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2511 Jefferson Davis Hwy.
Arlington, VA 22202-3926

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Revised title:

Presented in (input and Bold one): (WG 20, CG__, Special Session __, Poster, Demo, or Tutorial):

This presentation is believed to be:
UNCLASSIFIED AND APPROVED FOR PUBLIC RELEASE
### The Army Re-looks Common Task Training Focusing on the Iraq/Afghanistan Experience

#### Abstract

#### Security Classification
- a. REPORT: unclassified
- b. ABSTRACT: unclassified
- c. THIS PAGE: unclassified

#### Limitation of Abstract
- AM

#### Number of Pages
- 30

- NAME OF RESPONSIBLE PERSON: unclassified

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Prepared by ANSI Std Z39-18
The Army Re-looks Common Tasks Focusing On the Iraq/Afghanistan Experience

73rd Military Operations Research Society Symposium

June 2005

Dr. Elizabeth Brady, U.S. Army Research Institute (ARI)
Ron Stump, ARI
William Badey, ARI
Darrell Worstine, Worstine Consultants
What is a “Common/Critical Task”? 

**Common Soldier Task:** An individual task performed by all Soldiers regardless of skill level or rank. An enlisted common skill level 1 task.

**Critical Task:** An individual task that a Soldier must perform to accomplish their mission and duties and survive in the full range of Army operations. Critical tasks must be trained.
Army Re-Look of Common Tasks

Occupational Analysis Common Task Background

**Officers:** In the early 1980’s as part of the Review of Training and Education for Officers (RETO) the Army Occupational Survey Program (AOSP) included common tasks in Branch level (e.g., Infantry Officer) surveys.

**Warrant Officers:** In the mid-late 1980’s as part of the occupational analysis done to support the Warrant Officer Training System (TWOS) effort the AOSP included a limited number of common tasks in MOS level surveys.

**Enlisted:** In 1998 -1999 ARI supported by the Institute for Job and Occupational Analysis conducted a large scale survey of enlisted common tasks for the U.S. Army Sergeants Major Academy.
In January 2003, ARI anticipating the conflict with Iraq, submitted a proposal to the Army’s Deputy Chief of Staff G-1 (Personnel) to measure Common Task (CT) performance in Iraq/Afghanistan.

The G-1 approved the project in April 2003 and provided initial funding in late June of that year.

The Army’s Training and Doctrine Command (TRADOC) was briefed on the project in August 2003 and agreed to sponsor the project.

In December 03 TRADOC tasked the CT Executive Agents to support the work and provide officer, warrant officer and enlisted CT lists.
Army Re-Look of Common Tasks

Project Objectives

Develop comprehensive officer, warrant officer and enlisted CT lists by skill level/rank.

Construct an automated survey to collect CT data using an E-Mail distribution system and ensure sufficient samples by skill level/rank were obtained.

Include Soldiers in Iraq/Afghanistan as well as recently returned veterans of Operation Enduring Freedom/Iraqi Freedom in the data collection as well as an identifiable group in the database and reporting system.
Army Re-Look of Common Tasks

Project Objectives (Continued)

Include the Active Army, Army National Guard and U.S. Army Reserve in the data collection process.

Ensure the data collected supports the Critical Task selection process as specified in TRADOC Regulation 350-70.

Generate basic data summary reports for the task proponents.

Provide TRADOC and the Executive Agents with a CT database coupled with automated report generation system tailored for their use.
Army Re-Look of Common Tasks

Task Development Process

The TRADOC Executive Agents for officers (Center for Army Leadership – CAL and Army Accessions Command - AAC), warrant officers (Warrant Officer Career Center - WOCC) and enlisted Soldiers (Sergeants Major Academy – USASMA) independently developed task lists in their areas of responsibility Dec 03 – Feb 04.

Representatives from HQ TRADOC, CAL, WOCC and USASMA met at Ft Bliss, TX in late Feb 04 to review and merge (as needed) the three tasks lists – ARI was an observer and AAC was not represented.

In Feb – Apr 04 ARI and HQ TRADOC revised and organized the three task lists. In Jun 04 HQ TRADOC approved the final lists for use after coordination with CAL, WOCC and USASMA.
Army Re-Look of Common Tasks

Task Development Results

Survey Task Lists:

Officer ---- 1113 tasks
Warrant Officer ---- 1284 tasks
Enlisted ---- 1119 tasks

Tasks organized in functions/duties (e.g., First Aid, Risk Management, Leadership).

Each task assigned a unique number that identified the source (officer, warrant officer, enlisted) and skill level/rank.
Questionnaire Development

Questionnaire Development done concurrent with Task Development.

Used INTERFORM, the Raosoft, Inc automated survey software in conjunction with features from the Army’s Automated Survey Generator System (AUTOGEN).

Initial goal was one survey instrument but testing with Raosoft’s SurveyTaker indicated a need to sub-divide.

Separate sections for incumbent, training emphasis, task performance to standard and additional common tasks (write-in).

Employed random selection within the survey to reduce respondent “burden time”.

Used authorized rank of position to branch respondents through the survey.

Extensive use of “If then show” page/text capability.
## Army Re-Look of Common Tasks

### Scales Used

<table>
<thead>
<tr>
<th>Task Performance (Frequency)</th>
<th>Task Training Emphasis (Skill Level/Rank)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do not perform</td>
<td>No experience with this task</td>
</tr>
<tr>
<td>Rarely (Once/Year)</td>
<td>None</td>
</tr>
<tr>
<td>Seldom (Once/Month)</td>
<td>Very Little</td>
</tr>
<tr>
<td>Occasionally (Once/Week)</td>
<td>Some</td>
</tr>
<tr>
<td>Often (A few Times/Week)</td>
<td>Moderate</td>
</tr>
<tr>
<td>Very Often (At least Once/Day)</td>
<td>Considerable</td>
</tr>
<tr>
<td></td>
<td>Extremely High</td>
</tr>
</tbody>
</table>

### Task Performance to Standard (Iraq/Afghanistan)

- Yes
- No
- Did not observe performance
Army Re-Look of Common Tasks

Survey Administration

Surveys were administered entirely by E-mail beginning on 15 Oct 2004 and ending 7 Jan 2005.

Active Army, Army National Guard and U.S. Army Reserve were included in the data collection.

Common Task Survey Useable Survey Returns

Admin time approximately 15 minutes
Army Re-Look of Common Tasks

Survey Returns by Deployed and Not Deployed to Iraq/Afghanistan by Category

Common Task Survey Useable Returns

Returns (1000s)

Deployed | Not Deployed | Total
---|---|---
ENL | OFF | WO

Percent Deployed:
- Enlisted – 39.7%
- Officer – 33.5%
- Warrant Officer – 40.8%
Army Re-Look of Common Tasks

Survey Returns by Scale Type and Skill Level/Rank

**Enlisted Returns**

- Incumbent (INC)
- Training Emphasis (TE)
- Task Performance to Standard (TSD)
- Task Migration (MIGR)
- Total

**Officer Returns**

- 2LT
- 1LT
- CPT
- MAJ
- LTC
- COL

**Warrant Officer Returns**

- WO1
- CW2
- CW3
- CW4
- CW5

INC = Incumbent
TE = Training Emphasis
TSD = Task Performance to Standard
MIGR = Task Migration
Army Re-Look of Common Tasks

Report Generator

Example Report formats for Common Task Project

Percent Performed and Training Emphasis
Percent Performed and Average Frequency of Performance
Differences in Percent Performed:
  Deployed and not Deployed to Iraq/Afghanistan
  Adjacent Skill Levels/Ranks (Task Migration)
  Within pay grade (e.g., Master Sergeant and First Sergeant)
Type MOS
Differences in Training Emphasis Deployed and not Deployed to Iraq/Afghanistan
Percent Performed by Type MOS by Deployed and Not Deployed to Iraq/Afghanistan
Training Emphasis by Type MOS by Deployed and Not Deployed to Iraq/Afghanistan
Percent Performed by Type MOS
Percent Performed to Standard
Demographics

38 Report Formats
Army Re-Look of Common Tasks

Report Generator

Set Selection Criteria
Army Re-Look of Common Tasks

Report Generator

Set Task Criteria

Display Selection Criteria and Select Report Type
### Army Re-Look of Common Tasks

**Report Generator**

**Task Performance and Task Training Emphasis**

**SL1 Tasks Percent Performed by Job Incumbents and Training Emphasis Rated by Supervisors**

*In Order Surveyed (page 7 of 19)*

<table>
<thead>
<tr>
<th>Task</th>
<th>Task name</th>
<th>Percent Performed (N=8899)</th>
<th>Training Emphasis (N=2190)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1091</td>
<td>Move tactically</td>
<td>51</td>
<td>4.4</td>
</tr>
<tr>
<td>1092</td>
<td>Move under direct fire</td>
<td>39</td>
<td>4.6</td>
</tr>
<tr>
<td>1093</td>
<td>Operate vehicle in convoy</td>
<td>51</td>
<td>4.4</td>
</tr>
<tr>
<td>1094</td>
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<td>Patrol urban area (mounted)</td>
<td>31</td>
<td>4.4</td>
</tr>
<tr>
<td>1097</td>
<td>Perform movement techniques during urban operation</td>
<td>32</td>
<td>4.4</td>
</tr>
</tbody>
</table>
Army Re-Look of Common Tasks

Report Generator

Set Selection Criteria
Army Re-Look of Common Tasks

Report Generator

Set Task Criteria

Display Selection Criteria and Select Report Type
## Army Re-Look of Common Tasks

### Report Generator

**Task Performance and Task Training Emphasis**

SL1 Tasks Percent Performed by Job Incumbents and Training Emphasis Rated by Supervisors

In Order Surveyed (page 7 of 19)

<table>
<thead>
<tr>
<th>Task</th>
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<th>Percent Performed (N=841)</th>
<th>Training Emphasis (N=177)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1091</td>
<td>Move tactically</td>
<td>85</td>
<td>4.7</td>
</tr>
<tr>
<td>1092</td>
<td>Move under direct fire</td>
<td>75</td>
<td>4.8</td>
</tr>
<tr>
<td>1093</td>
<td>Operate vehicle in convoy</td>
<td>82</td>
<td>4.4</td>
</tr>
<tr>
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<td>4.7</td>
</tr>
<tr>
<td>1096</td>
<td>Patrol urban area (mounted)</td>
<td>80</td>
<td>4.8</td>
</tr>
<tr>
<td>1097</td>
<td>Perform movement techniques during urban operation</td>
<td>78</td>
<td>4.8</td>
</tr>
<tr>
<td>1098</td>
<td>Perform preventive maintenance checks and services (PMCS)</td>
<td>87</td>
<td>4.1</td>
</tr>
</tbody>
</table>
# Army Re-Look of Common Tasks

## Report Generator

### Task Performance and Task Training Emphasis

#### SL1 Tasks Percent Performed by Job Incumbents and Training Emphasis Rated by Supervisors

In Order Surveyed (page 7 of 19)

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<td>32</td>
<td>4.4</td>
</tr>
<tr>
<td>1098</td>
<td>Perform preventive maintenance checks and services (PMCS)</td>
<td>59</td>
<td>4.2</td>
</tr>
</tbody>
</table>

#### CA AND (DEPLOYED= Yes, to Iraq OR Yes, to Afghanistan OR Yes, to Iraq and Afghanistan)

SL1 Tasks Percent Performed by Job Incumbents and Training Emphasis Rated by Supervisors

In Order Surveyed (page 7 of 19)

<table>
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<tr>
<td>1098</td>
<td>Perform preventive maintenance checks and services (PMCS)</td>
<td>87</td>
<td>4.1</td>
</tr>
</tbody>
</table>

---

### Total SL1 and SL1 TE Samples

**Combat Arms MOS Deployed to Iraq/Afghanistan SL1 and SL1 TE Samples**
### Army Re-Look of Common Tasks

**Report Generator**

Differences in Task Performance Between Defined Groups

**SL1 Tasks Percent Performed by Job Incumbents**
(1) Deployed to Iraq/Afghanistan and (2) Not Deployed to Iraq/Afghanistan
Sorted by Difference (page 1 of 19)

<table>
<thead>
<tr>
<th>Task</th>
<th>Task name</th>
<th>(1) Deployed Percent Performed (N=3589)</th>
<th>(2) Not Deployed Percent Performed (N=5310)</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>1103</td>
<td>Prepare vehicle for convoy</td>
<td>76</td>
<td>35</td>
<td>41</td>
</tr>
<tr>
<td>1071</td>
<td>Comply with Rules of Engagement (ROE)</td>
<td>78</td>
<td>39</td>
<td>39</td>
</tr>
<tr>
<td>1093</td>
<td>Operate vehicle in convoy</td>
<td>74</td>
<td>36</td>
<td>38</td>
</tr>
<tr>
<td>1102</td>
<td>Prepare unit equipment for movement</td>
<td>74</td>
<td>36</td>
<td>38</td>
</tr>
<tr>
<td>1105</td>
<td>Provide convoy in-transit security</td>
<td>61</td>
<td>23</td>
<td>38</td>
</tr>
<tr>
<td>1073</td>
<td>Conduct operations using night vision devices</td>
<td>67</td>
<td>29</td>
<td>37</td>
</tr>
<tr>
<td>1074</td>
<td>Conduct vehicle preventive maintenance checks and services (PMCS)</td>
<td>79</td>
<td>44</td>
<td>35</td>
</tr>
</tbody>
</table>
## Army Re-Look of Common Tasks

### Report Generator

## Task Performance by Defined Groups

### SL1 Tasks Performed by Type MOS

*In Order Surveyed (page 7 of 19)*

<table>
<thead>
<tr>
<th>Task</th>
<th>Task name</th>
<th>CA Percent Performed (N=1505)</th>
<th>CS Percent Performed (N=3729)</th>
<th>CSS Percent Performed (N=3639)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1091</td>
<td>Move tactically</td>
<td>74</td>
<td>52</td>
<td>42</td>
</tr>
<tr>
<td>1092</td>
<td>Move under direct fire</td>
<td>64</td>
<td>37</td>
<td>32</td>
</tr>
<tr>
<td>1093</td>
<td>Operate vehicle in convoy</td>
<td>69</td>
<td>53</td>
<td>42</td>
</tr>
<tr>
<td>1094</td>
<td>Operate vehicle under blackout conditions</td>
<td>61</td>
<td>37</td>
<td>30</td>
</tr>
<tr>
<td>1095</td>
<td>Patrol urban area (dismounted)</td>
<td>60</td>
<td>25</td>
<td>21</td>
</tr>
<tr>
<td>1096</td>
<td>Patrol urban area (mounted)</td>
<td>62</td>
<td>26</td>
<td>22</td>
</tr>
<tr>
<td>1097</td>
<td>Perform movement techniques during urban operation</td>
<td>63</td>
<td>27</td>
<td>23</td>
</tr>
</tbody>
</table>

**CA = Combat Arms**  
**CS = Combat Support**  
**CSS = Combat Service Support**
Army Re-Look of Common Tasks

Report Generator

Task Training Emphasis by Defined Groups

SL1 Tasks Training Emphasis by Type MOS of Raters by Deployed and Not Deployed To Iraq/Afghanistan for the Raters In Order Surveyed (page 17 of 28)

<table>
<thead>
<tr>
<th>Task</th>
<th>Task name</th>
<th>CA Deployed (N=177)</th>
<th>CA Not Deployed (N=185)</th>
<th>CS Deployed (N=305)</th>
<th>CS Not Deployed (N=569)</th>
<th>CSS Deployed (N=250)</th>
<th>CSS Not Deployed (N=697)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1161</td>
<td>Engage target with non-lethal weapon</td>
<td>4.2</td>
<td>4.0</td>
<td>3.8</td>
<td>4.1</td>
<td>3.8</td>
<td>4.0</td>
</tr>
<tr>
<td>1162</td>
<td>Participate in crowd/riot control</td>
<td>4.5</td>
<td>4.1</td>
<td>4.0</td>
<td>4.1</td>
<td>4.0</td>
<td>4.1</td>
</tr>
<tr>
<td>1163</td>
<td>Position yourself in crowd/riot control formation</td>
<td>4.5</td>
<td>4.1</td>
<td>4.0</td>
<td>4.1</td>
<td>4.0</td>
<td>4.1</td>
</tr>
<tr>
<td>1164</td>
<td>Camouflage defensive position</td>
<td>3.9</td>
<td>4.1</td>
<td>3.6</td>
<td>3.9</td>
<td>3.8</td>
<td>4.2</td>
</tr>
<tr>
<td>1165</td>
<td>Camouflage unit equipment</td>
<td>3.8</td>
<td>4.1</td>
<td>3.5</td>
<td>3.9</td>
<td>3.7</td>
<td>4.2</td>
</tr>
<tr>
<td>1166</td>
<td>Camouflage yourself/individual equipment</td>
<td>3.9</td>
<td>4.1</td>
<td>3.5</td>
<td>3.9</td>
<td>3.9</td>
<td>4.2</td>
</tr>
</tbody>
</table>

CA = Combat Arms
CS = Combat Support
CSS = Combat Service Support
**Army Re-Look of Common Tasks**

**Report Generator**

**Critical Task Selection Board Report**

<table>
<thead>
<tr>
<th>Task Description</th>
<th>CA Deployed</th>
<th>CA Not Deployed</th>
<th>CS Deployed</th>
<th>CS Not Deployed</th>
<th>CSS Deployed</th>
<th>CSS Not Deployed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operate vehicle in convoy</td>
<td>82%</td>
<td>53%</td>
<td>74%</td>
<td>38%</td>
<td>69%</td>
<td>29%</td>
</tr>
<tr>
<td>Frequency of Performance/Year</td>
<td>136</td>
<td>21</td>
<td>87</td>
<td>9</td>
<td>84</td>
<td>7</td>
</tr>
<tr>
<td>Training Emphasis (Mean 0 to 5)</td>
<td>4.3</td>
<td>4.3</td>
<td>4.5</td>
<td>4.3</td>
<td>4.7</td>
<td>4.4</td>
</tr>
</tbody>
</table>

---

**Legend:**
- **Probably NOT critical**
- **May be critical**
- **Probably critical**

**CA = Combat Arms**

**CS = Combat Support**

**CSS = Combat Service Support**

---

17-Aug-05 / 26
Army Re-Look of Common Tasks

Common Task Evaluation

Percent of Tasks with Percent Performed GTE 50 and Training Emphasis GTE 4

CA = Combat Arms
**Army Re-Look of Common Tasks**

**Common Task Evaluation**

**Impact of Type MOS and Deployment to Iraq/Afghanistan**

<table>
<thead>
<tr>
<th>Skill Level 1 Tasks</th>
<th>Percent Performed</th>
<th>Training Emphasis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safeguard Detainees</td>
<td>30 57 71</td>
<td>3.9 4.0 4.2</td>
</tr>
<tr>
<td>Mark Unexploded Ordnance (UXO) Hazards</td>
<td>31 53 63</td>
<td>4.1 4.2 4.3</td>
</tr>
<tr>
<td>Process Captive</td>
<td>24 44 53</td>
<td>3.8 3.9 4.0</td>
</tr>
<tr>
<td>Patrol Urban Area (Dismounted)</td>
<td>29 60 74</td>
<td>4.3 4.7 4.7</td>
</tr>
</tbody>
</table>

All SL1

SL1 CA MOS

SL1 CA MOS Deployed to Iraq/Afghanistan
Army Re-Look of Common Tasks

Common Task Evaluation

Summary

ARI has established Common Task databases for officer, warrant officer and enlisted tasks together with a user oriented report generation system.

Comparisons between the task performance of individuals deployed to Iraq/Afghanistan and those who have not deployed reveal significant differences in BOTH directions. These differences are even greater when controlled for Type MOS equal to Combat Arms.

Comparisons between the task Training Emphasis ratings from individuals deployed to Iraq/Afghanistan and those who have not deployed reveal some differences but are much more similar than task performance. Type MOS equal to Combat Arms contributes to greater differences in the ratings.
The Way Ahead

Critical Task Selection Board Process

Enlisted Phase: Scheduled to begin 28 Jul 05

Officer/Warrant Officer Phase: Scheduled to begin 9 Sep