four was reviewed and included here. The number of sources of preparation available at resident schools (Fort Sill, Oklahoma and Fort Benning, Georgia); at installation schools (the NCO Academy, the NBC Defense School, and other scheduled, on-call, and academic classes at Fort Ord); and in the unit (correspondence courses, training extension courses, on-the-job training, and written procedural manuals) were totaled and reported in the officer and NCO matrices to indicate existing preparation coverage. (These data were considered in conjunction with the preparation source descriptions provided in Chapter Three, and the Appendix II supplement to that chapter, which indicate the extent to which available training covers the required subject areas.) It should be noted that the fundamental problem may not be that training is not potentially available, but rather, for a variety of reasons, many who need the training do not have the opportunity to receive it.

Perception of Required Training

Finally, the kind of preparation job holders think is necessary to successfully perform each garrison/administrative activity was examined using the survey instrument (Appendix III). Respondents were given four training choices:

- 1 - No training is required to successfully perform this activity.
- 2 - This activity could be completed more successfully simply with the aid of more detailed and more clear documentation (for example: regulations, circulars, SOPs, etc.)

3 - On-the-job training is required to successfully complete this activity.

4 - Formal schools or courses are required to successfully complete this activity.

A dot is placed to indicate the category of highest response frequency for each activity, or in the case of multiple dots, a tie or close to tie in the responses is indicated.

While somewhat helpful, researchers did not depend heavily on this information because: (1) respondents indicated some confusion with the term "formal schools or courses," some interpreting this as resident schools, others as installation courses; and (2) the research team was often more familiar with available training options within the existing job preparatory systems than the soldiers sampled.

RECOMMENDATIONS

The five kinds of information described above were then considered in combination by research team members, supplemented by the team members' knowledge of the military system, the common career progression patterns, and the special problems (e.g., high personnel turbulence) facing today's volunteer Army. Given the survey sample size, the researchers' expertise was an important supplement to the questionnaire data.

After carefully reviewing the available data, the research team proposed recommendations for each of the garrison/administrative activities from six categories representing different ways of modifying the existing job preparatory systems. Recommendations include: no change; revision and/or clarification of documentation; development of job performance aids; coordination and distribution of existing instructional materials; on-the-job training (O.J.T.); and formal, standardized training. (Where insufficient data were available to derive a recommendation, this was noted.)

Given the Army's current emphasis on decentralization of training to the unit level, the proposed interventions generally involve unit level preparation, and are designed to supplement or extend installation and resident training.

Each type of intervention is defined below, and the procedure by which recommendations were derived is illustrated with examples.

Proposed Intervention Categories

Each garrison/administrative activity was evaluated. The training available to prepare officers and NCOs to perform that activity was reviewed and on the basis of this data, recommendations were derived.

which fall into one of six intervention categories. These options are defined below:

- No change

No change in the existing job preparation system is recommended. Data suggests that sufficient preparation is available.

- Revision/Clarification of Documentation

Intervention involves revision of detailed descriptions of required duties and the operating procedures to complete duties. Emphasis is on clarification of manuals, directives, and standard operating procedures (SOPs).

- Development of Job Performance Aids

Intervention involves the development of a device, book, chart or other reference which facilitates job performance by reducing the amount of information the performer must recall or retain to successfully carry out a task. Job aids may minimize the amount of training and individual needs for successful job performance.

- Coordination/Distribution of Existing Materials

A number of instructional packages currently exist which delineate performance requirements and standards including training extension courses, correspondence courses, and other exportable instructional materials. Intervention involves selecting and coordinating these materials and distributing them to relevant job holders.

- O.J.T.

On-the-job training has been conceived in a variety of ways ranging from learning simply by doing one's job (on-the-job experience or O.J.E.), to learning through structured on-the-job training (S.O.J.T.), which is reviewed and evaluated by a supervisor through the administration of proficiency tests with a plan and supporting materials furnished by the proponent school. Here, intervention involves learning by performing one's job with guidance from knowledgeable individuals or from materials designed to facilitate job performance.

- Formal, Standardized Training

Intervention involves the design of highly structured, standardized instruction to vary from self-paced to instructor-centered training and to include the development of lesson plans and practical exercises.

Again, the researchers noted any area where insufficient data were available to frame a recommendation.

Procedure For Generating Recommendations: Examples

The recommendations for the officer and NCO job preparation systems were derived by the authors, each of whom has knowledge of the Army system. First the authors individually generated recommendations for each garrison/administrative activity. Those recommendations were then compared, and the ones about which there was disagreement were discussed and the disagreements resolved.

The best way to illustrate the dynamic procedure by which recommendation decisions were reached is by example. Examples, then, are provided from the officer matrix to illustrate the reasoning behind each type of recommendation.

No Change

For many garrison/administrative activities, the researchers recommended no intervention. In some cases the activity was neither a time user, not important enough to justify training intervention (e.g., Dental Examination, item 102). In other cases the activity was a time user and important, but also one for which sufficient preparation opportunities are available (e.g., Organizational Effectiveness, item 141). And in a third set of cases, the activity simply did not represent a training intervention problem. (For instance, sufficient preparation sources are available for many of the training activities, items 601-655. The problem is that not enough time is available to conduct that training.)

Revision/Clarification Of Documentation

For a number of activities, it was recommended that documentation be revised and clarified. Through an extensive review of Army doctrine summarized in Final Product Report 1/2 (Giesler, Harden, Best & Elliott, 1979), the authors familiarized themselves with all available Army regulations, pamphlets and circulars; TRADOC regulations, pamphlets and circulars; and Division regulations, circulars, and SOPs. The recommendations for revision and clarification of documentation were made principally on the basis of that knowledge.

Development Of Job Performance Aids

The most frequent recommendation made was for the development of job performance aids. These aids are designed to facilitate job performance by presenting key task steps or procedures in a simple-to-use format.

Recommendations for development of job performance aids were based on several factors: First, in many cases the activity required repeated performance throughout the year, making the job performance aid a useful method for reiterating simple instruction and procedures (e.g., Reenlistment Program, item 114). Second, activities for which considerable instruction is available may benefit from the development of job performance aids which condense the materials into a format which can be used easily on the job (e.g., Logistic Readiness, item 122). This is particularly important given that (1) many soldiers do not have the opportunity to attend the

existing courses at the formal schools and at Fort Ord; and (2) even when courses are attended, the lag time between instruction and job performance makes it difficult to retain the material learned in school.

Coordination/Distribution of Existing Materials

The recommendation regarding the coordination and distribution of existing instructional materials was made wherever the researchers verified that a number of self-study or exportable instructional packages were currently available to prepare officers and NCOs to perform a given activity (e.g., Military Justice, item 610; Race Relations and Equal Opportunity (EO) Training, item 611; and Alcohol Abuse Program, item 612). As with the development of job performance aids, this intervention serves to reduce and better organize the available preparation sources to facilitate their use.

O.J.T.

On-the-job training was recommended for activities (1) that have a performance component that cannot be mastered without practice, and (2) which are sufficiently complex to require practice to be able to put the many task steps together. For example, both the Weight Control Program (item 113) and the Reenlistment Program (item 114) require one-to-one counseling, in addition to administrative, record-keeping duties. This counseling component cannot be mastered by simply reviewing existing documentation or using a job performance aid, but must be learned through guided practice.

Other activities, such as Logistic Readiness (item 122), Materiel Readiness (item 123) and Supply Discipline (item 124) are sufficiently complex to warrant O.J.T.--by performing the activity with guidance, the individual gains a real understanding of how the performance requirements fit together.

Formal, Standardized Training

The authors found no garrison/administrative activity to require the development of formal, standardized instruction above and beyond what is currently available.

Comparison Of Recommendations

An examination of the two matrices will reveal that for most of the activities the intervention recommendations are the same for officers and NCOs. This is due to the fact that officers and NCOs frequently share responsibility for completion of garrison/administrative activities. Particularly in this time of high personnel turbulence and a shortage of qualified soldiers, to accomplish daily garrison/administrative duties personnel must frequently fill in for one another.

Where the same intervention is recommended for officers and NCOs, researchers will coordinate intervention approaches to avoid duplication of efforts. For example, if a job performance aid is recommended

for both officers and NCOs (i.e., Duty Rosters, item 101), one aid will be developed delineating task steps and listing position-specific supervisory responsibilities.

Similarly, if multiple interventions are recommended for a given activity (i.e., the Reenlistment Program, item 114), the researchers will coordinate the interventions (using similar format; ordering materials in the same sequence, etc.) so the new materials can be easily utilized together.

OFFICERS

Activity	RELATIVE TIME REQUIRED			RELATIVE IMPORTANCE			STUDY NEED (PRIORITY SCALE)						LOCATION OF PERCEPTION AVAILABLE OF TRAINING (NO. OF SOURCES) TRAINING REQUIRED						RECOMMENDATIONS								
	SMALL	AVERAGE	LARGE	LOW	AVERAGE	HIGH	1	2	3	4	5	6	RESIDENT SCHOOLS	INSTALLATION SCHOOLS	UNIT SOURCES	NONE	DOCUMENTATION	O.J.T.	FORMAL	INSUFFICIENT DATA	NO CHANGE	REVISION/CLARIF. OF DOCUMENTATION	DEVEL. OF JOB PERFORMANCE AIDS	COORD./DISTRIB. OF EXISTING MATERIALS	O.J.T.		
Administrative (Part 1)																											
101. Duty Rosters	•																										
102. Dental Examination (Annual)	•																										
103. Change of Command Ceremonies	•												1														
104. Organization Day	•																										
105. Week of the Bayonet	•																										
106. Hearing Conservation Program	•																										
107. Pay Day Activities	•																										
108. Compensatory Time (Time Off)	•																										
109. Training Holidays	•																										
110. Barracks Cleaning	•																										
111. Preparation of Sick Slips	•																										
112. Wives' Day Program	•																										
113. Weight Control Program	•																										
114. Reenlistment Program	•																										
115. Annual Personnel Records Audit	•																										
116. Defensive Driving Course (MNC)	•																										

OFFICERS

Program	RELATIVE TIME REQUIRED			RELATIVE IMPORTANCE			STUDY NEED (PRIORITY SCALE)			LOCATION OF PERCEPTION AVAILABLE TRAINING (NO. OF SOURCES) TRAINING				RECOMMENDATIONS													
	SMALL	AVERAGE	LARGE	LOW	AVERAGE	HIGH	1	2	3	4	5	6	RESIDENT SCHOOLS	INSTALLATION SCHOOLS	UNIT SOURCES	NONE	DOCUMENTATION	O.J.T.	FORMAL	INSUFFICIENT DATA	NO CHANGE	REVISION/CLARIF. OF DOCUMENTATION	DEVEL. OF JOB PERFORMANCE AIDS	COORD./DISTRIB. OF EXISTING MATERIALS	O.J.T.		
Administrative (Part 1), continued											6																
117. Self Help Program	•					•					•				2	•	•	•			•						
118. Unit Mail Program	•					•					•				2		•	•			•						
119. Morning Parade Activities		•				•		•				1		2			•	•			•						
120. Safety Program	•					•					•			4			•	•			•						
121. Fire Prevention Program	•					•					•			2			•	•			•						
122. Logistic Readiness		•				•					•		3*	2	3		•	•			•						
123. Materiel Readiness		•				•					•		3*	3	3		•	•			•						
124. Supply Discipline		•				•					•		3*	4	3		•	•			•						
125. Clothing Showdown Inspection	•					•					•		1		2		•	•			•						
126. Crime Prevention Program	•					•					•			2			•	•			•						
127. Leave and Earning Statement (LES) Review	•					•					•		1		2		•	•			•						
128. Letters of Indebtedness	•					•					•			2			•	•			•						
129. Request for Leave	•					•					•		1		3		•	•			•						
130. Bar to Reenlistments	•					•					•			3			•	•			•						
131. Human Relation Council (HRC) Member	•					•					•			3			•	•			•						
132. Professional Bayonet Program	•					•					•			2			•	•			•						

OFFICERS

Administrative (Part I).
continued

	RELATIVE TIME REQUIRED			RELATIVE IMPORTANCE			STUDY NEED (PRIORITY SCALE)						LOCATION OF PERCEPTION OF TRAINING AVAILABLE (NO. OF SOURCES) TRAINING						RECOMMENDATIONS							
	SMALL	AVERAGE	LARGE	LOW	AVERAGE	HIGH	1	2	3	4	5	6	RESIDENT SCHOOLS	INSTALLATION SCHOOLS	UNIT SOURCES	NONE	DOCUMENTATION	O.J.T.	FORMAL	INSUFFICIENT DATA	NO CHANGE	REVISION/CLARIF. OF DOCUMENTATION	DEVEL. OF JOB PERFORMANCE AIDS	COORD. /DISTRIB. OF EXISTING MATERIALS	O.J.T.	
133. Enlisted Efficiency Reports and Ratings	•					•			•				4			•	•	•				•	•			•
134. Security of Arms and Ammunition		•				•		•				2		3		•						•	•			
135. Unit Sports Program (R&R)	•									•			3			•										
136. Receiving of Medical Shots	•					•							2			•										
137. Required Formations & Musters	•					•						1		2		•										
138. Police Call (Trash Detail)	•					•							2			•										
139. Vehicle Safety Program	•					•							2			•						•				
140. General Leadership/Management	•					•						4*	4	5		•									•	
141. Organizational Effectiveness	•					•						3*	4	2		•										
*Energy Conservation Management																										
*Physical Security Program																										
*Clothing Discipline																										
*Counsel of Individuals																										

Identified after data collection completed.

OFFICERS	RELATIVE TIME REQUIRED			RELATIVE IMPORTANCE					STUDY NEED (PRIORITY SCALE)					LOCATION OF PERCEPTION OF AVAILABLE TRAINING (NO. OF SOURCES) TRAINING					RECOMMENDATIONS								
	SMALL	AVERAGE	LARGE	LOW	AVERAGE	HIGH	1	2	3	4	5	6	RESIDENT SCHOOLS	INSTALLATION SCHOOLS	UNIT SOURCES	NONE	DOCUMENTATION	O.J.T.	FORMAL	INSUFFICIENT DATA	NO CHANGE	REVISION CLARIF. OF DOCUMENTATION	DEVEL. OF JOB PERFORMANCE AIDS	COORD. DISTRIB. OF EXISTING MATERIALS	O.J.T.		
Administrative (Part II) Additional Duties																											
142. Mess Officer/NCO													1	2	2												
143. Training Officer/NCO												1	2	2													
144. Maintenance Officer/NCO												4*	3	3													
145. Supply Officer/NCO												3	2	3													
146. Fire Marshal Officer/NCO												1	2														
147. Safety Officer/NCO												3	1	3													
148. Communications Officer/NCO												1	2														
149. NBC Officer/NCO												2	1	2													
150. Unit Reenlistment Officer/NCO														2													
151. Ammunitions Officer/NCO												1	2														
152. Claims Officer/NCO														3													
153. Unit Postal Officer/NCO													1	3													
154. Troop Info & Ed Officer/NCO														2													
155. Classified Doc Officer/NCO														3													
156. Income Tax Officer/NCO														2													
157. Vector Control Officer/NCO														2													

OFFICERS	RELATIVE TIME REQUIRED			RELATIVE IMPORTANCE			STUDY NEED (PRIORITY SCALE)					LOCATION OF PERCEPTION AVAILABLE TRAINING (NO. OF SOURCES) TRAINING					RECOMMENDATIONS										
	SMALL	AVERAGE	LARGE	LOW	AVERAGE	HIGH	1	2	3	4	5	6	RESIDENT SCHOOLS	INSTALLATION SCHOOLS	UNIT SOURCES	NONE	DOCUMENTATION	O.J.T.	FORMAL	INSUFFICIENT DATA	NO CHANGE	REVISION/CLARIF. OF DOCUMENTATION	DEVEL. OF JOB PERFORMANCE AIDS	COORD./DISTRIB. OF EXISTING MATERIALS	O.J.T.	FORMAL, STANDARDIZED TRNG	
Administrative (Part II) Additional Duties, continued																											
158. Military Pay Certificate Officer/MCO	•					•						•			2	•					•						
159. Primary Censor Officer/MCO	•					•						•			2	•					•						
160. Conservation Officer/MCO	•					•						•			2	•					•						
161. VD Control Officer/MCO		•				•						•			2	•					•						
162. Hypoquery/Damage Control Officer/MCO	•					•						•			2	•					•						
163. Form Control & Records Management Officer/MCO	•					•						•	1	2	•						•						
164. Voting Officer/MCO		•				•						•			2	•					•						
165. Security Officer/MCO	•					•						•	1	1	2	•					•						
166. Repair and Utilization Officer/MCO		•				•						•			2	•					•						
167. Army Emergency Relief (AER) Officer/MCO	•					•						•			2	•					•						
168. Line of Duty (LOD) Investigation Officer/MCO		•				•						•			2	•					•						
169. Range Safety Officer/MCO	•					•						•			2	•					•						
170. Recreation Officer/MCO															2	•					•						
171. Race Relations Officer/MCO													1	3	•						•						

*Indicates one additional source is available for FA (FACBOC)

OFFICERS	RELATIVE TIME REQUIRED		RELATIVE IMPORTANCE		STUDY NEED (PRIORITY SCALE)					LOCATION OF PERCEPTION OF AVAILABLE TRAINING (NO. OF SOURCES) TRAINING				RECOMMENDATIONS														
	SMALL	AVERAGE	LARGE	LOW	AVERAGE	HIGH	1	2	3	4	5	6	RESIDENT SCHOOLS	INSTALLATION SCHOOLS	UNIT SOURCES	NONE	DOCUMENTATION	O.J.T.	FORMAL	INSUFFICIENT DATA	NO CHANGE	REVISION/CLARIF. OF DOCUMENTATION	DEVEL. OF JOB PERFORMANCE AIDS	COORD./DISTRIB. OF EXISTING MATERIALS	O.J.T.	FORMAL, STANDARDIZED TRNG		
Administrative (Part II) Additional Duties, continued																												
*Logistics Readiness Officer/MCO																												
*Crime Prevention Officer/MCO																												
*Self Help Officer/MCO																												

	RELATIVE TIME REQUIRED			RELATIVE IMPORTANCE			STUDY NEED (PRIORITY SCALE)						LOCATION OF PERCEPTION OF AVAILABLE						RECOMMENDATIONS										
	SMALL	AVERAGE	LARGE	LOW	AVERAGE	HIGH	1	2	3	4	5	6	RESIDENT SCHOOLS	INSTALLATION SCHOOLS	UNIT SOURCES	NONE	DOCUMENTATION	O.J.T.	FORMAL	INSUFFICIENT DATA	NO CHANGE	REVISION/CLARIF. OF DOCUMENTATION	DEVEL. OF JOB PERFORMANCE AIDS	COORD. /DISTRIB. OF EXISTING MATERIALS	O.J.T.	FORMAL, STANDARDIZED TRNG			
OFFICERS																													
Tests/Inspections/Evaluations. continued																													
217. Crew Served Mps Qualification	•					•									3			•								•			
218. Crew Served Mps Familiarization	•					•							2		3			•								•			
219. Emergency Deployment Read- Iness Exercise (EDRE)			•			•	•								3			•								•			
220. NBC Proficiency Test	•					•									3			•								•			
221. ARTEP Evaluation			•			•							4*		3			•								•			

OFFICERS	RELATIVE TIME REQUIRED			RELATIVE IMPORTANCE			STUDY NEED (PRIORITY SCALE)						LOCATION OF PERCEPTION OF AVAILABLE TRAINING (NO. OF SOURCES) TRAINING REQUIRED						RECOMMENDATIONS									
	SMALL	AVERAGE	LARGE	LOW	AVERAGE	HIGH	1	2	3	4	5	6	RESIDENT SCHOOLS	INSTALLATION SCHOOLS	UNIT SOURCES	NONE	DOCUMENTATION	O.J.T.	FORMAL	INSUFFICIENT DATA	NO CHANGE	REVISION/CLARIF. OF DOCUMENTATION	DEVEL. OF JOB PERFORMANCE AIDS	COORD./DISTRIB. OF EXISTING MATERIALS	O.J.T.	FORMAL, STANDARDIZED TRNG		
Taskings/Support and Details																												
301. CDEC Support																												
302. Support Cycle (Post Support)																												
303. Guard Duty																												
304. Funeral Detail																												
305. Flag Detail																												
306. Head Counter Detail (Mess Hall)																												
307. Commissary Detail																												

OFFICERS	RELATIVE TIME REQUIRED		RELATIVE IMPORTANCE		STUDY NEED (PRIORITY SCALE)					LOCATION OF PERCEPTION AVAILABLE TRAINING (NO. OF SOURCES) TRAINING						RECOMMENDATIONS								
	SMALL	AVERAGE	LOW	HIGH	1	2	3	4	5	RESIDENT SCHOOLS	INSTALLATION SCHOOLS	UNIT SOURCES	NONE	DOCUMENTATION	O.J.T.	FORMAL	INSUFFICIENT DATA	NO CHANGE	REVISION/CLARIF. OF DOCUMENTATION	DEVEL. OF JOB PERFORMANCE AIDS	COORD. /DISTRIB. OF EXISTING MATERIALS	O.J.T.	FORMAL, STANDARDIZED TRNG	
Schools																								
501. Civilian Education Programs	•			•					•			2	•					•						
502. On-Duty Military School Program		•		•		•					2	•						•						
503. Unit School Program	•			•					•		2	•						•						
504. Command Information Classes	•			•					•		2	•						•						
*Professional Development Program											1	2	•					•						

Identified after data collection completed.

*Indicates one additional source is available for FA (FACBOC)

OFFICERS	RELATIVE TIME REQUIRED				RELATIVE IMPORTANCE				STUDY NEED (PRIORITY SCALE)						LOCATION OF PERCEPTION AVAILABLE OF TRAINING REQUIRED						RECOMMENDATIONS								
	SMALL	AVERAGE	LARGE		LOW	AVERAGE	HIGH		1	2	3	4	5	6	RESIDENT SCHOOLS	INSTALLATION SCHOOLS	UNIT SOURCES	NONE	DOCUMENTATION	O.J.T.	FORMAL	INSUFFICIENT DATA	NO CHANGE	REVISION/CLARIF. OF DOCUMENTATION	DEVL. OF JOB PERFORMANCE AIDS	COORD. DISTRIB. OF EXISTING MATERIALS	O.J.T.	FORMAL, STANDARDIZED TRNG	
Training Activities, continued																													
617. Physical Readiness Training	•														3		4						•						
618. Remedial Physical Training	•														1		2	•											
619. SIGSEC (Comm Security/Elec- tronics Security)	•														3		2							•					
620. Operations Security Training (OPSEC)	•														2		2												
621. Electronic Warfare Training	•														2		2												
622. SQT Preparation Training															2	1	4												
623. ARTEP Preparation															2		5												
624. Intelligence Training	•														2		5												
625. Night Operations	•														2		5												
626. Water Survival/Drownproofing	•														3*		3												
627. Training Management Workshop (BTMS)	•																2												
628. Train/Supervisor's Work- shop (BTMS)	•														1		3												
629. Platoon Leader's Workshop (BTMS)	•														1		2												
630. Trainer's Workshop (BTMS)	•														1		2												
631. Remedial Training	•														2	3													
632. Nuclear Surety Program	•														2*		3												

*Indicates one additional source is available for FA (FACBOC)

OFFICERS

Training Activities, continued	RELATIVE TIME REQUIRED			RELATIVE IMPORTANCE			STUDY NEED (PRIORITY SCALE)						LOCATION OF PERCEPTION AVAILABLE TRAINING				RECOMMENDATIONS										
	SMALL	AVERAGE	LARGE	LOW	AVERAGE	HIGH	1	2	3	4	5	6	RESIDENT SCHOOLS	INSTALLATION SCHOOLS	UNIT SOURCES	NONE	DOCUMENTATION	O.J.T.	FORMAL	INSUFFICIENT DATA	NO CHANGE	REVISION/CLARIF. OF DOCUMENTATION	DEVEL. OF JOB PERFORMANCE AIDS	COORD./DISTRIB. OF EXISTING MATERIALS	O.J.T.	FORMAL, STANDARDIZED TRNG	
633. Adventure Training	•					•				•				1	2			•			•						
634. Field Sanitation Team Training	•					•				•			1	1	2			•			•						
635. Amphibious Training	•					•				•			1		3			•			•						
636. Small Arms Air Defense Training	•					•				•			2		2			•			•						
637. Reforger Training		•				•				•			2	1	2			•			•						
638. NBC Defense Training (Team)		•				•				•			3	1	4			•			•						
639. NBC Defense Training (Individual)	•					•				•			2	1	3			•			•						
640. Deployment Trng (Movement/Air/Water/Rail/Convoy Ops)	•					•				•			1		2			•			•						
641. Assault Drills Training	•					•				•			3*		2			•			•						
642. Opposing Forces Trng (OPFOR)		•				•				•			1	1	2			•			•						
643. Individual Training (Soldier's Manual Tasks)		•				•				•			3*	1	2			•			•						
644. Collective Training (Soldier's Manual Tasks)		•				•				•			4*		2			•			•						
645. Air/Ground Operations	•					•				•			1		2			•			•						
646. Battalion Tank Force Exercise	•					•				•					2			•			•						
647. Battalion Live Fire Exercises	•					•				•			1		2			•			•						
648. Company/Battery Live Fire		•				•				•			1		2			•			•						

*Indicates one additional source is available for FA (FACBOC)

OFFICERS	RELATIVE TIME REQUIRED			RELATIVE IMPORTANCE			STUDY NEED (PRIORITY SCALE)					LOCATION OF PERCEPTION OF AVAILABLE TRAINING REQUIRED (NO. OF SOURCES) TRAINING						RECOMMENDATIONS										
	SMALL	AVERAGE	LARGE	LOW	AVERAGE	HIGH	1	2	3	4	5	6	RESIDENT SCHOOLS	INSTALLATION SCHOOLS	UNIT SOURCES	NONE	DOCUMENTATION	O.J.T.	FORMAL	INSUFFICIENT DATA	NO CHANGE	REVISION CLARIF. OF DOCUMENTATION	DEVEL. OF JOB PERFORMANCE AIDS	COORD./DISTRIB. OF EXISTING MATERIALS	O.J.T.	FORMAL, STANDARDIZED TRNG		
Training Activities, continued																												
649. Platoon/Section Live Fire Exercise	•					•						•	3		2			•										
650. Foot Marches	•			•								•	3		4	•												
651. Aircraft Recognition Training	•					•						•			2			•										
652. Antiair Defense Training	•					•						•	4*		3			•										
653. Marksmanship Training	•					•						•	2		3			•										
654. Field Training Exercises (FTX)			•			•						•	3*		2			•										
655. Command Post Exercises (CPX)	•					•						•	1		2			•										

NCOs	RELATIVE TIME REQUIRED			RELATIVE IMPORTANCE			STUDY NEED (PRIORITY SCALE)					LOCATION OF PERCEPTION OF TRAINING AVAILABLE (NO. OF SOURCES) TRAINING REQUIRED						RECOMMENDATIONS									
	SMALL	AVERAGE	LARGE	LOW	AVERAGE	HIGH	1	2	3	4	5	6	RESIDENT SCHOOLS	INSTALLATION SCHOOLS	UNIT SOURCES	NONE	DOCUMENTATION	O.J.T.	FORMAL	INSUFFICIENT DATA	NO CHANGE	REVISION/CLARIF. OF DOCUMENTATION	DEVEL. OF JOB PERFORMANCE AIDS	COORD./DISTRIB. OF EXISTING MATERIALS	O.J.T.	FORMAL, STANDARDIZED TRNG	
Administrative (Part I)																											
101. Duty Rosters	•					•											•										
102. Dental Examination (Annual)	•					•											•										
103. Change of Command Ceremonies	•																										
104. Organization Day	•																										
105. Week of the Bayonet	•																										
106. Hearing Conservation Program	•																										
107. Pay Day Activities	•																										
108. Compensatory Time (Time Off)	•																										
109. Training Holidays	•																										
110. Barracks Cleaning			•																								
111. Preparation of Sick Slips	•																										
112. Hives' Day Program	•																										
113. Weight Control Program	•																										
114. Reenlistment Program	•																										
115. Annual Personnel Records Audit	•																										
116. Defensive Driving Course/nccl	•																										

MCOS

Administrative (Part 1),
continued

	RELATIVE TIME REQUIRED			RELATIVE IMPORTANCE			STUDY NEED (PRIORITY SCALE)						LOCATION OF PERCEPTION OF AVAILABLE TRAINING (NO. OF SOURCES) TRAINING REQUIRED						RECOMMENDATIONS								
	SMALL	AVERAGE	LARGE	LOW	AVERAGE	HIGH	1	2	3	4	5	6	RESIDENT SCHOOLS	INSTALLATION SCHOOLS	UNIT SOURCES	NONE	DOCUMENTATION	O.J.T.	FORMAL	INSUFFICIENT DATA	NO CHANGE	REVISION/CLARIF. OF DOCUMENTATION	DEVEL. OF JOB PERFORMANCE AIDS	COORD. / DISSEM. OF EXISTING MATERIALS	O.J.T.	FORMAL, STANDARDIZED TRNG	
133. Enlisted Efficiency Reports and Ratings		•				•			•				3	4			•	•					•				
134. Security of Arms and Ammunition			•			•							1	3			•						•				
135. Unit Sports Program (RAR)	•					•							3								•						
136. Receiving of Medical Shots	•					•							2								•						
137. Required Formations & Musters			•			•							3	2							•						
138. Police Call (Trash Detail)			•			•							2								•						
139. Vehicle Safety Program			•			•							2								•						
140. General Leadership/Management	•					•							1	7	5									•			
141. Organizational Effectiveness			•			•							1	4	2						•						
*Energy Conservation Management																					•						
*Physical Security Program																					•						
*Clothing Discipline																					•						
*Counsel of Individuals																					•						

Identified after data collection completed

MCOs	Tests/Inspections/Evaluations, continued	RELATIVE TIME REQUIRED			RELATIVE IMPORTANCE			STUDY NEED (PRIORITY SCALE)						LOCATION OF PERCEPTION OF AVAILABLE (NO. OF SOURCES) TRAINING						RECOMMENDATIONS							
		SMALL	AVERAGE	LARGE	LOW	AVERAGE	HIGH	1	2	3	4	5	6	RESIDENT SCHOOLS	INSTALLATION SCHOOLS	UNIT SOURCES	NONE	DOCUMENTATION	O.J.T.	FORMAL	INSUFFICIENT DATA	NO CHANGE	REVISION/CLARIF. OF DOCUMENTATION	DEVEL. OF JOB PERFORMANCE AIDS	COORD./DISTRIB. OF EXISTING MATERIALS	O.J.T.	FORMAL, STANDARDIZED TRNG
	217. Crew Served Mps Qualification	•				•													•							•	
	218. Crew Served Mps Familiarization	•				•													•							•	
	219. Emergency Deployment Readiness Exercise (EDRE)		•			•							1						•							•	
	220. NBC Proficiency Test	•				•													•							•	
	221. ARTEP Evaluation			•		•													•							•	

TASKS/SUPPORT AND DETAILS	RELATIVE TIME REQUIRED			RELATIVE IMPORTANCE		STUDY NEED (PRIORITY SCALE)							LOCATION OF PERCEPTION OF AVAILABLE TRAINING (NO. OF SOURCES) TRAINING							RECOMMENDATIONS						
	SMALL	AVERAGE	LARGE	LOW	HIGH	1	2	3	4	5	6	RESIDENT SCHOOLS	INSTALLATION SCHOOLS	UNIT SOURCES	NONE	DOCUMENTATION	O.J.T.	FORMAL	INSUFFICIENT DATA	NO CHANGE	REVISION/CLARIF. OF DOCUMENTATION	DEVEL. OF JOB PERFORMANCE AIDS	COORD./DISTRIB. OF EXISTING MATERIALS	O.J.T.	FORMAL, STANDARDIZED TRNG	
301. CDEC Support	•			•							•		2	•						•						
302. Support Cycle (Post Support)		•					•						2	•						•						
303. Guard Duty		•			•								2	•						•						
304. Funeral Detail	•				•								2	•						•						
305. Flag Detail	•				•								2	•						•						
306. Head Counter Detail (Mess Hall)	•				•						•		2	•						•						
307. Commissary Detail	•				•						•		2	•						•						

NCOS

	RELATIVE TIME REQUIRED			RELATIVE IMPORTANCE		STUDY NEED (PRIORITY SCALE)						LOCATION OF PERCEPTION OF AVAILABLE TRAINING (NO. OF SOURCES)						RECOMMENDATIONS									
	SMALL	AVERAGE	LARGE	LOW	HIGH	1	2	3	4	5	6	RESIDENT SCHOOLS	INSTALLATION SCHOOLS	UNIT SOURCES	NONE	DOCUMENTATION	O.J.T.	FORMAL	INSUFFICIENT DATA	NO CHANGE	REVISION/CLARIF. OF DOCUMENTATION	DEVEL. OF JOB PERFORMANCE AIDS	COORD./DISTRIB. OF EXISTING MATERIALS	O.J.T.	FORMAL, STANDARDIZED TRNG		
Maintenance/Maintenance Training																											
401. Vehicle Maintenance & Training/												1	4	5													
402. Weapons Maintenance & Training/												1	4	5													
404. Motor Stables												3	2														
405. 8-Hour Maintenance Stand-Down													2														
*Organizational Maintenance																											

NCOS

Identified after data collection completed

NEOS	RELATIVE TIME REQUIRED			RELATIVE IMPORTANCE			STUDY NEED (PRIORITY SCALE)						LOCATION OF PERCEPTION OF AVAILABLE TRAINING REQUIRED (NO. OF SOURCES) TRAINING						RECOMMENDATIONS								
	SMALL	AVERAGE	LARGE	LOW	AVERAGE	HIGH	1	2	3	4	5	6	RESIDENT SCHOOLS	INSTALLATION SCHOOLS	UNIT SOURCES	NONE	DOCUMENTATION	O.J.T.	FORMAL	INSUFFICIENT DATA	NO CHANGE	REVISION/CLARIF. OF DOCUMENTATION	DEVEL. OF JOB PERFORMANCE AIDS	COORD. /DISTRIB. OF EXISTING MATERIALS	O.J.T.	FORMAL, STANDARDIZED TRNG	
Training Activities, continued																											
633. Adventure Training	•					•					•											•					
634. Field Sanitation Team Training	•					•					•		1	2						•		•					
635. Amphibious Training	•					•					•				3							•					
636. Small Arms Air Defense Training	•					•					•				2							•					
637. Reforger Training	•					•					•				2							•					
638. NBC Defense Training (Team)	•					•					•		1	2	2							•					
639. NBC Defense Training (Individual)	•					•					•		1	3	4							•					
640. Deployment Trng (Movement/Air/Water/Rail/Convoy Ops)		•				•					•			2	3							•					
641. Assault Drills Training	•					•					•				2							•					
642. Opposing Forces Trng (OPFOR)	•					•					•		1	2								•					
643. Individual Training (Soldier's Manual Tasks)		•				•					•		1	3	2							•					
644. Collective Training (Soldier's Manual Tasks)		•				•					•		1	2	2							•					
645. Air/Ground Operations	•					•					•		1	2								•					
646. Battalion Tank Force Exercise	•					•					•				2							•					
647. Battalion Live Fire Exercises	•					•					•				2							•					
648. Company/Battery Live Fire	•					•					•				2							•					

NCOs	RELATIVE TIME REQUIRED			RELATIVE IMPORTANCE		STUDY NEED (PRIORITY SCALE)							LOCATION OF PERCEPTION OF AVAILABLE TRAINING (NO. OF SOURCES) TRAINING							RECOMMENDATIONS							
	SMALL	AVERAGE	LARGE	LOW	AVERAGE	HIGH	1	2	3	4	5	6	RESIDENT SCHOOLS	INSTALLATION SCHOOLS	UNIT SOURCES	NONE	DOCUMENTATION	O.J.T.	FORMAL	INSUFFICIENT DATA	NO CHANGE	REVISION/CLARIF. OF DOCUMENTATION	DEVEL. OF JOB PERFORMANCE AIDS	COORD. /DISTRIB. OF EXISTING MATERIALS	O.J.T.	FORMAL, STANDARDIZED TRNG	
Training Activities, continued																											
649. Platoon/Section Live Fire Exercise	•					•					•	6	1	2	2			•			•						
650. Foot Marches	•			•							•	4	1	4	4	•					•						
651. Aircraft Recognition Training	•					•					•	2	2	2	2						•						
652. Antiair Defense Training	•					•					•	3	1	2	3						•						
653. Marksmanship Training	•					•					•	3	3	3	3						•						
654. Field Training Exercises (FTX)		•				•					•	2	1	2	2						•						
655. Command Post Exercises (CPX)	•					•					•	2	2	2	2						•						

REFERENCES

Giesler, R.W., Harden, J.T., Best, P.R., Elliott, M.P., Final Product Report 1/2: Missions, Responsibilities, Duties, and Tasks of Infantry Companies and Field Artillery Batteries. Presidio of Monterey: ARI Field Unit, (McFann, Gray & Associates, Inc.), September 1979. This report is currently being published by ARI.

Funk, S.L., Johnson, C.A., Batzer, E., Gambell, T., and Vandecaveye, G., Combat Training Detractors in a Sample of FORSCOM Divisions: Reported Impact and Recommended Approaches for Mitigating Their Effects. ARI Technical Report, May 1980.

FIELD ARTILLERY FIRING BATTERY

MOS/Skill Level	Duty Position/Rank
	<u>Cannon Crewman</u>
13B20	Section Chief, (Ammunition), E5
13B20	Gunner, E5
13B30	Section Chief, E6
13B40	Chief of Firing Battery, E7
13B40	Gunnery Sergeant, E7
	<u>Fire Direction</u>
13E20	Fire Direction Computer, E5
13E30	Chief Fire Direction Computer, E6
	<u>Senior Sergeant</u>
13Y5M	First Sergeant, E8
	<u>Communications</u>
31V30	Tact Commo Chief, E6
	<u>Maintenance</u>
63B30	Motor Sergeant, E6
63C30	Motor Sergeant, E6
	<u>Supply</u>
76Y30	Supply Sergeant, E6
	<u>Artillery Officers</u>
13E00	Fire Direction Officer, 03, 02
13E00	Battery Commander, 03
13E00	Executive Officer, 02, 01

SERVICE BATTERY

MOS/Skill Level	Duty Position/Rank
	<u>Cannon Crewman</u>
13B20	Section Chief (Ammunition), E5
13B20	Ammunition Sergeant, E7
	<u>Senior Sergeant</u>
13Y5M	First Sergeant, E8
	<u>Maintenance</u>
63B20	Power Gen & Wveh Mechanic, E5
63B30	Motor Sergeant, E6
63X50	Motor Sergeant, E8
64C30	Heavy Vehicle Driver, E6
	<u>Supply</u>
76Y30	Supply Sergeant, E6
76Y40	Supply Sergeant, E7
	<u>Artillery Officers</u>
13E92	Battery Commander, O2
13E00	Ammunition Officer, O2

INFANTRY RIFLE COMPANY

MOS/Skill Level

Duty Position/Rank

Infantryman

11B20	Team Leader, E5
11B30	Squad Leader, E6
11B40	Platoon Sergeant, E7
11B5M	First Sergeant, E8

Indirect Fire

11C20	Squad Leader, E5
11C30	Section Leader, E6
11C40	Platoon Sergeant, E7

Anti-Armor

11H20	Heavy Antiarmor Weapons Squad Ldr, E5
11B30	Section Leader, E6

Communication Systems

31V30	Tact Commo Chief, E6
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Supply

76Y30	Supply Sergeant, E6
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Infantry Officers

11B00	Company Commander, O3
11B00	Executive Officer, O2
11B00	Platoon Leader, O2

INFANTRY COMBAT SUPPORT COMPANY

MOS/Skill Level	Duty Position/Rank
	<u>Infantryman</u>
11B30	Squad Leader, E6
11B40	Platoon Sergeant, E7
11B5M	First Sergeant, E8
	<u>Indirect Fire</u>
11C20	Squad Leader, E5
11C30	Section Leader, E6
11C30	Fire Direction Chief, E6
11C40	Platoon Sergeant, E7
	<u>Anti-Armor</u>
11H20	Heavy Antiarmor Weapons Squad Leader, E5
11H30	Section Leader, E6
11H40	Platoon Sergeant, E7
	<u>Communications Systems</u>
31V30	Tact Commo Chief, E6
	<u>Maintenance</u>
63B30	Motor Sergeant, E6
	<u>Supply</u>
76Y30	Supply Sergeant, E6

Infantry Officers

11B00

Company Commander, 03

11B00

Executive Officer, 02

11B00

Platoon Leader, 02

RESERVE OFFICERS' TRAINING CORPS (ROTC) CLASSES

ROTC is divided into a basic or lower division course of study (the Basic Camp Program) and an advanced or upper division course of study (the Advanced Camp Program). Each of these is described, followed by a description of the individual objectives and instructional procedures of fifteen classes: six from the Basic and nine from the Advanced programs, each representing an aspect of garrison/administrative training. Presumably the basic and advanced core curriculum presented is adopted nation-wide at all of the various ROTC centers.

ROTC BASIC CAMP PROGRAM

Course Title: ROTC Basic Camp Program

Duration: Information not available

Frequency: Information not available.

Student Population and Course Prerequisites: Undergraduate students in college. No military obligation required.

Overall Course Training Objectives: To acquaint students with the fundamental principles of national security and military history, to introduce techniques and principles of modern warfare, and to develop the character and leadership traits necessitated by the Advanced Camp Program.

Individual Class Objectives:

ROLE AND MISSION OF US ARMY

"To familiarize the student with the organization and components of the Department of Defense, the role of the US Army as an instrument of national power, and the development and application of the principles of war."

Period #1: "To familiarize the student with the purpose and structure of the DOD and the mission, organization, and functions of the Air Force and Navy.

Period #2: "To familiarize the student with the history, mission and organization of the US Army."

Period #3: To familiarize the student with the principles of war and give their application by the Army." (3 hours, 3 periods of instruction)

Instructional Procedures/Class Materials:

Lecture format - with emphasis on explanation of why: "The key in the memory process." Use of viewgraph transparencies and charts/diagrams, as appropriate. Texts include AR 10-1, AR 10-5, FM 100-5, ROTCM 145-4-4, ROTCM 145-45, TRADOC PAM 145, 12, American Military History (Army Historical Series) and The Officer's Guide (Stackpole Company).

FIRST AID

"To provide the student with an orientation on safety, first aid, and field sanitation measures appropriate to the geographical area of the camp; to familiarize student with personal hygiene measures appropriate to his camp training; to teach the student the vital processes of life and the application of the four lifesaving measures when a vital process is endangered; to familiarize the student with the basic first-aid procedures and teach him to apply emergency first aid for head injuries, face and neck wounds, sucking wounds of the chest, abdominal wounds, fractures, severe and minor burns, and sprains." The leaders' responsibility for health of their soldiers is stressed. (2 hours, 1 period of instruction)

Instructional Procedures/Class Materials:

Lecture combined with "silent instruction". If practicable, "county fair method of instruction" is best. In addition, whenever feasible, subjects should be included in tactical exercises with instruction conducted concurrently. Graphic training aids are available: TG 8-11-2 (Bandaging and Splinting). First Aid Kits, improvised splints, and other first aid equipment should be used. A number of texts provide background information and should be made available - FM 21-10, FM 21-11, AR 40-3, FM 8-35, FM 21-18, ASUBJSCD 8-8, ASUBJSCD 21-3, ASBJSCD 21-4.

DRILLS, PARADES, AND CEREMONIES

"To provide for leadership training, drill experience, and the development of certain essential characteristics of leadership, such as initiative and self-confidence, through progressive training in leadership, drill, and command."

Period #1: "To organize the class for instruction in military drill; to review briefly the subjects of military courtesy; customs of the service; wearing of uniform; duties of the individual soldier and duties of the leader."

Period #2: "To review the characteristics of an effective command voice and, through utilization of mass commands, review by practical exercise the school of the soldier without arms."

Period #3: "To teach the student the stationary movements of individual drill."

Period #4 and #5: "To teach the student steps and marching of individual drill."

Period #6 and #7: "To teach the student individual drill with weapons."

Period #8, #9, and #10: "To teach the student squad drill."

Period #11: "To review, by practical exercise, all movements taught through periods #10, with students participating as instructor-leaders."

Period #12, #13, and #14: "To teach the student platoon drill."

Period #15: "To teach the student company drill."

Period #16: "To give the student training in the conduct of reviews and ceremonies." (22 hours, 16 periods of instruction)

Instructional Procedures/Class Materials:

Instruction should involve brief explanation and full demonstration by instructor, followed by student demonstration (student training). Each period of instruction should begin with a single repetition of all drill movements covered to date. In addition, movements to and from class, unit formations, inspections, should stress fundamentals of drills and ceremonies. Finally, class should be concluded, if time is available, with full-scale battalion review. While no training aids are provided, a number of texts are relevant including FM 21-13, FM 22-5 AR 310-25, AR 600-25, and FM 21-6 (Techniques of Military Instruction).

PHYSICAL TRAINING

"To develop in the student the physical and mental traits of strength, endurance, coordination, self-confidence, aggressiveness, and teamwork through a progressive physical conditioning program."

Period #1: "To orient the student on the importance of physical fitness, the principles of physical training, and the stages of conditioning."

Period #2: "To condition each student progressively so that he can meet physical combat readiness standards of the Basic Physical Fitness Test."

Period #3: "To review the purpose and objectives of the physical conditioning program and to familiarize the student with the use of physical combat proficiency testing in the program. To teach the proper execution of the five events in the BPFT. To provide the PMS and the ROTC student with a measure of the student's physical proficiency, strength, and endurance through use of the first BPFT early in the camp program. To familiarize the student with the proper administration of physical fitness testing."

Period #4: "To familiarize the student with and teach him how to properly negotiate the confidence course."

Period #5: "To provide the PMS and the ROTC student with a measure of the individual student's physical proficiency, strength, and endurance through use of one BPFT. To review the proper administration of physical fitness testing." (18 hours, 5 periods of instruction)

Instructional Procedures/Class Materials:

The instruction involves explanation, demonstration, and testing. Instruction should begin with baseline BPFT, followed by ten hours of progressive, sequential physical conditioning, and a second BPFT. Short periods (15 minutes) of conditioning exercises are recommended. When appropriate, students should lead the exercises and make corrections. Necessary equipment include stopwatches, PT cards and pencils, and other testing tools. In addition, the confidence obstacle course, rope and/or pole climb and other conditioning facilities are used. Training aids should be employed (e.g., TF 7-3856, Physical Fitness - US Army), and texts made available including AR 600-9, FM 21-5, FM 21-6, FM 211-20, and JCS Publication 1.

INSPECTION AND MAINTENANCE OF CLOTHING AND EQUIPMENT

"To familiarize the student with the importance of inspections. To acquaint the student with the conduct of inspections to include the procedures for maintaining personal clothing and equipment, and preparation for inspections."

Period #1: "To explain the procedures used in caring for clothing and equipment and the purpose for and the steps to be taken in preparing for an inspection in the

barracks and area. To provide practical experience in the conduct of an inspection of the barracks and area."

Period #2: "To familiarize the student with the purpose for and the steps to be taken in the preparation of a wall locker, and displaying equipment on bed for inspection. Practical exercise in the conduct of an inspection of wall lockers, and equipment displaying on bed."

Period #3: "To explain the purpose of and supervise the student in the procedures for inspection in ranks with arms. To provide practical work in the conduct of an inspection in ranks with arms, followed by a standby inspection in ranks with arms."

Period #4: "To familiarize the student with the procedures used in caring for bivouac /field equipment and to explain the purpose of and supervise the student in the procedures for displaying full field equipment, to include tent pitching. To conduct a full field inspection, with tents pitched and equipment displayed." (9 hours, 4 periods of instruction)

Instructional Procedures/Class Materials:

Lecture plus demonstration format of instruction. Instruction on inspections and actual inspections should be incorporated throughout the training process. Training aids include wall locker display sheets; individual foot locker display sheet; individual full field display sheet; DA posters 360-120 and 121 (A Good Soldier Dresses Right); G 21-2-3 (Full Field Inspection Layout Guide); and G 21-2-4 (Individual Equipment and Clothing Display Guide for Inspection). Texts include: FM 21-13; FM 21-15, FM 22-5. If available, the following can provide background information: FM 20-15; FM 21-6 FM 21-10; and AR 310-25.

MILITARY DISCIPLINE TRAINING

"To develop in the cadet an awareness of and appreciation for military discipline and how self-discipline contributes to unit discipline and mission accomplishment."

Period #1: And in addition to the above "to outline conditions that foster a climate of discipline". (1 hour, 1 period of instruction)

Instruction Procedures/Class Materials:

Lecture format - Incorporate use of locally produced charts, as appropriate. Texts include FM 21-13 (The Soldier's Guide) and FM 22-100 (Military Leadership).

References:

The information on the ROTC Basic Camp Program was gathered from TRADOC Subject Schedule Number S-509 prepared by the US Army Infantry School, Fort Benning (January 1974: Parts VI, IX, and November 1974: Parts I, IV, V, X). It is supplemented with local course information from the San Jose State University course catalog describing the Military Science Program, dated academic year 1978 - 1979.

ROTC ADVANCED CAMP PROGRAM

Course Title: ROTC Advanced Camp Program

Duration: Information not available.

Frequency: Information not available.

Student Population and Course Prerequisites: Undergraduate students who seek to become commissioned officers in the US Army Reserve or the Regular Army.

Overall Course Training Objectives: To complete the precommissioning military education of students who, with a baccalaureate education, and the necessary inherent qualities, are suited to become officers in any armed service of the US Army.

Individual Class Objectives:

LEADERSHIP AND TRAINING

Training Objective #1: To teach methods for finding and noting deficiencies in personnel and equipment inspected.

Training Objective #2: To teach supervision of maintenance on individual and TOE equipment in order to maintain Army standards.

Training Objective #3: To teach preventive medicine measures including care of feet prior to and during march; water purification; disposal of human waste; care of dermatological (heat/cold) injuries.

Training Objective #4: To teach training preparation, conduct and the standards and conditions used in the commander's training objective for performance-oriented training (POT).

Training Objective #5: To instruct in procedures for monitoring and evaluating training. (5.8 hours, 5 training sections)

Instructional Procedures/Class Materials:

Lecture format with use of cadets as instructors when practicable. Viewgraph transparencies may be used. Equipment must be provided for inspection exercises: practical exercises may be incorporated into normal day-to-day camp activities. References made available to the student include: TEC lessons 929-441-0044F (Care of Feet); 929-441-0043F (Water Purification; 929-441-0041F (Disease Prevention);

919-441-0034F (Heat and Cold); 901-071-0093F (Developing Training Objectives); 901-071-0094F (Developing Intermediate Training Objectives); 901-071-0096F (Selecting Methods of Instruction, Training, Aids, and Media).

LEAD PHYSICAL CONDITIONING EXERCISES

To teach methods for leading conditioning activities.
(.9 hours, 1 training section)

Instructional Procedures/Class Materials

Demonstration format with cadets modeling exercises in which they are proficient to the rest of the class. It is suggested that primary and assistant instructors rehearse commands and movements required for the extended rectangular and circular formations. References include FM 7-11B3 (Task Number 071-11A-0202), FM 21-20 (Physical Training), and FM 35-20 (Physical Fitness Training for Women).

DRILL AND CEREMONIES (COMMANDERS'S TIME)

Training Objective #1: To perform individual drill to standards.

Training Objective #2: To perform squad/platoon drill to standards.

Training Objective #3: To perform company drill to standards.

Training Objective #4: To perform informal guard mount to standards.

Training Objective #5: To conduct practice parade, review, and other ceremonies to standards.

Training Objective #6: To conduct parade, review, or other ceremonies to standards. (16 hours, 6 training sessions)

Instructional Procedures/Class Materials:

Demonstration format: While primary instructor serves as a learning resource, maximal use of cadets as peer instructors is encouraged. The emphasis is on performance. Individual weapons should be provided. References - FM 22-5 (Drill and Ceremony) and FM 22-6 (Guard Duty) - should be made available.

FIRST AID

Training Objective #1: To teach the four lifesaving measures - clearing the air passages; stopping the bleeding; treating for shock; protecting the wound.

Training Objective #2: To teach administration of mouth-to-mouth resuscitation and closed-chest heart massage.

Training Objective #3: To teach application of first aid burns. (1.6 hours, 3 training sessions)

Instructional Procedures/Class Materials

Lecture and demonstration format with instructor presenting walk-through of each training objective, while assistant instructors provide on-the-spot corrections. Practical exercise is emphasized. Several references are required for instructors and include FM 7-11B1 (Task Numbers 071-11A-0001 and 0002); FM 21-11 (First Aid for Soldiers); and TC 21-11 (Pocket Medic). Other references provide background information and should be used if available: TEC Lessons 911-441-0028-F (The Lifesaving Steps); 911-411-0026F (Restoring the Breathing); 911-441-0027-F (Restoring the Heartbeat); 911-441-0028-F (Part 1, Stopping the Bleeding; and Part 2, Controlling for Shock); and 911-441-0031-F (Dressing and Bandages).

NUCLEAR, BIOLOGICAL, AND CHEMICAL

Of particular relevance to peace-time management is training objective #2: To teach procedures for inspecting protective masks, accessories, authorized items, and for correcting those not requiring higher echelon support (15 minutes). The remaining objectives are combat-specific. (3.4 hours, 14 training sections)

Instructional Procedures/Class Materials:

Lecture format with practical exercise allowing cadets to perform inspection and cleaning of mask and accessories.

PERSONNEL

To learn to maintain accountability of personnel (status report, casualty report) in both training and combat environments. (.9 hours, 1 training session)

Instructional Procedures/Class Materials:

Lecture format plus practical exercises either with DA Forms 1155 and 1156 and sample Unit Status Reports, or, if forms are unobtainable, oral quiz.

References include FM 7-11B4 (Task Number 171-11A-80030); FM 25-2 (Unit Commander's Guide); FM 101-5 (Staff Officer's Field Manual); AR 600-10 (Casualty Reporting System); and ST 600-185, FY 78 (USAIS Personnel Handbook).

LOGISTICS

To learn procedures for making timely and accurate requests for supplies and logistical services. Standards to be met include: Maintenance of an accurate status of accountable supply items and ammunition (without error); of expendable supply items (to within 10%); of rations and water (to within 10%). (.9 hours, 1 training session)

Instructional Procedures/Class Materials:

Lecture format with practical exercises developed locally, involving completion of required request forms. Relevant references include Soldier's Manual (Task Number 071-11A-8002); FM 25-2 (Test: Unit Commander's Guide).

GENERAL MAINTENANCE

To teach approaches to establishing priorities for general inspection. Requires support of all foreseeable unit missions; emphasis on servicing of mission-essential equipment first; efficient use of personnel, time, equipment, facilities, and support available. (.9 hours, 1 training session)

Instructional Procedures/Class Materials:

Lecture format with practical exercise, developed locally, which allows cadets to establish priorities for general maintenance. References include FM 7-11B4 (Task Number 071-11A-8001), and TM (those deemed appropriated IAW practical exercises).

PHYSICAL FITNESS TRAINING

To train soldiers to maintain physical fitness appropriate to unit mission. Standards include meeting or exceeding the minimum score of 60 points on each test event with a total score of 300 points minimum on the advanced physical fitness test. (3.2 hours, 1 training session)

Instructional Procedures/Class Materials:

Instruction emphasizes practical exercise: physical conditioning sessions should be conducted at least once each day (15-30 minutes). In addition, off-duty time for organized athletics is encouraged. References to be incorporated into the instruction include: FM 7-11B1 (Task Number 071-11A-0201): FM 21-20 (Physical Readiness Training), and FM 35-20 (Physical Fitness Training for Women).

References:

The information regarding the ROTC Advanced Camp Program has been taken primarily from TRADOC Subject Schedule Number S-508 (Parts 1-27), prepared by the US Army Infantry School, Fort Benning, March 1978. (This document supersedes all previous S-508 schedules and is organized to clearly delineate instruction tasks, conditions, and standards). In addition, local ROTC course information was gathered from the San Jose State University course catalog describing the Military Science Program, dated academic year 1978-1979.

FORMAL COURSES AND CLASSES:
FORT SILL

The major formal courses provided for Field Artillery (FA) Officers and NCOs at the Field Artillery School (Fort Sill, Oklahoma) which include instruction on garrison/administrative activities are the FA Officer Basic Course (FAOBC), the FA Cannon Battery Officer Course (FACBOC), the FA Officer Advanced Course (FAOAC), and the FA NCO Advanced Course (FANCOAC). Each of these courses is described, with overall course objectives as well as relevant class objectives delineated.

The information included has been collected from several sources including the US Army Formal Schools Catalog (DA Pamphlet 351-4), specific Programs of Instruction (POIs) and Courses of Instruction (COIs), individual class materials, and actual class observations made during two trips to Fort Sill.

FIELD ARTILLERY OFFICER BASIC COURSE (FAOBC), 2-6-C20

Course Title: Field Artillery Officer Basic Course (FAOBC), 2-6-C20

Duration: Ten weeks.

Frequency: Eleven times annually.

Student Population and Course Prerequisites: Newly Commissioned FA Lieutenants whose actual or anticipated assignment is to cannon, missile, or target acquisition FA units. Interim SECRET security clearance is required. SSI: 13A, 13B, 13C, 13D, or 13E qualified.

Overall Course Training Objective: To introduce students to general military subjects and activities: forward observer proficiency, observed fire and manual fire direction, and executive officer duties and training procedures at the battery level (including management of individual training).

Individual Class Objectives:

TL02AE INTRODUCTION TO LEADERSHIP

To teach students to define leadership, identify basic responsibilities, discuss traits and principles of leadership, identify leader-follower model and the steps to assume a leadership position. (1.7 hours)

TL02AF PROFESSIONALISM AND ETHICS

To teach students to define professionalism and ethics, identify sources of Army standards, and recognize unethical practices. (1.7 hours)

TL02AG INTERPERSONAL LEADERSHIP SKILLS

To enable students to identify types of communication, ways communication can break down, effective listening techniques, counseling procedures and pitfalls, and element of the Army Equal Opportunity and Affirmative Action Programs (2.5 hours).

TL02XA LEADERSHIP SEMINAR BLOCK 1; TL02XC, BLOCK 3

To provide opportunity for students to discuss leadership with experienced officers. (.9 hours)

(TL02XC, BLOCK 3 - provides an additional .9 hours to discuss leadership with experienced officers.)

TL02XB LEADERSHIP SEMINAR BLOCK 2

To provide opportunity for students to discuss leadership with experienced NCOs. (.9 hours)

T002BF TRAINING

To teach students to determine levels of training, formulate intermediate goals, set standards for endurance/collective training using ARTEP and SQT manuals. (4.2 hours)

T002CC INTELLIGENCE REPORTS

To train students to identify and discuss intelligence reporting procedures. (1.7 hours)

T002CQ OPERATIONS SECURITY (OPSEC)

To teach students to state scope of OPSEC: to describe and apply OPSEC objectives, programs, surveys, commander responsibilities, and planning guidelines. (.9 hours)

TLO2OE ORGANIZATIONAL EFFECTIVENESS

To enable students to define OE, identify roles and functions of OESO, recognize four steps in OE Process, and identify OE techniques. (1.7 hours)

WMO2AV INTRODUCTION TO MAINTENANCE MANAGEMENT

To teach students to recognize the responsibilities of the battery motor officer and the four maintenance categories. (.9 hours)

WMO2CX ORGANIZATIONAL PUBLICATIONS MANAGEMENT

To teach students battery procedures for requisitioning publications and to identify faults in preparation of DA Forms 12, 12 series, 17, and 4569. (2.5 hours)

WMO2DF THE ARMY MAINTENANCE MANAGEMENT SYSTEM (TAMMS)

To show students procedures for inspecting the equipment logbook for completeness; for identifying faults in DA Form preparation (Forms 2408-1, 2408-9, and 2408-140) and for explaining in writing the preparation and disposition of other specified logbook forms (e.g., 2408-4, 2408-10, 2408-18). (4.2 hours)

WMO2JA ORGANIZATIONAL MAINTENANCE ACTIVITY

To teach students to inspect, evaluate, and record faults found in the preparation and utilization of DD Form 214, and to compute NORS/NORM time. (2.5 hours)

WMO2HA OPERATOR'S DAILY INSPECTION

To teach students to inspect, evaluate, and report problems in performance found before/during/and after operators checks and services of the M561, cargo truck. Includes record keeping with DA Form 2404. (4.2 hours)

WMO2OBQ DRIVER SELECTION AND TRAINING

To acquaint students with requirements for issuing operator learner's permit; preliminary and operational training procedures; methods for motivating personnel to become drivers. (.9 hours)

WMO2HD INSPECTION OF WHEELED VEHICLES (PREVENTIVE MAINTENANCE INDICATORS)

To enable students to inspect and evaluate the operator's maintenance of 2 1/2 ton and 5 ton cargo trucks using preventive maintenance indicators and recording inspection on requisite form. (3.4 hours)

WMO2MR MATERIEL READINESS EVALUATION

To teach students how to inspect DA Form 2406 for preparation accuracy and completeness; to employ preventive maintenance checks to determine the readiness of an item of equipment; to use TM-ESC in conjunction with PMCS to assess the readiness of equipment. (2.5 hours)

WMO2MO THE MOTOR/MAINTENANCE OFFICER

To explain to students the duties and responsibilities of the Battery/Battalion Motor Officer in terms of shop organization and management, and the purpose of unit Standard Operating Procedures (SOPs). (2.5 hours)

WMO2AQ SUPPLY MANAGEMENT AND ACCOUNTABILITY

To teach students battery procedures for property accountability, to introduce the six areas covered by OMA funds, basic supply terms, sources, and classes of supply; to list procedures and security measures taken in supply/arms rooms; to identify procedures for determining faults and management errors in preparation and use of DA Forms 581, 2062, 2064, 2765/2765-1, 3078, 3122, and 3645; and to provide procedures for determining when required inventories and adjustments are due. (8.4 hours)

WM02AR METHODS OF RELIEF FROM ACCOUNTABILITY

To teach students the four methods of relief from accountability, when each is most appropriately used, and the advantages and disadvantages of each. Includes instruction on the investigative procedures used by a Report of Survey Officer. (1.7 hours)

WM02AS SUPPLY MANAGEMENT AND ACCOUNTABILITY EXERCISE

To provide students with an exercise in identifying supply management and accountability problems at the Battery level. (1.7 hours)

WM02DB ORGANIZATION REPAIR PARTS MANAGEMENT

To teach students to inspect and identify faults in the Battery repair parts system. (5.9 hours)

Instructional Procedures/Class Materials:

According to the COI, the majority (seventeen classes) of the above training periods are designed to be taught using a conference or lecture format, often complimented with hands-on practical application (as is the case in ten of the seventeen classes). Actual observations of classes verified the existence of these instructional practices. Further, observations revealed that in most cases the training objective was fully explained to the class, training aids were used to highlight the course subject, and student participation and interaction with the instructor were high.

References available for each class, as well as the class conditions and standards, are specified in the COI.

References:

The primary reference used is the FAOBC COI (2-6-C20), TRADOC, dated June 1977, and designed for SSI: 13E. The information gleaned from this source was supplemented by observation of six FAOBC classes (TLO2AG, WM02CX, WM02HA, WM02HD, and WM02MR) and by information in DA PAM 351-4.

FIELD ARTILLERY CANNON BATTERY OFFICER COURSE (FACBOC), 2E-13A

Course Title: Field Artillery Cannon Battery Officer Course (FACBOC),
2E-13A

Duration: 7 weeks/3 days

Frequency: Eleven times annually.

Student Population and Course Prerequisites: "Active Army graduates of FAOBC whose actual or anticipated first duty assignment is to a cannon FA or to a non-FA unit. Prior attendance at Field Artillery Officer Basic Course is required. IAW AR 50-5, a request for background investigation will be initiated on all students prior to reporting for course. Interim SECRET security clearance is required. No obligated service for active Army commissioned officers is required." (pp.1-10) SSI: 13A, 13E, qualified.

Overall Course Training Objective: "To provide lieutenants with the skills and knowledge that will enable them to become FIST chiefs, cannon battery fire direction officer, and cannon battery executive officers and to manage maintenance and training at battery level." (p.1-1)

Individual Class Objectives:

GD12KK: GD12TF MODERN BATTLEFIELD GUNNERY TECHNIQUES

To explain to students both basic procedures in area fire missions (using manual and FADAC fire direction means) and methods for training the FDC to accomplish them. (4.2 hours)

GD12TF introduces the live fire exercises to the above class.

AS12CG SIMPLIFIED SURVEY OPERATIONS

To teach students to supervise or train subordinates in hasty survey techniques: utilization of subtense distance measurement, directional traverse, graphic solution of traverse, graphic three-point resection, and the duties of a flank station observer during a simultaneous observation of the extension of common direction. (5 hours)

AS12CJ BATTERY SURVEY FEX

To instruct students in methods for performing and supervising or training subordinates to perform a cannon battery survey. (3.4 hours)

WM12KA INSPECTION OF TRACKED VEHICLES, GENERATORS, AND THE GOER

To enable students to inspect, using preventive maintenance indicators, the operator maintenance of the M548 cargo carrier, the M577AL command post carrier, the 3-KW FADAC generator, and the M520 cargo truck. (2.5 hours)

WC12MG GENERAL CHARACTERISTICS AND CREW INSPECTION OF M109/M109A1

To teach students how to determine if preventive maintenance checks and services have been performed on the M109 and M109AL Howitzer. (4.2 hours)

WM12DW WEAPONS RECORD DATA

To teach students how to inspect a completed DA Form 2408-4 for an M109A1 Howitzer. (2.5 hours)

WM12KC EQUIPMENT SERVICEABILITY CRITERIA (ESC)
EVALUATION OF THE M109/M109A1 HOWITZER

To enable students to correctly inspect M109 and M107A1 Howitzers to determine the completeness of a scheduled lubrication and service. (1.7 hours)

WD12WS SELECTED FIELD ARTILLERY WEAPONS SYSTEMS

To teach students to recognize the characteristics and functioning of a specified weapon system, and to perform tasks critical to the operation and maintenance of that system. (4.2 hours)

WM12BQ DRIVER SELECTION AND TRAINING

To enable students to prepare and conduct operator training using applicable techniques and devices. (1.7 hours)

WM12BZ ORGANIZATIONAL MAINTENANCE TRAINING

To teach students to prepare and conduct training of organizational maintenance personnel using applicable techniques and training devices. (1.7 hours)

WC12BT FIRING BATTERY TRAINING

To explain to students the approaches for preparing a plan training a firing battery howitzer section-combat training. (1.7 hours)

WC12UK USE OF THE M31 FA TRAINER FOR CANNON BATTERY TRAINING

To teach students, through practical application, how to supervise practice firing using the M31 14.5 FA Trainer, and implement a basic gunnery evaluation plan for the conduct of a mini-ARTEP. (4.2 hours)

Instructional Procedures/Class Materials:

In the majority of classes, the instruction involved either hardware-oriented, hands-on application (five classes) or a combination of hands-on and conference/lecture format (five classes). This is appropriate to the subject, which typically involves either weaponry use or inspection. No FACBOC classes were observed, nor were class materials obtainable.

References to be utilized in class, in addition to conditions and standards to be met, are specified in the COI.

References:

All information regarding the FACBOC was taken from the FACBOC COI (2E-13A), TRADOC, dated June 1977, and designed for SSI:13A.

FIELD ARTILLERY OFFICER ADVANCED COURSE (FAOAC), 2-6-C22

Course Title: Field Artillery Officer Advanced Course (FAOAC), 2-6-C22

Duration: 26 weeks.

Frequency: Four times annually.

Student Population and Course Prerequisites: Commissioned officers in the grade of first lieutenant or captain. Member of the Active Army whose branch is Field Artillery. Must have completed a Field Artillery Officer Basic Course (FAOBC) or equivalent branch qualifying course. All students receiving nuclear weapons employment instruction must be US citizens. Final SECRET security clearance required. Minimum standard on a diagnostic examination must be achieved. Obligated service for Active-Army commissioned officer is one year. SSI: None.

Overall Course Training Objective: To teach a captain to be a battery commander, to run a battalion fire direction center, to be a fire support officer at battalion and brigade level, and to train through battalion level. Includes tactics and techniques of supporting maneuver forces; leadership; maintenance; and firing battery operations.

Individual Class Objectives:

GDO1LR INTRODUCTION TO MINI-ARTEP

To enable students to establish a formal evaluation plan to measure basic gunnery training requirements using the 14.5mm Artillery Trainer, M31. (1.7 hours)

TLO1EL EFFECTIVE LISTENING

To make students aware of the ten bad listening habits. (.9 hours)

TLO1GA INTRODUCTION TO LEADERSHIP

To enable students to define and explain the relationship of leadership, command and management and to list the five steps in the experimental learning model. (2.5 hours)

TLO1GB PROFESSIONALISM AND ETHICS

To instruct students regarding the relationship of professionalism and ethical conduct, and to teach them the military code of ethics. (3.4 hours)

TLO1GC COMMUNICATION

To instruct students in the three methods of providing feedback, techniques of effective listening, and barriers to effective communication. (4.2 hours)

TLO1GD COUNSELING

To teach students to select the appropriate counseling approach (directive, nondirective, or eclectic) and to develop a unit performance management program. (4.2 hours)

TLO1GE HUMAN BEHAVIOR

To explain to students the three stages of group development, the five steps in the hierarchy of needs, the three phases of conflict resolution, and the elements of the Army Equal Opportunity and Affirmative Action programs. (4.2 hours)

TLO1GF LEADERSHIP STYLES

To instruct students on the three basic leadership styles; to explain the relation between stages of group development and the application of leadership style; and to assist in the analysis of the student's own style. (3.4 hours)

TLO1GG SYSTEMS VIEW OF AN ORGANIZATION

To teach students all the sub-systems, organizational processes, and their interaction within an organization. (3.4 hours)

TLO1GH OE ASSESSMENT

To teach students to identify, list, and organize items of assessment data. (2.5 hours)

TLO1GI OE PLANNING

To teach students to identify and use expected strengths, weaknesses, and alternative actions to improve organizational process. (2.5 hours)

TLO1GJ OE IMPLEMENTATION

To teach students to identify and use all items necessary to complete an OE Implementation Management and Evaluation Guide (IMEG). (1.7 hours)

TLO1GK OE EVALUATION AND FOLLOW-UP

To teach students the steps involved in utilizing the Implementation Management and Evaluation Guide (IMEG). (.9 hours)

TLO1LS LEADERSHIP WORKSHOP

To show students how to plan, organize, research, and present a selected leadership topic. (4.2 hours)

TLO1GN UNIT APPLICATION OF OE

To instruct students in identifying the capabilities and limitations of an on-going OE program. (1.7 hours)

TLO1TE MILITARY JUSTICE: NON-JUDICIAL PUNISHMENT

To instruct students in the proper punishment procedures under provision of Article 15, UCMJ and AR 27-10 (Chapter 3), the rights of the accused, and appellate procedures. (.9 hours)

TOO1AB THE COMMANDER AND HIS STAFF

To acquaint students with commander-staff and staff-staff relations with steps in the sequence of command and staff actions, and with the purpose and preparation of an operations order. (3.4 hours)

TOO1BB CONCEPT OF UNIT TRAINING

To teach students the authority levels for training, the uses and types of training publications, the elements of a performance objective, the categories of training resources, the battalion mission list, the TMA required formal training documents, the procedures for POT, and the purpose of training evaluations. (6.7 hours)

TOO1BC INTRODUCTION TO TRAINING W/ARTEP PE

To enable students to develop a training program for a 155mm, SP, GS, battalion. (4.2 hours)

TO01BD TRAINING MANAGEMENT WORKSHOP

To provide students with a workshop through which to accomplish TO01BC objectives. (4.2 hours)

TO01BE TRAINING w/ARTEP BRIEFINGS

To provide opportunity for students to present ten minute, graded briefings on the solution to TO01BC practical exercise. Briefings will address planning, implementation, and evaluation of training, major training objectives, training priorities, training logistics, and time utilization guidelines. (2.5 hours)

TP01WB STAFF ACTIONS

To enable students to apply the problem solving process inherent in the staff study to facilitate military management. (1.7 hours)

TP01WD STANDARD CORRESPONDENCE

To teach students to prepare and edit standard military correspondence. (1.7 hours)

AS01CG SIMPLIFIED SURVEY OPERATIONS

(same description as FACBOC: AS12CG) (3.4 hours)

AS01CJ BATTERY SURVEY FEX

(same description as FACBOC: AS12CJ) (4.2 hours)

WCOLCO SAFETY RESPONSIBILITIES OF THE POSITION COMMANDER

To teach students to recognize personnel in safety chain and enumerate their duties; to list before/during/after firing safety checks and responsibilities; to understand range safety card; and to compute various safety data. (5 hours)

WMO1AL INTRODUCTION TO LOGISTICAL MANAGEMENT FOR THE BATTERY COMMANDER

To acquaint students with the problems of the Army logistical system in TAMMS maintenance publications, repair parts supply, scheduled sources, and the Commander's everchanging role in logistical management. (.9 hours)

WMO1CX ORGANIZATIONAL PUBLICATIONS

(same description as FAOBC: WMO2CX) (3.4 hours)

WMO1DB ORGANIZATIONAL REPAIR PARTS MANAGEMENT

(A continuation of FAOBC WMO2B1.) To teach students specifically to determine problems in battery repair parts procedures by examining repair parts manuals and the preparation of DA Form 2404, 2408-14, 2064, 2765, and 3318; to determine issue priority and validity of requests; to interpret supply action from ADP; and to state primary deficiencies between manual & DLOGs repair parts systems. (10.9 hours)

WMO1AQ SUPPLY MANAGEMENT AND ACCOUNTABILITY

(A continuation of FAOBC WMO2AQ.) To teach students procedures for property accountability including inspection and identification of all errors in preparation and use of DA Forms 2062, 3122, 2078, and 2645; determination of inventory due date; inspection of automated hand receipt and change listing; knowledge of security measures taken in supply, arms, and tool rooms. (5 Hours)

WMO1AS SUPPLY MANAGEMENT AND ACCOUNTABILITY EXERCISE

To provide students with a practical exercise which emphasizes management/accountability problems and appropriate corrective actions. (3.4 hours)

WMO1AR METHODS OF RELIEF FROM ACCOUNTABILITY

(A more extended version of FAOBC WMO2AR, by the same name.) (3.4 hours)

WMO1DF ORGANIZATIONAL MAINTENANCE RECORDS AND REPAIRS

To teach students to inspect organizational maintenance records and identify all errors and inconsistencies in preparation of DA Form 2404 (Daily), ESC, 2408-18, and 2406. (7.5 hours)

WMOICT ORGANIZATIONAL MAINTENANCE PLANNING TECHNIQUES

To enable students to determine the effectiveness of a units's scheduled maintenance plan including identification of errors and inconsistencies in the preparation of DD Form 314 and correction of overscheduled and underscheduled maintenance periods. (2.5 hours)

WMOIAM MANAGEMENT OF TOOLS AND TEST EQUIPMENT

To explain to students the procedures for authorizing documents for organizational tools and test equipment, identifying tool control and security measures, and determining procedures and forms for utilization of tools/test equipment in the artillery battalion. (.9 hours)

WMOICU MAINTENANCE MANAGEMENT EXERCISE

To offer students a practical exercise to test the above maintenance management skills. (2.5 hours)

WMOIBY COMMANDER'S INSPECTION

To introduce students to the commander's function in informal inspections, to the four types of maintenance/supply inspections, to the sources from which the commander can request technical assistance and when each is best implemented. (1.7 hours)

WMOIAZ UNIT STATUS REPORT

To teach students to identify all errors in the equipment ON HAND data block and the equipment status block of DA Form 2715, and to make major changes in the materiel readiness and unit status reports. (1.7 hours)

Instructional Procedures/Class Materials:

According to the course POI, the majority of classes are taught using a combination lecture or conference, with practical exercise (twenty classes): in ten of these, a nonhardware-oriented, hands-on application was employed; in ten a classroom practical exercise was introduced. Another ten of the FAOAC class sessions involve only conference/lecture.

In addition, from the FAOAC class observed and from class materials collected, it was determined that the training objectives were fully explained, students participated and asked questions, and class materials facilitated the learning process by providing explanations and exercises, and by delineating clearly the student performance objectives. These conditions and standards, plus class references, are listed in the course POI.

References:

The principal reference used for this discussion of FAOAC is POI 2-6-C22, TRADOC, March 1979. In addition, information was collected from DA PAM 351-4, the FAOAC Student Guide, Tactics Combined Arms Department (Fort Sill, Oklahoma) August 1978; course materials including student handouts for T001BC/ (Training Management Workshops) and TLO1GA (Introduction to Leadership); and a class observation (TLO1GA).

FIELD ARTILLERY CANNON
NONCOMMISSIONED OFFICER
ADVANCED COURSE (FANCOAC)

Course Title: Field Artillery Cannon Noncommissioned Officer
Advanced Course (FANCOAC)

Duration: (13B) 8 weeks in peacetime.
(13E) 9 weeks in peacetime.
(13F) 8 weeks in peacetime.

Frequency: Six times annually.

Student Population and Course Prerequisites: Active Army or Reserve Component NCO's, Grade E6, selected by DA. MOS evaluation score of 100 required. Not more than 17 years service at time of selection. Eleven months service remaining by end of course. Interim SECRET security clearance required. MOS: 13B, 13E, or 13F qualified.

Overall Course Training Objective: To train DA selected Chief of Firing Battery, unit FDC computer, and Fire Support Specialist, in grade E7, and to train the NCO to be an exporter to the unit of modern battlefield tactics, techniques and procedures: target acquisition, communications, gunnery, leadership, maintenance, and other CMF-related subjects.

Individual Class Objectives:

TL35AA LEADERSHIP WORKSHOP

To assist students in developing, after discussion of specific case studies, an ethical, professional solution to a problem, reflecting sound leadership principles that are both mission-, and person-oriented. (3.4 hours)

TL35MB LEADING TODAY'S VOLUNTEER SOLDIER

To define with students the concepts of command, management, and leadership; to explore traits, leadership principles, leadership indicators; decision making; discipline, values and attitudes; Maslow's Needs Theory; interpersonal communication and counseling; and the elements of the Army Equal Opportunity and Affirmative Action programs. (6.7 hours)

TL350E ORGANIZATIONAL EFFECTIVENESS

(Same description as FAOBC TL020E, by the same name)
(1.7 hours)

TL35PA PROFESSIONALISM AND ETHICS

To teach students the qualifications and sources of military ethics: the nature of ethics. (2.5 hours)

TL35XD LEADERSHIP SEMINAR OFFICER PANEL

To teach students leadership techniques based specifically on officer expectations of NCOs and their performance, senior-subordinate relations, conduct, attitudes, expected level of competence, and lawful orders. (1.7 hours)

TO35BF TRAINING MANAGEMENT

To instruct students in decentralized training concepts: ten steps to develop training program and unit responsibilities; systematic procedures to produce effective team/individual training methods to determine training objectives, instructional procedures, and proper allocation of time/resources; preparation of weekly training schedules; processes for supervision and evaluation of training; and techniques for recognizing and coping with training obstacles. (4.2 hours)

TP35WE PREPARATION OF MILITARY CORRESPONDENCE

(same description as FAOAC TP01WD) (4.2 hours)

TP3503 STUDENT BRIEFING PRESENTATION

To enable students to present and analyze a military briefing. (3.4 hours)

WM35AV THE ARMY MAINTENANCE SYSTEM

To teach students the four categories of maintenance, and the principle function(s) of organization maintenance. (.9 hours)

WM35CX MAINTENANCE AND SUPPLY PUBLICATIONS

(Same description as FAOPBC WMO2CX, and FAOAC WMO1CX) (2.5 hours)

WM35DF THE ARMY MAINTENANCE MANAGEMENT SYSTEM

(same description as FAOBC WMO2DF) (2.5 hours)

WM35BQ OPERATOR SELECTION AND TRAINING

(same description as FAOBC WMO2BQ, and FACBOC WM12BQ) (.9 hours)

WM35DB ORGANIZATIONAL REPAIR PARTS AND SUPPLY PROCEDURES

(similar to FAOBC WMO2DB, and FAOAC WMO1DB) To teach students to identify and locate organizational repair parts in the appropriate manual and to list follow-up actions required by supervisors. (3.4 hours).

WM35AU SUPPLY MANAGEMENT AND ACCOUNTABILITY

(similar to FAOBC WMO2AQ, AND FAOAC WMO1AQ) (3.4 hours)

WM35HL CREW LUBRICATION PROCEDURES FOR THE M109/M190A1 HOWITZER

To enable students to determine the frequency of lubrication/services and maintain the equipment inspections schedule on DA Form 2408-18. (.9 hours)

WC35MG SUPERVISORY INSPECTION OF THE M109/M109A1 HOWITZER

To teach students to check and service any ten items selected from TM 9-2350-217-10N (Table 2-1); to determine appropriate corrective actions for any five malfunctions presented to the student IAW Table 3-1; to adjust equilibrators to function easily at elevation 266; to assess whether rammer is properly functioning; and to perform other checks and equipment manipulations. (8.4 hours)

WC35ST SUPERVISORY INSPECTION OF THE M110 HOWITZER/M107 GUN

To teach students to check and service any ten items selected from TM 9-2300-216-10 (Tables 1-3); to determine appropriate corrective actions for any five malfunctions presented to the student IAW Table 5; and to perform additional checks and manipulations (e.g., service of equilibrators, adjustment of loader/rammer, fluid check in reservoir, and oil reserve check in recuperator cylinder). (8.4 hours)

WM35DW DA FORM 2408-4

(similar to FACBOC WM12DW, Weapons Record Data) To show students procedures for maintaining a DA Form 2408-4, making all entries for a firing day, closing out one form when required, and initiating a new form. (1.7 hours)

WM35KD VALIDATE VEHICLE READINESS CONDITION USING PMCS

To explain to students the procedures for validating the reported readiness of truck cargo M561 using the PMCS table of the Operator's Manual. (1.7 hours)
(WM35HN teaches the procedures by which readiness of command post carrier, M577A1, is validated.) (3.4 hours)

WM35KG INSPECTION OF SELF-PROPELLED FIELD ARTILLERY WEAPONS

To teach students to inspect the adequacy and completeness of annual quarterly service on the M109A1 and M110 Howitzers and to record the faults found. (3.4 hours)

WM35KH INSPECTION OF WHEELED AND TRACKED VEHICLES

To teach students operator maintenance procedures for

the M561 truck, M35 series truck, and the M548 cargo carrier and procedures for recording of maintenance faults on DA Form 2404. (1.7 hours)

(In addition, WM35KI involves inspection of M577A1 command post carrier and recording of its maintenance faults on DA Form 2404.) (2.5 hours)

WC35LN SUPERVISORY INSPECTION OF THE M101A1 HOWITZER

To teach students to check and service any five items from TM 9-1015-203-12 (Table 3-20) to determine appropriate corrective actions for any two malfunctions presented to the student IAW Table 3-3; and to perform additional checks and manipulations (e.g., adjustment of equilibrator, service of respirator, service of recoil system). (4.2 hours)

WC35LP SUPERVISORY INSPECTION OF THE M102 HOWITZER

To teach students to check and service any five items from TM 9-1015-234-12 (Table 2); to determine appropriate corrective actions for any two malfunctions presented to the student IAW Table 4; and to perform additional checks and manipulations (e.g., verify the boresight, service the recoil system, emplace the firing platform). (4.2 hours)

WC35MH SUPERVISORY INSPECTION OF THE M114A1 HOWITZER

To teach students to check and service any five items from TM 9-1025-200-12 (Table 3); to determine appropriate corrective actions for any two malfunctions presented to the student IAW Table 5; and to perform additional checks and manipulations: e.g., adjustment of equilibrator; adjustment of brakes; verification of boresight. (4.2 hours)

WC35LS MONTHLY SERVICE OF TOWED HOWITZER

To teach students inspection procedures using organizational preventive maintenance indicators for monthly service of M101A1, M102, and M114A1 Howitzers as presented in the technical manual. (1.7 hours)

WC35UK USE OF THE M31 FA TRAINER FOR CANNON BATTERY TRAINING

(same description as FACBOC WC12UK) (4.2 hours)

TO35BE TRAINING MANAGEMENT PE

(similar to FAOAC TOO1BE) To assist students in developing training programs designed to correct identified training weaknesses at section level. (2.5 hours)

AS35CJ BATTERY SURVEY FEX

(same description as FACBOC AS12CJ) (4.2 hours)

TO35CK PERSONNEL SECURITY INVESTIGATION

To describe to students the types of personnel security investigation; steps taken to deny or revoke clearance; procedures taken to suspend access to classified materials; and behavior which could result in revoking of security clearance. (.9 hours)

WM35CD INSPECTION OF POWER GENERATORS

To teach students procedures for inspecting operator maintenance on 3KW generator set using PM indicators, and procedures for properly recording faults found on DA Form 2404. (.9 hours)

Instructional Procedures/Class Materials:

According to the course POI, the majority of classes (sixteen classes) are taught using a combination of conference/lecture and practical exercises (either hardware-oriented, software-oriented, or classroom practical application). In addition, in a number of training sessions (eight classes) the hardware-oriented practical exercise is the sole instructional procedure used. This practice is appropriate to the subject matter of these classes--weapons and equipment inspection.

In addition to the information in the course POI, actual class observations revealed that when applicable, the class training objective is explained; the class session is broken down into meaningful segments, presented in a logical sequence; and the student participation is high, often due to instructor initiation.

References made available in classes, plus formalized conditions and standards, are listed in the course POI.

References:

The primary source of information for this discussion of FANCOAC is the course POI (O-13-C42), TRACOC, dated October 1978, and developed for students qualified in MOS 13B, 13E, and 13F. In addition, information was culled from DA PAM 351-4 and from actual class observations, including: TL34MB (Leading Today's Volunteer Soldiers), WM35DF (The Army Maintenance Management System), and WM35AU (Supply Management and Accountability).

FORMAL COURSES AND CLASSES:
FORT BENNING

The major formal courses provided for Infantry officers and NCOs at the Infantry School (Fort Benning, Georgia) which include instruction on garrison/administrative activities are the Infantry Officer Basic Course (IOBC), the Infantry Officer Advanced Course (IOAC), and the Infantry Noncommissioned Officer Advanced Course (INCOAC).. Each of these courses is described, with overall course objectives and relevant class objectives delineated.

The information included has been collected from several sources including the U.S. Army Formal Schools Catalog (DA Pamphlet 351-4), specific Programs of Instruction (POIs) and Courses of Instruction (COIs), individual class materials, and actual class observations made during two trips to Fort Benning.

Classes are listed in the order in which they are presented in the course POI or COI.

INFANTRY OFFICER BASIC COURSE (IOBC)

Course Title: Infantry Officer Basic Course (IOBC)

Duration: 14 weeks.

Frequency: Nine times annually.

Student Population and Course Prerequisites: Active Army and Reserve Corps. Newly commissioned lieutenants whose actual or anticipated assignment is to Infantry. Obligated service for AF officers: none.

Overall Course Training Objectives: To introduce students to tactical doctrine; tactical operations; patrolling; FTX; personnel; intelligence; operations; logistics; training management; military leadership; contemporary subjects; effective speaking map and airphoto reading; legal subjects; medical subjects; physical training/combatives; drill/command; communications; maintenance management; unit readiness; weapons; airborne/airmobile, artillery, engineer, chemical and Air Force operations.

Individual Class Objectives:

CG7B32 SMALL UNIT LOGISTICS

To teach students to coordinate the logistical support of a platoon-sized unit. Discussion includes topics of classes of supply, unit distribution, supply point distribution, platoon members' responsibilities, company's logistics personnel, and battalion's logistics personnel. (2 hours)

CG7B33 SUPPLY PROCEDURES

To identify the obligations for custody, care, and safe-keeping of property at platoon level. (4 hours)

CU7B01 PREPARATION OF INDIVIDUAL TRAINING

To teach students to discriminate between performance-oriented training and other types of training; to determine the desired results of training; and to determine and organize the training required. Includes descriptions of purpose of training; of decentralized training; of the Army training system; of job books; and of performance-oriented training. (4 hours)

CU7BO2 PREPARATION OF COLLECTIVE TRAINING

To teach students how to determine the desired results of training; to determine the individual, leader, and sub-unit tasks necessary to perform a selected ARTEP mission; to determine and organize training requirements. (4 hours)

CU7BO3 CONDUCT AND EVALUATION OF PERFORMANCE-ORIENTED TRAINING

To describe training resources and techniques used to conduct training - lecture, conference, and demonstration - evaluate a performance-oriented training session. Discussion includes use of training aids, the effectiveness and efficiency of TV tapes, and the three phases of training. (4 hours)

CL7BO7 ALCOHOL AND DRUG ABUSE

To show students a course of action that will minimize and/or control the disruptive effect of alcohol and drug abuse. Includes discussion of phases of rehabilitation, legal responsibilities, and the commander's alternatives for dealing with alcohol and drug problems. (2 hours)

CL7BO8 ARMY EQUAL OPPORTUNITY PROGRAM

To teach students to identify how cultural differences or misconceptions cause tension within a unit or section. To identify instances of prejudice or discrimination and to determine authorities to which discrimination should be reported. To identify indications of racial tension within a unit and indicate proper corrective action. And specifically with regard to women soldiers, to identify instances where proper assignment or utilization has not been achieved. Includes description of Army Equal Opportunity Program. (2 hours)

CL7B10 PLATOON LEADERSHIP I

To teach students the methods used to counsel a subordinate. To show how to select courses of action in order to reduce fear prior to and during battle, and to regain control after panic. (4 hours)

CL7B15 PLATOON LEADERSHIP II

To teach students to resolve ethical conflict, and to discriminate between the duties, responsibilities, and authority of commissioned and noncommissioned officers. (4 hours)

CL7B22 NATURE OF THE UNIT (OE)

To show students how to identify the subsystems, the interactions, and the processes within an organization using an OE systems view. To study how a change in one subsystem impacts on other subsystems. (2 hours)

CL7B22 ASSESSMENT (OE)

To identify the resources necessary to conduct an OE assessment and obtain assessment data regarding the strengths and weaknesses of the unit. (2 hours)

CL7B23 PLANNING (OE)

To determine the objectives and methods for improving a selected organizational process problem so students can improve the overall effectiveness of an organization at platoon/company level. (2 hours)

CL7B24 IMPLEMENTATION (OE)

To enable students to use the four step organizational effectiveness process to implement, evaluate, and follow-up a plan developed to improve unit effectiveness. Involves practice in communication improvement skills. (2 hours)

CL7B26 THE LEADER AND THE OESO

To discuss the role of the Organizational Effectiveness Staff Officer (OESO), how the OESO is selected, his/her capabilities, and the situations appropriate for the use of an OESO. (2 hours)

CP7B29 MILITARY JUSTICE (THE PRELIMINARY INQUIRY)

To instruct students in procedures for conducting a preliminary inquiry. (2 hours)

CP7B30 MILITARY JUSTICE (DISPOSITION OF A CASE)

To teach students the steps for recommending the disposition of criminal charges. (2 hours)

TX7B05 PHYSICAL FITNESS TRAINING

To teach students to lead physical conditioning activities. (23 hours)

TX7B10 PLATOON TRAINER'S TIME

To conduct rehearsals of student-taught instruction; to teach leadership and professional development counseling; to describe remedial training and retesting of selected platoon combat skill (PCS) book tasks. (18.5 hours)

WP7B50 THE ARMY SYSTEM OF MAINTENANCE

To teach students to determine the maintenance category for a specific repair situation; to determine tabulated data, basic issue items, and maintenance action accomplished at each level of maintenance; and to determine the type of maintenance inspection to conduct. (2 hours)

WP7B52 MAINTENANCE RECORDS AND PROCEDURES

To enable students to determine when service is due or has been performed; to determine the required forms for a given item of equipment; to use DA Form 2404, and logbook, to record equipment faults; to perform maintenance services IAW TM 3B-750; to inspect the information on DA Form 24-7 and logbook. (6 hours)

WP7B53 REPAIR PARTS SUPPLY

To teach students to inspect computer printouts and select the source of supply for a given repair part; to inspect request for repair parts. (4 hours)

WP7B55 WHEELED VEHICLE FAMILIARIZATION

To enable students to inspect a wheeled vehicle. (4 hours)

WP7B56 MATERIEL READINESS REPORTING

To teach students to prepare and inspect a unit's complete materiel readiness report (DA Form 2406). (4 hours)

WP7B58 PLATOON LEADER'S MAINTENANCE RESPONSIBILITIES

To teach students to inspect selected weapons and weapons records; to determine the operational status of selected components; and to determine the appropriate TM for a given maintenance task. (4 hours)

WP7B66 TRACKED VEHICLE FAMILIARIZATION

To teach students to inspect major components of APC; to determine serviceability of major APC components; and to check if logbook forms are prepared and maintained IAW TM 3B-750. (8 hours)

TL7B94 MECHANICS OF THE ARTEP

To enable students to determine the specific training needs of an Infantry platoon to accomplish an ARTEP task. (2 hours)

Instructional Procedures/Class Materials:

According to the course POI, classes are typically taught using a combination of conference/lecture and practical classroom exercises. Practical classroom exercises, practical "hands-on" equipment training, and conference/lecture are the instructional techniques most commonly employed in IOBC.

In addition, ten IOBC classes were observed (including, by class number, CG7B32, CU7B01, CU7B03, CL7B07, CL7B08, CL7B21, CL7B22, CL7B23, CL7B24, CL7B26). From the class observations and class materials collected, it was determined in all cases that the training objectives were fully explained, that students participated and asked questions, and that in the great majority of cases student participation was initiated by

the instructor. Most instructors demonstrated the target behavior either by physically modeling the behavior or, more commonly, by providing concrete examples. However, performance tests were rarely given during the class period.

Training aids such as viewgraphs, TV tapes and films were used to facilitate the learning process. Class references, also provided to encourage learning, are listed in the course POI.

References:

The principal reference used for this discussion of IOBC is POI 2-7-C20 provided by the U.S. Army Infantry School (Fort Benning, Georgia), and dated 29 May 1979. In addition, information was collected from DA PAM 351-4, and from the class materials gathered when observing actual instruction.

INFANTRY OFFICER ADVANCED COURSE (IOAC)

Course Title: Infantry Officer Advanced Course (IOAC)

Duration: 26 weeks.

Frequency: Five times annually.

Student Populations and Course Prerequisites: Active Army and Reserve Corps. Commissioned officer in grade of Captain. Member of the Active Army whose branch is Infantry, Armor, or Artillery. Must have completed the Infantry Officer Basic Course (IOBC) or equivalent branch qualifying course. Obligated service for AF officers: one year.

Overall Course Training Objectives: To teach students the topics of tactical doctrine; tactical operations; personnel; intelligence; operations; logistics; training management; staff exercises/CPX; command subjects; land navigation; legal/medical subjects; physical training/drill/command; communications; maintenance management; unit readiness; preventive maintenance; weapons and weapons systems developments.

Individual Class Objectives:

CP4C10 UNIT PERSONNEL ADMINISTRATION

To enable students to counsel enlisted soldiers on the career significance of the enlisted evaluation system and on the Army enlisted promotion system, and to evaluate an Enlisted Evaluation Report (EER). (6 hours)

CP4C12 PERSONNEL EVALUATION SYSTEM

To teach students to complete parts III-VII of an Officer Evaluation Report (OER) (DA Form 67-7); to determine primary and secondary or alternate career fields within the Officer Personnel Management System (OPMS); and to counsel subordinates in their career field choices. (3 hours)

OP4C15 STAFF RESPONSIBILITIES OF THE S1

To describe the functions required to complete an administrative action; determine the internal organization of a battalion headquarters; perform administrative duties associated with casualties; recommend awards (DA Form 638) submitted to subordinate units; and use SIDPERS Reports as personnel management tool. (5 hours)

CP4C35 PERSONAL AFFAIRS

To enable students to counsel soldiers on Civil Relief Act, on Military Personnel and Civilian Employee's Claims Act of 1964, and on Army Legal Assistance Program. (2 hours)

CO4C05 COMMAND AND STAFF PROCEDURES

To provide students with an introductory class on staff functions in which students analyze the duties of a staff officer. (2 hours)

CO4C08 BATTALION OPERATIONS OFFICER

To teach students to perform the duties of an S3 including the organization of a battalion or brigade Tactical Operations Center (TOC). (2 hours)

CG4C50 LOGISTICS OPERATIONS

To train students to solve basic combat service support problems. (1 hour)

CG4C51 ORGANIZATION FOR LOGISTICS SUPPORT

To enable students to coordinate logistical support. (4 hours)

CG4C53 ORGANIZATIONAL SUPPLY PROCEDURES

To instruct students in ways to solve basic administrative problems encountered in the preparation, use, and disposition of supply forms. Specifically designed to solve problems encountered in the maintenance of property accounting records. (4 hours)

CG4C54 COMPANY/BATTERY PROPERTY RESPONSIBILITY

To provide procedures for obtaining relief from property responsibility. To determine applicability, use, and disposition of Army Regulation 15-6 investigations when used to fix pecuniary liability and to obtain relief from pecuniary charge. (4 hours)

CG4C55 SUPPLY DISTRIBUTION AND MAINTENANCE OPERATIONS

To help students expedite receipt of specific supplies and support services requested from divisional and corps logistical agents. (6 hours)

CG4C56 APPLICATION OF LOGISTICAL CONCEPTS

To enable students to solve managerial problems associated with providing logistical support. (3 hours)

CU4C02 UNIT TRAINING I

To teach students to prepare the Commanders' Training Guidance including determining desired training results; preparing for a performance-oriented training session; determining and organizing the training required; and determining the proficiency level of the individual and/or unit. (2 hours)

CU4C03 UNIT TRAINING II

To train students to describe the phases of performance-oriented training; to identify training resources and techniques used to conduct training; and to evaluate training sessions. (2 hours)

CU4C07 ARMY TRAINING SYSTEM

To describe to students the training responsibilities of commanders at installation level and below; the responsibilities of the trainer (unit leader); the relationships among specific training publications and how to locate training information; and the purpose of specific training publications. (3 hours)

CU4C08 DEVELOP A BATTALION TRAINING PROGRAM

To teach students to develop a mission test; determine the individual, leader, and sub-unit tasks necessary to perform the ARTEP mission; write a training objective; and determine the sequence of priorities for training. (5 hours)

CU4C09 DEVELOPMENT OF A COMPANY TRAINING PROGRAM

To instruct students in the development of a weekly training schedule. (3 hours)

Cu4C15 TRAINING PLANS

To teach students to develop a training plan to integrate Expert Infantryman Badge (EIB) training and Skill Qualification Test (SQT) training. Requires the identification of the soldier tasks contained in the three components of the SQT. (3 hours)

CU4C18 DEVELOPMENT OF AN ARTEP EVALUATION PLAN

To train students to plan a formal ARTEP evaluation for a Mechanized Infantry Battalion at Level 1. (4 hours)

CL4C01 SOLDIER'S SYSTEMS

To teach students procedures for maintaining unit cohesion. (1 hour)

CL4C02 EFFECTIVE COMMANDER

To enable students to use the decision-making process; to develop a plan to control the commander-imposed element of one's own work environment; to develop a plan to control the organizational-imposed element of one's own work environment; and to develop subordinates. (4 hours)

CL4C03 NATURE OF THE SOLDIER

To teach students to identify and solve ethical conflicts. (4 hours)

CL4C04 MOTIVATION

To instruct students in the application of the decision-making process. (2 hours)

CL4C05 ORGANIZATION COMMUNICATIONS

To train students to employ effective interpersonal and organizational communications. (2 hours)

CL4C06 COUNSELING

To teach students to prepare, conduct, and follow-up a counseling session. (2 hours)

CL4C07 ALCOHOL AND DRUG ABUSE

(same description as IOBC CL7B07) (2 hours)

CL4C08 ARMY EQUAL OPPORTUNITY PROGRAM

(same description as IOBC CL7B08) (2 hours)

CL4C09 SUPERVISION

To train students to identify the fundamentals of supervision, to set standards, and to plan an inspection. (2 hours)

CL4C10 DUTIES, RESPONSIBILITIES, AND AUTHORITY

To enable students to identify the duties, responsibilities, and authority of officers, NCOs, and enlisted soldiers. (2 hours)

CL4C11 LEADERSHIP PRESENTATION

To help students identify the current problems in company, and battalion-level leadership and management. (3 hours)

CL4C21 NATURE OF THE UNIT (OE)

(same description as IOBC C17B21) (3 hours)

CL4C22 LEADER'S ASSESSMENT

(same description as IOBC CL7B22) (2 hours)

CL4C23 PLANNING

(same description as IOBC CL7B23) (2 hours)

CL4C24 IMPLEMENTING THE LEADER'S PLAN

(same description as IOBC CL7B24) (2 hours)

CL4C25 EVALUATION AND FOLLOW UP

To teach students to evaluate the success of an OE operation and to be able to follow it up. (1 hour)

CL4C26 THE LEADER AND THE OESO

(same description as IOBC CL7C26) (1 hour)

CL4C30 PHILOSOPHY OF LEADERSHIP

To teach students to develop and communicate a personal philosophy of leadership. (3 hours)

CL4C31 LEADERSHIP CASE STUDY

To train students to analyze a leadership case study. (3 hours)

CL4C33 LEADERSHIP SEMINAR I

To enable students to use the decision-making process. (3 hours)

CL4C34 LEADERSHIP SEMINAR II

To enable students to use the decision-making process. (3 hours)

CL4C35 LEADERSHIP SEMINAR III

To enable students to use the decision-making process. (3 hours)

WP4C50 THE ARMY SYSTEM OF MAINTENANCE

(same description as IOBC WP7B52) (7 hours)

WP4C52 MAINTENANCE RECORDS AND PROCEDURES

(same description as IOBC WP7B52) (7 hours)

WP4C53 REPAIR PARTS SUPPLY

(same description as IOBD WP7B53) (6 hours)

WP4C54 MATERIEL READINESS REPORTING

(similar to IOBC WP7B54) To teach students methods for computing a unit's operational ready rate and pacing item rate to determine equipment status and assign a unit pacing. (4 hours)

WP4C58 COMMAND AND STAFF MAINTENANCE RESPONSIBILITIES

To enable students to evaluate a unit's maintenance program. (8 hours)

CO4C70 THE ARMY READINESS SYSTEM

To teach students to complete a Unit Readiness Report (DA Form 2715). (2 hours)

WP4C32 COMMANDER'S EVALUATION

To teach students to inspect weaponry including M125A1 and M1D6A1 Motor Carriers, M561 Gama Goat, and M578 Light Recovery Recovery Vehicle, M113A1 APC for Waterborne Operation. (12 hours)

WP4C72 SUPERVISOR'S MAINTENANCE RESPONSIBILITIES

To teach students to evaluate and report the serviceability of the major components of the M113A1; to supervise maintenance including preventive maintenance checks on the M151A2; to inspect the M17 series protective masks for serviceability; to inspect the IM-174 series, the LM-93 radiac instruments, and the AN/PDR-27 series radiac ser for serviceability; and to perform operator-level troubleshooting of communications malfunctions in M113 series armored personnel carrier. (8 hours)

Instructional Procedures/Class Materials:

According to the course POI, practical exercises are employed frequently in the classroom, often accompanied by conference or lecture instruction.

Additional training aids and references used are presented in the POI.

References:

The principal reference upon which the IOAC descriptions were based is POI 2-7-C22 provided by the U.S. Army Infantry School (Fort Benning, Georgia), and dated 29 May 1979. In addition, information was collected from DA PAM 351-4.

INFANTRY NONCOMMISSIONED OFFICER ADVANCED COURSE (INCOAC)
(MANEUVER COMBAT ARMS)

Course Title: Infantry Noncommissioned Officer Advanced Course (INCOAC)
(Maneuver Combat Arms)

Duration: 10 weeks.

Frequency: Five times annually.

Student Population and Course Prerequisites: Active Army and Reserve Corps. E6. Must be qualified in MOS 11B or 11C. Current MOS Evaluation Score 100 or higher. Selected by DA. Maximum service: 17 years.

Overall Course Training Objectives: Common instruction includes leadership, communication, weapons maintenance, combat support subjects, personnel, logistics.

MOS 11B Track: Squad, Platoon, and Company level tactics/techniques, and FTX.

MOS 11C Track: Mechanical, forward observer and fire direction center instruction, tactical employment of mortar and FTX.

Individual Class Objectives:

CPEE05 PERSONAL AFFAIRS

(Similar to IOAC CP4C35) To teach students to counsel soldiers on the provisions of the Soldiers' and Sailors' Civil Relief Act. (2 hours)

CGEE40 SMALL UNIT LOGISTICS

To enable students to coordinate the logistical support of a rifle platoon. (3 hours)

CGEE41 PROPERTY RESPONSIBILITY

To help students solve problems in the maintenance of property accounting records at platoon/company level. (2 hours)

CUEE01 INTRODUCTION TO ARMY TRAINING

To teach students to determine the desired results of performance-oriented training by analyzing the training guidance. (2 hours)

CUEE03 PREPARATION OF PERFORMANCE-ORIENTED TRAINING

To enable students to prepare for a performance-oriented training session; to screen training schedules. (2 hours)

CUEE05 ORGANIZATION OF PERFORMANCE-ORIENTED TRAINING

To teach students to determine and organize required training. (2 hours)

CUEEUT CONDUCTING AND EVALUATING PERFORMANCE-ORIENTED TRAINING

To have students conduct a performance-oriented training session; to monitor and evaluate training. (2 hours)

CLEE01 CONCEPT OF LEADERSHIP

To teach students to define leadership process; to apply the decision-making process; to make a decision which controls fear and prevents panic. (3 hours)

CLEE02 NATURE OF THE UNIT

(same description as IOBC CL7B21 and IOAC CL4C21) (2 hours)

CLEE03 LEADER'S ASSESSMENT

(same description as IOBC CL7B22 and IOAC CL4C22) (2 hours)

CLEE04 PLANNING

(same description as IOBC CL7B23 and IOAC CL4C23) (2 hours)

CLEE05 IMPLEMENTATION, EVALUATION, AND FOLLOW-UP

(same description as IOBC CL7B24 and IOAC CL4C24) (2 hours)

CLEE07 ALCOHOL AND DRUG ABUSE

(same description as IOBC CL7B07 and IOAC CL4C07) (2 hours)

CLEE08 ARMY EQUAL OPPORTUNITY PROGRAM

(same description as IOBC CL7B08 and IOAC CL4C08) (2 hours)

CLEE09 THE LEADER AND THE OESO

(same description as IOBC CL7B26 and IOAC CL4C26) (1 hour)

CLEE19 COUNSELING

(same description as IOAC CL4C06) (4 hours)

CPEE41 MILITARY JUSTICE (THE PRELIMINARY INQUIRY)

(same description as IOBC CP7B29) (2 hours)

CPEE42 MILITARY JUSTICE (DISPOSITION OF A CASE)

(same description as IOBC CP7B30) (2 hours)

DDEEOO DA CAREER, EPM/ESS BRIEFING

To provide a combined briefing and question/answer period conducted by the Office of Enlisted Personnel Division, Military Personnel Center. Covers assignment, schooling, promotion, and special programs. (4 hours)

WPPE34 MATERIEL READINESS REPORTING

(same description as IOBC WP7B56) (4 hours)

WPPE50 THE ARMY SYSTEM OF MAINTENANCE

(same description as IOBC WP7B50 and IOAC WP4C50) (2 hours)

WPPE52 MAINTENANCE RECORDS AND PROCEDURES

(same description as IOBC WP7B52 and IOAC WP4C52) (6 hours)

WPPE66 VEHICLE FAMILIARIZATION

(same description as IOBC WP7B66) (8 hours)

Instructional Procedures/Class Materials:

According to the course POI, the majority of classes are taught employing either conference/lecture or practical, in-class exercises. Several instructors use these methods in combination.

Class references and training aids are listed in the POI.

References:

The principal reference upon which the above descriptions are based is the INCOAC POI 0-111-C42, provided by the U.S. Army Infantry School (Fort Benning, Georgia) and dated 15 March 1979. Information was also collected from DA PAM 351-4.

FORT ORD ON-POST SCHOOLS

Fort Ord offers several on-post military schools:

- First, the Noncommissioned Officer Academy (NCOA) makes available courses that prepare outstanding junior soldiers to become NCOs including three FORSCOM-directed schools: The Primary Leadership Course (PLC), The Primary Noncommissioned Officer Course/Combat Arms (PNCOC/CA), and the Basic Noncommissioned Officer Course/Combat Arms (BNCOC/CA). Each part of Headquarters Command, these major courses of study in NCOA are designed to instill the necessary self-confidence and sense of responsibility required of a military leader.

- The Professional Development School (PDS), a second on-post military school, provides MOS refresher training, and training management instruction to all units. PDS courses are under the direction of the Board of Governors composed of all major unit commanders, representatives of the post, and 7th Infantry Division staff representatives. PDS includes courses involving supply maintenance, general administration, training management, and other garrison/administrative issues.

- Third, the Fort Ord Nuclear, Biological and Chemical (NBC) Defense School supplies training aimed at qualifying unit NBC officers, NCOs and team members. Of particular interest here are those courses designed to prepare NBC leaders -- officers and NCOs -- for their management duties.

- Finally, on-post a number of other scheduled, and on-call courses/classes are provided. Those involving garrison/administrative and training functions are described here, along with the relevant courses offered at the other three on-post military schools.

All of these courses of study, with the exception of BNCOC/CA, apply to both Field Artillery and Infantry.

PRIMARY LEADERSHIP COURSE (PLC) - NCOA

Course Title: Primary Leadership Course (PLC) - NCOA

Duration: 3 weeks.

Frequency: Ten times annually.

Student Population and Course Prerequisites: The student must be a first-time supervisor or programmed to become first-time supervisor. Assigned to combat support or combat service support units. Minimum GT score of 100 (waiverable to 90 by unit commander). High school graduate or equivalent. Excellent character and efficiency ratings. Must be physically qualified to perform NCO duties, and have not completed NCOA or Basic NCOES course. Rank: E4, E5, E6 and MOS qualified.

Overall Course Training Objectives: To develop skilled junior specialist NCO who can train, lead, and supervise subordinates as first-time supervisor with the skills and attitudes of leadership and management that are necessary to operate at his/her skill level in an office, shop, or field environment.

Individual Class Objectives:

INTRODUCTION TO SMALL GROUP LEARNING

To teach students the uses of small group learning including discussion of group member responsibility, methods of instruction (e.g., role playing, group discussions, etc.), and advantages of these methods. (.75 hours)

COMMUNICATION SKILLS

To introduce students to different communication techniques (e.g., non-verbal, verbal, symbolic), barriers to effective communication, and reflective listening. Effective communication is a foundation skill upon which the remainder of the PLC is based. (2 hours)

WORKLOAD DISTRIBUTION

To teach students how to recognize indicators of poor work distribution and to achieve the most desirable distribution of work among subordinates by constructing a "Task List". (2.25 hours)

IMPROVE WORK PROCEDURES

To instruct students in a simple system for improving work methods in the shop or office. The system is designed to allow work accomplishment with the least time and effort involved. (2.25 hours)

SUPERVISE OPERATOR MAINTENANCE

To develop the students' ability to supervise their subordinates conduct of preventive maintenance. Includes facilitating the students' complete understanding of the use of DA PAM 310-4, and TMs (particularly TM 9-2320-218-10). (1.5 hours)

WRITE STANDING OPERATING PROCEDURES (SOPs)

To show students a method for developing a common supervisory tool: the SOP. Includes delineation of the elements that should be included in an SOP and a procedure to find Army publications in DA PAM 310-1 which deal with the subject for which the SOP is being developed. (1.5 hours)

PREPARE AND POST A DUTY ROSTER

To provide students with the skills necessary to allow them to equally distribute recurring duties around the shop or office using DA Form 6. (2 hours)

PLANNING THE USE OF YOUR TIME

To offer students a system with which they can evaluate and plan the use of their time more effectively. Involves an examination of "time wasters" in light of "goals". (1.5 hours)

PREPARATION FOR TRAINING

To teach students the skills and knowledge necessary to prepare a class, and to provide them with the confidence to present the class. Emphasis is on training in the unit: to prepare first-time supervisors so they will be able to conduct needed training at their level and in their environments. (2.25 hours)

CORRECTING PERSONNEL WHO DO NOT COMPLY WITH POLICIES

To teach students techniques for "on-the-spot corrections": to discipline not only subordinates, but all military personnel who do not comply with AR, SOP, or other policies. (2 hours)

DEVELOP SUBORDINATES' POTENTIAL FOR ADVANCEMENT

To teach students methods for determining subordinates' potential for advancement and whether that potential can be developed; procedures for analyzing subordinates' personal and administrative qualifications for advancement; process by which to make promotion recommendations. (Information on hours not available.)

DECISION MAKING

To acquaint students with a model of logical decision making: The "Adult Learning Model". (1.5 hours)

EVALUATING SUBORDINATES' PERFORMANCE

To introduce students to a clear-cut procedure for evaluating the performance of subordinates as described in FM 22-101. Involves comparison of actual performance with established time and quality standards using case study. (2.25 hours)

COORDINATE ACTIONS WHICH MAY AFFECT OTHER SECTIONS

To teach students a prescribed method of effecting coordination with other sections using both informal lateral, and formal communication channels. (.75 hours)

KEEP YOUR SENIOR/SUBORDINATE INFORMED VIA ORAL OR WRITTEN COMMUNICATION

To reinforce students' communication skills with interest in identifying communication problems and actions which may overcome obstacles to communication. Also involves introduction to most widely employed forms for written communication (SF 63, OF 41, and DA Form 751), and to The Essential Elements of Information (EEI). (Information on hours not available.)

COUNSELING SUBORDINATES

To enable students to more effectively counsel their subordinates which will reduce AWOLs, increase soldier enlistment, solve drug and alcohol abuses, minimize job dissatisfaction, and decrease racial tensions. (7.5 hours)

CONDUCT MEETINGS

To teach students how to conduct an effective and efficient meeting. Includes an examination of the steps in the meeting structure and different leadership roles. (2.25 hours)

MAKE RECOMMENDATIONS FOR DISCIPLINARY ACTION

To teach students to determine if an offense is a violation of the UCMJ; if a recommendation for disciplinary action is appropriate; and what non-punitive action is appropriate. (Information on hours not available.)

MAKE RECOMMENDATIONS FOR AWARDS

To instill in students an awareness of the Army Awards Program by which a first-time supervisor can recognize his/her subordinates when appropriate. (7.5 hours)

MOTIVATE SUBORDINATES

To provide students with methods which they can use to both recognize motivational problems and take appropriate corrective actions in order to facilitate mission accomplishment. (2.25 hours)

INTEGRATING NEW PERSONNEL INTO THE WORK UNIT

To teach students how to integrate new personnel into the work group in order to make the worker productive as soon as possible after his/her arrival. The integration/reception checklist will be used as a tool. (.75 hours)

SELECT AND APPLY APPROPRIATE LEADERSHIP STYLE

To show students how to select the appropriate leadership style, authoritarian or democratic, based on the characteristics of subordinates and situation. Subordinate characteristics include: knowledge, experience, need for independence, readiness for responsibility, motivation, understanding of goals, expectations, initiative, self-confidence, and personality. Situational factors include type of problem, time pressure, traditions, type of unit, type of environment, and supervisor style. (2.25 hours)

IMPLEMENTING NEW POLICIES AND PROCEDURES

To teach students the process for implementing policy and procedures or changes in policy and procedures: to manage change initiated from a variety of sources. (1.5 hours)

IDENTIFY AND SATISFY TRAINING NEEDS

To enable students to prepare training: to identify subordinate training needs and to determine how deficiencies can be satisfied. Involves use of Soldier's Manual to establish on-the-job training programs, in direct support of the idea of training at the lowest level. (1.5 hours)

ESTABLISH SUPERVISOR'S HANDBOOK

To acquaint students with a format for compiling essential information which will help them and their successors better manage the shop or office. (.75 hours)

PROFESSIONAL ETHICS AND SELF-DISCIPLINE

To help students become aware of what ethics and self-discipline mean, and their importance to leadership. Includes discussion of the four roles of a leader. (1.7 hours)

INTRODUCTION TO LEADERSHIP

To familiarize students with the concept of leadership; the fourteen leadership traits; and the eleven principles of leadership. (1.7 hours)

TAKING CHARGE

To teach students authoritarian and democratic leadership styles and to be aware of the pitfalls and errors in assuming command for a section, shop or squad. (.83 hours)

DRILL AND CEREMONIES

To prepare students for actual performance of drill and ceremony techniques and procedures. Students are taught the history of drill and ceremonies and different formation types. (.83 hours)

Other PLC Classes involving garrison/administrative activities for which no description was included in the POI:

INDIVIDUAL PERFORMANCE

STANDARD OF CONDUCT

CONDUCTING INSPECTIONS

FITTING AND WEARING THE UNIFORM

PHYSICAL TRAINING

Instructional Procedures/Class Materials:

The emphasis in this three-week course is on small group instruction: the majority of classes are taught in small group workshops, either complemented by conference or by practical exercise. Effort is made to tie class content to issues of concern when in the office or shop environment.

Fifteen PLC classes were observed. In almost all cases the training objective was fully explained, the class session was broken down into meaningful segments, and the class segments were presented in a logical sequence as was the material covered. In two-thirds of the classes observed, students participated by asking questions, their participation having been initiated by the instructor. And in all classes where appropriate, the instructor demonstrated the target behavior either by providing concrete examples, or by actually demonstrating the behavior.

Requisite training aids, relevant references, and class tasks, conditions, and standards are all listed in the course handbook.

References:

PLC Handbook, dated 1977, (with 1978 and 1979 changes added),
DA approved; Fort Ord Military Schools Catalog, dated 3 January 1979.

PRIMARY NONCOMMISSIONED OFFICER COURSE/COMBAT ARMS (PNCOC/CA) - NCOA

Course Title: Primary Noncommissioned Officer Course/Combat Arms
(PNCOC/CA) - NCOA

Duration: 4 weeks.

Frequency: Ten times annually.

Student Population and Course Prerequisites: Enlisted soldiers, grade E4.
Combat arms, with MOS: 11B, 11C, 11H, 13B, 13E, 13F, 16P, 16R, 12B, 19D,
19E, 19F, 19G, 19H or 19J.

Overall Course Training Objectives: To develop leadership skills, knowledge,
qualities and techniques in E4 combat arms soldiers, selected by their
commanders as having potential to become noncommissioned officers.

Individual Class Objectives:

TRAINING TO TRAIN: TRAINING TRAINERS TO CONDUCT TRAINING

To teach students how to conduct performance-oriented training
(POT) once provided with training objectives or lesson plans and
training resources. Includes all phases of POT: conduct, practice,
testing, and evaluation. (10 hours)

TRAINING TO TRAIN: PHYSICAL TRAINING

To teach students, through cadre instruction and student-led
exercises, how to conduct physical training. Exercises are selected
from Army Conditioning Drill One, Two, or Three. (9 hours)

TRAINING TO TRAIN: BASIC SQUAD DRILL

To teach students through cadre instruction how to supervise
the conduct of basic drill movements. (2 hours)

TRAINING TO LEAD

To teach students basic leadership techniques to establish
the role of the junior NCO, his/her place within the Army, and
the standards he/she is expected to meet. (12 hours)

Instructional Procedures/Class Materials:

PNCOC/CA instruction emphasizes the use of practical exercises and modeling by the instructor: "Watch me and do as I do" instruction. Content is tied to practical, everyday concerns to maximize the realism of the instruction. Evaluation focuses on training, leadership, and combat skill development.

Training aids, class references, and individual lesson tasks, conditions, and standards are provided in the course POI.

References:

The POI for PNCOC/CA, TRADOC approved and dated June 1975 (with changes 20 March 1978 and 12 June 1978 added) and Fort Ord Military Schools Catalog, dated 3 January 1979, provided the information upon which these descriptions were based.

BASIC NONCOMMISSIONED OFFICER COURSE/COMBAT ARMS
(BNCOC/CA) - NCOA: FIELD ARTILLERY

Course Title: Basic Noncommissioned Officer Course/Combat Arms
(BNCOC/CA) - NCOA: Field Artillery

Duration: 4 weeks.

Frequency: Ten times annually.

Student Population and Course Prerequisites: Enlisted soldiers, grade E4 through E6 who have not attended a basic NCOES course. Must be serving a duty position at Skill Level 3, and have graduated from PNCOC/CA. Must be recommended by Company, Battery, or Troop Commander. Must be qualified at Skill Level 2, MOS: 11B, 11C, 12B, or 13 B.

Overall Course Training Objectives: To develop a weapons system/equipment expert who can supervise and train subordinates in the performance of their duties. Primarily aimed at combat skills development.

Individual Class Objectives:

MAINTAIN DA FORM 2408-4

To teach students procedures for completing DA Form 2408-4 after several firing entries have been made. (1.6 hours)

PREPARE AND CONDUCT SECTION TRAINING

To teach students to conduct gun or howitzer section training using applicable techniques and training devices, in order to meet ARTEP standards. (1 hour)

In addition, a variety of class periods involving weapon/equipment inspection are presented:

CHARACTERISTICS, DISASSEMBLY AND ASSEMBLY OF .50
CALIBER MACHINE GUN HB 52

HEADSPACE AND TIME THE .50 CALIBER MACHINEGUN HB M2

PERFORM EQUILIBRATOR ADJUSTMENT ON 155-MM HOWITZER
M109/M109A1

PERFORM ZERO PRESSURE CHECK ON 155-MM HOWITZER M109/M109A1

PERFORM CRADLE CAM ADJUSTMENT ON 155-MM HOWITZER M109/M109A1

PERFORM RAMMER RELIABILITY ON 155-MM HOWITZER M109/M109A1

PERFORM EQUILIBRATOR ADJUSTMENT ON 175-MM GUN M107/8-INCH
HOWITZER M110

TIME THE LOADER/RAMMER ON 175-MM GUN M107/8-INCH HOWITZER M110

CHECK HYDRAULIC FLUID LEVEL ON 175-MM GUN M107/8-INCH
HOWITZER M110

Instructional Procedures/Class Materials:

As presented in the course POI, instruction involves a combination of instructor guidance through TEC-type lessons, with practical exercises to reinforce learning.

Training aids, references, and class tasks, conditions, and standards are presented in the POI.

References:

These descriptions are based on the BNCOC/CA POI lessons approved by the U.S. Army Field Artillery School, Fort Sill, dated November 1976, and designed for students with MOS of 13B; Fort Ord Military Schools Catalog, dated 3 January 1979.

BASIC NONCOMMISSIONED OFFICER COURSE/COMBAT ARMS
(BNCOC/CA) - NCOA: INFANTRY

Course Title: Basic Noncommissioned Officer Course/Combat Arms
(BNCOC/CA) - NCOA: Infantry

Duration: 4 weeks.

Frequency: Ten times annually.

Student Population and Course Prerequisites: Enlisted soldiers, grade E4 through E6, who have not attended a basic NCOES course. Must be serving a duty position at Skill Level 3, and have graduated from PNCOC/CA. Must be recommended by Company, Battery, or Troop Commander. Must be qualified at Skill Level 2, MOS 11B, 11C, 12B, or 13B.

Overall Course Training Objectives: To develop a weapons system/equipment expert, competent in Skill Level 3 critical tasks in his/her MOS, who can (1) train and supervise subordinates to maintain, operate, and employ their weapon/equipment and to properly apply cover, concealment, suppression, and teamwork; and (2) give and supervise the execution of the necessary orders/instructions so that the squad/section/crew can perform collective (ARTEP) missions effectively. The course is structured into three phases: (1) diagnostic testing integrated with training the students to conduct performance-oriented training (POT); (2) training on MOS critical tasks, skill practice in conducting POT, and job enrichment for superior students; and (3) collective tactical field training based on ARTEP events appropriate to MOS.

Individual Class Objectives:

PHASE I: PERFORMANCE-ORIENTED TRAINING

To teach soldiers to prepare and conduct performance-oriented training. Tasks include: define POT in writing; analyze the commander's guidance; develop a task statement, conditions, and/or standards for a POT objective; develop intermediate training objective (ITO) task statements; develop POT objectives for military tasks; describe characteristics, advantages, and limitations of different methods of instruction; select an instruction method; develop a lesson plan for a POT session; and evaluate a POT session.
(1 week)

PHASE II: TRAINING IN MOS CRITICAL TASKS

To provide students (MOS 11B and 11C) with POT on the tasks on which they were diagnostically tested in Phase I, emphasizing those

tasks they could not perform on the pretest. Once the student has demonstrated mastery on all core tasks, he/she trains on additional skill tasks. (1 week)

The second part of Phase II is devoted to tactical training including the fundamental skills of cover, concealment, suppression, and teamwork. (1 week)

PHASE III: TACTICAL COLLECTIVE TRAINING

To provide students with a series of combined arms exercises utilizing REALTRAIN techniques to increase the tactical proficiency of the maneuver arms. (1 week)

Instructional Procedures/Class Materials:

As presented in the course POI, instruction involves a combination of instructive guidance through self-paced lessons, with practical application to reinforce learning.

Phase I: Instruction involves a step-by-step process of learning how to define, develop, and evaluate POT using TEC lessons, practical exercises, and supplementary readings.

Phase II: The first part of Phase II emphasizes self study: most of the tasks contain sufficient information, references, and self-paced materials for soldiers to train themselves to mastery. Self-training probably takes place after normal duty hours or on weekends. The second portion of Phase II involves selecting student leaders and critiquing their ability to lead tactical training.

Training aids, references, and training phase tasks, conditions, and standards are presented in the course POI.

References:

This discussion is based primarily on the BNCOC/CA POI approved by the U.S. Army Infantry School (Fort Benning, Georgia), date July 1976 (with 30 May 1978 changes), and designed for students with MOS of 11B and 11C. The Fort Ord Military Schools Catalog (dated 3 January 1979) and NCO Academy Training Schedules (BNCOC/CA, 11B, 79-09 and 11C, 79-09) were also used.

COMPANY COMMANDER COURSE - PDS

Course Title: Company Commander Course - PDS

Duration: 1 week, (40 hours).

Frequency: To be determined.

Student Population and Course Prerequisites: Officers in command a minimum of 90 days, or designated a future company commander in a Fort Ord, 7th Infantry Division or tenant unit.

Overall Course Training Objectives: To prepare company commanders to command company-level units at Fort Ord; to organize, train and lead the company. Areas examined include functions of command, command programs, weapons security, AGI, UCMJ, unit status report, training, unit supply/property accountability and organizational effectiveness.

Instructional Procedures/Class Materials:

Instruction stresses hands-on exposure to administrative, managerial, and supervisory tasks.

References:

Fort Ord Military Schools Catalog, dated 3 January 1979.

MOTOR MAINTENANCE OFFICER COURSE - PDS

Course Title: Motor Maintenance Officer Course - PDS

Duration: 3 weeks

Frequency: Four times annually.

Student Population and Course Prerequisites: Commissioned and warrant officers with actual or anticipated assignment as a unit motor maintenance officer.

Overall Course Training Objectives: To update and refresh unit maintenance officers with their primary technical, administrative, and supervisory maintenance responsibilities. Stresses development and supervision of unit maintenance training; preparation of unit maintenance work schedules. Familiarizes officers with inspection standards and procedures, and with preventive maintenance procedure.

Instructional Procedures/Class Materials:

Information not available.

References:

Fort Ord Military Schools Catalog, dated 3 January 1979.

MOTOR SERGEANT'S COURSE - PDS

Course Title: Motor Sergeant's Course - PDS

Duration: 3 weeks.

Frequency: Four times annually.

Student Population and Course Prerequisites: Soldiers grades E5, E6, or E7 with actual or anticipated duties in a motor pool.

Overall Course Training Objectives: To provide motor sergeants with an orientation to and update of management responsibilities, inspections techniques, forms and records management, and disposition procedures.

Instructional Procedures/Class Materials:

Information not available.

References:

Fort Ord Military Schools Catalog, dated 3 January 1979.

WHEEL VEHICLE MECHANIC COURSE - PDS

Course Title: Wheel Vehicle Mechanic Course - PDS

Duration: 3 weeks.

Frequency: Ten times annually.

Student Population and Course Prerequisites: Soldiers grade E5 and below with actual or anticipated duties as automotive mechanics.

Overall Course Training Objectives; To teach personnel performance of organizational maintenance on wheel vehicles. Includes updated use of organizational test equipment, engine maintenance techniques, principles of engine operation, power train components, chassis units, fuel and electrical systems, trouble shooting, and maintenance forms and records.

Instructional Procedures/Class Materials:

Information not available.

References:

Fort Ord Military Schools Catalog, dated 3 January 1979.

MATERIEL READINESS COURSE - PDS

Course Title: Materiel Readiness Course - PDS

Duration: 2 weeks.

Frequency: Four times annually.

Student Population and Course Prerequisites: Commissioned and warrant officers, enlisted personnel (grades E5 or above), and civilian personnel whose actual duties require knowledge of the Materiel Readiness Reporting System. Must have attended TAMMS course or have equivalent knowledge. Must have prior responsibility in areas of MOS 76Y and 63B.

Overall Course Training Objective: To provide students with general understanding of level of materiel readiness and readiness reporting so the most effective use of available resources can be made. Emphasizes principles of maintenance management, operational readiness standards, Army publications, repair part support inspections, materiel readiness, unit status report, and required statistical data.

Instructional Procedures/Class Materials:

Information not available.

References:

Fort Ord Military Schools Catalog, dated 3 January 1979

PRESCRIBED LOAD LIST/THE ARMY MAINTENANCE MANAGEMENT
SYSTEM (PLL/TAMMS) COURSE - PDS

Course Title: Prescribed Load List/The Army Maintenance Management
System (PLL/TAMMS) Course - PDS

Duration: 3 weeks.

Frequency: Ten times annually.

Student Population and Course Prerequisites: Commissioned and warrant officers, enlisted personnel (grades E3 and above) who perform or are scheduled to perform or supervise PLL/TAMMS activities. Should hold or be in the process of acquiring MOS 76D, primary or secondary.

Overall Course Training Objectives: To provide refresher training for PLL/TAMMS clerks and their supervisory personnel in use of forms, records, files and allied documents pertaining to equipment operation maintenance, distribution requirements, supply record keeping in support of operational and readiness standards. Includes the most current policy/procedures regarding equipment operation, distribution, scheduling of services, maintenance management, statistical data, repair parts support, supply requests, stockage level reviews, inventories, accounting, follow-up actions on "dues-in", status notice processing, cancellations, and replenishment actions. Students learn requirements and importance of logistics readiness at the unit operating level as these facets relate to command and technical functions.

Instructional Procedures/Class Materials:

Information not available.

References:

Fort Ord Military Schools Catalog, dated 3 January 1979.

SUPPLY MANAGEMENT COURSE - PDS

Course Title: Supply Management Course - PDS

Duration: 2 weeks.

Frequency: Four times annually.

Student Population and Course Prerequisites: Commissioned and warrant officers, enlisted personnel (grades E5 and above) and activities personnel, whose actual duties involve the supply field. If military, MOS:76Y.

Overall Course Training Objectives: To train personnel in supply management procedures and the use of supply publications including the maintenance of hand receipts, property responsibility and accountability, types of liability, expendables and consumables, records and safeguarding of weapons and ammunition, and materiel management.

Instructional Procedures/Class Materials:

Information not available.

References:

Fort Ord Military Schools Catalog, dated 3 January 1979.

SUPPLY SERGEANT ORIENTATION COURSE - PDS

Course Title: Supply Sergeant Orientation Course - PDS

Duration: 1 week, (40 hours).

Frequency: Two times annually.

Student Population and Course Prerequisites: Enlisted personnel grades E3, E4, or E5 with 76Y PMOS, and grade E4 and above with 76Y DMOS, selected to perform the duties of supply sergeant.

Overall Course Training Objectives: To provide non-supply personnel with information regarding unit/company supply functions, as well as supply sergeant administrative responsibilities and procedures; use of appropriate logistical publications; preparation of supply forms.

Instructional Procedures/Class Materials:

Principal instructional tool is performance-oriented training focusing on supply forms preparation and management.

References:

Fort Ord Military Schools Catalog, dated 3 January 1979.

TRAINING MANAGEMENT WORKSHOP - PDS

Course Title: Training Management Workshop - PDS.

Duration: 5 days.

Frequency: Nineteen times annually.

Student Population And Course Prerequisites: Officers and NCOs, ranks E7 through O4: platoon leaders, platoon sergeants, training NCOs, company commanders, and unit S3s.

Overall Course Training Objective: To teach students how to establish, conduct, manage, and evaluate individual and collective training following current Army guidance. Provides tips for leaders on development, streamlining, and administration of unit training.

Instructional Procedures/Class Materials:

Information not available.

References:

Fort Ord Military Schools Catalog, dated 3 January 1979.

TRAINER WORKSHOP - PDS

Course Title: Trainer Workshop - PDS

Duration: 5 days.

Frequency: Eighteen times annually.

Student Population and Course Prerequisites: Enlisted personnel, ranks E4, E5, to E6: squad leaders, fire team leaders, crew and section leaders, and all other NCOs and potential NCOs.

Overall Course Training Objective: To teach small unit leaders how to research, develop, and present performance-oriented, hands-on training in accord with current Army training guidance. Includes development of lesson plans, methods of instruction, and study of new audiovisual equipment to be used in individual or collective training programs.

Instructional Procedures/Class Materials:

Stresses student class presentations.

References:

Fort Ord Military Schools Catalog, dated 3 January 1979.

FIRST SERGEANT'S REFRESHER COURSE - PDS

Course Title: First Sergeant's Refresher Course - PDS

Duration: 8 days.

Frequency: Four times annually.

Student Population and Course Prerequisites: Soldiers in rank E7 or E8 in duty position of first sergeant; E7 on the E8 promotion list; or E7 selected by the battalion or major unit commander to receive this training.

Overall Course Training Objective: To prepare first sergeants to manage existing administrative requirements so that they can become involved in unit training to the maximum extent possible. Includes classes in Leadership and Management; Duties of the ISG; Barracks Living: Functions and Responsibilities of Company NCO Leaders; Personnel and Administration; PAC Concept; Unit Manning Roster; DA Form 2; EER and SEER; Sidpers (Zero Balance PQR); Levies; Finance; Promotions; Discharges; Review of AG; Alcohol and Drug Abuse; Education; Weight Control and Profiles; Duty Rosters; Role of Women Soldiers in Today's Army; Safety; Re-enlistment; Inspector-General; Authority of NCO's and UCMJ; Crime Prevention; Logistics; Training; Training Requirements of BTMS; Organizational Effectiveness.

Individual Class Objectives:

FUNCTIONS AND RESPONSIBILITY OF COMPANY AND BATTERY NCOs AND LEADERS

To provide students with an introduction to a variety of subjects including accountability of personnel, performance-oriented training, SQT training, counseling of soldiers, knowledge of the supply system, implementation of established policies, maintenance of equipment and supplies, and attendance at NCO schools. (1 hour)

ORGANIZATIONAL EFFECTIVENESS, LEADERSHIP AND MANAGEMENT

To show students how leadership style determines success; how values influence leadership style, counseling approaches, and problem solving; and how the organizational effectiveness process works. (4 hours)

BATTALION TRAINING MANAGEMENT SYSTEM

To acquaint students with the elements of BTMS: training objectives; resources; statement of training; safety; pretest; orientation system; demonstration; performance steps; skill practice; performance test; recording and reporting of results. (3.5 hours)

EDUCATION

To introduce students to all educational opportunities on post; civilian education programs; basic skills education. Also outlines educational goals of the Army: enlisted personnel should have a high school education; NCOs should have two years of college; warrant officers should have AA degrees by the fifteenth year of service; and officers should have BA degrees. (1.5 hours)

Instructional Procedures/Class Materials:

Based on the actual class observations of the four classes described above, classes are taught using a lecture/conference format. In all cases, students were found to participate, asking questions often initiated by the instructor. Various training aids were utilized to facilitate the learning process, including slides, charts, and handouts.

References:

Fort Ord Military Schools Catalog, dated 3 January 1979; actual class observations.

LEADERSHIP AND MANAGEMENT DEVELOPMENT COURSE
(L & MDC) - SCHEDULED COURSE

Course Title: Leadership and Management Development Course (L & MDC) - Scheduled Course.

Duration: 5 days.

Frequency: Information not available.

Student Population and Course Prerequisites: Soldiers rank E5 through O3, or civilian equivalent. Must be in a leadership/management position.

Overall Course Training Objective: To assist leaders and supervisors to develop leadership/management skills in order to accomplish organization missions.

Instructional Procedures/Class Materials:

Instruction stresses exercises or experiences structured to accomplish specific learning goals: skill building sessions, role playing, discussion groups, and small group problem solving exercises. Lecture and written handouts are employed to help participants focus learning and understand particularly useful theories. Emphasis is placed on developing techniques for on-the-job application.

References:

Fort Ord Military Schools Catalog, dated 3 January 1979.

MILITARY JUSTICE (COURSE B) - SCHEDULED COURSE

Course Title: Military Justice (Course B) - Scheduled Course

Duration: 3 hours.

Frequency: Four times annually (minimum) - offered six times at Fort Ord.

Student Population and Course Prerequisites: All enlisted personnel E1 to E9, within six months after entry on active duty, and upon each reenlistment.

Overall Course Training Objective: To provide students with an orientation to or refresher course in the uniform code of military justice.

Instructional Procedures/Class Materials:

Information not available.

References:

Fort Ord Military Schools Catalog, dated 3 January 1979.

NBC OFFICER AND NCO COURSE (NBC-01) - NBC DEFENSE SCHOOL

Course Title: NBC Officer and NCO Course (NBC-01) - NBC Defense School

Duration: 2 weeks, (80 hours).

Frequency: Thirteen times annually.

Student Population and Course Prerequisites: Soldiers grade E5 or above whose actual or anticipated duties involve unit NBC activities. Must be highly responsible people. High school graduates or equivalent. GT score of 100 or more. A minimum of six months service in the Army, and three months service in unit of assignment remaining upon completion of course. (Note: E4s may attend course if they meet all other prerequisites; they are promotable or are filling an E5 position; and they possess instructor potential.

Overall Course Training Objective: To qualify individuals as unit NBC officers and NCOs: includes organization, training, inspection and operation or use of NBC equipment and material.

Instructional Procedures/Class Materials:

Information not available.

References:

Fort Ord Military Schools Catalog, dated 3 January 1979.

ADVANCED NBC OFFICER/NCO COURSE (NBC-07) - NBC DEFENSE SCHOOL

Course Title: Advanced NBC Officer/NCO Course (NBC-07) - NBC Defense School.

Duration: 3 days, (24 hours).

Frequency: Three times annually.

Student Population and Course Prerequisites: Enlisted personnel, grade E5 or above, who have graduated from the NBC-01 course. An appointed member of the Battalion NBC Control Party.

Overall Course Training Objective: To train battalion NBC Defense personnel who make up the battalion NBC Control Party. Emphasis on operational aspects of NBC weapons.

Instructional Procedures/Class Materials:

Information not available.

References:

Fort Ord Military Schools Catalog, dated 3 January 1979.

COMMANDER'S/LEADER'S BASIC NCO COURSE (NBC-08) - NBC DEFENSE SCHOOL

Course Title: Commander's/Leader's Basic NCO Course (NBC-08) - NBC Defense School.

Duration: 4 hours.

Frequency: Four times annually.

Student Population and Course Prerequisites: Company grade officers who have not graduated from NBC-07 course or equivalent.

Overall Course Training Objective: To provide basic NBC training to company grade commanders, leaders and staff officers. Includes information regarding chemical agents and their physiological effects, first aid, effects of nuclear weapons, radiation status, and logistics.

Instructional Procedures/Class Materials:

Information not available.

References:

Fort Ord Military Schools Catalog, dated 3 January 1979.

COMPANY GRADE LEADERSHIP AND MANAGEMENT DEVELOPMENT - ON CALL COURSE

Course Title: Company Grade Leadership and Management Development -
On Call Course

Duration: 5 days.

Frequency: Information not available.

Student Population and Course Prerequisites: Warrant and Commissioned
officers, WO1-WO3, and civilian equivalent.

Overall Course Training Objective: To develop in students leadership/
management skills to accomplish organization missions. Subjects include
group performance, management theory and practice, task group development,
and practice of leadership skills.

Instructional Procedures/Class Materials:

Information not available.

References:

Fort Ord Military School Catalog, dated 3 January 1979.

ALCOHOL AND DRUG COORDINATOR (ADC) - ON CALL COURSE

Course Title: Alcohol and Drug Coordinator (ADC) - On Call Course

Duration: 3 days.

Frequency: Twelve times annually.

Student Population and Course Prerequisites: All personnel appointed as company, battalion, or brigade alcohol and drug coordinator. Must have minimum nine months retainability.

Overall Course Training Objective: To prepare ADCs to organize and manage unit alcohol and drug abuse prevention and control program (ADAPCP).

Instructional Procedures/Class Materials:

Information not available.

References:

Fort Ord Military School Catalog, dated 3 January 1979.

ALCOHOL AND DRUG ABUSE UNIT TRAINING - ON CALL COURSE

Course Title: Alcohol and Drug Abuse Unit Training - On Call Course

Duration: 1 hour.

Frequency: Two times annually.

Student Population and Course Prerequisites: Mandatory training for all personnel assigned to 7th Infantry Division and Fort Ord (Fort Ord Circular 35D-23).

Overall Course Training Objective: To provide students with an understanding of the hazards of, and alternatives to, substance abuse; includes exemption, identification, referral and treatment procedures.

Instructional Procedures/Class Materials:

Information not available.

References:

Fort Ord Military Schools Catalog, dated 3 January 1979.

UNIT FIRE MARSHALL - ON CALL COURSE

Course Title: Unit Fire Marshall - On Call Course

Duration: 2 hours.

Frequency: Twenty-four times annually.

Student Population and Course Prerequisistes: Mandatory training for all unit level fire marshalls.

Overall Course Training Objective: To teach students procedures for building inspections and proper maintenance of fire fighting equipment organic to company-sized units.

Instructional Procedures/Class Materials:

Information not available.

References:

Fort Ord Military Schools Catalog, dated 3 January 1979.

STAFF RECORDS MANAGEMENT - ON CALL COURSE

Course Title: Staff Records Management - On Call Course

Duration: 2 hours.

Frequency: Twelve times annually.

Student Population and Course Prerequisites: All officers, civilians, and enlisted personnel who are appointed as staff records management officers.

Overall Course Training Objective: To acquaint students with the Army Function Files System (AR 340-18) and maintenance and disposition of records (AR 340-2).

Instructional Procedures/Class Materials:

Information not available.

References:

Fort Ord Military Schools Catalog, dated 3 January 1979.

PUBLICATIONS DISTRIBUTION - ON CALL COURSE

Course Title: Publications Distribution - On Call Course

Duration: 4 hours.

Frequency: Four times annually.

Student Population and Course Prerequisites: Unit publications officers, clerks, and first sergeants.

Overall Course Training Objective: To teach students the procedures for establishing and maintaining publications accounts with US Army AG Publications Centers, and for managing blank form accounts.

Instructional Procedures/Class Materials:

Information not available.

References:

Fort Ord Military Schools Catalog, dated 3 January 1979.

UNIT ADMINISTRATIVE SAFETY OFFICER ORIENTATION COURSE - ON CALL COURSE

Course Title: Unit Administrative Safety Officer Orientation Course -
On Call Course.

Duration: 2-3 hours.

Frequency: Information not available.

Student Population and Course Prerequisites: Collateral duty safety
personnel.

Overall Course Training Objective: To familiarize students with the Army
Safety Program: procedures to establish a unit level safety program;
publications; training/education requirements; repairing procedures;
inspections; record keeping; training in completing required accident
reports.

Instructional Procedures/Class Materials:

Information not available.

References:

Fort Ord Military Schools Catalog, dated 3 January 1979.

FORT ORD ACADEMIC COURSE OFFERINGS

A variety of courses are offered to officers and NCOs on post including vocational/technical classes, classes fulfilling basic education requirements, undergraduate elective classes, and classes offered as part of Masters Degree programs. These classes are generally branch immaterial, and not geared to specific duty positions.

Six colleges and universities offer programs on post, as follows:

1. Monterey Peninsula College offers basic skills and general education classes required in partial fulfillment of an A.A. Degree.
2. San Jose State University provides classes in partial fulfillment of a B.A. Degree in Humanities.
3. Hartnell College presents vocational/technical classes that are designed to complement duty positions.
3. Chapman College presents B.A. Degree programs in Sociology, Psychology, History, Government, Health Science, Social Sciences, and Multiple Subjects. Chapman also provides M.A. level programs in Education, Special Education, Career Counseling, Counseling Psychology, and Clinical/Community Psychology.
5. Golden Gate University presents B.A. level programs in Accounting, Justice Administration, Management, and Public Administration. Their M.A. level offerings include programs in Management, Public Administration, and Justice Administration.
6. Finally, Pepperdine University offers an M.A. Degree program in Human Resource Management.

Those classes relevant to garrison/administrative activities are listed below, by title. Information regarding the instructional procedures employed and the class materials utilized are available by attending class.

The specific class objectives can be found in the course catalogs from which the class titles are drawn: Chapman College Catalog (1978 - 1979); Golden Gate University: The Graduate College (1978 - 1979); Hartnell College Schedule of Voc-Tech Classes (Spring 1978); MPC Gazette (Vol. 8, No. 6, 1979); MPC Spring Mini Semester Newsletter (Spring III, 1979); Pepperdine University Program Description-Masters of Arts in Human Resource Management (September, 1979); San Jose University Schedule of Classes (Fall, 1975 - Spring, 1979); and Union of Fort Ord Students (UFOS) Newsletter (Spring, 1979).

MONTEREY PENINSULA COLLEGE

Administration of Justice

- 100 Introduction to the Administration of Justice
- 112 Principles and Procedures of the Justice System
- 203 Patrol Procedures
- 205 Records and Report Writing

Business

- 201 Introduction to Business
- 210 Personnel Relations
- 211 Leadership and Management Seminar
- 212 Business Psychology
- 220 Bookkeeping
- 282 Office Occupation Skills
- 621 Human Dimensions in Business: Supervisory Practice
- 622 Human Dimensions in Business: Personnel Relations

English

- 101 Composition
- 210 English Communication
- 206 Reading and Study Techniques

History

- 117 History of the United States
- 118 History of the United States

Political Science

- 101 American Government
- 105 Politics of the Developing Countries

Psychology

- 101 General Psychology
- 295 Assertiveness Training: Guide to Confident Communication.
(Also 295 Speech)

Speech

- 101 Introduction to Public Speaking

SAN JOSE STATE UNIVERSITY

English

- 157 Seminar in Advanced Composition
- 172 Modern English Grammar

History

- 174A US Intellectual and Cultural History
- 174B US Intellectual and Cultural History
- 182 The Afro-American in US History
- 194 Coloquim in African Studies
- 196G History of World War II

HARTNELL COLLEGE

Automotive Technology

- 179A,B Intro to Automotive Repair
- 179C Intermediate Engine Repair
- 179D Intermediate Transmission and Rear Axle
- 179E Advanced Engine Repair
- 179F Engine Tune-Up Procedure
- 179G Tune-Up Diagnosis and Testing
- 179H Automotive Smog System
- 179I Automotive Electric/Smog Systems
- 179J Basic Auto Engine and Chassis Electrical
- 179K Introduction to Auto Brake and Suspension
- 179L Advanced Engine Diagnosis and Repair

Body and Fender Technology

- 296C-F Fundamentals of Body and Fender
- 296G Fundamentals of Body and Fender Refinishing
- 296H Fundamentals of Body and Fender Metal Work and Glass
- 296I,J Fundamentals of Body and Fender Alignment
- 296K,M,P Advanced Body and Fender Refinishing
- 296L Advanced Body and Fender Frame Alignment
- 296N Advanced Body and Fender Panel Replacement
- 296Q Advanced Body and Fender Shop Management

CHAPMAN COLLEGE

Education

- 438 History, Culture, and Problems of Minority Students
- 460 Testing Theory and Procedures
- 494 Group Process and Interpersonal Communications
- 574 Education and Career Planning
- 596 Seminar in Vocational and Career Education
- 606 Seminar in Learning Theory
- 609 Seminar in Curriculum Theory
- 670 Techniques for Counseling and Guidance
- 689 Techniques for Personnel Administration

Government

- 301 American Political Theory
- 309 Politics, Parties, Pressure Groups
- 320 International Relations
- 322 International Law and Organizations
- 440 Diplomatic History of the U.S.
- 444 American foreign Policy
- 447 The Communist World
- 496 Civil Rights and the Judicial Process

Psychology

- 321 Mental Health: Personal and Social Dimensions
- 410 Psychology of Learning
- 422 Psychology of Personality
- 432 Introduction to Psychological Measurement
- 450 Introduction to Counseling
- 511 Psychological Assessment I
- 512 Psychological Assessment II
- 513 Psychological Assessment III
- 650 Advanced Counseling Theories and Procedures
- 652 Theory and Practice of Group Psychology
- 655 Behavior Therapy

Sociology

- 405 Human Sexual Behavior
- 406 Seminar in Racial and Ethnic Minorities
- 415 Complex Organization
- 420 Sociology of Deviant Behavior
- 440 Drugs and Society

GOLDEN GATE UNIVERSITY

Accounting (B.A.)

-Acctg 1a, 1b	Introductory Accounting
-Econ 1a, 1b	Principles of Economics
-Eng 1a, 1b	First Year Reading & Composition
-Inf S 1	Data Processing
-Math 2	Pre-Calculus
-Math 4	Statistics
-Acctg 111b	Upper Division Accounting
-Econ 100A, B	Macroeconomic Theory
-Econ 101A, B	Business Economics I, II
-Eng 159	Senior Seminar: Analytical Writing
-Inf S 102	Systems Analysis & Design
-Math 106	Mathematical Analysis for Management
-Mgt 140	Social Psychology of Management
-Mgt 155	Financial Management
-Mgt 156	Principles of Organization and Management

Management (B.A.)

In addition to the same lower division courses as are required for an Accounting (B.A.) Program:

-Inf S 102	Systems Analysis & Design
-Mgt 100	The Manager as Communicator
-Mgt 140	Social Psychology of Management
-Mgt 155	Financial Management
-Mgt 156	Principles of Organization and Management
-Mgt 158	Introduction to Management
-Mgt 167	Operations Management
-Mgt 173	Human Resources Management

Public Administration (B.A.)

-PS 100	Issues in American Government and Politics
-PS 161	Federalism and Intergovernmental Relations
-PS 180	Public Administration
-PS 182	Interpersonal Approach to Management of Public Organizations

Administration of Justice (B.A.)

-AJ 100	Research and Methodology
-AJ 104	Constitutional Law & Criminal Procedures
-AJ 109	Etiology of Crime
-AJ 130	Theory and Philosophy of Law

Management (M.B.A.)

- GF 105 Organizational Behavior
- GM 262 Seminar in Policy Formulation and Administration
- EC 298 Forecasting for Decision-Making
- FI 213 Planning and Control Systems
- HR 240 Human Problems of Administration
- HR 241 Personnel Administration
- HR 245 Business, Society and the Individual
- QA 269 Introduction to Management Science
- QA 271 Management Science I
- QA 272 Management Science II

Public Administration (M.A.)

In addition to undergraduate foundation courses:

- PA 300 Public Administration and Public Affairs
- PA 302 Concepts in Organization and Management
- PA 395 Public Affairs Seminar

Justice Administration (M.A.)

In addition to taking the core Public Administration course, students in this program must take four of the following:

- JA 350 Problems and Issues in Police Administration
- JA 351 Police Administration, Planning and Control
- JA 352 Police Management
- JA 360 Constitutional Law and Criminal Procedure
- JA 363 Justice Information Systems
- JA 369 Problems and Issues in Justice Administration
- JA 370 Correctional Administration
- JA 371 Problems and Issues in Probation and Parole
- JA 372 Deviant Behavior
- JA 373 Treatment of the Offender
- PA 307 Training in the Public Service
- PA 310 Administrative Law
- PA 318 Administrative Planning

PEPPERDINE UNIVERSITY

Core Courses: Human Resource Management

- 610 Organization and Management of Public and Community Development
- 615 Organizational Development

- 650 Managerial Psychology: Individual and Group Behavior
- 652 Managerial Sociology: Organization, Social and Cultural
- 654 Human Relations: Interpersonal and Intergroup Behavior
- 668 Psychology of Human Relations

Organizational Management Courses

- 611 Employee-Employer Relations
- 613 Human Resource Management and the Legal Process

Human Relations Courses

- 627 Social Pathology
- 655 Human Relations: A Practical Program, Theory, and Implementation
- 665 Management: Ethics and Values
- 667 Social Psychology
- 670 American Minority Relations

CORRESPONDENCE COURSES

The Army Correspondence Course Program provides, free of charge, a variety of courses to members of all Army components, to eligible civilian employees of any Federal Government Agency, and to eligible foreign military personnel. The curriculum is organized to include professional development (career) courses, skill progression and functional courses, and Army precommission courses (DA Pamphlet 351-20, C8, Section 1.).

The correspondence courses relevant to garrison/administrative and training activities are included below as described directly from DA Pamphlet 351-20-6 (US Army Field Artillery School Correspondence Course Catalog), DA Pamphlet 351-20-7 (US Army Infantry School Correspondence Courses), DA Pamphlet 351-20-8 (US Army Institute of Administration Correspondence Course Catalog), and DA Pamphlet 351-20-14 (US Army Quartermaster School Correspondence Course Catalog).

FIELD ARTILLERY SCHOOL CORRESPONDENCE SUBCOURSES

IN 001 NCO LEADERSHIP AND CAREER DEVELOPMENT

To acquaint students with concepts and indications of leadership; human behavior; problems of command; customs of the service. (20 hours, 6 lessons)

AG 21 DEPARTMENT OF THE ARMY PUBLICATIONS MANAGEMENT

To teach students organization of the Army publications system; types and characteristics of Army publications; initial and subsequent distribution; methods used and procedures designed to meet special supply needs. (7 hours, 3 lessons)

AG 22 COMMAND PUBLICATIONS AND ROUTINE ORDERS

To acquaint students with format, content, and preparation of regulations, memorandums, circulars, pamphlets, and bulletins; format, content, and preparation of general, special, letter, unit, and court-martial orders; computation of the effective date of change of strength accountability and other considerations involving travel orders. (8 hours, 4 lessons)

AG 23 RECORDS MANAGEMENT

To teach students the organization, staffing, supervision, and operation of records management programs; quality control of correspondence; to form, guide, and plan letters; to receive, sort, open, route, distribute, deliver, pick up, and dispatch mail; planning systems, procedures, equipment, supplies, space; distribution of files; and record reporting procedures and records holding areas and centers. (10 hours, 4 lessons)

AG 27 BASIC ADMINISTRATIVE RECORDS

To teach students procedures for initiation, maintenance, and disposition of morning reports, duty rosters, and sick slips. (10 hours, 3 lessons)

AG 34 AUTHORIZED AND UNAUTHORIZED ABSENCES

To acquaint students with types of authorized absence; policy on leaves of absence; purpose, type, and computation of leave; maintenance, balance, and close of military leave records; administrative procedures concerning absence without leave and desertion. (6 hours, 2 lessons)

AG 63 OFFICE MANAGEMENT

To teach students principles and functions of office management: organizational structure and charts; services, communication, office supplies and equipment; job structure and description; performance standards, analysis and statistics; work simplification; human relations and morale factors; conference techniques; and the reports control system. (18 hours, 6 lessons)

IS 200 RECORDS MANAGEMENT

To explain to students the Army records management program and the roles of commanders and staff officers in the program. (2 hours, 1 lesson)

IS 205 PERSONNEL MANAGEMENT

To teach students Army personnel and officer career management: officer efficiency reports; enlisted appointments, reductions, reassignments, reenlistments, recruiting, and separation; profile and aptitude area systems; MOS structure; MOS evaluation test; commander's evaluation report; and enlisted evaluation system. (4 hours, 1 lesson)

IS 208 COMMAND AND STAFF PROCEDURES

To describe to students the responsibilities of the commander and his/her staff; command and staff action; general staffs, organization of small staffs; staff activities and records; responsibilities, organization, and major areas of interest of the division, brigade, and battalion staffs, scope, nature, and sequence of action in developing the commander's estimate. (10 hours, 3 lessons)

IS 210 METHODS OF INSTRUCTION (EFFECTIVE SPEAKING)

To acquaint students with principles, methods, and techniques of military instruction; oral presentations, military briefings, and small-group discussions; supervision and training of instructors; developments in educational technology. (6 hours, 4 lessons)

IS 215 NUCLEAR WEAPONS EMPLOYMENT

To acquaint students with nuclear weapons effects and target responses; sources and characteristics of residual and radiation and neutron-induced radiation and fallout; fallout prediction procedures and radiological defense measures; target and analysis procedures and techniques and sources of required data; methods of damage estimation; rear area damage control; security and damage control planning; and administrative support functions. (12 hours, 5 lessons)

IS 222 HUMAN SELF-DEVELOPMENT (BASIC)

To teach students the importance of character in the military profession; responsibility of the commander and his/her staff in implementing character guidance councils; power of example; history of the character guidance program. (1 hour, 1 lesson)

IS 223 HUMAN SELF-DEVELOPMENT (ADVANCED)

To teach students the importance of character in the military profession; character guidance responsibility of the commander and his/her staff; character guidance and councils; the power of example. (1 hour, 1 lesson)

IS 226 SERVICE BENEFITS

To show students the benefits authorized for servicemen, veterans, dependents, and survivors; estate planning; health and medical programs; compensation; social security. (2 hours, 1 lesson)

IS 235 RACE RELATIONS

To discuss with students the contemporary issue of race relations; contributions of blacks and other minority groups to US military and civilian history; impact of slavery on the individual and the family. Prevalent complaints of minority group soldiers; regional attitudes; and the Army position on equal opportunity and equal treatment are discussed. (2 hours, 1 lesson)

IS 236 DRUG ABUSE

To discuss with students the contemporary issue of drug abuse; physiological and psychological effects of drugs; legal considerations; and leadership in the drug and alcohol prevention and control program. (2 hours, 1 lesson)

IS 238 DRUG ABUSE

To teach students the physiological and psychological effects of drugs; legal considerations in drug-related offenses; and the commander's responsibility in the drug and alcohol prevention and control program. (3 hours, 1 lesson)

IS 246 MILITARY LEADERSHIP

To describe the basic concept of leadership and factors that influence the adjustment and motivation of American soldiers; leadership and problem solving in training and combat; organization and the chain of command; senior-subordinate and staff officer-subordinate command relations. (3 hours, 1 lesson)

IS 248 MILITARY LEADERSHIP

To discuss with students the basic concept of military leadership and responsibilities and goals of the commander; leadership traits, principles and techniques of leadership; fundamentals of human behavior to include spiritual values as motivating factors; characteristics of a good officer; techniques of command for junior officers; and methods of selecting and training subordinates. (3 hours, 1 lesson)

IS 249 RACE RELATIONS

To teach students about minority group history, slavery, and the effects on soldier attitude. To discuss indications of possible unrest; complications by minority personnel; and the leader's responsibility for fair and impartial leadership. Equal opportunity regulations and agencies are delineated. (2 hours, 1 lesson)

IS 258 BASIC COURSE ON HAGUE/GENEVA CONVENTIONS

To acquaint students with the provisions of the Geneva Convention of 1949 and the Hague Convention Number IV of 1907. (4 hours, 1 lesson)

IS 259 BASIC PRINCIPLES OF MILITARY JUSTICE

To introduce students to the problems in disposition of suspected offenders; administrative procedures in disposition of suspected offenders; preference of charges; disposition of suspected offender by other means; and application of Article 15, UCMJ. (4 hours, 1 lesson)

IS 260 ADVANCED PRINCIPLES OF MILITARY JUSTICE

To describe the history of the administration of military justice; concepts basic to the military justice system; command responsibilities and participation in the administration of military justice; responsibilities of court-martial members; and nonjudicial punishment under Article 15, UCMJ. (4 hours, 1 lesson)

IS 264 PHYSICAL TRAINING

To teach students procedures for physical conditioning; and approaches to planning, organizing, and supervising physical training program. (1 hour, 1 lesson)

IS 267 UNIT READINESS (BASIC)

To teach students the basic concept of unit and Army readiness and readiness reporting; the responsibilities of junior officers and unit commanders for personnel, training, and logistic readiness; and the mandates of AR 220-1 and AR 11-14. (2 hours, 1 lesson)

IS 271 UNIT READINESS (ADVANCED)

To acquaint students with basic concepts; responsibilities of officers and commanders at brigade and lower levels; readiness standards; and preparation and use of unit readiness reports. (3 hours, 1 lesson)

IS 274 DIVISION SUPPLY, SERVICE, AND TRANSPORT OPERATIONS

To train students in organization, functions, and employment of divisional supply, service, and transport units; combat requisitioning; tonnages, stocking, distributing, and controlling all classes of supply within the division; support of division supply functions; services provided to elements of the division (and augmentations); division motor transport company; special ammunition supply procedures; and airborne division air equipment support company. (4 hours, 1 lesson)

IS 277 SMALL-UNIT ADMINISTRATION -- SUPPLY OPERATIONS

To acquaint students with supply duties and responsibilities of the platoon leader; forms and records, supply channels, and accountability and responsibility; types of property, supply economy, and supply publication; clothing allowance system, reports of survey, statements of charges, and cash collections; turn-in procedures for unserviceable and excess property; supply sources, distribution system, and standard requisitioning and issue procedures. (4 hours, 2 lessons)

IS 297 COMPANY ADMINISTRATION (PUBLICATIONS, RECORDS, AND PERSONNEL MANAGEMENT)

To acquaint students with administrative duties and procedures at battery level; DA publications; correspondence procedures; company records; the use of personnel records as a management tool; and personnel control devices. (5 hours, 3 lessons)

FA 329 DUTIES OF THE SAFETY OFFICER

To teach students the duties of the safety officer; construction and correction of safety diagrams, safety cards, and safety stakes; determination of safe and unsafe fire commands; and how to handle misfires. (3 hours, 1 lesson)

FA 353 MAINTENANCE INSPECTIONS AND PM MANAGEMENT

To acquaint students with types, purpose, frequency, and conduct of maintenance inspections; maintenance assistance and instruction teams; preventive maintenance and maintenance management indicators; sampling techniques and evaluation of inspection data. (6 hours, 2 lessons)

FA 390 VEHICLE MAINTENANCE FUNDAMENTALS

To teach students the Army maintenance system and preventive maintenance doctrine; maintenance categories; maintenance and supply publications; indexing, preparation, and disposition of forms under the equipment records system; operator selection and training; operator and crew maintenance; shop supervision; and safety and maintenance inspections. (15 hours, 4 lessons)

FA 401 RSOP AND MARCHES

To discuss principles governing reconnaissance for the selection of cannon battery positions; occupation and organization of a firing position and a bivouac during daylight and darkness; security measures; tactical and administrative marches; unit SOP; and loading plans. (8 hours, 3 lessons)

FA 409 FIELD ARTILLERY AMMUNITION SUPPLY

To teach students ammunition supply in tactical operations; classification, distribution, storage, care, and handling of ammunition components; conventional and special ammunition supply procedures; and use of DA Form 581. (2 hours, 1 lesson)

FA 600 COMMUNICATION MAINTENANCE AND SUPPLY PROCEDURES

To acquaint students with maintenance publications; categories and principles of maintenance; unit readiness and inspections; Army equipment records system; scheduling and maintenance; signal equipment request and turn-in procedures to include repair parts supply procedures. (10 hours, 4 lessons)

IN 643 TRAINING MANAGEMENT

To teach students the development of training programs for battalion operation readiness; master training schedules; S3 responsibilities in preparing readiness reports and supervising training. (8 hours, 2 lessons)

INFANTRY SCHOOL CORRESPONDENCE SUBCOURSES

INO 001 NCO LEADERSHIP AND CAREER DEVELOPMENT

To provide a general discussion of leadership concepts and indicators; human behavior and command application; problems of command in training for combat; conduct, customs, and courtesies of the service; and duties of first sergeants. (20 hours, 6 lessons)

INO 002 DRILL AND CEREMONIES

To describe the qualities of a good command voice; methods of leading, controlling, and supervising soldiers in execution of drill marching commands; concepts of military ceremonies and conduct of an informal guard mount. (5 hours, 2 lessons)

INO 004 TRAINING MANAGEMENT

To instruct students in the use of training literature to develop a task list and intermediate training objectives; to estimate time and other resources needed to conduct training; to develop performance-oriented training. (2 hours, 1 lesson)

INO 008 LEADERSHIP

To teach students the fundamentals of leadership, and the problems in assuming command and dealing successfully with contemporary issues. Includes development or implementation of a course of action to influence individual performance; to resolve ethical conflicts; to eliminate disruptive influences; to counsel a subordinate; to eliminate factors which lead to confrontations; and to minimize use and abuse of alcohol and other drugs. (12 hours, 4 lessons)

INO 012 CODE OF CONDUCT, SURVIVAL, EVASION, AND ESCAPE

To outline the individual's responsibilities in planning an evasion; identifying principles of preventive survival medicine, edible food and potable water; and resisting enemy interrogation, indoctrination, and exploitation. (2 hours, 1 lesson)

INO 019 MILITARY JUSTICE

To introduce the procedures for conduct of a preliminary inquiry; disposition of criminal charges; legal restrictions and limitations on use of force in civil disturbance operation. (2 hours, 1 lesson)

INO 020 LOGISTICS

To describe the supply classes; responsibility for government property and equipment; method of relief from responsibility, care, custody, and safekeeping of government supplies at signal-team level. (2 hours, 1 lesson)

INO 021 TECHNIQUES OF MILITARY INSTRUCTION

To teach the steps in the planning sequence; development of performance-oriented objectives; characteristics of a good training aid and selection of an appropriate training aid; basic techniques of communication; and desirable presentation techniques. (2 hours, 1 lesson)

INO 024 MAINTENANCE

To describe the maintenance records and procedures at unit level; inspection of selected items of equipment; and operator/crew preventive maintenance checks and services. (7 hours, 1 lesson)

INO 100 DRILL AND COMMAND

To provide an introduction to drill and individual drill; squad and platoon drill; methods of instruction; manual of arms; ceremonies and reviews; and informal guard mount. (8 hours, 3 lessons)

INO 101 METHODS OF INSTRUCTION

To teach how to develop a lesson plan; to select training aids; and to use basic techniques of communication, presentation and effective writing. (10 hours, 3 lessons)

INO 102 MILITARY LEADERSHIP

To describe the sources of military authority, concepts of leadership, styles of leadership, and decision making processes. To teach proper functioning of the chain of command and development of a course of action to maintain standards of higher units and standards for individual responsibility. To discuss methods of influencing individual performance, resolving ethical conflicts, minimizing and/or controlling disruptive effects of alcohol and drug abuse, completing leadership duties and responsibilities, assessing probable combat effectiveness of a rifle platoon, and counseling subordinates. (100 hours, 4 lessons)

INO 110 MOBILITY

To introduce the Army system of maintenance; maintenance records and procedures; mechanized Infantry maintenance operations; and materiel readiness reporting. (10 hours, 4 lessons)

INO 127 PERSONNEL

To teach counseling on the significance of the MOS evaluation score and the Army enlisted promotion system. Includes preparation of an officer evaluation report (OER) and an enlisted efficiency report (EER). (8 hours, 3 lessons)

INO 128 LOGISTICS

To instruct students in preparation, use, and disposition of supply forms at platoon/company level; maintenance of property accounting records; and procedures for obtaining relief from property responsibility. (9 hours, 3 lessons)

INO 130 LEGAL SUBJECTS

To describe the procedures for conduct of a preliminary inquiry; disposition of criminal charges; facts which make a crime service-connected; criteria constituting "double jeopardy"; procedures for distinguishing between lawful and unlawful command influence; and duties of recorder of a board. (9 hours, 3 lessons)

INO 131 LEADERSHIP ASPECTS OF CONTEMPORARY ISSUES (RACE RELATIONS)

To introduce the Army's race relations and equal opportunity policies and programs. Includes discussion of types of attitudes held by various soldiers; factors which lead to confrontations; courses of action to eliminate confrontations; and contributions of minority groups. (2 hours, 1 lesson)

ISS 200 RECORDS MANAGEMENT

To teach the Army Records Management Program as directed by the Federal Records Act of 1950. Includes a discussion of the role of the students as commanders and staff officers as related to the Records Management Program. (2 hours, 1 lesson)

ISS 204 EFFECTIVE WRITING

To teach the principles, techniques, and practical application of staff writing; to provide an introduction to a professional reading program. (2 hours, 1 lesson)

ISS 205 PERSONNEL MANAGEMENT

To describe the commander's role in personnel management; the personnel services available to the commander; the system of officer career management including counseling and the preparation, indorsement, and review of the officer efficiency report (OER); the enlisted evaluation system as a function of personnel management; programs of enlistment and reenlistment, classification and reclassification, appointment and reduction, assignment and separation of enlisted personnel; and the uses of personnel records and personnel control devices. (4 hours, 1 lesson)

ISS 208 COMMAND AND STAFF PROCEDURES

To delineate the organization of the brigade and battalion staff; duties and functions of principal and special staff officers; staff action as it relates to the commander's decision at brigade and battalion level; and staff estimates. (10 hours, 3 lessons)

ISS 210 METHODS OF INSTRUCTION

To introduce the methods and techniques of military instruction with emphasis on oral presentation techniques including military briefings, small group discussion, supervision, training of instructors, and new developments in educational technology. (6 hours, 4 lessons)

ISS 222 HUMAN SELF-DEVELOPMENT (BASIC)

To describe the importance of character in the military profession; responsibility of the commander and his/her staff; and the support necessary to implement the character guidance program. Includes a discussion of the contribution of the chaplain and of the character guidance council and the power of example. (1 hour, 1 lesson)

ISS 233 HUMAN SELF-DEVELOPMENT (ADVANCED)

To describe the importance of character in the military profession; responsibility of the commander and his staff; and the support necessary to implement the character guidance program. Includes a discussion of the contribution of the chaplain and of the character guidance council and the power of example. (1 hour, 1 lesson)

ISS 266 SERVICE BENEFITS

To provide an introduction to personnel services to include legal affairs and benefits authorized for servicement, veterans of wartime and peacetime service, their dependents, and survivors. Includes a discussion of estate planning, the civilian health and medical program of the uniformed services, pensions, compensation, social security, and the retired servicemen's family protection plan. (2 hours, 1 lesson)

ISS 233 FINANCIAL MANAGEMENT

To outline the functions of financial management as it relates to the individual and his/her organization to include the areas of programming and budgeting, command analysis, and internal review; program and budgeting formulation, execution, and review at command level. (3 hours, 1 lesson)

ISS 235 LEADERSHIP ASPECTS OF CONTEMPORARY ISSUES (RACE RELATIONS)

To discuss the contemporary issue of race relations to include a description of the contributions made to American military and civilian history by blacks and other minority groups; an insight into the impact slavery had on the individual and the family structure; a delineation of some of the most prevalent complaints of minority group soldiers; a discussion of the regional attitudes that soldiers may have when they enter the service; and an explanation of the Army's position on equal treatment and equal opportunity with emphasis on the small unit leaders. (2 hours, 1 lesson)

ISS 236 LEADERSHIP ASPECTS OF CONTEMPORARY ISSUES (DRUG ABUSE)

To identify the characteristics and effects of controlled substances; recognize why people use drugs; plan a drug education program utilizing the essential elements; implement the Army's exception policy utilizing the integral parts; apply the Army's program for the rehabilitation of drug abusers; select the correct type of administrative nonjudicial or judicial action; conduct a search and seizure utilizing the techniques peculiar to the area of drug abuse; and identify when Article 13 should be administered to the suspected drug abuser. (2 hours, 1 lesson)

ISS 238 DRUG ABUSE

To enable students to recognize the characteristics and effects of controlled substances; recognize why people use drugs; plan a drug education program utilizing the essential elements; implement the Army's exemption policy utilizing the integral parts; apply the Army's program for the rehabilitation of drug abusers; select the correct types of administrative nonjudicial or judicial action; conduct a search and seizure utilizing the techniques peculiar to the area of drug abuse; and recognize when Article 13 should be administered to the suspected drug abuser. (3 hours, 1 lesson)

ISS 246 MILITARY LEADERSHIP (ADVANCED)

To describe the basic concept of leadership and the factors which influence the adjustment and motivation of the American soldier. Includes discussion of leadership problems at the company and field grade level; techniques of solving command problems in training and combat (including organization of unit, chain of command, span of control, adjustment and counseling); senior-subordinate relations;

conditioning units for combat; selection and development of subordinate leaders; control of fear; development of firepower; restoring combat effectiveness; handling of attached and allied units; maintaining momentum in the attack; and evaluation of combat performance and independent operations. (3 hours, 1 lesson)

ISS 248 MILITARY LEADERSHIP

To describe concepts of leadership to include traits, principles, actions, and orders; fundamentals of human behavior; evaluation and development of combat effectiveness; and application of leadership techniques in resolving problems of command. (3 hours, 1 lesson)

ISS 249 RACE RELATIONS

To acquaint students with the contributions made by black Americans to the history of the United States; methods for establishing positive and workable communications systems within units; the leader's moral and legal obligations for enforcing the Army's equal opportunity policies to insure those policies are observed within the unit; use of the indicators of unrest in identifying the racial problems that may be present in a unit; and methods of handling racial problems based on simulated racial conflicts. (3 hours, 1 lesson)

ISS 259 MILITARY JUSTICE I

To discuss military legal history in the administration of criminal law; duties and responsibilities of commanders exercising court-martial jurisdiction in the administration of military justice; principles and operations of non-judicial punishment, Article 15; apprehension, restraint, and search and seizure. (2 hours, 1 lesson)

ISS 260 MILITARY JUSTICE

To describe military legal history in the administration of criminal law; duties and responsibilities of commanders exercising court-martial jurisdiction in the administration of military justice; principles and operations of non-judicial punishment, Article 15; apprehension, restraint, and search and seizure. (2 hours, 1 lesson)

ISS 267 UNIT READINESS (BASIC)

To introduce the basic concept of unit and Army readiness; the responsibilities of junior officers and unit commanders for personnel, training, and logistics readiness; Army Regulation 220-1 and Army Regulation 11-14; and the importance of readiness and readiness reporting at all levels of command. (2 hours, 1 lesson)

ISS 268 ORGANIZATIONAL MAINTENANCE

To outline the fundamentals of the Army maintenance system; the procedures of organizational maintenance to include organization, maintenance services, recovery, and evacuation; the management tools available to the organizational maintenance manager; the purpose, description, basic functions, and reports used in the Army maintenance management system (TAMMS). (6 hours, 3 lessons)

ISS 269 DIVISION MAINTENANCE OPERATIONS

To provide an introduction to maintenance to include objectives, principles, policies, organization, functions, and employment of maintenance units organic to the division. (1 hour, 1 lesson)

ISS 270 ORGANIZATIONAL MAINTENANCE AND MAINTENANCE MANAGEMENT

To describe the Army maintenance system including capabilities and limitations of organizational maintenance activities; principles of maintenance support and repair parts supply; commander's responsibility for maintenance in relationship to materiel readiness; and the technical assistance program and its benefits to commanders. (6 hours, 3 lessons)

ISS 275 INDIVIDUAL AND GROUP COMMUNICATION

To describe the techniques and methods to insure effective senior/subordinate communication in an individual and group situation; the concepts involved in established effective individual and group communications; the techniques that apply to the conduct of individual and group communication; and the techniques of interview. (6 hours, 3 lessons)

ISS 277 COMPANY ADMINISTRATION - SUPPLY

To describe supply systems; types of property; property accountability and responsibility; supply publications; records and procedures; request and turn-in; self-service supply; statement of charges and reports of survey. (4 hours, 1 lesson)

ISS 297 COMPANY ADMINISTRATION - PUBLICATIONS,
RECORDS, AND PERSONNEL MANAGEMENT

To summarize administration in the company-sized unit to include: discussion of the duties of the company administration personnel; description of company records, orders, morning reports, duty rosters, sick slips, unit fund, and the unit punishment record; delineation of the procedures of personnel management; and review of the officer and enlisted assignment system. (5 hours, 3 lessons)

INO 301 TAKING CHARGE

To instruct how to take charge of an Infantry squad; implement the chain of command policy; establish and maintain communications; set and maintain standards; and conduct inspections. (6 hours, 2 lessons)

INO 302 HUMAN BEHAVIOR

To identify roles and conflicts which confront the individual; to resolve ethical conflicts; to assess the units; to influence individual performance; and to minimize the disruptive influence of AWOL. (3 hours, 2 lessons)

INO 303 COUNSELING

To identify types of counseling; prepare a counseling session; and conduct a counseling session. (3 hours, 1 lesson)

INO 304 LEADERSHIP ASPECTS OF CONTEMPORARY ISSUES I

To identify the Army's equal opportunity policies and programs and eliminate factors which lead to confrontations. (3 hours, 1 lesson)

INO 305 LEADERSHIP ASPECTS OF CONTEMPORARY ISSUES II

To identify the characteristics and effects of controlled substances, and minimize the use and abuse of alcohol and controlled substances. (3 hours, 1 lesson)

INO 306 PREPARE AND CONDUCT TRAINING

To analyze training guidance; prepare performance-oriented training; conduct training and evaluate training. (6 hours, 2 lessons)

INO 307 DRILL AND COMMAND

To enable students to give drill commands; conduct individual drill; conduct individual drill with weapons; conduct squad drill; and conduct squad drill with weapons. (3 hours, 2 lessons)

INO 308 PHYSICAL TRAINING

To identify physical conditioning activities/exercises, and conduct squad physical conditioning drills. (3 hours, 1 lesson)

INO 313 LOGISTICS

To identify supply classes, individual property responsibilities, and methods of relief from property responsibility. (3 hours, 1 lesson)

INO 315 WHEELED VEHICLES

To identify functions of major components of a wheeled vehicle; perform operator maintenance on a wheeled vehicle; maintain required TAMMS records for wheeled vehicles; and perform an equipment serviceability criteria (ESC) inspection on a wheeled vehicle. (6 hours, 2 lessons)

INO 316 TRACKED VEHICLES

To identify functions of major components of a tracked vehicle; perform operator maintenance on a tracked vehicle; maintain required TAMMS records for tracked vehicles; and perform an equipment serviceability criteria (ECS) inspection on a tracked vehicle. (6 hours, 2 lessons)

INO 531 DRILL AND COMMAND

To teach individual drill with weapons, platoon and company drill, and in-ranks inspections.

INO 533 PERSONNEL

To outline the purpose and use of OERs; the principles of personnel administration; the use of military occupational specialty (MOS); and the functioning of the enlisted evaluation system and enlisted promotion procedures. (7 hours, 3 lessons)

INO 584 MAINTENANCE MANAGEMENT

To describe maintenance records and procedures; maintenance publications at unit level; types of maintenance inspections and evaluations available to a unit; components, characteristics, and requirement maintenance on an APC; driver's controls and instruments on an APC; and arm and hand signals to guide. (4 hours, 1 lesson)

INO 593 TRAINING MANAGEMENT

To teach students to develop intermediate training objectives; estimate time and other resources needed to conduct training; and evaluate training. (3 hours, 1 lesson)

INO 604 COMMAND AND STAFF ASPECTS OF PREVENTIVE MAINTENANCE

To describe the unit maintenance program; and the responsibilities of a company commander or staff officer for establishment and supervision of the unit maintenance program. (3 hours, 1 lesson)

INO 638 PERSONNEL FUNCTIONS

To enable students to counsel on career significance of MOS evaluation score and information contained on DA Form 2120. To describe security, movement, and internal organization of battalion headquarters; collection and evaluation of PWs; collection and disposition of stragglers; inspection of SIDPERS input and checking for correctness. (8 hours, 3 lessons)

INO 643 TRAINING MANAGEMENT

To enable students to determine the current level of individual and unit proficiency and the training needed; develop a unit training program; write tactical and administrative missions; train jobs; and perform objectives. (8 hours, 2 lessons)

INO 645 UNIT READINESS

To describe the Army readiness system; and to report the readiness condition of a unit. (4 hours, 1 lesson)

INO 647 MOBILITY

To teach techniques, procedures, and use of preventive maintenance indicators in inspection of tactical vehicles; evaluation of inspection results and implementation of corrective action; use of maintenance records and repair parts supply procedures; and company and staff aspects of preventive maintenance. (4 hours, 1 lesson)

INSTITUTE OF ADMINISTRATION
CORRESPONDENCE SUBCOURSES

IN 001 NONCOMMISSIONED OFFICER LEADERSHIP AND CAREER DEVELOPMENT

To teach students the concept and indications of leadership; human behavior and command applications; command leadership problems; customs of the service, courtesies and conduct; and role of the first sergeant and sergeant major. (20 hours, 6 lessons)

AG 003 ARMY REENLISTMENT PROGRAM

To give students a familiarization with the roles and responsibilities of the unit commander and part-time reenlistment personnel in the Army Reenlistment Program; the purpose, objectives, scope, and operation of the program; and the problems of implementation at the operating level. Possible solutions, and advice and assistance available in resolving such problems are explored. (7 hours, 3 lessons)

AG 005 BENEFITS FOR SERVICEMEN AND THEIR FAMILIES

To provide a study of personnel services, to include legal affairs and benefits authorized for servicemen, veterans of wartime and peacetime service, their dependents, and survivors. Discussions of estate planning, the Civilian Health and Medical Program of the Uniformed Services, pensions, compensation, social security, and the Survivor Benefit Plan are included. (9 hours, 4 lessons)

AG 006 AWARDS AND DECORATIONS

To provide an orientation regarding personal decorations, unit awards, service medals, and badges. Eligibility requirements and the administrative procedures used to issue awards and decorations are discussed. (6 hours, 3 lessons)

AG 008 SERIOUS INCIDENT REPORTING AND SUSPENSION OF FAVORABLE
PERSONNEL ACTIONS

To offer a discussion of the administrative procedures for reporting to Headquarters, Department of the Army, any incidents involving misconduct, or training and troop movement accidents that may seriously damage public confidence in the Army. Includes a study of the procedures to prevent or suspend favorable actions from being taken on individuals suspected of misconduct. (3 hours, 1 lesson)

AG 010 FUNDAMENTALS, PROCEDURES, AND TECHNIQUES OF PERSONNEL
MANAGEMENT

To provide a study of the objectives, principles, and methods of implementing personnel management, including the commander's role in personnel management; type, interpretation, and administration of Army personnel tests; and techniques of interviewing, qualifications of interviewers, and counseling. (9 hours, 3 lessons)

AG 011 DISTRIBUTION OF ENLISTED PERSONNEL

To discuss procedures for procuring and distributing personnel to meet the manpower requirements of the Armed Forces; distributing personnel to training; requisitioning and allocating available personnel; and processing and moving replacements. (11 hours, 3 lessons)

AG 012 PERSONNEL RECORDS

To provide a study of the requirements and procedures involved in the maintenance, use and disposition of the Military Personnel Records Jacket; and the enlisted and officer qualifications records and related documents. (8 hours, 2 lessons)

AG 017 OFFICER PERFORMANCE COUNSELING/COACHING AND EVALUATION REPORTING

To describe the basis and evaluation of performance coaching. Includes discussion of the purpose, use, and types of evaluation reports; the responsibilities of rating, endorsing, reviewing; and the procedures for preparing and transmitting officer evaluation reports. (5 hours, 2 lessons)

AG 018 CAREER MANAGEMENT AND OFFICER UTILIZATION

To provide a study of the concepts, principles, and procedures pertaining to officer and warrant officer career management, including MOS structure, classification, and promotion. (9 hours, 4 lessons)

AG 020 SEPARATIONS

To acquaint students with general provisions and criteria governing officer and enlisted separations, and with types of separations; discharge; release from active duty; resignation; retirement; and separation provisions for reservists. (14 hours, 4 lessons)

AG 021 DEPARTMENT OF THE ARMY PUBLICATIONS MANAGEMENT

To offer a study of the organization of the Army publications system, the types and characteristics of the various Army publications, initial and subsequent distribution of the publications, and the methods used and procedures designed to meet special supply needs. (7 hours, 3 lessons)

AG 028 EFFECTIVE ARMY WRITING

To acquaint students with the principles and procedures of effective writing and their application to military communications and the staff study. (32 hours, 8 lessons)

AG 030 COMMAND PUBLICATION

To discuss the format, content, and preparation of regulations, memorandums, circulars, pamphlets, and daily or weekly bulletins. (4 hours, 1 lesson)

AG 031 ORDERS

To provide a study of the format, content, and preparation of orders. (4 hours, 1 lesson)

JA 031 SPECIAL COURTS-MARTIAL ADMINISTRATION I

To offer guidance for the legal clerk in the principles and procedures involved in operation of the military justice system, with emphasis on responsibilities at special court-martial level. (35 hours, 7 lessons)

JA 032 SPECIAL COURTS-MARTIAL ADMINISTRATION II

To provide guidance for the legal clerk in the principles and procedures involved in operation of the military justice system, with emphasis on responsibilities at the special court-martial level. Fundamentals of military justice history; principles and procedures; jurisdiction over the person and the offense; disposition of offenses under Article 15, UCMJ; punitive articles, preparation of charges, specifications, charge sheets, and related processing are all discussed. (33 hours, 8 lessons)

AG 034 AUTHORIZED AND UNAUTHORIZED ABSENCES

To teach students the types of authorized absence; policy on leaves of absence; purposes and types of leave; computation of leave; maintaining, balancing, and closing the military leave record; administrative procedures for cases of absence without leave and desertion. (6 hours, 2 lessons)

AG 046 FUNDAMENTALS OF MANAGEMENT

An introduction to the principles, policies and functions of management; principles and methods of work simplification and work measurement. (12 hours, 6 lessons)

FI 048 MANPOWER MANAGEMENT

To familiarize students with the organization for manpower management. Discussions concerning the manpower survey program, to include principles, forms, and guides used in conducting manpower surveys are included. (13 hours, 5 lessons)

AG 049 FORMS MANAGEMENT AND REPRODUCTION FACILITIES

To familiarize students with the Army forms management program, to include the control, standardization, and design of Army forms. An orientation regarding local reproduction facilities and the organization, administration, and control of the Army's field printing service is included. (9 hours, 4 lessons)

FI 063 OFFICE MANAGEMENT

To teach students the principles and functions of management as related to office administration. Includes a discussion of organizational structure and organization charts; services and communications; office supplies and equipment; job structure and job description; performance analysis and performance standards; compilation and use of statistics; management practices; human relations and morale factors; conference techniques; and the Reports Control System. (18 hours, 6 lessons)

AG 071 RECRUITING

To explain to students recruiting procedures and techniques with emphasis upon interviewing, handling objections, closing a sale, and community relations. It also stresses basic eligibility for enlistment, the general provisions of military pay for enlisted personnel, and other benefits. (7 hours, 3 lessons)

AG 084 DIVISION PERSONNEL SUPPORT SYSTEM

To teach students the organization and operation of the division personnel support system, to include responsibilities and functions of the division headquarters, the brigade, the battalion, and the company; and functions of the personnel service division (PSD) and the services that the PSD provides. (4 hours, 1 lesson)

IN 102 MILITARY LEADERSHIP

To teach students the concept and indicators of leadership, human behavior and command applications, leadership problems of command, and leadership problems of command in training and combat. (12 hours, 4 lessons)

QM 129 SUPPLY PROCEDURES AT UNIT AND ORGANIZATION LEVELS

To provide an introduction to basic supply procedures; supply authorization media; unit and organization supply procedures; and methods for accounting for lost, damaged, and destroyed property. (10 hours, 5 lessons)

AG 194 AFFIRMATIVE ACTIONS

To explain the concept, design and implementation of affirmative action plans; purpose and techniques for collecting, organizing, and interpreting statistical data for RR/EO use; and methods of constructing instruments to identify or monitor affirmative actions and to evaluate RR/EO programs. (9 hours, 3 lessons)

AG 195 RR/EO POLICY, STAFF ORGANIZATION AND PROCEDURES

To teach students the basic policies, directives and regulations which govern the Army Race Relations/Equal Opportunity programs; RR/EO staff organization and functions; and processing procedures for complaints of discrimination. (7 hours, 3 lessons)

AG 196 RR/EO MANAGEMENT AND TRAINING TOOLS

To introduce students to the methods and techniques used in the management of RR/EO programs, to include interview techniques, basic problem solving methods, planning approaches for RR/EO workshops, and procedures for preparing and presenting the case study method of instruction. (5 hours, 2 lessons)

AG 198 FUNCTIONAL MANAGEMENT

To describe the use and formats for written communications (except documents) used within the Department of the Army and procedures for planning, establishing, and maintaining files under The Army Functional Files System (TAFSS) in the small unit and higher headquarters. (7 hours, 2 lessons)

AG 199 INSTRUCTIONAL DEVELOPMENT

To teach students how to develop instructor skills (including techniques of oral presentation, vocal and physical behavior); analyze the techniques of persuasion and describe the learning process; prescribe for selection and use of training aids and outline a system for lesson design. Lesson 3 requires the student to develop a lesson plan for presentation and evaluation during the resident portion of this Special DRRI Army Phase II course. (4 hours, 3 lessons)

ISS 200 RECORDS MANAGEMENT (USAIA)

To describe the Army records management program as directed by the Federal Records Act of 1950. The role of the student as a commander or staff officer as it relates to the records management program is examined. (2 hours, 1 lesson)

ISS 205 PERSONNEL MANAGEMENT (USAIA)

To teach students the principles and procedures of Army personnel management; officer career management and the preparation, endorsement, and review of officer evaluation reports (OERs); classification, assignment and utilization of enlisted personnel; the enlisted evaluation system as a function of personnel management; promotion and reduction of enlisted personnel; suspension of favorable personnel actions; the uses of personnel records and personnel control devices; the commander's responsibilities in enlistment and reenlistment; and separations. (4 hours, 1 lesson)

ISS 210 METHODS OF INSTRUCTION (EFFECTIVE SPEAKING) (USAARMS)

To provide general knowledge concerning the methods and techniques of military instruction and new developments in educational technology ; emphasizes oral presentation techniques, including military briefings and small group discussions, supervision, and training of instructors. (6 hours, 4 lessons)

ISS 226 SERVICE BENEFITS (USAIA)

To provide an introduction to personnel services, to include legal affairs and benefits authorized for servicemen, veterans of wartime and peacetime service, their dependents, and survivors. Includes discussions of estate planning, the Civilian Health and Medical Program of the Uniformed Services, pensions, compensation, social security, and the Survivor Benefit Plan. (2 hours, 1 lesson)

ISS 235 LEADERSHIP ASPECTS OF CONTEMPORARY ISSUES (RACE RELATIONS, BASIC) (USAIA)

To discuss the contemporary issue of race relations, to include the contributions made to American Military and civilian history by blacks and other minority groups; an insight into the impact slavery had on the individual and the family structure; a review of some of the most prevalent complaints of minority group soldiers; a discussion of the regional attitudes that soldiers may have when they enter the service; and an explanation of the Army position on equal treatment and equal opportunity, with emphasis on the small-unit leader. (2 hours, 1 lesson)

ISS 236 LEADERSHIP ASPECTS OF CONTEMPORARY ISSUES (DRUG ABUSE, BASIC) (USAIA)

To discuss the contemporary issue of drug abuse, to include an explanation of the physiological and psychological effects of abusing drugs, legal considerations pertaining to drug-related offenses, and responsibility of the leader in supporting the drug and alcohol prevention and control program. (3 hours, 1 lesson)

ISS 238 LEADERSHIP ASPECTS OF CONTEMPORARY ISSUES (DRUG ABUSE,
ADVANCED) (USAIA)

To help students recognize the characteristics and effects of controlled substances; to recognize why people use drugs; to plan a drug education program utilizing the essential elements; to implement the Army exemption policy utilizing the integral parts; to apply the Army program for the rehabilitation of drug abusers; to select the correct types of administrative nonjudicial or judicial action; to conduct a search and seizure using the techniques peculiar to the area of drug abuse; and to recognize when Article 13 should be administered to the suspected drug abuser. (3 hours, 1 lesson)

ISS 246 MILITARY LEADERSHIP (ADVANCED) (USAIA)

To introduce students to the basic concept of leadership and the factors that influence the adjustment and motivation of the American soldier. Includes leadership problems at the company and field grade level; techniques of solving command problems in training and combat (including organization of units chain of command, span of control, adjustment, and counseling); senior-subordinate relations; staff officer-subordinate command relations; conditioning units for combat; selection and development of subordinate leaders; control of fear; development of firepower; restoring combat effectiveness; handling attached and allied units; maintaining momentum in the attack; and evaluation of combat performance and independent operations. (4 hours, 1 lesson)

ISS 248 MILITARY LEADERSHIP (USAIA)

To provide a basic understanding of the concept of leadership, to include responsibilities and goals of the commander, leadership traits, principles, actions, and orders. Provides an understanding of the fundamentals of human behavior, including religious and spiritual values as motivating factors. Emphasizes importance of helping men adjust to Army life, to include reception and integration, motivation of the soldier, and counseling. Offers a general understanding of the evaluation and development of combat effectiveness by employing the indications of leadership; applying proper leadership techniques in resolving problems of assumption of command, chain of command, senior-subordinate relationship, development and selection of subordinate leaders, and control of panic. (4 hours, 1 lesson)

ISS 249 RACE RELATIONS (ADVANCED) (USAIA)

To discuss contributions made by black Americans to the history of the United States; to analyze and establish positive and workable communication systems within their unit; to analyze the leader's moral and legal obligations for enforcing the Army equal opportunity policies, to insure that these policies are observed within the unit; to utilize the indicators of unrest in identifying the racial problems that may be present in a unit; and to develop methods of handling racial problems, presented with simulated racial conflicts. (2 hours, 1 lesson)

ISS 258 GENEVA CONVENTIONS OF 1949 AND HAGUE CONVENTION NO. IV OF 1907

To provide instruction in the principles, spirit, and intent of the Conventions, including the prohibition against unnecessary destruction; the humane treatment of prisoners of war, other captured and detained personnel, and civilians; the obligation not to commit war crimes and to report those committed; and the concept of criminal orders. (4 hours, 1 lesson)

ISS 259 BASIC PRINCIPLES OF MILITARY JUSTICE (TJAGSA)

To acquaint students with the disposition of suspected offenders, evidentiary considerations, preference of charges, administrative considerations, disposition of suspected offenses other than by preference of charges, and application of Article 15, UCMJ. (4 hours, 1 lesson)

ISS 260 ADVANCED PRINCIPLES OF MILITARY JUSTICE (TJAGSA)

To teach military legal history in the administration of criminal law; operation of the Military Justice System in time of war; influence of legal considerations; philosophical aspects of the Military Justice System; duties and responsibilities of commanders exercising courts-martial jurisdiction in the administration of military justice (to include apprehension, restraint, search, and seizure); role of officers as court members; restrictions on and standards of performance required by members of courts-martial under the UCMJ; and principles and operation of nonjudicial punishment, Article 15, UCMJ. (4 hours, 1 lesson)

ISS 264 PHYSICAL TRAINING (ADVANCED) (USAIA)

To provide a discussion of the physical training programming suitable for the toughening, improving, and sustaining stages of physical training; physical fitness testing; and examination. Emphasis on planning, organizing, and supervising a physical fitness program. (1 hour, 1 lesson)

ISS 267 UNIT READINESS (BASIC) (USAOC&S)

To teach the basic concept of unit and Army readiness and the responsibilities of junior officers and unit commanders for personnel, training, and logistic readiness. Emphasizes the importance of readiness and readiness reporting at all levels of command. (2 hours, 1 lesson)

ISS 268 ORGANIZATIONAL MAINTENANCE (USAOC&S)

To describe maintenance management actions taken by a commander (emphasizing company level) to plan, organize, direct, and supervise maintenance activities of his/her unit; to describe the Army maintenance system, the Army Maintenance Management System (TAMMS), categories of maintenance, and the role of the unit officer and commander; to provide practice in methods and procedures used to supervise preventive maintenance services at platoon and company level and the application of preventive maintenance techniques; to discuss the use of maintenance publications; to identify and describe the use of preventive maintenance indicators on all common items of equipment found in the unit; to describe maintenance inspections, maintenance forms and records, equipment serviceability criteria (ESC), materiel readiness reporting, operator selection, training and supervision to prevent equipment abuse, vehicle recovery, and expedients at unit level; and to discuss the commander's responsibilities for maintenance in relationship to materiel readiness. (6 hours, 3 lessons)

ISS 269 DIVISION MAINTENANCE OPERATIONS (USAOC&S)

An introduction to maintenance, to include objectives, principles, and policies; organization, functions, and employment of maintenance units; division maintenance responsibilities and relationships with organizational maintenance (to include recovery and evaluation); repair parts supply and maintenance floats; maintenance of items not a responsibility of the maintenance battalion; and backup support to division maintenance operations. (2 hours, 1 lesson)

ISS 270 ORGANIZATIONAL MAINTENANCE AND MAINTENANCE MANAGEMENT
(USAOC&S)

To review the Army maintenance system, including capabilities and limitations of organizational maintenance activities; discuss functionalized composite maintenance, including principles of maintenance support and repair parts supply. Includes a review of the commander's responsibilities for preventive maintenance, maintenance publications, equipment record system and procedures, prerecorded system and procedures, and preventive maintenance indicators on common items of equipment found within the unit. Provides a discussion of principles of maintenance, commander's responsibility for maintenance in relationship to materiel readiness, and the technical assistance program and its benefit to commanders. (6 hours, 3 lessons)

ISS 271 UNIT READINESS (ADVANCED) (USAOC&S)

To discuss the concept of unit and Army readiness; brigade and battalion command and staff responsibilities for unit readiness; operational readiness standards; methods of determining unit readiness; preparation of the unit readiness report; and use of the report by commanders and staff officers in identifying problem areas in personnel, training, and logistics. (3 hours, 1 lesson)

ISS 277 SMALL UNIT ADMINISTRATION -- SUPPLY OPERATIONS (USAQMS)

To discuss accountability, responsibility, supply economy, issue priorities, clothing allowances, property adjustments, DLOGS, and external helicopter loads. (4 hours, 2 lessons)

ISS 297 SMALL UNIT ADMINISTRATION (PUBLICATIONS, RECORDS, AND PERSONNEL MANAGEMENT) (USAIA)

To provide a summary of administration in the company, battery, or similar unit; the duties of company administration personnel, including the company commander, his/her executive officer and the first sergeant; the types of characteristics of DA publications, correspondence, company records and orders, morning reports, duty rosters, individual sick slips, unit fund; and unit punishment record; the duties of a company or battalion commander, DA publications, correspondence, company records administration, morning reports, and personnel actions originating in the company; the principles of personnel management; the role

of the supervisor and commander in translating principles into adequate personnel procedures; the way in which needs of the service are determined in terms of personnel requirements; procedures for interpreting evaluation results for estimating aptitude, and achievement, and for identifying the requirements of military jobs and the skills and knowledge of individuals; personnel records as a tool for practical personnel management; the worldwide officer and enlisted assignment system; the use of promotions, assignments, evaluations, and training for proper career development; personnel control devices as a basis for proper personnel procedures and management; the officer as a manager in the reenlistment, retention, and separation programs; and the responsibilities of the personnel manager in conserving manpower through safety management and loss reporting programs. (5 hours, 3 lessons)

AG 311 PROMOTION AND REDUCTION OF ENLISTED PERSONNEL

To discuss current policies, criteria, and procedures governing the promotion and reduction of enlisted personnel, including the computation of vacancies and allocation of quotas for promotion. (5 hours, 2 lessons)

AG 330 SIDPERS FOR THE UNIT LEVEL

To provide a study of the Standard Installation/Division Personnel System from the viewpoint of the unit level. The study is designed to instruct personnel administration specialists in the fundamental principles, procedures, and reports of this automated personnel management information system. (15 hours, 5 lessons)

AG 254 CORRESPONDENCE MANAGEMENT

To teach the fundamentals of correspondence management, prescribed correspondence formats, form and guide letters, and quality control. (6 hours, 3 lessons)

AG 400 RECORDS MANAGEMENT

To describe the organization, staffing, training and surveying techniques needed to conduct a records program. Includes the management of correspondence, reports, forms, directives, and publications; word processing and source data automation; micrographics, mail, and distribution; copiers

files equipment; maintenance, utilization and disposition of records, including audiovisual, vital records, and declassification of records; and responsibilities under Freedom of Information and Privacy Acts. (5 hours, 1 lesson)

AR 431 MILITARY INSTRUCTION

To provide an explanation of planning and presenting instruction, developing skills, speech techniques, and training aids. (9 hours, 4 lessons)

IN 638 PERSONNEL FUNCTIONS

To teach the purpose, use, and types of strength reports; casualty reports; requisitioning, assignment and indoctrination of individual and unit replacement; the personnel estimate; headquarters management to include location, composition, and arrangement of battalion and brigade command posts; awards and decorations, discipline, law, and order to include straggler control. (11 hours, 3 lessons)

FI 985 TECHNIQUES OF MANAGEMENT

To describe the management analysis function, including an introduction to MAP-TOE/TDA, the Army Management Review and Improvement Plan, motivation techniques and procedures, and systems analysis. (10 hours, 3 lessons)

QUARTERMASTER SCHOOL
CORRESPONDENCE SUBCOURSES

AG 0046 FUNDAMENTALS OF MANAGEMENT

To provide an introduction to management, to include leadership traits and functions; principles of management and good management policies; the Army Manager; analysis of problem areas; principles of, responsibility for, and steps involved in good planning; characteristics, organization, and benefits of good planning; principles, characteristics, and steps in organization; types of organizations; fundamentals and characteristics of communication necessary for directing; types of communication; and function of coordination and control to include need, methods, obstacles, and standards. (12 hours, 6 lessons)

IH 0037 MILITARY TRAINING MANAGEMENT I

To teach students the principles of military training management and the techniques of training management; steps in the planning process; development of the training program; implementation of the training program through appropriate directives; and supervision of the conduct of training to insure the attainment of established training objectives. (7 hours, 3 lessons)

IN 0008 LEADERSHIP

To present an introduction to leadership; effective leadership; human behavior and its effect on job performance; senior-subordinate relationships; chain of command; and social obligations of an NCO. (12 hours, 5 lessons)

IN 0100 DRILL AND COMMAND

To explain the use of drill and command, to include definitions and applications of drill teams, qualities and development of command voice, method of instruction used to teach drill and command; drill procedures and definitions of formations; procedures used to conduct squad and platoon drill; use of five-step teaching method for company drill; and explanation and application of company drill procedures. (8 hours, 2 lessons)

IS 0200 RECORDS MANAGEMENT

This subcourse covers the Army records management program; role of the commander and staff officer; correspondence management, mail management; and files management. (2 hours, 1 lesson)

IS 0205 PERSONNEL MANAGEMENT

To provide information on the commander's role in personnel management; personnel services available to the command; officer career management (including counseling, preparation, endorsement, and review of the officer efficiency report and the enlisted evaluation system); enlistment and reenlistment; classification and reclassification; appointment and reduction;; assignment and separation of enlisted personnel; uses of personnel records and personnel control devices. (4 hours, 1 lesson)

IS 0210 METHODS OF INSTRUCTION (EFFECTIVE SPEAKING)

To teach the fundamental methods, techniques, types, and uses of military instruction with special emphasis on oral communications techniques; steps in planning and presenting oral instruction (to include oral briefings and oral group discussion); use of questions in instruction; characteristics of an effective supervisory program; and new developments in educational technology. (6 hours, 4 lessons)

IS 0226 SERVICE BENEFITS

To offer an introduction to personnel services, to include legal affairs and benefits authorized for servicemen, veterans, their dependents, and survivors. A discussion of estate planning, the Civilian Health and Medical Program of the uniformed services, pensions, compensation, social security, and Survivor Benefit Plan is provided. (2 hours, 1 lesson)

IS 0235 LEADERSHIP ASPECTS OF CONTEMPORARY ISSUES (RACE RELATIONS)

To enable students to promote racial understanding and harmony within the unit by making them aware of the history of minority group contributions to America; the impact that slavery had on the individual and family structure; regional attitudes; the explanation of the Army's position on equal opportunity; and some available measures for promoting mutual understanding and respect. (2 hours, 1 lesson)

IS 0236 LEADERSHIP ASPECTS OF CONTEMPORARY ISSUES (DRUG ABUSE)

To enable students to obtain a general knowledge of drug abuse, (including psychological and physical effects of narcotics, dangerous drugs and marijuana); responsibility of the leader in rehabilitation of a drug abuser; legal considerations; rules pertaining to search and seizure; enforcement problems; and the integral parts of a drug education program. (3 hours, 1 lesson)

IS 0238 DRUG ABUSE

To assist students to obtain a general knowledge of drug abuse, (including psychological and physical effects of narcotics; dangerous drugs and marijuana); legal considerations; rules pertaining to search and seizure enforcement problems; and the integral parts of a drug education problem. (3 hours, 1 lesson)

IS 0246 MILITARY LEADERSHIP

To provide a working knowledge of concepts of command and leadership; decision-making; counseling; communications; and the functions of management which are necessary to accomplish the mission. (4 hours, 1 lesson)

IS 0248 MILITARY LEADERSHIP

To introduce the basic concept of military leadership with emphasis on the responsibilities and goals of the commander; leadership traits; principles of leadership; fundamentals of human behavior; and spiritual values as motivating factors. (4 hours, 1 lesson)

IS 0249 RACE RELATIONS

To discuss the history of minority group contribution to America; the impact that slavery had on the individual and family structure; regional attitudes that soldiers may have when they enter military service; common complaints of minority group personnel; the explanation of the Army's position on equal treatment and equal opportunity, with emphasis on the small unit leader; indications of possible unrest; and some available measures for promoting mutual understanding and respect. (2 hours, 1 lesson)

IS 0258 BASIC COURSE ON GENEVA/HAGUE CONVENTIONS

To describe the principles, spirit, and intent of the Conventions, including the prohibition against unnecessary destruction; the humane treatment of prisoners of war, other captured and detained personnel, and civilians; the obligation not to commit war crimes and to report those committed; and the concept of criminal orders. (4 hours, 1 lesson)

IS 0259 BASIC PRINCIPLES OF MILITARY JUSTICE

To acquaint students with the evidentiary problems arising in the disposition of suspected offenders; to examine the administrative procedures involved in the disposition of suspected offenses; to

discuss preference of change; and to present basic concepts of the military justice system. (4 hours, 1 lesson)

IS 0260 ADVANCED PRINCIPLES OF MILITARY JUSTICE

To discuss military legal history; philosophical concepts of military justice; responsibilities of commanders in military justice administration; court-martial member responsibilities and duties; and principles of non-judicial punishment under Article 15, UCMJ. (4 hours, 1 lesson)

IS 0264 PHYSICAL TRAINING

To provide a general knowledge of the planning, organization, and supervision of a physical training program suitable for the toughening, slow improvements, and sustaining stages of physical readiness, training and physical fitness testing. (1 hour, 1 lesson)

IS 0267 UNIT READINESS (BASIC)

To teach students the basic concept of unit and Army readiness; the responsibilities of junior officers and commanders of personnel, training, and logistical readiness; and importance of readiness and readiness reporting at all levels of command. (2 hours, 1 lesson)

IS 0269 DIVISION MAINTENANCE OPERATIONS

To offer an introduction to maintenance, to include objectives, principles, and policies; organization, function, and employment of maintenance company, heavy maintenance company, forward support company, and transportation aircraft maintenance company, and their support of ground, airborne, and air-landed operations; division maintenance responsibilities and relationships with organizational maintenance, to include recovery and evacuation, repair parts supply, maintenance battalion, and backup support to division maintenance operations. (2 hours, 1 lesson)

IS 0271 UNIT READINESS (ADVANCED)

To introduce the concept of unit and Army readiness; brigade and battalion command and staff responsibilities for unit readiness; operational readiness standards; methods of determining unit readiness; preparation of unit readiness reports; and use by commanders in identifying problem areas in personnel, training, and logistics. (3 hours, 1 lesson)

IS 0275 INDIVIDUAL AND GROUP COMMUNICATION

To discuss techniques and methods to ensure effective senior-subordinate communication in an individual or group situation; concepts involved in establishing effective individual and group communication; techniques that apply to the conduct of the individual and group communication; and techniques of interview. (6 hours, 3 lessons)

IS 0277 SMALL UNIT ADMINISTRATION--SUPPLY OPERATIONS

This subcourse covers types of property and supplies; accountability and responsibility; supply economy, and supply publications; authorization documents; request, issue, and turn-in procedures; issue priority system; property records; record adjustment procedures; and PLL records and procedures. (4 hours, 2 lessons)

IS 0297 COMPANY ADMINISTRATION (PUBLICATIONS, RECORDS, AND PERSONNEL MANAGEMENT)

To teach students the administrative duties at company/battery level; DA publications and correspondence procedures; company records; the use of personnel records as management tools; and procedures of personnel control. (5 hours, 3 lessons)

OD 0818 COMMAND AND STAFF PROCEDURES

To describe organization, duties, and responsibilities of various commanders and staff officers to the division, brigade, and battalion levels of control. (2 hours, 1 lesson)

OD 0914 MAINTENANCE MANAGEMENT I

To introduce the fundamentals of maintenance procedures within the framework of Department of the Army policy and doctrine; maintenance management as applied in a theater of operations; TAMMS; logistics readiness; depot operations, calibration; and inspections. (15 hours, 7 lessons)

OM 003 BASIC STORAGE PROCEDURES, PART I

To teach the organization and operation of storage facilities; storage space layout and control; and stock locator system. (6 hours, 3 lessons)

QM 0004 BASIC STORAGE PROCEDURES, PART II

To teach the organization and operation of storage and handling procedures; protection procedures for general supplies and special commodities; receiving operations; procedures for inspecting stored material; shipping operations; and inventory procedures. (7 hours, 3 lessons)

QM 0012 UNIT AND ORGANIZATION SUPPLY, PART I

To delineate supply responsibilities at unit and organizational levels; property accountability, responsibility, and liability; supply economy; contents and use of authorization media; preparation of requests for issue and turn-in; assignment of priorities; and QSS procedures. To teach the use of the self-service supply center; receipt, issue, and due-in procedures; follow-ups and cancellations; procedures for preparing and maintaining hand receipts; property books and related records; and types of property. (13 hours, 4 lessons)

QM 0013 UNIT AND ORGANIZATION SUPPLY, PART II

To teach the purpose, preparation, and maintenance of prescribed load list (PLL) and repair parts records at unit and organization levels; procedures for adjusting unit and organization supply records for lost, damaged, or destroyed property; and method of preparing and processing inventory adjustment documents. Also covered are clothing allowance systems; methods for issuing, replacing, and maintaining personal clothing and organizational clothing and equipment; equipment status reporting; and inventory and command inspection procedures at unit and organization levels. (10 hours, 4 lessons)

QM 0014 EQUIPMENT STATUS REPORTING AND INSPECTION AND INVENTORY PROCEDURES AT UNIT AND ORGANIZATIONAL LEVELS

To provide information on procedures for the reporting, inventory, and inspection of unit level supplies; preparation of DA Forms 2062, 2064, and 3161; procedures for updating unit equipment status reporting; and inventory and inspection checklist. (3 hours, 1 lesson)

QM 0108 WEAPONS MANAGEMENT IMPROVEMENT PROGRAM (WMIP)

To introduce procedures used by stock record account and property book officers for the maintenance of small arms files, to include files for satellited and supported units; use of installation files documents; procedures for correcting serial numbers; use of transaction codes to identify cards in processing small arms transaction records; initial registration of small arms; reporting procedures; and time allotment. (1 hour, 1 lesson)

QM 0374 REPAIR PARTS SUPPLY RECORDS AND PROCEDURES, PART I

To describe the major duties of a materiel supplyman and define terms related to repair parts records and procedures. This subcourse describes the flow of repair parts, explains the categories of maintenance, states the relationship between supply channels and maintenance channels. It traces the history of the life cycle of an end item and indicates the disposition of accompanying repair parts. It explains materiel classification and disposal and identifies materiel condition codes. It also explains the use of a publication index to locate applicable parts manuals; describes the numbering system for parts manuals; specifies the types of parts manuals and their contents; and states the purpose and use of the basic issue items list and the items troop installed or authorized list. (7 hours, 3 lessons)

QM 0375 REPAIR PARTS SUPPLY RECORDS AND PROCEDURES, PART II

To define repair parts system terminology, MOS qualification, career planning, progression, career management field points of decision, and MOS transfer possibilities. This course describes procedures for establishing a (prescribed load list, PLL); reviews methods of preparing and maintaining PLL records, requesting, receipt, issue, dues-out, follow-ups, cancellations, and turn-in of repair parts; and covers DX and QSS procedures. It explains prescribed load list (PLL) revision; demands and stockage quantities review; PLL deletions; and abnormal requirements forecast and submission. It also explains the automated PLL system, to include requests, normal requirements, turn-ins, cancellations, follow-ups, direct exchange requests, and the document register. (9 hours, 4 lessons)

QM 0466 STORAGE SUPERVISION AT UNIT LEVEL

To teach students specific storage requirements and procedures for items stored at unit level; and to acquaint them with storage facilities, protective measures, security and administrative storage vehicles. (3 hours, 1 lesson)

QM 0467 UNIT AND ORGANIZATION STORAGE REQUIREMENTS

To discuss aspects of unit and organization storage requirements; storage objectives; types of stored supplies; efficiency and security of supply operations; types and layout of storage facilities; safety provisions; control of insects and rodents; and prevention of weather damage. This subcourse also provides information regarding storage and security of weapons and ammunition; storage of combat meals, repair parts, clothing, bedding, canvas, tentage, expendables, and miscellaneous items; and administrative storage of vehicles as performed at unit and organization levels. (7 hours, 3 lessons)

QM 0468 INTRODUCTION TO ORGANIZATIONAL MAINTENANCE OF SMALL ARMS

To explain to students the duties and responsibilities of the operator and unit armorer; supervisory responsibilities for maintenance of small arms; and limitations of organizational maintenance. This sub-course describes procedures for the diagnosis and correction of small arms malfunctions and explains the storage and security requirements of organizational weapons. (2 hours, 1 lesson)

QM 0532 SUPPLY PUBLICATIONS

To present indexes to publications and the methods of obtaining supply publications; the function of the Federal Catalog System, including Department of Defense, Department of the Army, and General Services Administration Supply Catalogs; Army Supply Bulletins; the numbering system for equipment technical manuals; and the methods of locating repair parts identification data. (7 hours, 3 lessons)

QM 0555 THE LOGISTICAL ESTIMATE AND THE ADMINISTRATIVE/LOGISTICS ORDER

To teach the definition, purpose, format, presentation, method, preparation, and content of logistical estimates; administrative orders; and aspects of administrative and logistical planning. (1 hour, 1 lesson)

QM 0563 SAFETY AND FIRST AID

To show students techniques of safety, life-saving, and artificial respiration; emergency treatment for wounds, fractures, bleeding, burns, drowning, heat, and electrical shock; and methods of transporting the sick and wounded. (4 hours, 1 lesson)

QM 0622 SUPERVISORY ASPECTS OF UNIT AND ORGANIZATION SUPPLY

To describe methods of supervision of ammunition procedures including preparation and distribution of requests for issue and turn-in, and turning in unused loads. This subcourse also covers supervision of laundry and dry cleaning procedures, including review of proper forms and payroll deduction rates for individual bundles; preparation of laundry lists for bulk organizational articles; preparation of weekly and monthly rosters; and processing of claims pertaining to laundered property. It further covers supervision of personal clothing/organizational clothing and equipment procedures, including review of clothing allowances; exchange/alteration procedures; preparation and maintenance of clothing records and abstracts; and issuing, marking, and inspecting individual clothing and equipment. (6 hours, 4 lessons)

QM 0837 HUMAN BEHAVIOR

To provide an analysis of communication processes; application of principles of good communication; application of steps necessary to make decisions; and identification and application of management functions under various management situations to solve management problems. (5 hours, 4 lessons)

AM 2000 ACCOUNT FOR ABSENTEE'S CLOTHING AND EQUIPMENT

To introduce the immediate actions taken to account for and secure individual clothing and equipment. (2 hours, 1 lesson)

QM 2001 DISPOSAL OF ABSENTEE'S CLOTHING AND EQUIPMENT

To show students the actions taken for the disposal of individual clothing and equipment. (2 hours, 1 lesson)

QM 2004 MATERIEL READINESS REPORT (DA FORM 2406)

To teach students methods of data collection and procedures required to properly fill out a Materiel Readiness Report (DA Form 2406). (3 hours, 1 lesson)

QM 2005 MAINTAIN AUTOMATED HAND RECEIPT

To delineate the procedures involved in verifying and posting changes to the automated hand receipt. (3 hours, 1 lesson)

QM 2006 CONTROL OF PROPERTY ADMINISTRATION (COMPANY - DLOGS)

To teach students how to administer fundamental supply requirements in support of the automated property accounting process. Differences between manual and automated procedures at unit level and the maintenance of accurate property accountability are covered. Requests, turn-ins, transfers, hand receipts, and property adjustment documents are covered. Also discussed are the pending transaction files and nonexpendable due-in listing. (5 hours, 1 lesson)

QM 2023 EVALUATION OF PLL/TAMMS OPERATIONS

To describe procedures and techniques used in evaluation of PLL/TAMMS operations in company and battalion-sized units. Evaluation of records includes: PLL listings, PLL document register, PLL record of demands, and TAMMS records. (5 hours, 1 lesson)

QM 2024 CONTROL OF PROPERTY ADMINISTRATION (BATTALION DLOG)

To present all fundamental supply requirements used in battalions supported by an automated property accounting process. Control of document registers and files, automated outputs, expendable hand receipt annexes, unit supply requests, and adjustment documents are covered. (5 hours, 1 lesson)

QM 2025 UNIT READINESS REPORT WORKSHEET (DA FORM 2715)

To introduce the data collection for and completion of the logistical portion of the Unit Readiness Report Worksheet (DA Form 2715), to include computation of equipment on hand/status profiles. (3 hours, 1 lesson)

QM 2026 PROCESS ADJUSTMENT DOCUMENTS

To teach methods for processing all adjustment documents through the reports branch of a division property book office. (5 hours, 1 lesson)

QM 2027 CONTROL ARMY EQUIPMENT STATUS REPORTING SYSTEM (AESRS) REPORTS

To demonstrate the preparation and processing of Army Equipment Status Reporting System (AESRS) reports. (3 hours, 1 lesson)

QM 2028 PREPARE DIVISION UNIT READINESS REPORTS

To teach the preparation of a division unit readiness report. (3 hours, 1 lesson)

QM 2029 PREPARE AND PROCESS MANUAL TRANSACTION DOCUMENTS

To teach preparation and processing of manual supply transactions in the division property book office. (5 hours, 1 lesson)

QM 2030 PROCESS ADJUSTMENTS TO THE AUTOMATED PROPERTY BOOK

To describe procedures for processing adjustment documents altering the division property book balance. (5 hours, 1 lesson)

QM 2031 CONTROL MONTHLY INVENTORIES

To describe the preparation and review of monthly 10% inventories and sensitive item inventories. (2 hours, 1 lesson)

QM 2032 PROCESS OUTPUT FROM THE DAILY CYCLE

To delineate the duties involved in processing the output from the daily cycle of the automated property accounting process. (2 hours, 1 lesson)

QM 2033 PROCESS OUTPUT FROM THE WEEKLY CYCLE

To teach students the duties involved in processing the output from the weekly cycle of the automated property accounting process. (2 hours, 1 lesson)

QM 2034 PROCESS OUTPUT FROM THE MONTHLY CYCLE

To explain the duties involved in processing the output from the monthly cycle of the automated property accounting process. (2 hours, 1 lesson)

QM 2035 PERFORM FILES MAINTENANCE

To discuss the duties involved in conducting a review of files maintenance to assure the posting of the TAADS/Property Book comparison listing and SM 700-20 data to the division property book. (3 hours, 1 lesson)

TRAINING EXTENSION COURSES (TEC)

TEC videotape/cassette lessons are one form of self-study instruction (Army Regulation 350-1) developed to facilitate decentralized training. In regard to garrison/administrative activities, TEC covers a variety of topics including leadership; administration; first aid/personal hygiene; preventive maintenance; weapons inspection and maintenance; and vehicle inspection and maintenance.

In the majority of cases, TEC lessons are applicable to all soldiers, in all service branches. There are usually no lesson prerequisites.

Prior to taking the video lesson, the TEC student is frequently encouraged to take a pretest in order to assess his/her skill level. Further, directions for skill practice procedures are provided in order to reinforce the skills learned by the student.

The TEC lessons listed are described in the Administrative Instruction developed for each TEC tape by TRADOC, 1974-1976. The instructions include a delineation of requisite training materials, additional study references, and recommendations to the instructor, if one is to assist in the learning process.

Those TEC lessons (titles and course numbers) relevant to garrison/administrative activities are listed below:

LEADERSHIP

- 909-071-0031-F Fundamentals of Leadership, Part I
- 909-071-0032-F Fundamentals of Leadership - Desirable Traits of a Leader
- 909-071-0033-F Fundamentals of Leadership, Principles of Leadership
- 909-071-0034-F Fundamentals of Leadership, Human Behavior
- 909-071-0035-F Fundamentals of Leadership, Indicators of Unit Effectiveness
- 909-071-0036-F Small Unit Leadership - Part I
- 909-071-0037-F Small Unit Leadership - Part II

ADMINISTRATION

- 510-091-6451-F Preparing and Maintaining DA Form 2401
- 510-091-6453-F Preparing and Maintaining DA Form 2400
- 510-091-6454-F Preparing and Maintaining DA Form 348
- 510-091-6455-F Preparing SF 91
- 510-091-6456-F Preparing and Using DA Form 2404 (Part I)
- 510-091-6457-F Preparing and Using DA Form 2404 (Part II)
- 510-091-6458-F Preparing and Maintaining Equipment Service-ability Criteria (Part I)
- 510-091-6459-F Preparing, Maintaining, and Using DA Form 2407 (Part I)
- 510-091-6460-F Preparing, Maintaining, and Using DA Form 2407 (Part II)
- 510-091-6461-F Preparing, Maintaining, and Using DA Form 2407 (Part III)
- 510-091-6462-F Preparing, Maintaining, and Using DA Form 2407 (Part IV)
- 510-091-6464-F Preparing and Maintaining DD Form 314 (Part I)
- 510-091-6465-F Preparing and Maintaining DD Form 314 (Part II)
- 510-091-6471-F Preparing and Maintaining Equipment Logs
- 510-091-6472-F Preparing, Consolidating, and Maintaining DA Form 2408-1
- 510-091-6474-F Preparing, Maintaining, and Using DA Form 2408-14
- 510-091-6475-F Preparing and Using DA Form 2408-9
- 510-091-6477-F Preparation, Maintenance, and Use of DA Form 2408-10
- 510-091-6479-F Preparing and Maintaining DA Form 2409
- 510-091-6480-F Preparing and Maintaining DA Form 2408-4
- 510-091-6482-F Preparing and Maintaining DA Form 2405
- 510-091-6486-F Preparing and Maintaining Equipment Service-ability Criteria (Part II)

FIRST AID/PERSONAL HYGIENE

- 911-441-0024-F The Life-Saving Steps
- 911-441-0026-F Restoring Breathing
- 911-441-0027-F Restoring Heartbeat
- 911-441-0028-F Controlling Bleeding: Part I
- 911-441-0029-F Controlling Bleeding: Part II
- 911-441-0029-F Controlling Bleeding: Part III
Controlling Shock
- 911-441-0030-F Identify and Splint Fractures
- 911-441-0031-F Dress and Bandage Wounds: Head, Elbow,
Knee, Leg, Arm
- 911-441-0033-F Treatment of Burns and Eye Injuries
- 911-441-0034-F Snakebites and Hot Weather Hazards
- 911-441-0035-F Cold Weather Hazards
- 929-441-0042-F Personal Hygiene: Care of the Feet
- 929-441-0043-F Environmental Hygiene: Part I
- 929-441-0044-F Environmental Hygiene: Part II

PREVENTATIVE MAINTENANCE OF PERSONAL ITEMS

- 910-171-0007-F Preventive Maintenance for Leather Goods
- 910-171-0008-F Preventive Maintenance for Personal Clothing

COMMUNICATION EQUIPMENT INSPECTIONS AND MAINTENANCE

- 936-061-0100-F Inventorying Parts
- 936-061-0101-F Finding the Defective Part
- 936-061-0115-F Tactical FM Radios: Identification and
Installation
- 936-061-0116-F Tactical FM Radios: Operation
- 936-061-0117-F Tactical FM Radios: Maintenance
- 936-061-0125-F Field Wire Installation: Equipment
- 936-061-0126-F Field Wire Installation: Ties
- 936-061-0127-F Field Wire Installation: Aerial, Surface
and Buried Installations
- 936-061-0128-F Field Wire Installation: Splicing
- 936-061-0129-F Field Wire Installation: Maintenance and
Troubleshooting

WEAPONS INSPECTION AND MAINTENANCE

- 939-071-0009-F Loading and Unloading the M16A1 Rifle
- 939-071-0010-F Disassembling and Assembling the M16A1 Rifle
- 939-071-0011-F Maintaining the M16A1 Rifle
- 939-071-0012-F M16A1 Rifle - Preventing and Correcting
Common Malfunctions

VEHICLE INSPECTION AND MAINTENANCE

- 944-441-0005-F 2 1/2 Ton Truck - Operator Checks and
Services
- 944-441-0008-F 2 1/2 Ton Truck - Tire Changing and
Repair
- 944-441-0009-F 2 1/2 Ton Truck - Operations Under Un-
usual Conditions
- 944-441-0012-F Gama Goat - Checks & Services - Part I
- 944-441-0013-F Gama Goat - Checks & Services - Part II
- 944-441-0014-F Gama Goat - Checks & Services - Part III
- 944-441-0015-F Gama Goat - Checks & Services - Part IV
- 944-441-0016-F Gama Goat - Checks & Services - Part V
- 944-441-0017-F Gama Goat - Checks & Services - Part VI
- 944-441-0018-F Gama Goat - Checks & Services - Part VII
- 944-441-0019-F Gama Goat - Five-Wheel Operation
- 944-441-0020-F Gama Goat - Unusual Conditions
- 944-441-0021-F Gama Goat - Water Operations - Part I

STRUCTURED ON-THE-JOB TRAINING (SOJT)

A second type of extension training is structured on-the-job training (SJOT). According to Army Regulation 351-1, SOJT is comprised of individual training conducted on the job, overseen by a supervisor, and evaluated through the administration of proficiency tests with a plan and supporting materials furnished by the proponent school (para. 5-22).

A series of interviews were conducted locally at Fort Ord involving NCOs and officers, grades E5 through O3, in a wide variety of selected duty positions. (Appendix I provides a list of these duty positions). According to the interviews, little SOJT exists at Fort Ord: according to the interviewees, there simply isn't time for supervisors to supervise and evaluate training on-the-job, as well as complete their other job duties. The shortage of military personnel requires that each individual assume additional duties and precludes systematic on-the-job instruction.

Those garrison/administrative activities for which SOJT materials exist are listed in FM 6-13BCM.

ON-THE-JOB EXPERIENCE (OJE) AND PROCEDURAL MANUALS

Finally, on-the-job experience (OJE) and procedural aids serve to extend the kinds of formal training described in the previous sections. These job preparation sources are detailed below.

ON-THE-JOB EXPERIENCE

In contrast to SOJT, OJE is unstructured; without close supervision or proficiency tests. OJE is designed to reinforce or complement resident or nonresident/extension training. Army Regulation 351-1, para. 5-24 describes the extent to which OJE is mandated, and the procedures by which OJE is recorded for promotion purposes.

STANDARD OPERATING PROCEDURES (SOPs)

SOPs and other procedural manuals are also available on-the-job to facilitate job performance. These documents interpret higher headquarters rules and regulations, and translate them into unit procedures and individual responsibilities.

According to interviews conducted locally at Fort Ord involving officers and NCOs, OJE is the principal way in which soldiers learn the skills and knowledge to perform their jobs, with SOPs to facilitate an understanding of the job requirements. Frequently the interviewees endorsed the OJE trial-and-error approach to learning as the most effective way to gain job skills, particularly in light of the shortage of personnel to supervise learning.

Interviewer _____
Date _____
Time _____

DAILY ACTIVITY QUESTIONNAIRE

DUTY POSITION _____ ADDITIONAL DUTY POSITION _____

MOS & Skill Level _____

Rank _____

DIRECTIONS

Below is a list of statements. Each statement may or may not be an activity you are involved in. Please read each statement and make a response in Columns A, B, and C. After you have completed making all responses, your ratings will be discussed with the interviewer.

For Column A: Indicate the amount of time you personally devote to this activity relative to the amount of time you spend on other activities. Make your judgements in terms of the total amount of time you spend on this activity over a fairly long period of time (6-12 months). If the activity is one you never engage in, mark Column A with a zero (0). Please use the following scale for Column A.

0 - Is NOT an activity I engage in.

It is an activity I am involved in a RELATIVELY:

- 1 - Extremely small amount of time. (Rarely or almost never do it.)
- 2 - Very small amount of time.
- 3 - Small amount of time.
- 4 - Average amount of time.
- 5 - Large amount of time.
- 6 - Very large amount of time.
- 7 - Extremely large amount of time.

For Column B: Indicate the relative IMPORTANCE of this activity compared to the other activities I do:

From my experience this activity is:

- 1 - Extremely unimportant.
- 2 - Very unimportant.
- 3 - Unimportant.
- 4 - Average importance.
- 5 - Important.
- 6 - Very important.
- 7 - Extremely important.

For Column C: Indicate the kind of preparation you think is necessary to be able to successfully perform the activity. The preparation alternatives range from an intensive formal school environment to a flexible self-paced kind of training. Please use the following scale for Column C.

- 1 - No training is required to successfully perform this activity.
- 2 - This activity could be completed more successfully simply with the aid of more detailed and more clear documentation (for example: regulations, circulars, SOPs, etc.).
- 3 - On-the-job training is required to successfully complete this activity.
- 4 - Formal schools or courses are required to successfully complete this activity.

DISTRIBUTION

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 1 AFHRL/LRT
 1 AFHRL/LHLG
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 1 AFAMRL/BB
 1 NAVY PERSONNEL R AND D CENTER /
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