

Technical Paper 273

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# DEVELOPMENT OF A PERFORMANCE APPRAISAL METHOD BASED ON THE DUTY MODULE CONCEPT

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Research Institute for the Behavioral and Social Sciences

August 1976

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SECURITY CLASSIFICATION OF THIS PAGE (When Data Entered)

REPORT DOCUMENTATION PAGE		READ INSTRUCTIONS BEFORE COMPLETING FORM
1. REPORT NUMBER Technical Paper 273	2. GOVT ACCESSION NO.	3. RECIPIENT'S CATALOG NUMBER
6. TITLE (and Subtitle) DEVELOPMENT OF A PERFORMANCE APPRAISAL METHOD BASED ON THE DUTY MODULE CONCEPT		5. TYPE OF REPORT & PERIOD COVERED
7. AUTHOR(s) Paul J. Duffy		8. CONTRACT OR GRANT NUMBER(s) 45P.
9. PERFORMING ORGANIZATION NAME AND ADDRESS U.S. Army Research Institute for the Behavioral and Social Sciences PERI-IL 1300 Wilson Blvd., Arlington, VA 22209		10. PROGRAM ELEMENT, PROJECT, TASK AREA & WORK UNIT NUMBERS 2Q162107A766
11. CONTROLLING OFFICE NAME AND ADDRESS Office of the Deputy Chief of Staff for Personnel Director of Military Personnel Mgmt., Officer Division DAPE-MPO		12. REPORT DATE August 1976
14. MONITORING AGENCY NAME & ADDRESS (if different from performing agency) ARI-Technical Paper-273		13. NUMBER OF PAGES 38
15. DISTRIBUTION STATEMENT (of this Report) Approved for public release; distribution unlimited.		15. SECURITY CLASS. (of this report) Unclassified
16. DISTRIBUTION STATEMENT (of the abstract entered in Block 20, if different from Report) RDT/E-2-Q-162 107-A-766		16. DECLASSIFICATION/DOWNGRADING SCHEDULE
18. SUPPLEMENTARY NOTES Based on duty module development by Army Research Institute and, by contract, American Institutes for Research.		
19. KEY WORDS (Continue on reverse side if necessary and identify by block number) Duty modules Performance appraisal Job Proficiency Appraisal Form (JPAF)		
20. ABSTRACT (Continue on reverse side if necessary and identify by block number) Duty modules applicable to the 30 entry-level specialty fields of the Officer Personnel Management System (OPMS) were analyzed to determine the job performance dimensions underlying them. Eight performance dimensions were thus defined and their applicability to 128 entry-level officer positions was shown. The eight job performance dimensions were incorporated in the Job Proficiency Appraisal Form (JPAF), an experimental form which assesses a ratee's level of performance on each dimension both upon entry into a job and at some later time in order to partially control for changes		

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408 010

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20. in performance as a function of experience. The JPAF allows ratings to be made by the immediate supervisor, another supervisor familiar with the ratee's work, and one or more of the ratee's associates.

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1300 Wilson Boulevard, Arlington, Virginia 22209

August 1976

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Army Project Number  
2Q162107A766

Officer and NCO

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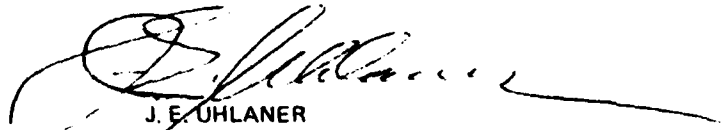
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## FOREWORD

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The Personnel Accession and Utilization Technical Area of the Army Research Institute for the Behavioral and Social Sciences (ARI) supports the development and application of the Army's new Officer Personnel Management System (OPMS), particularly by developing the duty module concept. A duty module is a standardized, codifiable cluster of important related tasks, which is coherent, distinctive, self-contained, and may apply to a number of different positions. As an experimental system for OPMS, duty modules are intended to codify and provide useful, accurate job description information to resource planners, assignment officers, and other concerned individuals in ways not heretofore practical. The present paper describes the development of a set of job performance dimensions based on duty modules and the use of these dimensions to construct the Job Proficiency Appraisal Form for entry-level Army officers.

ARI research on the Job Proficiency Appraisal Form is an in-house effort, based on the duty module studies, which have been conducted as in-house efforts augmented by contracts DAHC 19-75-C-0003, DAHC 19-74-C-0026, and DAHC 19-73-C-0042 with the American Institutes for Research. The project is responsive to RDTE Project 2Q162107A766, and to special requirements of the Office of the Deputy Chief of Staff for Personnel, Officer Division of the Directorate of Military Personnel Management (DAPE-MPO).



J. E. UHLANER  
Technical Director

## DEVELOPMENT OF A PERFORMANCE APPRAISAL METHOD BASED ON THE DUTY MODULE CONCEPT

### BRIEF

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#### Requirement:

To develop a method of measuring the critical aspects of entry-level officer job performance, in order to adequately evaluate the effectiveness of Army precommissioning training programs, particularly ROTC.

#### Procedure:

Duty modules applicable to the 30 entry-level specialty fields of the *Officer Personnel Management System (OPMS)* were analyzed to determine the salient generalizable job performance dimensions underlying them. These job performance dimensions were chosen to be as broadly applicable as possible across the 30 specialties. They are described in active, behavioral terms (e.g., prepares correspondence, memoranda and reports).

#### Findings:

Nine job performance dimensions, subsequently reduced to eight, were identified and their applicability to 128 entry-level officer positions determined. The eight job performance dimensions were incorporated in the Job Proficiency Appraisal Form (JPAF), an experimental form which assesses a ratee's level of performance on each dimension both upon entry into a job and at some later time in order to partially control for changes in performance as a function of experience. The JPAF allows ratings to be made by the immediate supervisor, another supervisor familiar with the ratee's work, and one or more of the ratee's associates.

#### Utilization of Findings:

The JPAF measures critical on-the-job performance of entry-level officers which can be used in longitudinal evaluation of Army precommissioning training programs. In addition, the JPAF can expeditiously assess improvement in job performance attributable to experience as distinct from prior training or prior experience.

DEVELOPMENT OF A PERFORMANCE APPRAISAL METHOD BASED ON THE DUTY MODULE  
CONCEPT

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DEVELOPMENT OF A PERFORMANCE APPRAISAL METHOD BASED ON THE DUTY MODULE  
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INTRODUCTION

The purpose of this paper is to describe the development of a multi-dimensional performance evaluation form based on the duty module concept which applies to entry-level officer positions in the U.S. Army.

BACKGROUND

During the development of a performance appraisal procedure for U.S. Army officers working in entry-level positions the question arose of whether or not a single criterion of success can include all the detailed information found in a dimensional operationalization of success.<sup>1</sup>

Proponents of the use of a unidimensional criterion for employee performance evaluation, whether that criterion is a single measure or a composite of several measures, contend that such an index is necessary for pragmatic purposes.<sup>2</sup> In practice, persons in decision-making positions (e.g., for selection, promotion) typically use only a single measure of success, whether it is an actual single measure, a formally weighted composite, or an implicitly weighted composite. Use of the composite criterion approach is based on a belief that whatever measure is chosen should be related to the economic function important to the organization.<sup>3</sup> Although this assumption is usually implicit, Brogden and Taylor<sup>4</sup> explicitly recommend the use of cost-accounting methods to arrive at a single composite criterion expressed as the dollar value of the individual's contribution to the organization.

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<sup>1</sup> Dunnette, M. D. A note on the criterion. Journal of Applied Psychology, 1963, 47, 251-254; Schmidt, F. L., and Kaplan, L. B. Composite vs. multiple criteria: A review and resolution of the controversy. Personnel Psychology, 1971, 24, 419-434.

<sup>2</sup> Toops, H. A. The criterion. Educational and Psychological Measurement, 1944, 4, 217-297; Brogden, H. E., and Taylor, E. K. The dollar criterion--applying the cost accounting concept to criterion construction. Personnel Psychology, 1950, 3, 133-154; Nagle, B. F. Criterion development. Personnel Psychology, 1953, 6, 271-289.

<sup>3</sup> Schmidt and Kaplan, 1961, op. cit.

<sup>4</sup> Brogden and Taylor, 1950, op. cit.

The opposite view is that work performance is too complex a construct to justify combining measures of several variables to form a composite criterion,<sup>5</sup> and that the combination of apparently independent aspects of performance necessarily results in scores that are ambiguous and nearly impossible to interpret. In this view, multiple criteria measures should be selected which are behaviorally relevant to the work, so that the empirical results can be clearly interpreted. Dunnette<sup>6</sup> has suggested that continuing to seek an ultimate composite criterion is likely to be futile and, indeed, may only impede the understanding of the construct of work performance.

Schmidt and Kaplan<sup>7</sup> have evaluated these opposing viewpoints from four different perspectives--practicality, combining of uncorrelated variables, validity, and understanding (i.e., comprehensibility)--and conclude that the use of a composite criterion is clearly warranted in terms of practicality and the combining of uncorrelated variables. They also demonstrated that validity can be maximized with either a composite criterion or multiple criteria, depending on the homogeneity/heterogeneity of the predictor set (i.e., a heterogeneous composite criterion can be maximally predicted by a heterogeneous predictor, homogeneous multiple criteria by homogeneous predictors). However, the use of multiple criteria is clearly preferable in terms of psychological understanding. "It would appear that the use of both homogeneous criteria and homogeneous predictors holds the most promise as a method of attaining some degree of insight into the nature of job behaviors."<sup>8</sup>

Whether the result is a composite criterion or multiple criteria, the multidimensional nature of work performance requires multiple measures.<sup>9</sup> In addition, the measures should be as behavioral in their

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<sup>5</sup> Fiske, D. Values, theory, and the criterion problem. Personnel Psychology, 1951, 4, 93-98; Ghiselli, E. E. Dimensional problems of criteria. Journal of Applied Psychology, 1956, 40, 1-4; Guion, R. M. Criterion measurement and personnel judgments. Personnel Psychology, 1961, 14, 141-149; Dunnette, 1963, op. cit.

<sup>6</sup> Dunnette, 1963, op. cit.

<sup>7</sup> Schmidt and Kaplan, 1971, op. cit.

<sup>8</sup> Schmidt and Kaplan, 1971, op. cit., p. 429.

<sup>9</sup> Ghiselli, 1956, op. cit.

content as possible.<sup>10</sup> Guion<sup>11</sup> has listed the desired sequence of steps in the development of criterion measures:

1. Analyze the job and/or the organizational needs.
2. Develop measures of actual behavior relative to the behavior expected, as identified in the job and need analysis (step 1).
3. Identify the criterion dimensions underlying such measures (step 2) by factor analysis, cluster analysis, or pattern analysis.
4. Develop reliable measuring techniques, each with high construct validity, of the elements so identified.

#### THE DUTY MODULE CONCEPT

In an effort to develop performance criteria which would combine the practical advantages of the composite criterion approach, would avoid any ambiguity that might result from combining unrelated variables, and would define performance measures that would be clearly comprehensible to evaluators, Army researchers turned to the duty module concept.<sup>12</sup>

A duty module has been defined as a codifiable cluster of tasks that are meaningfully related, both occupationally and organizationally. To be a useful duty module, each such task cluster must be a coherent, distinctive, and relatively self-contained segment of significant work activity, and generally it should be applicable in a number of different positions. Furthermore, such task clusters, when properly composed and standardized, become modular and usable as building blocks for describing work activities extending across occupational specialities.

As an experimental system directed toward support of the Army's Officer Personnel Management System (OPMS), duty modules are intended to codify and provide useful, accurate job description information to resource planners, assignment officers, and other concerned individuals in ways not previously practical.

To develop duty modules, trained occupational analysts gather extensive, detailed job information from appropriate organizational sources. This job information is subsequently reduced to task statements and judgmentally clustered into tentative duty by modules. The

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<sup>10</sup> Campbell, J. P., Dunnette, M. D., Lawler, E.E., and Weick, K. E. Managerial behavior, performance, and effectiveness. New York: McGraw-Hill, 1970.

<sup>11</sup> Guion, 1961, op. cit.

<sup>12</sup> Sitterson, J. D., Davis, W. P., and Korotkin, A. L. Development of criteria dimensions for evaluation of performance and career development of entry-level officers. Washington, D.C.: American Institutes for Research, AIR-48800-1/74/TFR, November 1974.

tentative duty modules are then reviewed and critiqued by assignment incumbents and revised as necessary before being included in the final set of duty modules.

Several working criteria have guided the development and standardization of duty modules.<sup>13</sup> To be valid, the duty modules for any given position must be both accurate and sufficient in describing the essential and continuing work activity or task requirements of the position. Duty modules should be standardized, to apply across a number and variety of different positions, and each module should be a self-contained, functional entity representing a distinctive, coherent, and important part of the position.

An example of a duty module and its component tasks is presented in Figure 1. The duty module in Figure 1 is identified by the code O-D-1, which means that it applies to officers (O), is one of several duty modules in an area labeled "Operations and Plans" (D), and is arbitrarily assigned a sequence number within that area (1). The duty module survey also provides information about the level at which each task is performed, the percentage of time spent on the specific duty module, and the module's criticality to the entire position. Appendix A provides a catalog listing of Army officer duty modules, and a list of tentative headings for additional duty modules is given in Appendix B.

As a partial test of the modular concept, the Computerized Occupational Data Analysis Program (CODAP), which identifies individuals who perform similar jobs, analyzed experimental job content modules surveyed for 477 officers.<sup>14</sup> Results verified that similar positions consist of similar combinations of modules, and that general job contents of the modules applied to the jobs studied. These results supported the hypothesis that duty modules can serve as standardized, modular units of work activities across a variety of officer positions.

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<sup>13</sup> Korotkin, A. L., and Davis, W. P. Duty module relationship to training and experience requirements in career development and alternate specialty selection. Washington, D.C.: American Institutes for Research, AIR-45500, February 1975.

<sup>14</sup> Sitterson, J. D., and Wintersteen, J. O. Results of field survey to evaluate an experimental set of officer duty modules. Washington, D.C.: American Institutes for Research, January 1974.

AIR Duty Module Survey Form (Rev 1974)

Identification No \_\_\_\_\_

Date: October 1975

Code: \_\_\_\_\_

DUTY MODULE 0-D-1 Performs operations staff functions in a general staff or other coordinating staff	(5) Direct	(4) Supervises	(3) Do and supervise	(2) Do	(1) Assist	(0) Not applicable
0234 Advise superior and others concerning operations.						
0235 Prepare operations policy directives and SOP.						
0236 Prepare and publish operation estimates and orders.						
0237 Monitor execution of operations plans and orders and make changes as situation warrants.						
0238 Recommend task organization, missions, and areas of operations.						
0239 Organize and operate tactical operation center or operations element of command post.						
0240 Determine operational readiness requirements and readiness status of unit.						
0241 Recommend allocation of and authority for use of critical command resources such as replacements, special ammunition and aircraft.						
0242 Coordinate overall security of command.						
0243 Conduct or arrange operational readiness inspections and tests and deal with problems.						
0244 Prepare studies, reports, records, and correspondence pertaining to operations.						
0245 Prepare and present operations briefings.						

1. DO MODULE AND TASKS APPLY TO YOUR POSITION	(0) Not applicable	(1) Little applicability	(2) Several of tasks	(3) Majority of tasks	(4) All of tasks
a. In actual or simulated combat operations and support?					
b. In garrison and other than a?					

2. PERCENT OF TOTAL TIME SPENT ON THIS DUTY MODULE	(0) Not applicable	(1) 1-9%	(2) 10-29%	(3) 30-49%	(4) 50-69%	(5) 70-89%	(6) 90-100%
a. In actual or simulated combat operations and support?							
b. In garrison and other than a?							

3. RELATIVE CRITICALITY OF THIS PART (MODULE) TO ENTIRE JOB	(0) Not applicable	(1) Least critical	(2) Average	(3) Critical	(4) The most critical
a. In actual or simulated combat operations and support?					
b. In garrison and other than a?					

Figure 1. Sample duty module survey form showing typical duty module and tasks comprising it.

Thus, duty modules seem to be consistent with the first two steps which Guion<sup>15</sup> proposed for adequate criterion development: Duty modules are derived through job analysis procedures (step 1), and they reflect what incumbent officers actually do on their jobs and are therefore structured in behavioral terms which are as unambiguous as possible (step 2). However, because duty modules provide very specific segments of work activity, they do not provide more broadly generalizable dimensions of work performance (step 3).

The present paper describes the development, consistent with Guion's step 3, of a set of job performance dimensions based on duty modules to be used in a multidimensional performance evaluation form for entry-level Army officer positions (step 4).

#### PROCEDURE

To develop the multidimensional performance evaluation form, the dimensions underlying all available duty modules were defined and consolidated in such a way as to reflect salient aspects of job performance for entry-level officer positions.<sup>16</sup> Resulting criterion dimensions were to be applicable across as many as possible of the 30 career specialties open to entry-level officers.

The first step was to identify those positions within each career specialty which are open to entry-level officers. A list of 128 positions resulted which is highly representative, although not necessarily exhaustive (Appendix C).

The next step was to consider the duty modules applicable to these positions in order to identify those modules having broad, common skill requirements spanning as many of the 30 specialties as possible. An initial tentative list of fourteen criterion dimensions resulted. After several iterations, this list was reduced to nine criterion dimensions of job performance (Table 1). The substance of the first six criterion dimensions is self-evident from their own descriptions which are presented in active, behavioral terms. Also, they can be portrayed in further detail by commonly applicable duty modules which extend across service branches, OPMS specialties, military occupational specialties (MOS), and specific duty positions.

Two distinct patterns characterize the applications of the first six criterion dimensions to different positions, depending on whether the positions are staff or line positions (see Appendix C). All of the first six dimensions (A through F) tend to apply to line or troop-leading positions. The first two dimensions (A and B) also apply to virtually

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<sup>15</sup> Guion, 1961, op. cit.

<sup>16</sup> Sitterson, Davis, and Korotkin, 1974, op. cit.

Table 1

## CRITERION DIMENSIONS OF JOB PERFORMANCE

JOB PERFORMANCE DIMENSIONS	DEFINING DUTY MODULES
A. Attends to administrative details.	A-1, A-2 <sup>a</sup>
B. Prepares correspondence, memoranda and reports.	A-1, A-2 <sup>a</sup>
C. Advises, counsels and assures that proper assistance is provided subordinates in resolving their personal problems.	A-10
D. Maintains proper standards of appearance and condition of subordinates and their weapons equipment and facilities.	A-11
E. Conducts instruction and training of subordinates in accordance with their needs and guidance from next higher commander or supervisor.	E-1, E-2
F. Performs user level supply management by stating requirements, keeping track of quantities on hand and overseeing storage, issue, use and accounting of supplies.	F-1
G. Demonstrates knowledge of equipment, techniques, tactics and/or procedures needed in performance of his duties.	b
H. Directs, controls, and/or coordinates employment of personnel and equipment to achieve timely accomplishment of mission(s).	b
I. Performs additional duties that may be required of him such as Duty Officer, Officer of the Day/Guard, Voting Officer, PX Inventory Officer, etc.	c

<sup>a</sup> Also includes administrative aspects of other applicable duty modules.

<sup>b</sup> Duty module coverage for Job Dimensions G and H is the same. Specialized duty modules apply; not all have been developed yet.

<sup>c</sup> No duty module coverage provided.

all staff positions. Although the other four (C, D, E, and F) are likely to apply in some degree to staff positions, it was concluded that they do not apply in the same degree and manner except when the staff position is combined with direct training and supervision of troops.

Whereas the first six dimensions exhibited a fairly simple pattern of application and required relatively few duty modules for definition, dimensions G and H are more complex. Dimension G applies to all 128 positions while dimension H was found to apply to fewer career specialties than any of the first seven dimensions. Moreover, the specific duty modules underpinning the definitions of dimensions G and H are considerably more numerous and diverse than those for dimensions A-F. This is not surprising, as dimensions G and H are more directly concerned with a variety of equipment considerations than the other dimensions.

Finally, dimension I reflects a criterion measure based on additional, typically undefined, duties. It is necessary in the present context because entry-level officers are often assigned significant additional duties which, while secondary to primary duties, should be taken into account in the evaluation of overall performance. Because of the "extra-duty" nature of this dimension, it is not directly supported by specific duty modules.

The application of these job performance dimensions to each of the 30 specialty fields is shown in Table 2.

#### DEVELOPMENT OF THE JOB PROFICIENCY APPRAISAL FORM

##### REFINEMENT OF CRITERION MEASURES

Subsequent review of the criterion dimensions led to two changes for appraisal purposes. First, dimensions A and B were judged to be so similar in content and meaning as to be virtually identical; therefore, they were collapsed into a single dimension. The same duty modules apply to both dimensions in every position in which either is found (see Appendix C). The second change entailed simplifying the description of dimension F. With these modifications, the criterion dimensions were incorporated into the Job Proficiency Appraisal Form (JPAF) presented in Appendix D.

##### FEATURES OF THE JPAF

The JPAF allows an officer to be rated by both superiors and peers. It has been noted that judgmental ratings are the most frequently used criteria in performance appraisal,<sup>17</sup> and that supervisor's judgments

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<sup>17</sup> Blum, M. L., and Naylor, J. C. Industrial psychology: Its theoretical and social foundations. New York: Harper & Row, 1968.

Table 2

## JOB PERFORMANCE DIMENSIONS APPLICABLE IN EACH SPECIALTY FIELD

Specialty Field	Applicable Job Performance Dimension							
	A Admin Details	B Corres- pondence	C Counsel- ing	D Maintaining Standards	E Training	F Supply Mgmt	G Technical Knowledge	H Control/ Coord
Air Defense Artillery	+	+	+	+	+	+	+	+
Armor	+	+	+	+	+	+	+	+
Finance	+	+					+	+
Field Artillery	+	+	+	+	+	+	+	+
Infantry	+	+	+	+	+	+	+	+
Cryptology	+	+	+	+	+	+	+	+
Tactical/Strategic Intelligence	+	+	+	+	+	+	+	+
Counterintelligence/ Human Intelligence	+	+	+	+	+	+	+	+
Law Enforcement	+	+	+	+	+	+	+	+
Combat Communications- Electronics	+	+	+	+	+	+	+	
Fixed Telecommunication Systems	+	+	+	+	+	+	+	
Communications/Electronics Engineering <sup>a</sup>	+	+					+	
Engineer	+	+	+	+	+	+	+	
Audio-Visual Instructional Technology	+	+	+	+	+	+	+	
Chemical	+	+	+	+	+	+	+	
Munitions Materiel Mgmt	+	+	+	+	+	+	+	
Aviation Materiel Mgmt	+	+					+	
C-E Materiel Mgmt	+	+					+	
Marine & Terminal Operations	+	+	+	+	+	+	+	+
Personnel Administration	+	+					+	
Armor Materiel Management	+	+	+	+	+	+	+	+
POL Management	+	+					+	
Club Management	+	+					+	
Tank & Ground Mobility Materiel Management	+	+	+	+	+	+	+	+
Construction & Marine Materiel Management	+	+	+	+	+	+	+	
Food Management	+	+		+	+		+	
General Troop Support Materiel Management	+	+	+	+	+	+	+	
Traffic Management	+	+					+	
Highway & Rail Operations	+	+	+	+	+	+	+	
Missile Maintenance Management	+	+	+	+	+	+	+	

<sup>a</sup> For Communications-Electronics Engineering, some initial LT assignments may be in positions in other C-E specialties.

comprise most of these ratings.<sup>18</sup> However, Lindzey and Byrne<sup>19</sup> have demonstrated the value of associate, or peer ratings and, as Klimoski and London<sup>20</sup> have recently pointed out, evaluations by raters with different organizational perspectives are likely to yield differentially valid measures of a ratee's performance. The JPAF was therefore designed to take advantage of this differential by gathering evaluations from a ratee's associate(s) and more than one superior officer acquainted with his performance. The number of superiors and associates who may rate an officer is not restricted a priori. Nevertheless, at least as a practical matter, sufficient information can probably be obtained from four evaluators: the immediate superior, another superior also cognizant of the ratee's work, and two associates.

The argument that the performance of a relatively experienced worker is likely to be quite different from the performance that worker exhibited upon entry to the job<sup>21</sup> points up a second feature of the JPAF. The form is designed to assess level of performance both as it exists at the time of evaluation and as it existed upon entry into the job. In addition, the form requires that the ratee's tenure be noted, in order that comparisons among ratees might be more or less standardized with regard to experience.

The seven-step Officer Performance Scale used in rating each dimension is adapted from a scale which has been used in previous research and shown to be reliable and discriminative.<sup>22</sup> The anchor points of the scale are expanded from the usual adjectival form to reflect likely organizational responses to the various levels of a ratee's performance. Thus, an individual's performance is rated on the eight behavioral criterion dimensions in terms of the probable rewards or sanctions the organization could provide contingent upon the ratee's performance.

Finally, the JPAF is completely automated, thereby reducing administrative and clerical problems in the collection and preparation of evaluation data.

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<sup>18</sup> Campbell et al., 1970, op. cit.

<sup>19</sup> Lindzey, G., and Byrne, D. Measurement of social choice and interpersonal attractiveness. In G. Lindzey and E. Aronson (Eds.), Handbook of social psychology (2nd ed., Vol. 2). Reading, Mass.: Addison-Wesley, 1968.

<sup>20</sup> Klimoski, R. J., and London, M. Role of the rater in performance appraisal. Journal of Applied Psychology, 1974, 59, 445-451.

<sup>21</sup> Bass, B. M. Further evidence on the dynamic character of criteria. Personnel Psychology, 1962, 15, 93-97; Guion, 1961, op. cit.; Ghiselli, E. E., and Haire, M. The validation of selection tests in the light of the dynamic character of criteria. Personnel Psychology, 1960, 13, 225-231.

<sup>22</sup> Helme, W. H. Research to predict cadet and officer performance. ARI Research Study 69-10, May 1969.

## SUMMARY

Campbell et al.<sup>23</sup> have argued that criterion measures that assess individual performance in terms of concrete job functions are more appropriate measures of success than those that reflect organizational outcomes several steps removed from actual behavior (e.g., salary). Job performance is a multidimensional phenomenon requiring multiple criterion measures, regardless of whether those measures are subsequently combined in some manner to form a composite. Use of multiple evaluators is likely to increase the validity of performance ratings. The Job Proficiency Appraisal Form incorporates the duty module concept into a performance rating process which integrates multidimensional criterion measures into a manageable system, allows for performance rating by both superiors and peers, and yields measures which can be readily interpreted.

In addition to serving as criterion measures, the eight dimensions of the JPAF can define broadly the skills and areas of knowledge demanded of an Army officer on entry to active duty. Thus, in addition to providing an accurate appraisal of officer effectiveness, these dimensions may in future provide guidance and feedback for military training programs.

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<sup>23</sup> Campbell, J. P., Dunnette, M. D., Arvey, R. D., and Hellervik, L. V. The development and evaluation of behaviorally based rating scales. Journal of Applied Psychology, 1973, 57, 15-22.

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## APPENDIXES

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APPENDIX A

CATALOG LIST OF ARMY OFFICER DUTY MODULES  
(BY AREA)

A. COMMAND MANAGEMENT, GENERAL MANAGEMENT, AND ADMINISTRATION

- O-A-1 Performs unit administration
- O-A-2 Performs general administration
- O-A-3 Exercises military command authority
- O-A-4 Performs command or general management
- O-A-5 Supervises a staff section, detachment or office
- O-A-6 Performs headquarters management staff functions
- O-A-7 Performs special staff administrative and adjutant type functions
- O-A-8 Directs, coordinates and supervises a staff
- O-A-9 Performs executive staff secretariat functions
- O-A-10 Counsels and evaluates subordinates as troop leader and takes action on personal problems
- O-A-11 Supervises troop appearance and care and maintenance of materiel and facilities in unit

B. PERSONNEL

- O-B-1 Performs manpower management staff functions
- O-B-2 Performs personnel management staff functions
- O-B-3 Performs staff functions pertaining to personnel services
- O-B-4 Performs officer personnel management functions at departmental level
- O-B-5 Directs or coordinates postal services for an installation or command

C. INTELLIGENCE

- O-C-1 Performs combat intelligence staff functions
- O-C-2 Performs counterintelligence and security staff functions in a general staff or coordinating staff
- O-C-3 Performs foreign area strategic intelligence staff functions
- O-C-4 Performs attache type intelligence functions
- O-C-5 Performs aerial surveillance staff functions in a general staff or other coordinating staff
- O-C-6 Performs intelligence staff functions concerning reconnaissance and surveillance (except special tactical air support functions)
- O-C-7 Directs and conducts operations of counterintelligence unit
- O-C-8 Conducts military intelligence collection operations in the field
- O-C-9 Provides "Aggressor" support and other specialized military intelligence support for training activities



D. OPERATIONS & PLANS (STAFF)

- O-D-1 Performs operations staff functions in a General Staff or other coordinating staff
- O-D-2 Performs operations planning staff functions in a General Staff or other coordinating staff
- O-D-3 Performs air support staff functions in a General Staff or other coordinating staff
- O-D-4 Coordinates fire support for unit tactical operations
- O-D-5 Performs staff functions in preparations for, and partial or temporary operation of, a high level emergency operations facility
- O-D-6 Directs school troop operations of combat arms unit(s) at a service school center

E. ORGANIZATION, TRAINING

- O-E-1 Trains troops and/or civilian employees in units and activities
- O-E-2 Performs training staff functions
- O-E-3 Performs organization staff functions in general staff or other coordinating staff

F. LOGISTICS (STAFF, CONSUMER UNITS, AND COMPOSITE COMBAT SUPPORT COMMAND)

- O-F-1 Performs supply operations at consumer unit level
- O-F-2 Performs supply staff functions
- O-F-3 Performs equipment maintenance and readiness staff functions in a General Staff or other coordinating staff
- O-F-4 Performs transportation staff functions in a General Staff or other coordinating staff
- O-F-5 Performs logistical services staff functions in a General Staff or other coordinating staff
- O-F-6 Performs staff functions pertaining to motor vehicle maintenance and operation
- O-F-7 Performs general logistics staff functions in a high-level staff
- O-F-8 Performs staff functions concerning procurement of materiel
- O-F-10 Reviews, processes and coordinates military construction planning and programming (Major command or departmental level)
- O-F-11 Performs high level staffwork in reviewing and coordinating military base and facility requirements.
- O-F-12 Directs and controls operations of a combat support command or comparable composite combat service support organization

G. COMMUNICATIONS AND ELECTRONICS

- O-G-1 Performs special staff and operating functions pertaining to unit communications
- O-G-2 Performs special staff functions pertaining to communications-electronics

- 0-G-3 Directs and controls operations of mobile wire communications support unit
- 0-G-4 Directs and controls operations of mobile radio communications support unit
- 0-G-5 Establishes and controls mobile area signal center(s)
- 0-G-6 Manages communications--electronics facilities and services at major command post or operations center
- 0-G-7 Directs and controls fixed telecommunications center
- 0-G-8 Coordinates and/or controls communications-electronic services for military posts and comparable fixed installations

#### H. CIVIL-MILITARY AFFAIRS

- 0-H-1 Performs civil-military staff functions in a general staff or other coordinating staff
- 0-H-2 Plans and coordinates civil affairs unit operations
- 0-H-3 Plans and coordinates psychological unit operations

#### I. COMPTROLLERSHIP AND PROGRAM/PROJECT/PRODUCT MANAGEMENT

- 0-I-1 Performs program and budget staff functions
- 0-I-2 Performs management analysis staff functions
- 0-I-3 Conducts cost studies and analyses in financial management of a system, project or program
- 0-I-4 Performs or assists in overall life-cycle management of special materiel project, product or system
- 0-I-5 Performs overall programming, evaluation and review (PERT) staffwork in project/product management
- 0-I-6 Develops and designs budgetary methods and procedures for financial management systems

#### J. ARMY AVIATION

- 0-J-1 Performs special staff functions pertaining to Army aviation
- 0-J-2 Pilots rotary wing aircraft
- 0-J-3 Pilots fixed wing aircraft
- 0-J-4 Directs and controls higher echelon maintenance for Army aircraft
- 0-J-5 Performs Army aviation safety staff functions

#### K. RESEARCH, DEVELOPMENT, TEST AND EVALUATION

- 0-K-1 Performs staff functions pertaining to research and development
- 0-K-2 Conducts service or operational test and evaluation of developmental materiel
- 0-K-3 Coordinates tests and evaluation of developmental materiel

- 0-K-4(\*) Conducts bench-level laboratory research in the physical sciences
- 0-K-5 Coordinates research, development and testing concerning nuclear weapons effects (non-medical)
- 0-K-6(\*) Coordinates or conducts operating-level research, development and engineering for developmental materiel or system (in designated field)

L. OPERATIONS RESEARCH AND SYSTEMS ANALYSIS

- 0-L-1 Performs operations research analysis staff functions

M. ADP MANAGEMENT AND PROGRAMMING

- 0-M-1 Performs specialized automatic data processing (ADP) staff functions

N. EDUCATION, INSTRUCTION

- 0-N-1 Prepares and conducts formal instruction
- 0-N-2 Conducts ROTC activities at civilian education institutions

O. INFORMATION ACTIVITIES

- 0-O-1 Performs public information staff functions
- 0-O-2 Coordinates, and prepares materials for, command information or troop information activities
- 0-O-3 Manages radio station of the Armed Forces Radio and Television Service
- 0-O-4 Manages television station of the Armed Forces Radio and Television Service

P. AUDIO-VISUAL ACTIVITIES

- 0-P-1 Performs overall coordination and management of various audio-visual services for a major installation
- 0-P-2 Produces taped television or motion picture films for instructional or information purposes

U. TACTICAL DIRECTION OF COMBAT UNITS

- 0-U-1 Directs and controls tactical employment of combat unit (with maneuver elements)
- 0-U-2 Directs and controls Infantry mortars

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\* Specialty or field also needs to be designed or indicated by code

- 0-U-3 Directs and controls tactical employment of reconnaissance and scout unit
- 0-U-4 Directs and controls Redeye type air defense weapons
- 0-U-5 Directs and controls Infantry antitank weapons

W. MISCELLANEOUS

- 0-W-1 Provides personal staff assistance to general officer
- 0-W-2 Directs and leads honor guard or ceremonial unit
- 0-W-3 Performs staff and coordinating functions pertaining to formal ceremonies
- 0-W-4 Performs unit liaison activities
- 0-W-5 Performs formal investigative staff functions
- 0-W-6 Performs military history staff functions
- 0-W-7 Provides advice and assistance for Army reserve components
- 0-W-8 Prepares doctrinal or formal instructional publications
- 0-W-9 Represents US forces in military standardization activities with other countries
- 0-W-10 Performs chemical staff functions in a combat or combined arms organization

X. INDIVIDUAL FUNCTIONS AND SPECIAL QUALIFIERS

- 0-X-1 Participates individually and directly in ground combat
- 0-X-2 Participates in airborne operations as a parachutist (MOS SQI prefix 7)
- 0-X-3 Performs specialized nuclear weapons effects analysis (MOS SQI prefix 5)
- 0-X-4 Performs staff and coordination functions concerning electronic warfare (MOS SQI prefix E)

AA. AIR DEFENSE ARTILLERY

- 0-AA-1 Directs and controls employment of light air defense artillery weapons
- 0-AA-2 Directs and controls HAWK type air defense launchers and missiles

BB. FIELD ARTILLERY

- 0-BB-4 Performs field artillery reconnaissance and survey functions
- 0-BB-5 Performs field artillery target acquisition functions

CC. MILITARY POLICE, LAW ENFORCEMENT, CRIMINAL INVESTIGATIONS

- 0-CC-1 Performs provost marshal staff functions for an installation or command
- 0-CC-2 Controls and participates in military police operation (non-combat)

- O-CC-4 Directs and operates a military confinement facility
- O-CC-5 Directs, controls, and/or participates in operations of criminal investigation unit, field office or agency
- O-CC-6 Directs and operates criminal information center or system

EE. ENGINEERING

- O-EE-1 Directs and controls engineering operations of a line combat engineer unit (other than headquarters and bridge units)
- O-EE-2 Directs and controls portable bridging
- O-EE-3 Directs and controls mobile water supply point unit operations
- O-EE-4 Directs and employs atomic demolitions
- O-EE-5 Performs engineer staff functions on a division, corps, army, or comparable staff
- O-EE-6 Directs and controls engineering operations of an engineer construction unit
- O-EE-7 Directs and controls engineering operations of engineer construction support or heavy equipment unit
- O-EE-8 Performs design, planning and monitoring of engineer unit construction projects
- O-EE-9 Directs and controls facilities engineering services for an installation
- O-EE-10 Prepares terrain study material
- O-EE-11 Conducts engineering surveys
- O-EE-12 Manages field production or revision of military maps (topographic and photo maps)
- O-EE-13 Performs on-site supervision of engineer contract construction projects, and related ASPR contract administration
- O-EE-14 Coordinates military construction activities in an engineer district
- O-EE-15 Provides resident engineer district representation and services at a military installation
- O-EE-16 Conducts engineer oriented strategic studies and analyses
- O-EE-17 Plans and engineers construction and maintenance of military pipeline system

FF. LOGISTICAL SERVICE OPERATIONS (SPECIALIZED)

- O-FF-1 Manages installation commissary
- O-FF-2 Directs and coordinates national cemetery activities
- O-FF-3 Manages officers' open mess
- O-FF-4 Performs food service and advisor staff functions
- O-FF-5 Directs and controls operation of mobile field laundry and bath units
- O-FF-6 Directs and controls service unit or activity
- O-FF-7 Performs purchasing and contracting functions under the Armed Services Procurement Regulations
- O-FF-8 Directs and controls mortuary activities

- 0-FF-9 Manages materiel supply control for one or more specified commodities within an organization or activity
- 0-FF-10 Performs staff and operating functions concerning property disposal
- 0-FF-11 Performs contract administration functions under the Armed Services Procurement Regulations
- 0-FF-12 Coordinates materiel production and procurement activities for a major project or program
- 0-FF-13 Oversees contractor-operated government munitions plant
- 0-FF-14 Conducts explosive ordnance disposal (EOD) operations
- 0-FF-15 Performs high level coordinating staffwork concerning explosive ordnance disposal (EOD) matters
- 0-FF-16 Directs and controls chemical combat service support operations

GG. TRANSPORTATION (OPERATIONS AND SPECIALIZED FUNCTIONS)

- 0-GG-1 Coordinates military passenger traffic and movement operations
- 0-GG-2 Performs high-level management and coordination of military cargo shipments to and from overseas
- 0-GG-3 Coordinates cargo handling operations at military ocean terminal
- 0-GG-4 Directs or coordinates operations of deployable water terminal operating unit
- 0-GG-5 Directs and controls operations of amphibious truck unit
- 0-GG-6 Directs and controls operations of transportation truck unit
- 0-GG-7 Performs high-level highway traffic engineering staff functions

HH. SUPPLY AND MAINTENANCE SUPPORT OPERATIONS

- 0-HH-1 Directs parachute maintenance and aerial delivery equipment support
- 0-HH-2 Directs and controls petroleum supply unit
- 0-HH-3 Directs and controls supply unit or activity (except petroleum)
- 0-HH-4 Supervises parachute and aerial delivery equipment supply and maintenance
- 0-HH-5 Repairs parachute and aerial delivery equipment
- 0-HH-6 Supervises division heavy drop support
- 0-HH-7 Supervises packing of personnel parachutes
- 0-HH-8 Directs and controls repair of equipment from supported units
- 0-HH-9 Supervises storage and warehouse operations
- 0-HH-10 Directs and controls specialized support maintenance for artillery missile systems
- 0-HH-11 Directs and controls machine shop and metal-working
- 0-HH-12 Directs and controls special ammunition combat service support operations
- 0-HH-13 Exercises staff supervision and technical control over maintenance unit shop and support operations
- 0-HH-14 Performs technical staff coordination of parts supply aspects of GS or DS maintenance activities

- 0-HH-15 Manages parts supply activities (maintenance shop stock or user unit)
- 0-HH-16 Plans and coordinates parts supply aspects of materiel project/product management
- 0-HH-17 Directs and controls conventional ammunition supply and storage operations
- 0-HH-20 Coordinates large-scale bulk POL movement and storage operations overseas

## II. FINANCE

- 0-II-1 Performs finance and accounting functions
- 0-II-2 Performs financial services staff functions for a deployable command

## KK. CRYPTOLOGY, SPECIALIZED SIGNAL INTELLIGENCE AND SECURITY OPERATIONS, AND ELECTRONIC WARFARE

- 0-KK-1 Directs and conducts signal surveillance, intercept, intelligence and related electronic warfare operations (not in flight)
- 0-KK-2 Directs and conducts airborne signal intelligence operations (surveillance, intercept, locating, etc.)
- 0-KK-3 Directs, conducts and/or performs specialized cryptologic functions

APPENDIX B

TENTATIVE HEADINGS FOR ADDITIONAL OFFICER DUTY MODULES\*

- g-9 Directs and controls installation, operation and maintenance of fixed telephone-digital switching and subscriber equipment.
- g-10 Directs and controls installation, operation and maintenance of fixed radio communication systems.
- aa-3 Directs and controls Nike-Hercules air defense launcher activities.
- aa-4 Performs battery-level fire control for anti-aircraft missile systems.
- aa-5 Directs and controls anti-ballistic missile (ABM) unit operations.
- bb-1 Directs and controls operations of field artillery cannon firing battery.
- bb-3 Directs and controls tactical employment of field artillery guided missile unit.
- bb-6 Performs field artillery forward observation functions.
- bb-7 Plans and coordinates field artillery operations and performs fire direction (above battery level) and fire support coordination.
- cc-3 Controls and participates in military police operations (combat support).
- ee-18 Directs and controls construction, operation, rehabilitation and maintenance of public works and utilities.
- ee-19 Plans, designs and directs construction of highways, roads, streets, and bridges.
- ee-20 Plans, directs and/or supervises construction, installation and maintenance of electrical power and lighting systems and facilities.

\*Additive to consolidated list of completed modules, dated 1 October 1974, submitted to DA (ARI) under contract DAHC 19-74-C-0026 (AIR Project 45500).

APPENDIX C

DUTY MODULE COVERAGE AND JOB PERFORMANCE  
DIMENSIONS OF 128 ENTRY-LEVEL OFFICER POSITIONS

This appendix shows the application of job performance dimensions and duty modules to entry-level positions in the 30 OPMS entry-level specialties. The term "Unit Cdr," corresponding to the MOS terminology, does not mean actual command of a company, battery, etc., but refers to troop-leading positions for LTs such as Platoon Ldr, Section Ldr, Co/Btry Exec, Asst Exec, etc.

Duty module coverage is expressed in a code:

1. Complete. All duty modules completed for primary duty assignments.
2. Coverage includes headings (indicated by lower case letters) for duty modules tentatively titled and so listed but not yet completed.
3. Coverage is or may be incomplete; further research and/or job definition needed.

Applicability of job performance dimensions A-F to each position is indicated by a plus sign (+). Specialized modules (see Appendix A) apply to each position in dimensions G. and H, which are considered jointly; lower-case letters indicate tentative headings as listed in Appendix B, and an asterisk (\*) indicates that the appropriate duty module has not yet been developed or titled. Dimension I, Additional Duties is uniformly applicable to all positions as indicated by a minus sign (-), and because of its open-ended nature does not require reference to specific duty modules.



OPMS SPECIALTY FIELDS/ENTRY LEVEL POSITIONS

Duty Module Coverage	Infantry			Cryptology				Tact/Strat Intel			Counterintel, Human Intel			Law Enforcement			
	1942 Infantry Unit Cdr	1943 Heavy Mortar Unit Cdr	1900 Infan Unit (Mech) Cdr	1907 Ops Off Bn-Div	1091 Crypto & EW Unit Cdr	9010 ECM Staff O.	9020 Sig Intel O.	9030 Sig Security Staff O.	9040 EW/Crypt Staff O.	1090 MI Unit Cdr	9001 Tact Intel Staff O.	9009 Aerial Surveil. O.	1090 MI Unit Cdr	9000 (C) Intel O.	9000 Area Intel O.	9000 Inscal/Intel O.	9010 MI Police Unit O.
	1	1	1	1	3	3	1	3	2	1	1	1	1	1	1	2	1
Job Performance Dimensions																	
A	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
B	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
C	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
D	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
E	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
F	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
G	U-1	U-2	U-1	D-1	kk-3	*	KK-1	*	kk-3	(-2)	(-1)	(-5)	(-7)	(-2)	(-8)	(-2)	(-4)
and																	
H	U-3		U-3	D-2	*	*	KK-2	*	*	C-8	(-2)	(-6)	C-8	C-8		(-3)	(-3)
I	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

OPMS SPECIALTY FIELDS/ENTRY LEVEL POSITIONS

Duty Module Coverage	Combat Comm-Elec					Fixed Telecomm Systems					Comm-Elec Engrs*							
	0209 C-E Staff 0 w/Combat Unit	0220 Area Sig Cntr Unit 0.	0221 Tactical Comm Cntr 0.	0405 Tel-digit Unit 0.	0425 Cable Unit 0.	0505 Radio Unit 0.	1010 Combat Signal Unit Cdr	0213 Post C-E Staff 0.	0221 Comm Cntr 0.	0400 Fixed Plant Signal Unit 0.	0405 Tel-Digit Unit Comm 0.	0505 Radio Systems 0.	0209 C-E Staff 0.	7001 Electronics Engineer	7011 Electrical Engineer	7700 C-E Staff Engineer	7007 Radio Engineer	7007 Radio Freq Engineer
Job Performance Dimensions																		
A	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
B	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
C		+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
D		+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
E	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
F	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
G and H	G-1 G-2	G-5	G-3 G-6	G-3 G-5	G-3	G-4	G-3 G-4	G-8	G-7 88-9 88-10	G-7 88-9 88-10	88-10	G-2 K-3 K-6						
I	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

\* For Communications-Electronics Engineering, some initial LT assignments may be in positions in other C-E specialties

OPMS SPECIALTY FIELDS/ENTRY LEVEL POSITIONS

Engineer	
Duty Module Coverage	Job Performance Dimensions
0005 Engr Equip O.	+ + + + + + F-3 EE-6 EE-7 F-6 EE-7
1585 Engr Const Unit Cdr	+ + + + + + EE-1 EE-2 EE-3 EE-5 EE-6 EE-7
1551 Combat Engr Unit Cdr	+ + + + + + EE-1 EE-2 EE-3 EE-5 EE-6 EE-7
1342 Portable Bridge Cdr	+ + + + + + EE-2 EE-3 EE-5 EE-6 EE-7
4010 Supply O.	+ + + + + + F-1 F-2 EE-3 EE-5 EE-6 EE-7
4940 Water Sup. Unit Cdr	+ + + + + + EE-3 EE-5 EE-6 EE-7
7010 Engr Staff O.	+ + + + + + EE-5 EE-6 EE-7
7020 Pub Wks & Util O.	+ + + + + + ee-18 ee-19 ee-20 EE-8 EE-9 EE-10 EE-11 EE-12 EE-13 EE-14 EE-15
7110 Const Engr	+ + + + + + EE-8 EE-9 EE-10 EE-11 EE-12 EE-13 EE-14 EE-15
7130 Facil Engr	+ + + + + + ee-19 ee-20 EE-8 EE-9 EE-10 EE-11 EE-12 EE-13 EE-14 EE-15
7140 Hwy Engr	+ + + + + + EE-8 EE-9 EE-10 EE-11 EE-12 EE-13 EE-14 EE-15
7011 Elec Engr	+ + + + + + EE-8 EE-9 EE-10 EE-11 EE-12 EE-13 EE-14 EE-15
7900 CIVIL Engr	+ + + + + + EE-8 EE-9 EE-10 EE-11 EE-12 EE-13 EE-14 EE-15
7902 Soils Engr	+ + + + + + EE-10 EE-11 EE-12 EE-13 EE-14 EE-15
7919 Topo. Engr	+ + + + + + EE-10 EE-11 EE-12 EE-13 EE-14 EE-15
7952 Pipeline Engr (Staff)	+ + + + + + EE-12 EE-13 EE-14 EE-15
7940 Geologist	+ + + + + + EE-10 EE-11 EE-12 EE-13 EE-14 EE-15
8311 Geographer	+ + + + + + EE-10 EE-11 EE-12 EE-13 EE-14 EE-15
9416 Fire Prot. O.	+ + + + + + EE-10 EE-11 EE-12 EE-13 EE-14 EE-15

OPMS SPECIALTY FIELDS/ENTRY LEVEL POSITIONS

Duty Module Coverage	Audio-Vis Instr Tech	Chemical	Munitions Materiel Mgmt	Aviation Materiel Mgmt	C-E Mat Mgmt
	8900 Photo/Audio-Vis. Unit O.				
	8910 Audio-Vis. Staff O.				
	8911 Mot. Pict/TV Dir				
	8912 Mot. Pict/TV And-Vis Writer				
	8950 Audio-Vis Instr. Tech O.				
		7300 Chemical Engr			
		7310 Chemical Staff O.			
		7315 Cm. Combat Svc. Supp O.			
		7316 Organic Chemist			
		7317 Chemist			
		7320 Cml. Munit. Devel. O.			
			4914 Conv. Ammo. Unit O.		
			4917 Sp. Ammo. Unit O.		
			4920 Munition Prod. O.		
			4924 EOD O.		
				4400 Aircraft Supply O.	
				4407 Aircraft Maint. O.	
					4408 Elec Maint O.
Job Performance Dimensions					
A	+	+	+	+	+
B	+	+	+	+	+
C	+		+	+	
D	+		+	+	
E	+		+	+	
F	+		+	+	
G and H	P-1 P-1 PP-2 PP-3 PP-2	* W-10 FF-16 * K-4 K-4 K-4	HH-17 HH-12 FF-13 FF-14 FF-15	HH-3 J-4	HH-8
I	-	-	-	-	-

OPMS SPECIALTY FIELDS/ENTRY LEVEL POSITIONS

Duty Module Coverage	Marine & Terminal Opns						Personnel Administration						Arm Mat Mgmt		POL Mgmt		Club Mgmt		Tank & Ground Mob Mat Mgmt		
	000 Amphib Craft Unit Cdr	001 Harbor Master	004 Cargo Handling Unit Cdr	005 Port Opns O.	006 Harbor Craft	007 Unit Cdr	008 Postal O.	010 Adj. or AG	010 Admin O.	010 Personnel O.	015 Psychologist Asst	000 Rec Svc O.	011 Band Leader	010 Arm. Maint Unit Cdr or Shop O.	010 Arm. Maint. Staff Officer	000 POL Supply Unit O.	011 Club Mgmt. O.	000 Motor O.	010 Mech Maint Staff O.	010 Mech Maint Cdr/Shop O.	
Job Performance Dimensions																					
A	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
B	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
C	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
D	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
E	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
F	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
G and H	GG-5	88-8	GG-3	GG-3	GG-3	GG-3	8-5	A-7 B-2	A-7 B-1	B-1 B-2	*	*	*	HH-8	HH-13	HH-2	F-6	HH-13	HH-8	HH-8	
I	-	-	-	-	-	-	-	B-2 B-3	B-2 B-3	B-3	-	-	-	HH-11 HH-14 HH-15	HH-14	-	-	-	-	HH-14 HH-13 HH-14	

OPMS SPECIALTY FIELDS/ENTRY LEVEL POSITIONS

Duty Module Coverage	3	3	3	3	1	1	1	1	1	3	3	3	3	3	3	3	1	1	1	
Job Performance Dimensions																				
A	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
B	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
C	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
D	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
E	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
F	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
G and H	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
I	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

TO BE CODED BY PERSONNEL OFFICER Enter the number of weeks the rated officer has been in his present position under "Rated Officer's Tenure". Code the correct position in the "Rated Officer's Relationship (Below)", and print his name in space provided.	RATED OFFICER'S SSN _____
	RATED OFFICER'S TENURE _____
IMMEDIATE SUPERVISOR _____	OTHER SUPERVISOR _____
ASSOCIATE _____	PRINT RATER'S NAME _____

NAME OF RATED OFFICER \_\_\_\_\_

**INSTRUCTIONS TO THE RATING OFFICER:**

- Read the instructions on the reverse which define the purpose of these evaluations, and the way in which you are to record your responses.
- Before proceeding, read and become familiar with the seven-step Officer Performance Scale below.
- Complete the form as directed using only a #2 pencil for all entries. Make all erasures complete.

**OFFICER PERFORMANCE SCALE**

- OUTSTANDING:** Far above the requirements of the situation, suggesting the highest kind of formal recognition through meritorious award, or decoration.
- SUPERIOR:** Markedly above the requirements of the situation, suggesting formal recognition through a special (favorable) efficiency report, or letter of commendation.
- ABOVE AVERAGE:** Somewhat above the requirements of the situation, suggesting informal recognition through specific favorable comment in his regular efficiency report, and through informal appreciation or commendation.
- AVERAGE:** Fully up to the requirements of the situation, suggesting general appreciation (perhaps mostly unexpressed).
- BELOW AVERAGE:** Somewhat below the requirements of the situation, though suggesting only the mildest kind of corrective action through informal recommendations for improvement, or through change of duty assignment within the organization.
- MARGINAL:** Markedly below the requirements of the situation, suggesting formal corrective action through a special (unfavorable) efficiency report, administrative admonition, letter of reprimand, summary court, or transfer out of the organization.
- UNSATISFACTORY:** Far below the requirements of the situation, suggesting the most drastic kind of formal corrective action through reclassification, demotion, general court, or boarding out of the Army.

The areas listed below are different aspects of nearly all entry-level officer positions. Therefore in making your ratings, keep in mind that it is unlikely that any given officer will exhibit the same degree of proficiency in each area.

- Rate the officer named at the top of this form in each of the areas listed in terms of his present level of performance using the seven-step Officer Performance Scale above. Fill in the appropriate box reflecting your rating for each area in the column marked "PRESENT PERFORMANCE".
  - Next, rate the officer in each of the areas in terms of his level of performance upon entering his present position. Use the same seven-step Officer Performance Scale above and fill in the appropriate box for each area in the column marked "ENTRY PERFORMANCE".
- If an area definitely does not apply to the officer, mark the box in the column marked "N/A".

	PRESENT PERFORMANCE							ENTRY PERFORMANCE							N/A
1. Attends to administrative details including preparation of correspondence, memoranda, and reports.	1	2	3	4	5	6	7	1	2	3	4	5	6	7	
2. Advises, counsels, and assures that proper assistance is provided subordinates in resolving their personal problems.	1	2	3	4	5	6	7	1	2	3	4	5	6	7	
3. Maintains proper standards of appearance and condition of subordinates and their weapons, equipment and facilities.	1	2	3	4	5	6	7	1	2	3	4	5	6	7	
4. Conducts instruction and training of subordinates in accordance both with their needs and guidance from next higher commander or supervisor.	1	2	3	4	5	6	7	1	2	3	4	5	6	7	
5. Performs user-level supply management with regard to requirements, inventory, storage, issue, use and accounting of supplies.	1	2	3	4	5	6	7	1	2	3	4	5	6	7	
6. Demonstrates knowledge of equipment, techniques, tactics and/or procedures needed in performance of his duties.	1	2	3	4	5	6	7	1	2	3	4	5	6	7	
7. Directs, controls and/or coordinates employment of personnel and equipment to achieve timely accomplishment of mission(s).	1	2	3	4	5	6	7	1	2	3	4	5	6	7	
8. Performs additional duties which may be required on him such as Duty Officer, Officer of the Day/Guard, Voting Officer, PX Inventory Officer, etc.	1	2	3	4	5	6	7	1	2	3	4	5	6	7	

Check all entries for errors and correct any which occur. Sign and date, in the spaces provided, and return the completed form to your personnel officer in the envelope provided.

JOB PROFICIENCY APPRAISAL FORM

PT 5071

RATER'S SIGNATURE \_\_\_\_\_

DATE \_\_\_\_\_

JOB PROFICIENCY APPRAISAL FORM

A. Purpose:

The Department of the Army is conducting research on the relationship of ROTC training to subsequent officer performance and development which requires special evaluations of the performance and development of the officers included in the research. These special evaluations are for research purposes only and will not be subject to administrative review, nor be made a part of any official records.

You have been identified as an officer in a position to evaluate the characteristics of the officer named on the reverse side of this form, and so are requested to complete the ratings on the reverse in accordance with instructions below and those printed on the reverse.

B. Instructions for coding responses on the form:

1. Read the rating instructions, and in accordance with those instructions, determine the numerical value that is most representative of the present and entry levels of performance that you are rating.
2. Using a #2 pencil, completely fill in the block marked with that number.

EXAMPLE:      1 2 3 4  6 7

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