

Research Problem Review 79-1

LEVEL

OPTIMUM DISTRIBUTION OF SOLDIERS' DUTY TIME: USAREUR COMMANDERS' ESTIMATES

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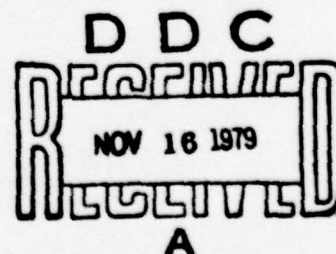
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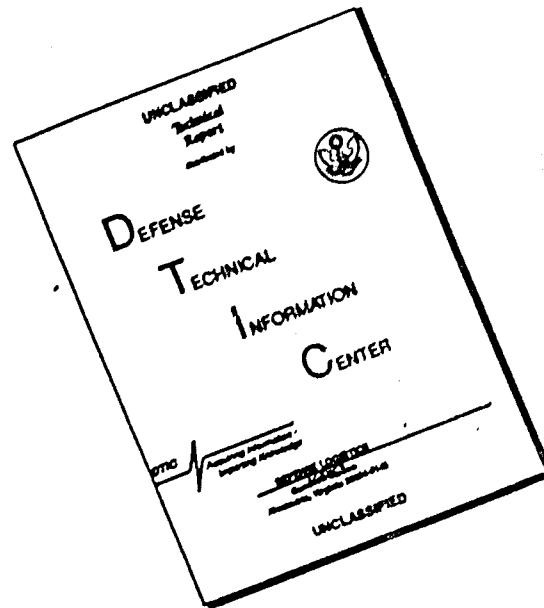


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Army Project Number

(16) 2Q163743A773

Combat Unit Training

Research Problem Review 79-1

(6) OPTIMUM DISTRIBUTION OF SOLDIERS' DUTY TIME:
USAREUR COMMANDERS' ESTIMATES,

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(11) January 1979

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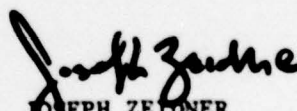
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FOREWORD

The Army Research Institute for the Behavioral and Social Sciences (ARI) maintains a field unit with the U.S. Army, Europe (USAREUR) to conduct research to meet the special needs of USAREUR and to evaluate other research projects and products under front-line operational readiness requirements, with feedback leading to modification and refinements.

This report was prepared in response to a request by the Deputy Chief of Staff for Operations, USAREUR to define the amount of time experts felt should be devoted to each of the necessary activities in each major type of USAREUR battalion. The research was conducted under Army Project 2Q163743A773, "Combat Unit Training," FY 78 Work Program.


JOSEPH ZEIDNER
Technical Director

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OPTIMUM DISTRIBUTION OF SOLDIERS' DUTY TIME: USAREUR COMMANDERS' ESTIMATES

BRIEF

Requirement:

The purpose of ^{this} the research ~~reported here~~ was to obtain from experienced battalion personnel estimates of the percentage of time that should be devoted to each of the numerous battalion activities by E1-E4 personnel in order to fulfill all mission and other requirements. Of particular interest was the amount of time to be devoted to mission related training.

Procedure:

Data were obtained from questionnaires administered to current or previous battalion commanders, S-3s, assistant S-3s, executive officers, and battery commanders from each of the major types of USAREUR battalions.

Principal Findings:

The estimates of percentage of duty time which should be devoted to the individual battalion activities varied with type of battalion. The percentage of time recommended for mission related training ranged from 31% to 52%.

7 p. 12

Utilization of Findings:

→ These estimates by experienced personnel offer guidelines for inexperienced commanders and S-3s to use in scheduling battalion activities. However, the estimates should be verified as to operational feasibility and optimization of combat readiness.

OPTIMUM DISTRIBUTION OF SOLDIERS' DUTY TIME: USAREUR COMMANDERS'
ESTIMATES

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OPTIMUM DISTRIBUTION OF SOLDIERS' DUTY TIME: USAREUR COMMANDERS' ESTIMATES

INTRODUCTION

There is much concern in USAREUR about how much time battalions should be devoting to individual and collective mission-related training, training which is necessary to maximize and sustain unit and individual readiness. Battalions have many other demands on their time. They are required to furnish manpower for guard and other support details, and time must be devoted to maintenance, physical readiness training, inspections, administrative requirements, leave, German-American relations, and satisfaction of the individual soldier's personal and professional needs. Many battalion and company commanders have stated during previous ARI research that there is not enough duty time for all requirements to be fulfilled, and that they must continually compromise unit and individual training time because of these other requirements. With these conditions in mind, the goal of this project, as requested by the Deputy Chief of Staff for Operations (DCSOPS), USAREUR, was to define the amount of time that should be devoted to each of the necessary activities for each major type of USAREUR battalion. To reach this goal, a survey was conducted of experts in battalion operations and training, present or previous battalion commanders, S-3s, and other knowledgeable battalion personnel. Respondents gave their opinion of how E1-E4 personnel in their type of unit should be spending their time in order to meet combat readiness and other requirements. Types of battalions covered by the report were infantry, armor, field artillery, air defense artillery, 56th brigade artillery, division combat engineer, combat heavy engineer, and non-division combat engineer.

METHODOLOGY

Data was collected by questionnaire from representative samples of the major types of USAREUR battalions. The questionnaire requested expert opinion of how E1-E4 personnel should spend their time so that their "unit can accomplish its operational and training missions under the SQT/ARTEP concepts in USAREUR, while providing the unit's fair share of support to other requirements and programs, as well as providing for the satisfaction of individual soldier needs."

Questionnaires: A draft survey instrument was developed using a list of tasks derived from the results of a previous ARI survey of the activities of combat arms battalions in USAREUR. This instrument was pilot tested by administering it to officers who had been either a battalion commander or an S-3 in one of the nine types of battalions in the study. Based on the recommendations of the nine officer consultants, changes were made to the draft instrument to accommodate differences in branch activities. In addition, for three types of units, two questionnaires were designed in order to accommodate personnel differences within the branch. These units and their subgroups are:

Air Defense Artillery (ADA), HAWK and NIKE

manning crews

normal duty personnel

56th Field Artillery Brigade

quick reaction alert (QRA) personnel

non-QRA personnel

Non-division Combat Engineer

construction personnel

combat personnel

Since one questionnaire was adequate for infantry, armor, and field artillery units, a total of nine questionnaires were used in the study. They are given in the Appendix.

The 16 activities included in the questionnaires are listed below. The descriptions of these activities, which vary somewhat with branch, are given on the questionnaires.

Individual Weapons Proficiency

Crew Served Weapons Proficiency

Physical Readiness Training

General Military Knowledge and Personal Adjustment

Personal Development

Interoperability

Other Individual MOS Training/Professional Development

Army Training and Evaluation Program (ARTEP) Missions

GDP Missions

Maintenance

Technical Proficiency Inspection (TPI)

Other Inspections

Support Duties

Personal and Administrative Time

Leave

Ceremonies

Because ARTEP and GDP mission activities were inseparable for some branches (see questionnaires, Appendix), these two activities were combined in the data analysis in order to sum responses over all branches.

Subjects: The number of respondents from each type of battalion and command are given in Table 1. The commands were requested to select their "most experienced officer or officers, either current or former battalion commanders or S-3s," to complete the questionnaires, either individually or by group consensus. Questionnaires were requested from 42 respondents or respondent groups, and 43 questionnaires were received as one command returned more questionnaires than were requested.

Table 2 lists the duty positions of the respondents. Battalion commanders and/or S-3s responded, either individually or in coordination with others, on 35 of the 43 questionnaires. Respondents for the other questionnaires had duty positions which would classify them as knowledgeable personnel.

Data Collection: Questionnaires were mailed by ODCSOPS to the commands listed in Table 1. They were distributed by the commands and returned through the commands to ODCSOPS. They were then forwarded to ARI.

Data Analysis: On six of the questionnaires the total duty time did not equal 100%. On these questionnaires the individual item percentages were adjusted so that their total equaled 100% and the rank order and proportional relationship between the item percentages remained the same. Percentages were then averaged for each branch, for type of activity, for activity groups, and for all branches combined.

Table 1
NUMBER OF UNITS IN SOLDIER UTILIZATION SURVEY

Command	Type of Unit									
	Mech INF	AR	FA		56th FA	ADA		DIV	Non-DIV	ENG
			DIV	Non-DIV		HAWK	NIKE			
V Corps	5	5	3	2				1	1 ^a	
VII Corps	4 ^b	5	3	2				1	1	
56th Field Artillery Brigade					2					
32d Air Defense								2	2	
24th Engineer Groups										4 ^c

^a Substitution of a USAREUR HQ ex-battalion commander was made for combat personnel results.

^b Five respondents were requested.

^c Only 2 respondents were requested.

TABLE 2
DUTY POSITION OF QUESTIONNAIRE RESPONDENTS

Duty Position	Number of Respondents
Bn Cdr ^a	6
S-3	20
Asst S-3	4
XO	2
Btry Cdr	1
Bn Cdr, S-3	1
Bn Cdr, Asst S-3	1
XO, S-3 ^b	3
Bn Cdr, XO, Asst XO, FO	1
S-3, S-1, Co Cdr, Plt Ldr	1
S-3, 5 Btry Cdrs	1
S-3, Asst S-3, EEMO (Engr)	1
Undesignated	1
TOTAL	43

^aBoth former and current Bn Cdrs included

^bBoth former and current S-3s included

RESULTS

In the discussion of results, the following yearly percentage scale should be used for conversion of percentages to days, weeks, or months. The scale is based on a 40-hour week (2080 hours/year); however, some units used a scale with a different number of hours per week. Varying the number of hours per week did not change the relationship between the first and third columns in the scale.

YEARLY PERCENTAGE CONVERSION SCALE

	20 hr/yr = 1%
1 day/quarter =	32 hr/yr = 2%
1 week =	40 hr/yr = 2%
1 day/mo =	96 hr/yr = 5%
1 month =	165 hr/yr = 8%
1 day/wk =	416 hr/yr = 20%
1 wk/mo =	480 hr/yr = 23%

In reviewing these results the reader is cautioned to keep in mind that these are recommended time distributions and not actual ones.

When related activities from the questionnaire were grouped together and the results from all battalions were combined, the resulting eight categories indicated that mission related training (individual and crew served weapons proficiency, other individual training/professional development, and ARTEP/GDP missions) should comprise the largest amount of battalion duty time (43%) in USAREUR (Figure 1). The second most time-consuming activity, according to the survey, should be maintenance, with 18% of time to be devoted to it. In third position (13%) was the personal/administrative/leave/ceremonies category. The remaining five categories, physical fitness, inspections, general military knowledge/interoperability,

support, and personal development, accounted for considerably less time individually, ranging from 4% for personal development to 7% for physical readiness training. However, their total, 26%, was relatively large. When all groups but the two highest--mission related training and maintenance--were combined, they comprised 39% of total duty time (Figure 2).

Table 3 lists the duty time percentages for the eight activity groups for the individual branches. Branch differences were apparent in some groups. The range of percentages for branches was highest for mission related training (21%), personal/administrative/leave/ceremonies (16%), maintenance (15%), and inspections (14%).

For the other activity categories the range of percentages for the branches was small, 5% to 8%.

Armor had the highest percentage of time for mission related training (52%). The lowest was 31% for 56th Brigade QRA personnel (Figure 3). The higher percentages for the personal/administrative/leave/ceremonies categories (15% thru 20%, Figure 4) were due primarily to the higher percentage of leave which NIKE, non-DIV combat engineer, and combat heavy engineer respondents reported should be taken (Figures 5-7).

The 56th Brigade (21%, 28%) and HAWK manning crew (22%) respondents reported the highest percentages of time that should be spent on maintenance (Figure 8). The lowest percentages were for non-DIV engineer (15%, 14%), combat heavy engineer (14%), and HAWK normal duty personnel (13%). For inspections (Figure 9), the four highest percentages were for 56th Brigade (16%, 13%), NIKE manning crew (12%), and FA (10%). The higher percentage of duty time which these respondents indicated should be spent on inspections was due to their TPI inspections (Figures 5, 10, 11).

TABLE 3

MEAN PERCENT OF DUTY TIME BY ACTIVITY GROUP AND BRANCH

Branch	ACTIVITY GROUP							
	Mission Related Training	Maint- enance	Personal/ Admin/Leave/ Ceremonies	Physical Readiness Training	Inspections	Gen Milt Knowledge/ Inter- operability	Support	Personal Development
INF	44%	19%	12%	8%	4%	5%	5%	3%
AR	52%	19%	9%	5%	3%	4%	5%	3%
FA	44%	18%	11%	6%	10%	4%	4%	3%
ADA								
HAWK								
Manning Crew	50%	22%	13%	6%	2%	5%	1%	3%
Normal Duty	51%	13%	13%	6%	3%	7%	3%	6%
NIKE								
Manning Crew	39%	18%	18%	5%	12%	3%	6%	2%
Normal Duty	43%	18%	19%	5%	5%	3%	7%	2%
56th Bde								
QRA	31%	28%	4%	7%	16%	5%	6%	6%
Non-QRA	38%	21%	10%	6%	13%	4%	7%	2%
DIV Combat Engr	34%	18%	12%	13%	3%	8%	6%	8%
Heavy Combat Engr	45%	14%	16%	12%	3%	6%	3%	3%
Non-DIV Combat Engr								
Construction	44%	15%	20%	7%	3%	6%	3%	3%
Combat	49%	14%	15%	8%	3%	5%	4%	4%
Range of Branch Differences	21	15	16	8	14	5	6	6

Figures 5-7 and 10-15 indicate the percentage of time that each branch or subgroup within a branch should be devoting to each of the 15 activities listed on the questionnaire. On these graphs the activities which were previously grouped for presentation are listed individually. ARTEP/GDP mission and maintenance showed the highest percentages of time (range of 19% to 44%) for all branch groups except for non-DIV engineer construction personnel and combat heavy engineer. The highest percentages for these two groups were ARTEP/GDP mission (17%) and other individual training (22%) for non-DIV engineer construction personnel (Figure 6), and other individual training (28%), ARTEP/GDP mission (14%) and maintenance (14%) for combat heavy engineer (Figure 7).

Branch differences for the four mission related variables (Figures 16-19) were highest for ARTEP/GDP mission, other individual training, and crew served weapons. Percentages for ARTEP/GDP mission ranged from 14% for combat heavy engineer to 44% for non-DIV engineer combat personnel (Figure 16). Other individual MOS training ranged from 4% for 56th Brigade and non-DIV combat engineer combat personnel to 28% for combat heavy engineer (Figure 17). Crew served weapons proficiency ranged from 0% for non-DIV combat engineer to 18% for armor respondents (Figure 18). The individual weapons proficiency range was small, from 1% for five of the units to 6% for infantry and non-DIV combat engineer construction personnel (Figure 19).

Few branch differences (1% to 6%) appeared for most of the other activities that were grouped previously--general military knowledge and personal adjustment (Figure 20), interoperability (Figure 21), ceremonies (Figure 22), personal and administrative time (Figure 23), support duties (Figure 24), and other inspections (Figure 25). However, two of these variables, TPI and leave,

did have considerable branch differences. Percentages for TPI ranged from 0% to 13% (Figure 26). Percentages for leave ranged from 1% to 16% (Figure 27).

Figure 28 indicates the mean percentages of all branches combined for the 15 activity items. In agreement with the results for the individual branches, this graph shows that ARTEP/GDP mission, maintenance, and other individual training, with 25%, 18%, and 11% of time respectively, should have more time devoted to them collectively than should be devoted individually or collectively (46%) to the other activities, as judged by respondents.

DISCUSSION OF RESULTS

The estimates of duty time which should be devoted to the various battalion activities, as given by these respondents who were all experienced in battalion operations and training, indicated that the optimal division of time between mission related training and other necessary battalion functions varied with the type of battalion. The percentage of time for mission related training ranged from 31% to 52%. Whether these ratios of time are feasible in an operational setting and whether they will actually optimize the combat readiness of units while fulfilling other unit requirements remains to be determined in future research. In the meantime, these estimates by experienced personnel offer guidelines for incoming commanders and S-3s.

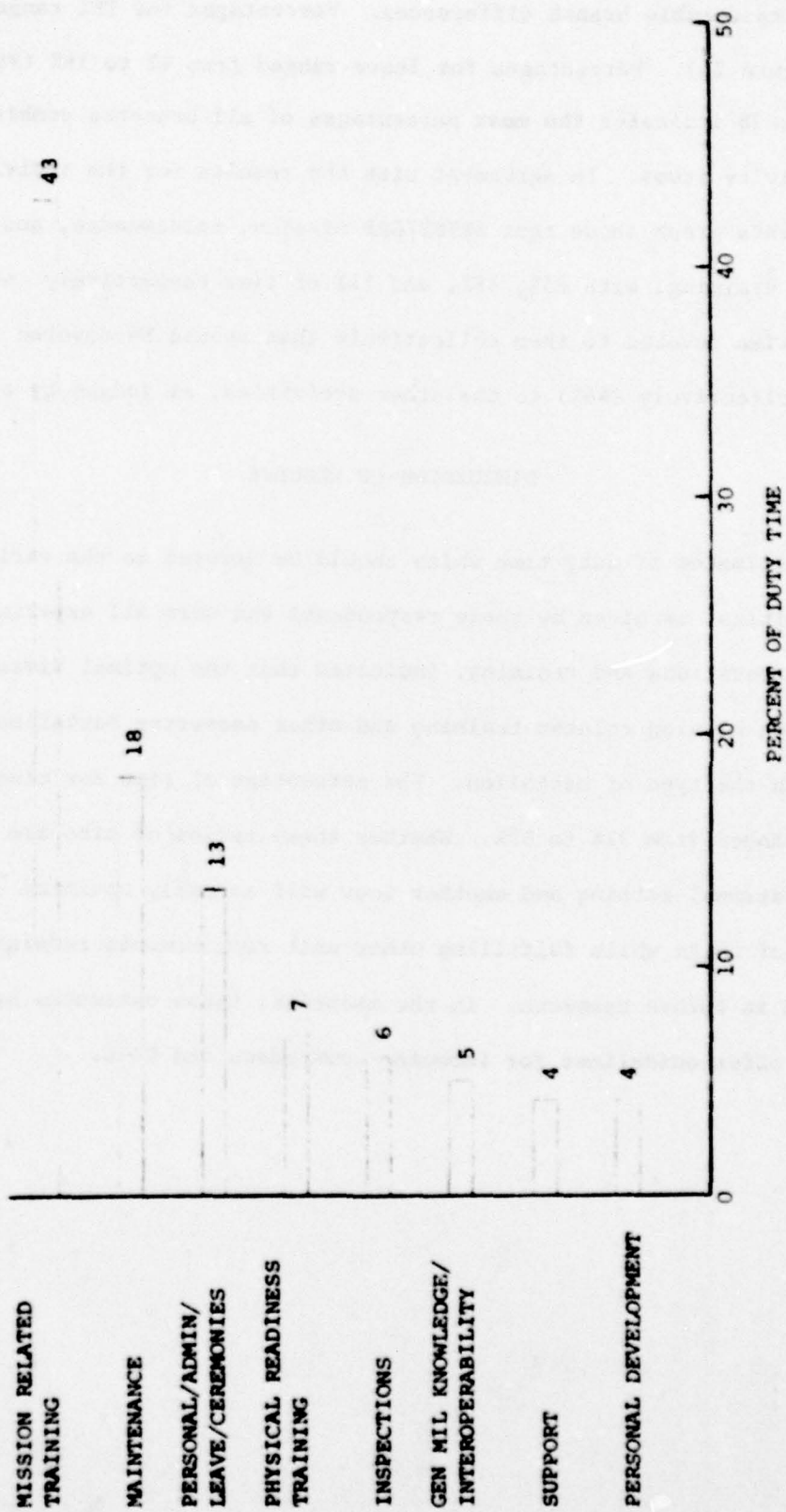


FIGURE 1. EIGHT ACTIVITY CATEGORIES

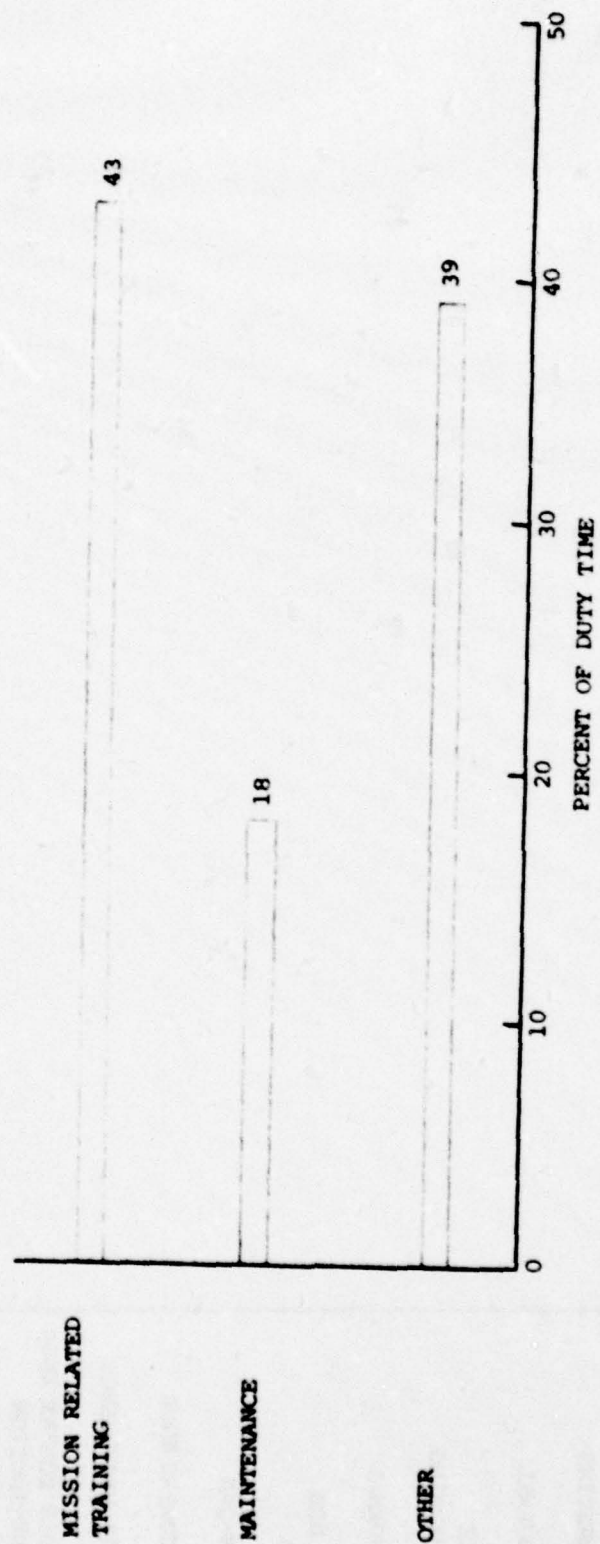


FIGURE 2. THREE MAJOR ACTIVITY CATEGORIES

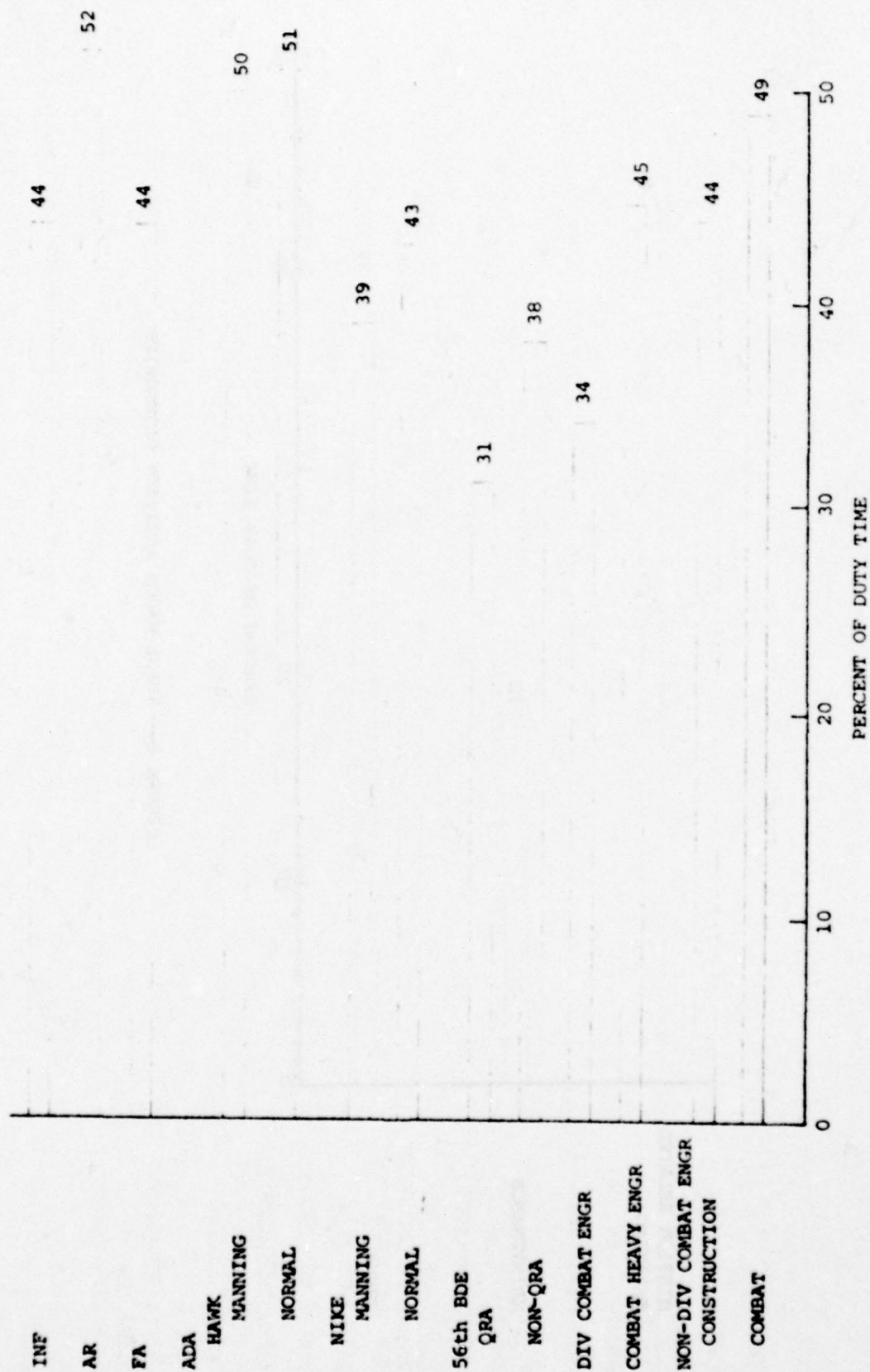


FIGURE 3. MISSION RELATED TRAINING

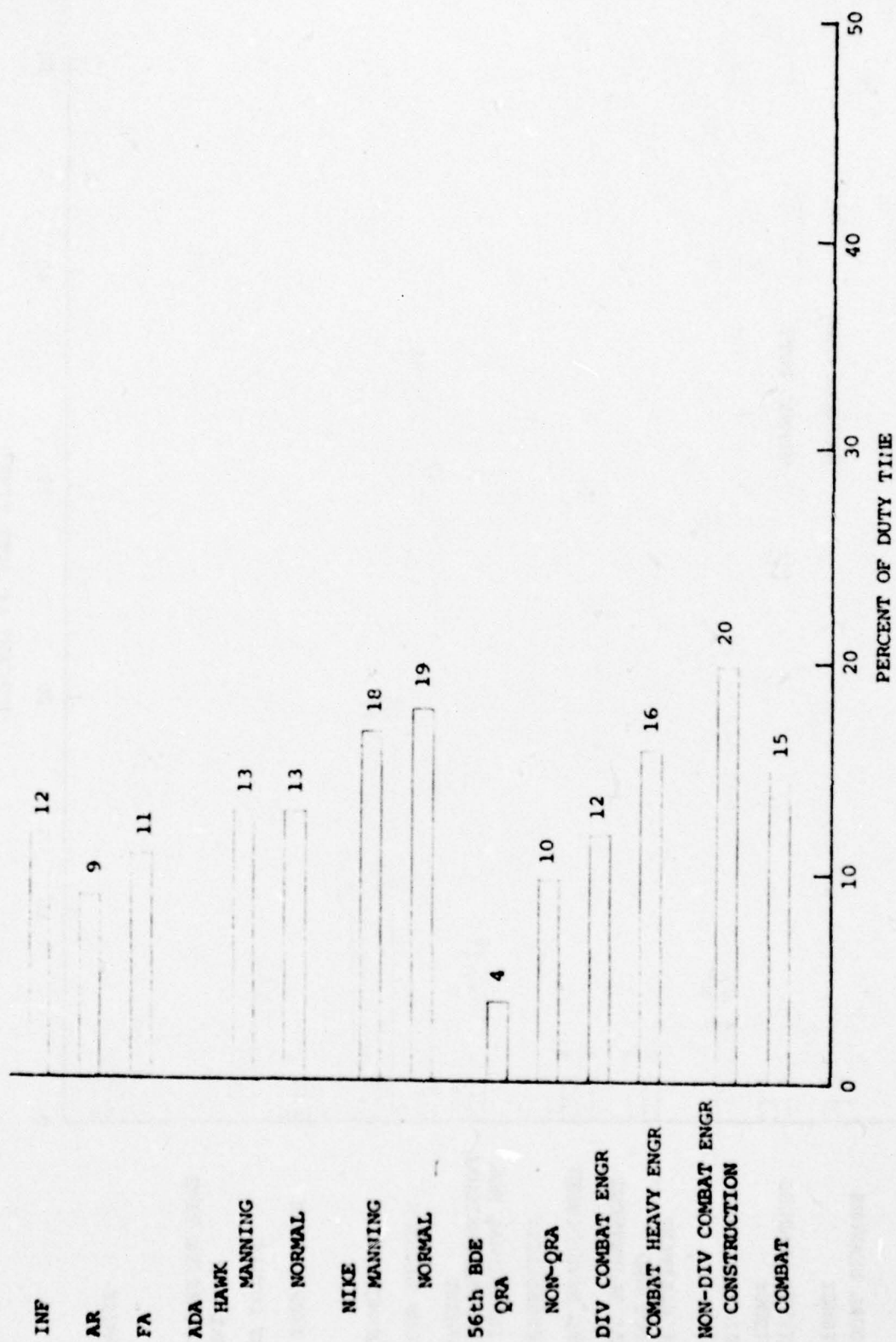
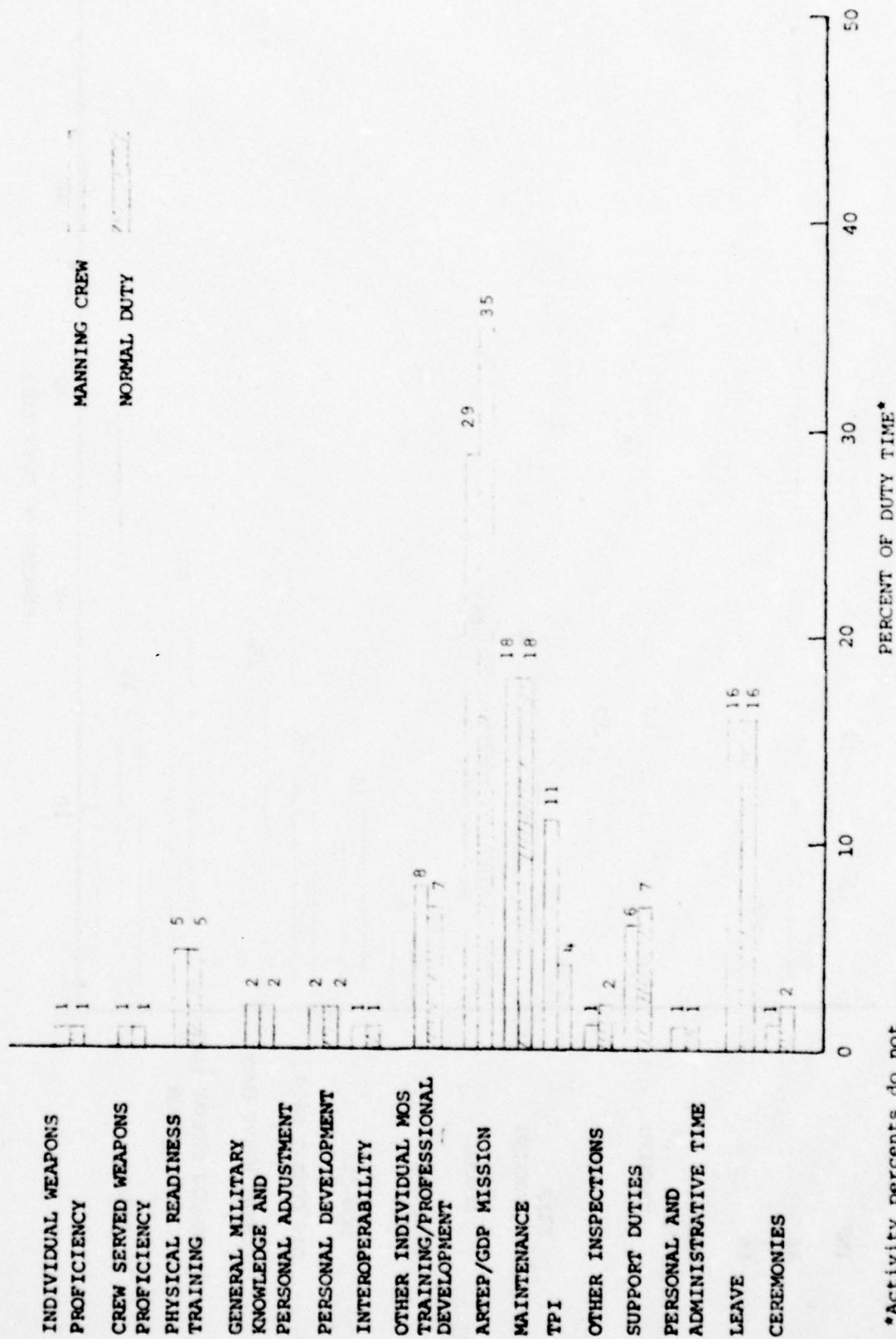
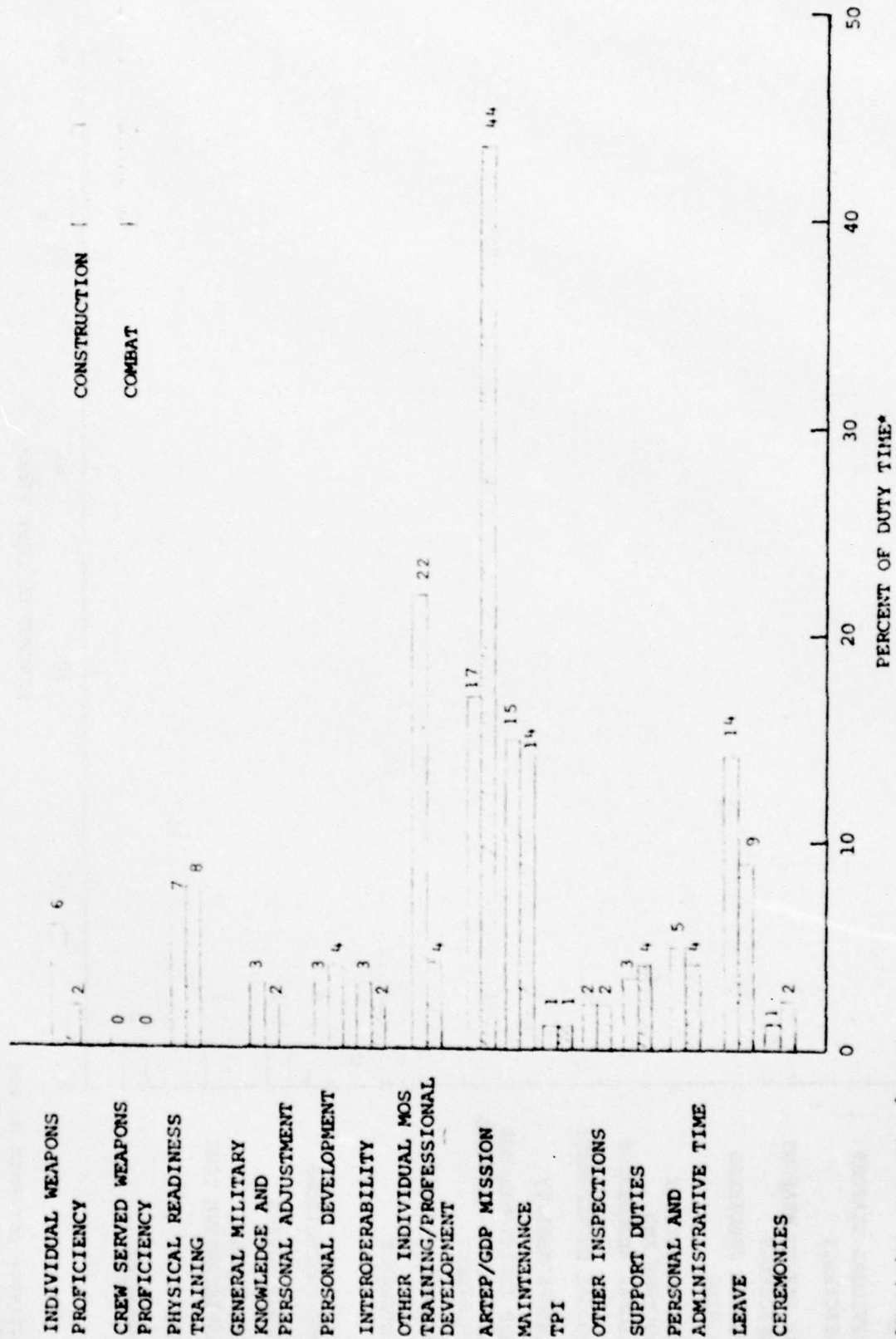


FIGURE 4. PERSONAL/ADMINISTRATIVE/LEAVE/CEREMONIES



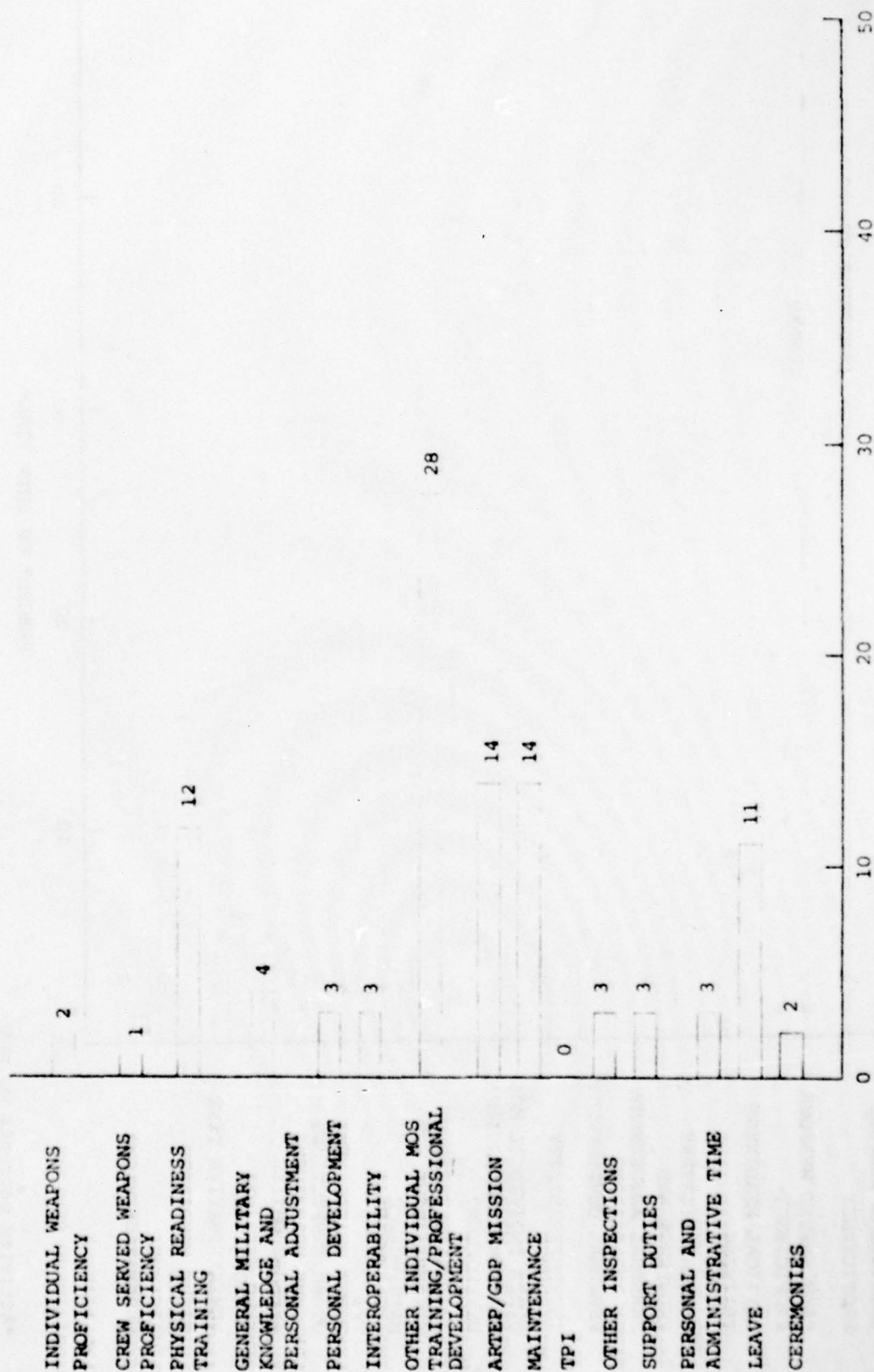
*Activity percents do not add to 100% due to rounding.

FIGURE 5. AIR DEFENSE ARTILLERY, NIKE



*Activity percents do not add to 100% due to rounding.

FIGURE 6. NON-DIVISION COMBAT ENGINEER



*Activity percents do not add to 100% due to rounding.

PERCENT OF DUTY TIME*

FIGURE 7. COMBAT HEAVY ENGINEER

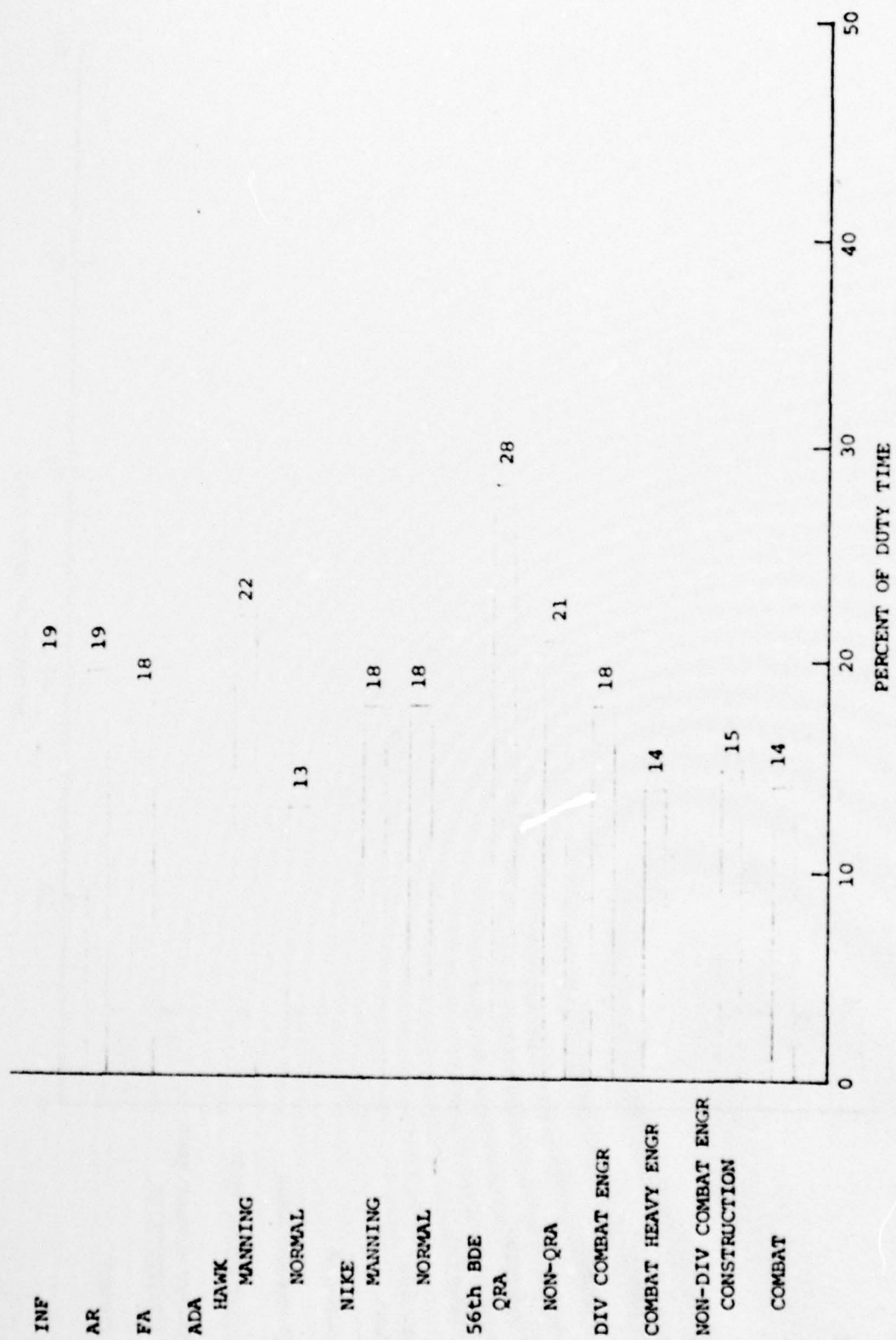


FIGURE 8. MAINTENANCE

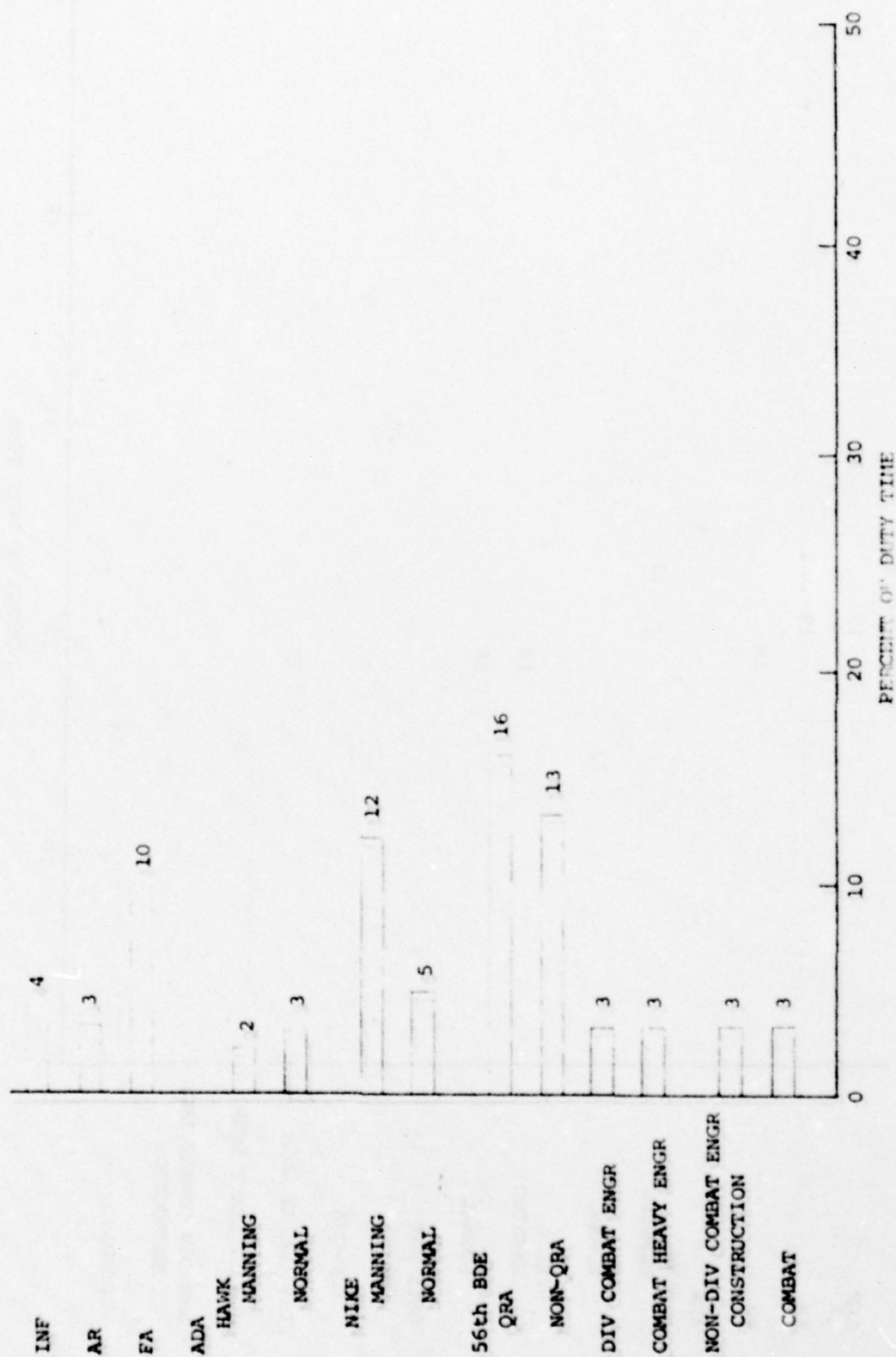
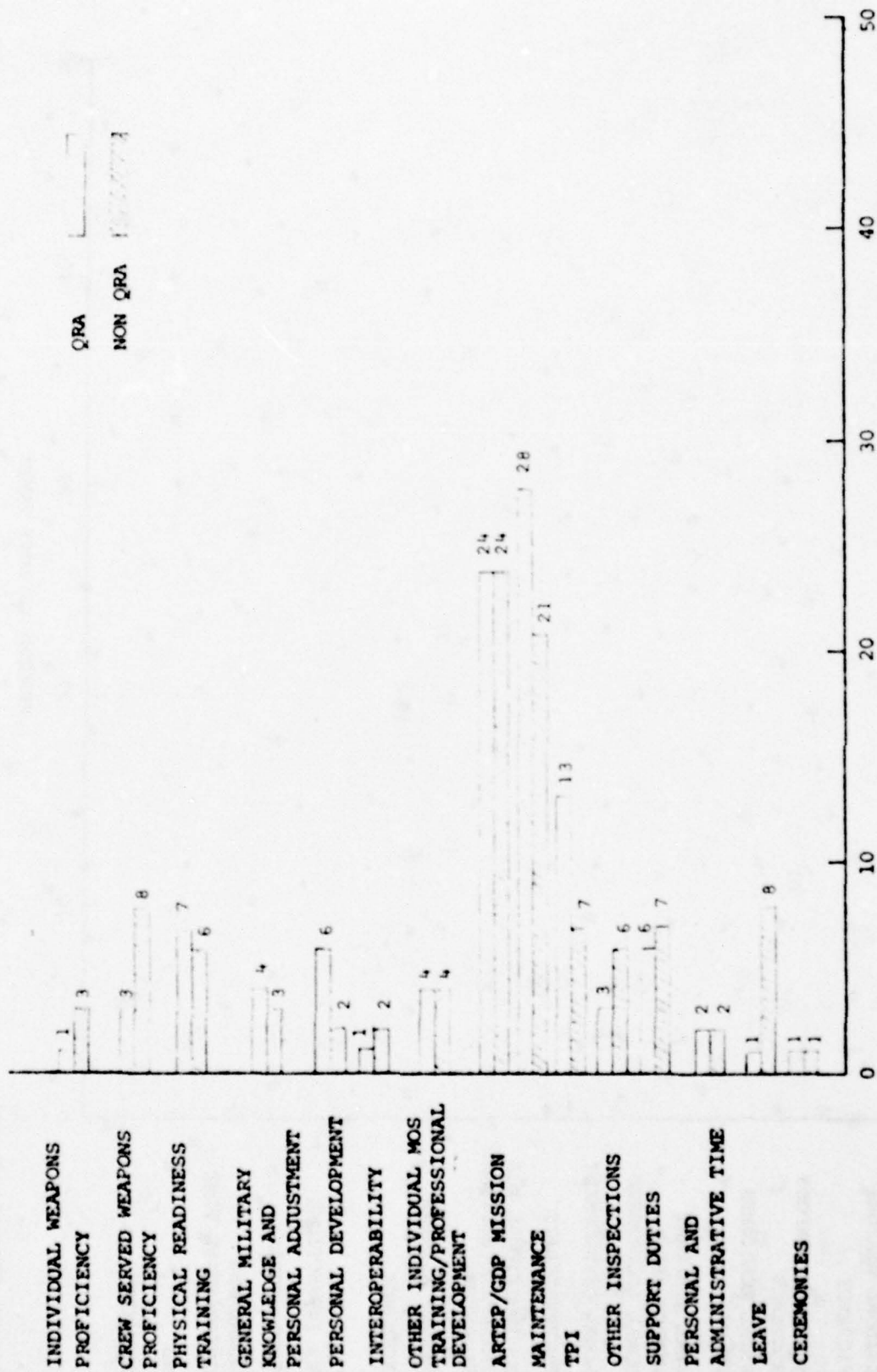


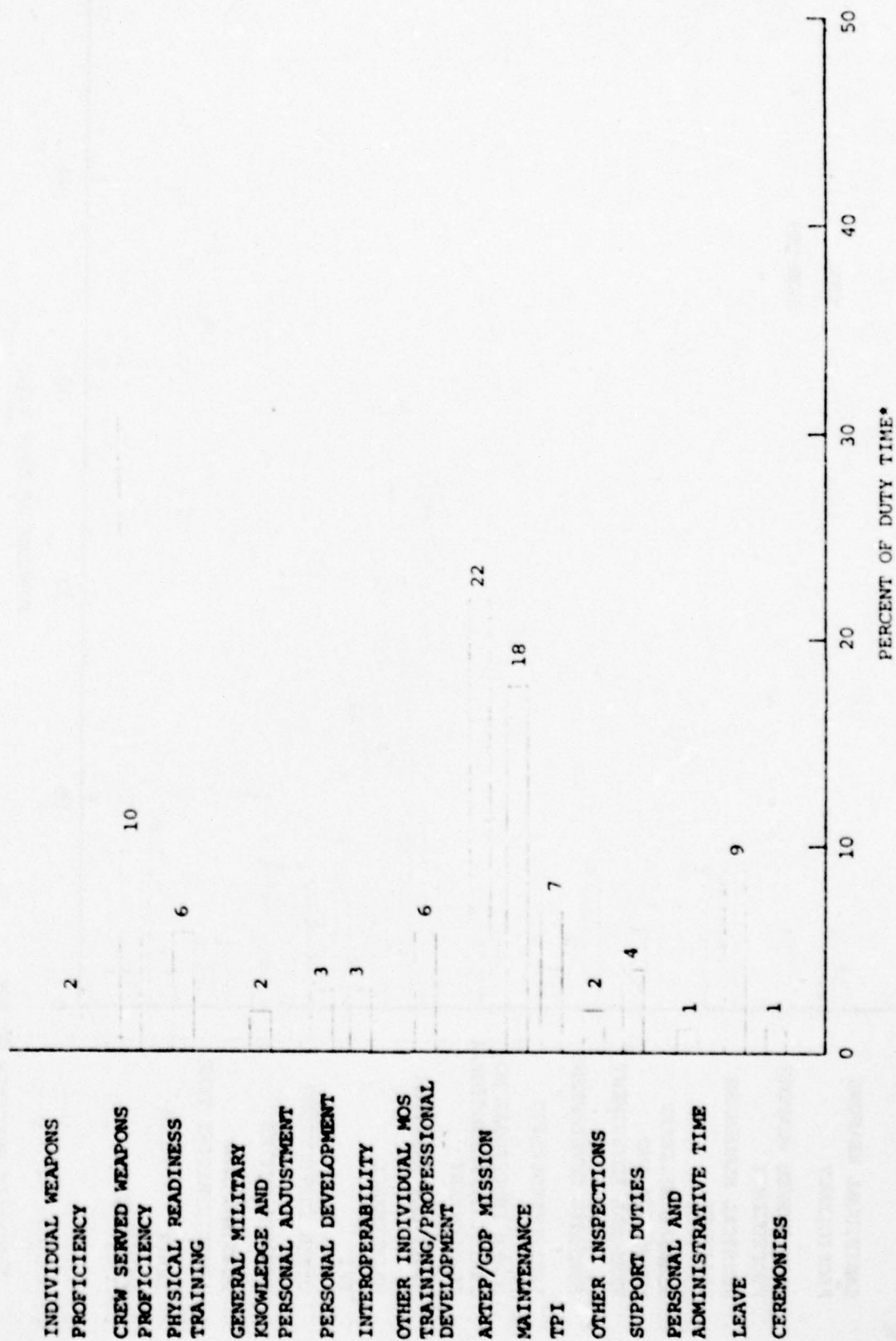
FIGURE 9. INSPECTIONS



PERCENT OF DUTY TIME*

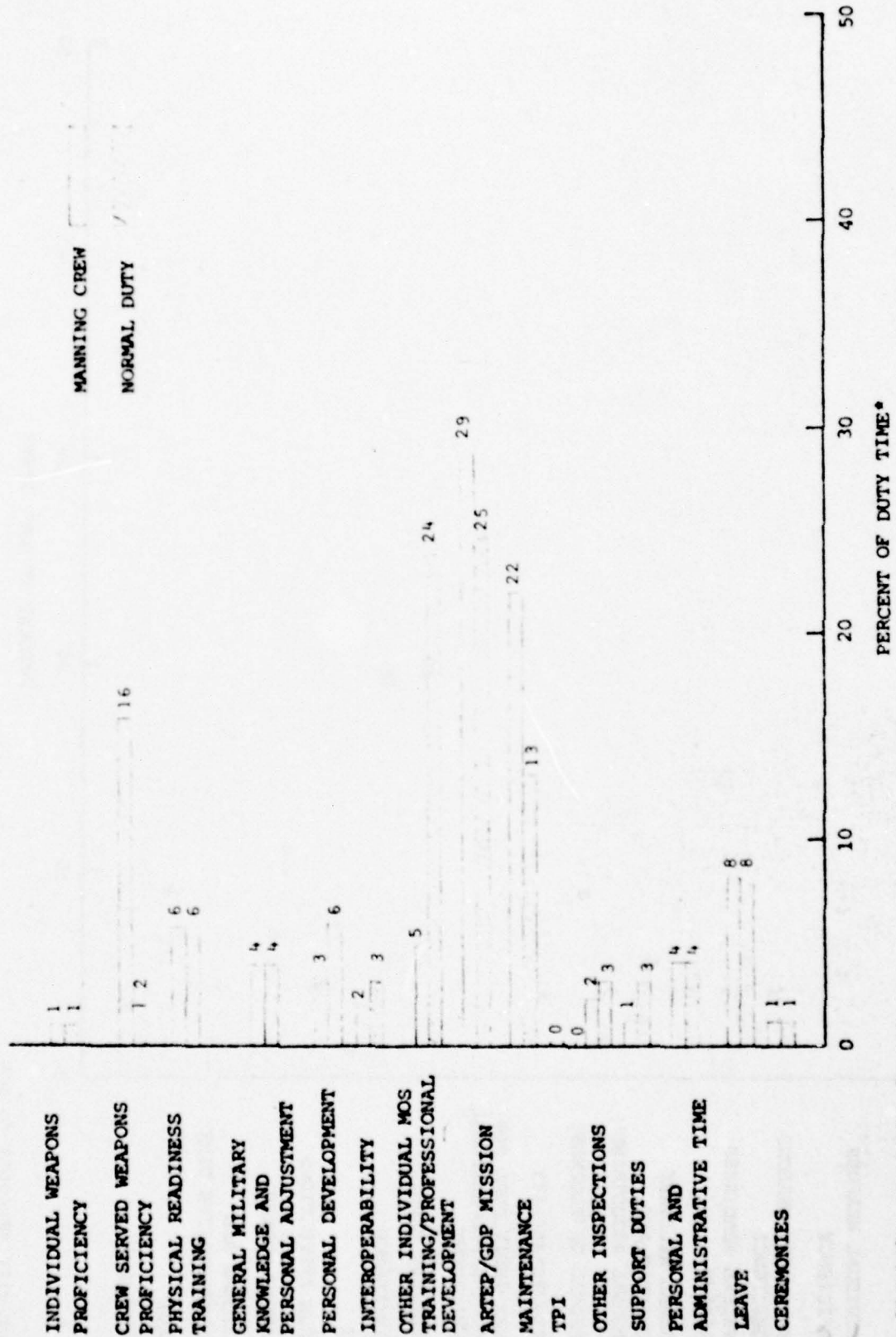
FIGURE 10. 56TH BRIGADE

*Activity percents do not add to 100% due to rounding.



*Activity percents do not add to 100% due to rounding.

FIGURE 11. FIELD ARTILLERY



*Activity percents do not add to 100% due to rounding.

FIGURE 12. AIR DEFENSE ARTILLERY, HAWK

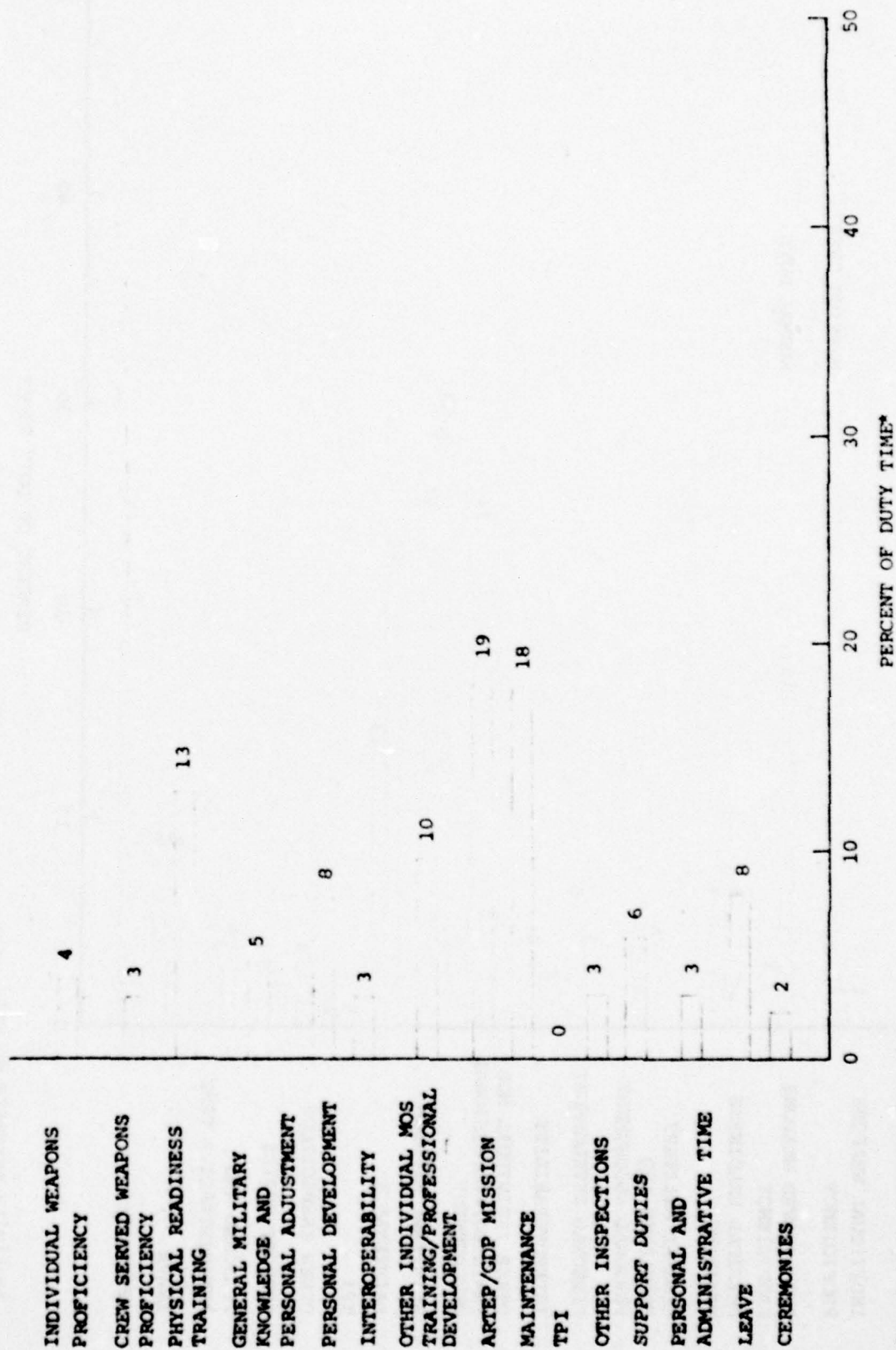


FIGURE 13. DIVISION COMBAT ENGINEER

*Activity percents do not add to 100% due to rounding.

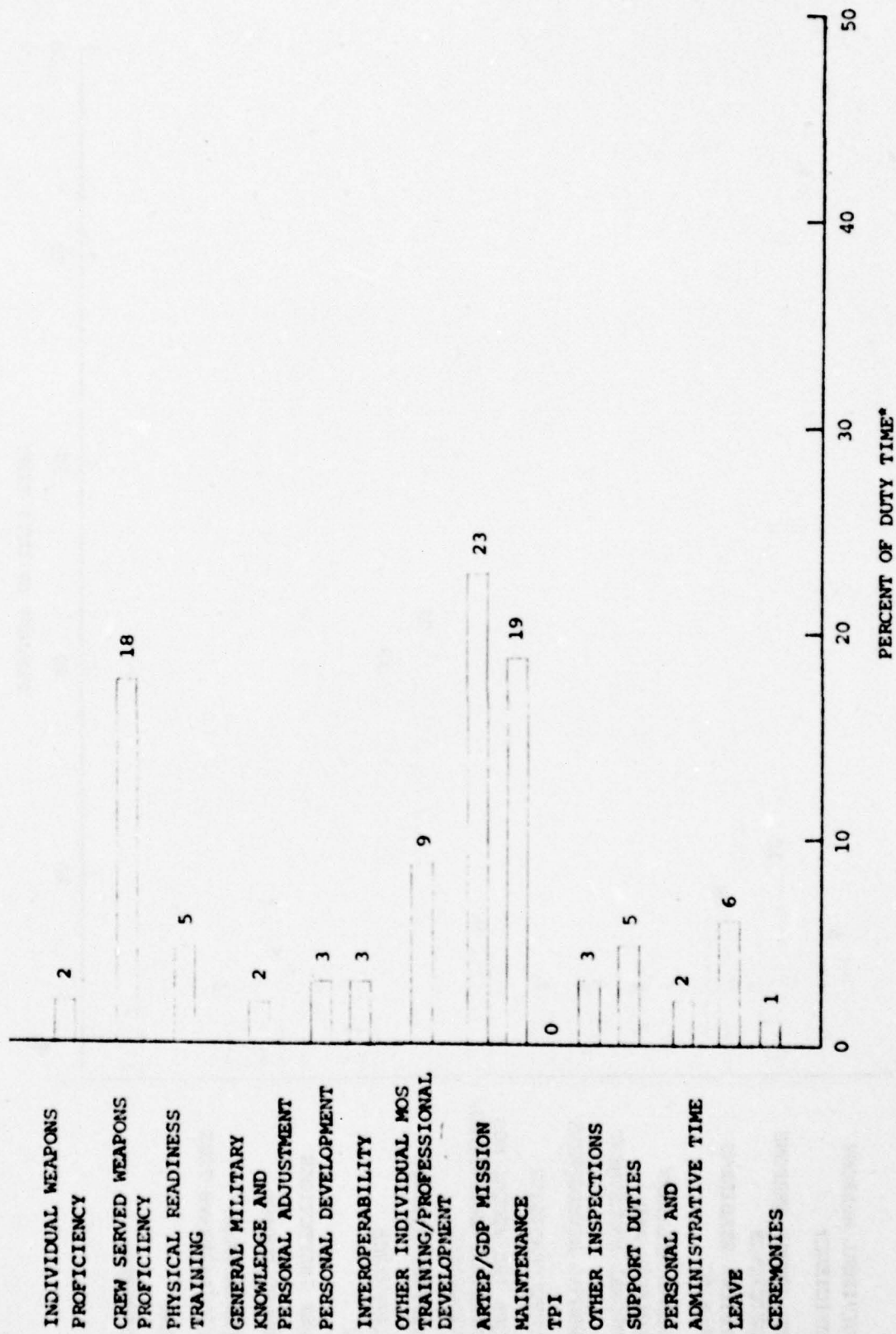


FIGURE 14. ARMOR

*Activity percents do not add to 100% due to rounding.

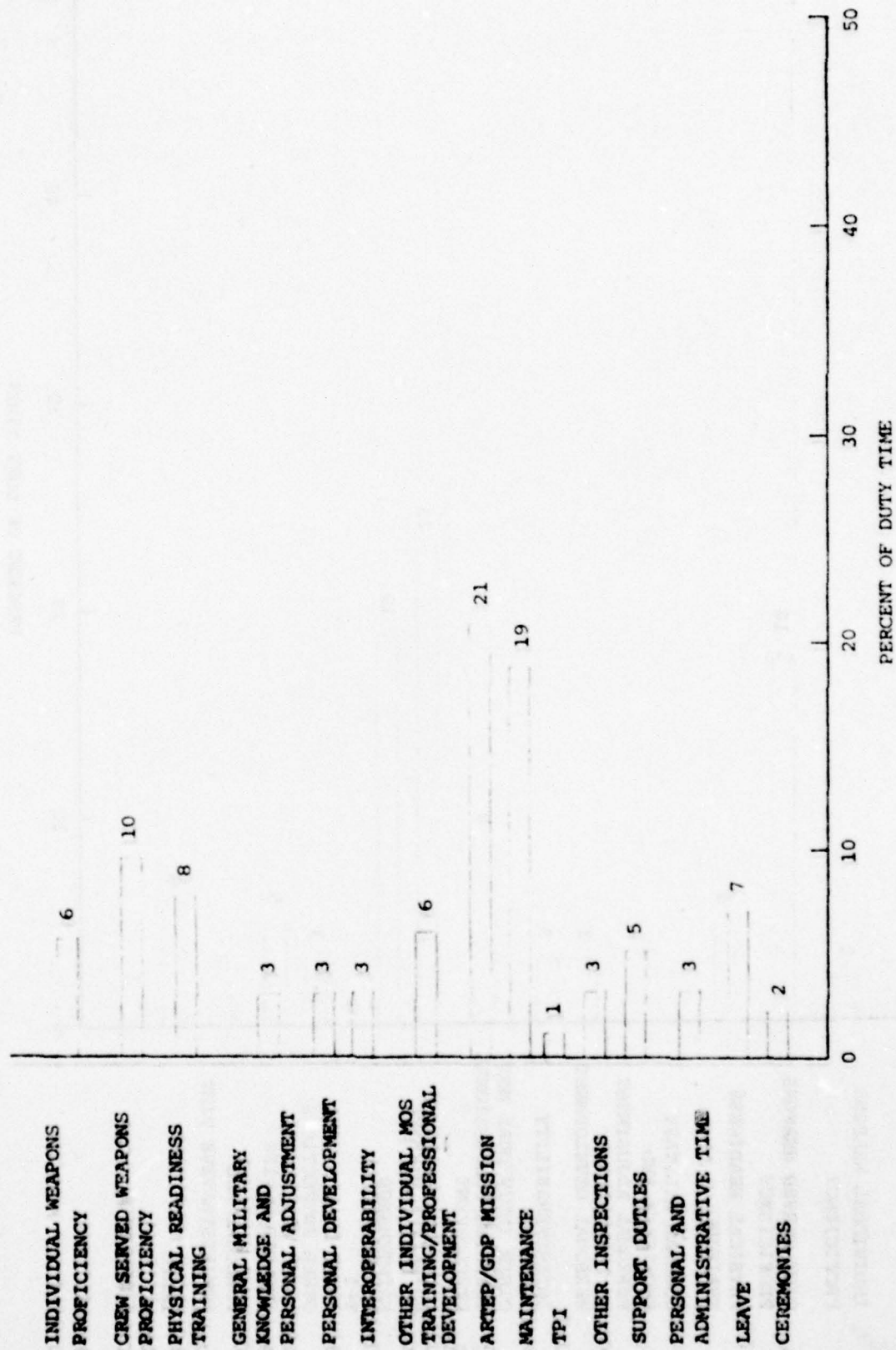


FIGURE 15. INFANTRY

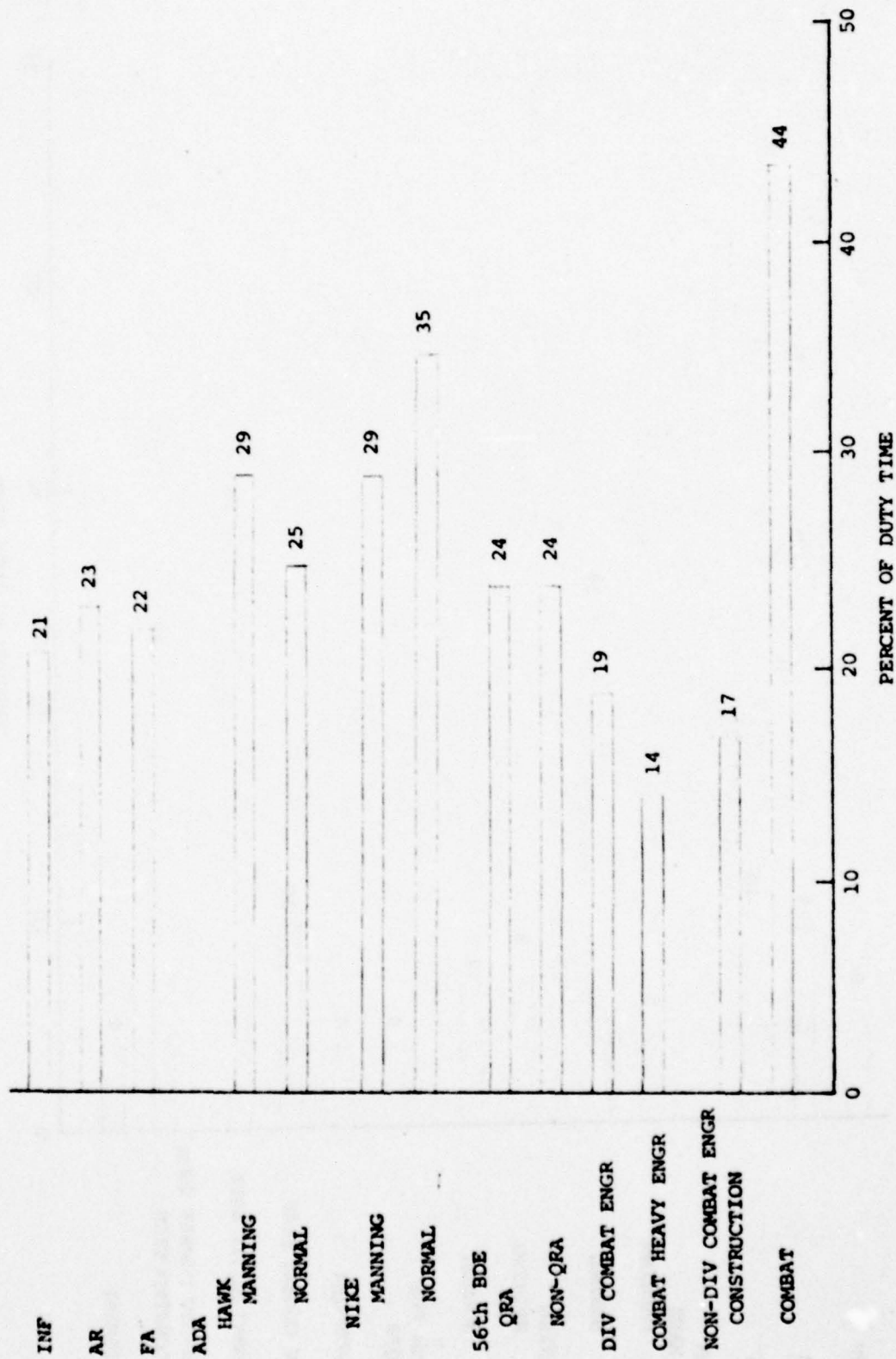


FIGURE 16. ARTEP/GDP MISSION

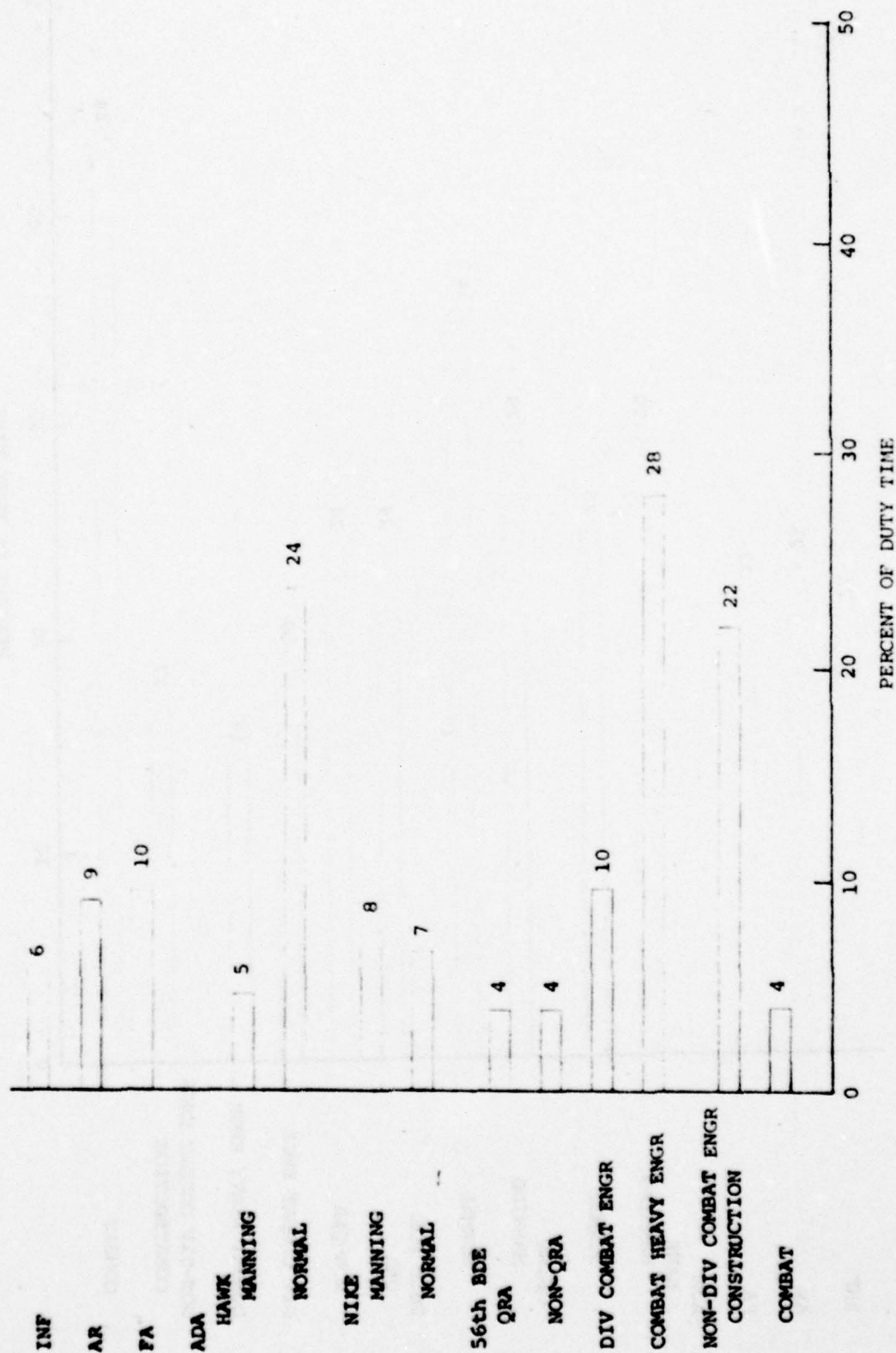


FIGURE 17. OTHER INDIVIDUAL MOS TRAINING/PROFESSIONAL DEVELOPMENT

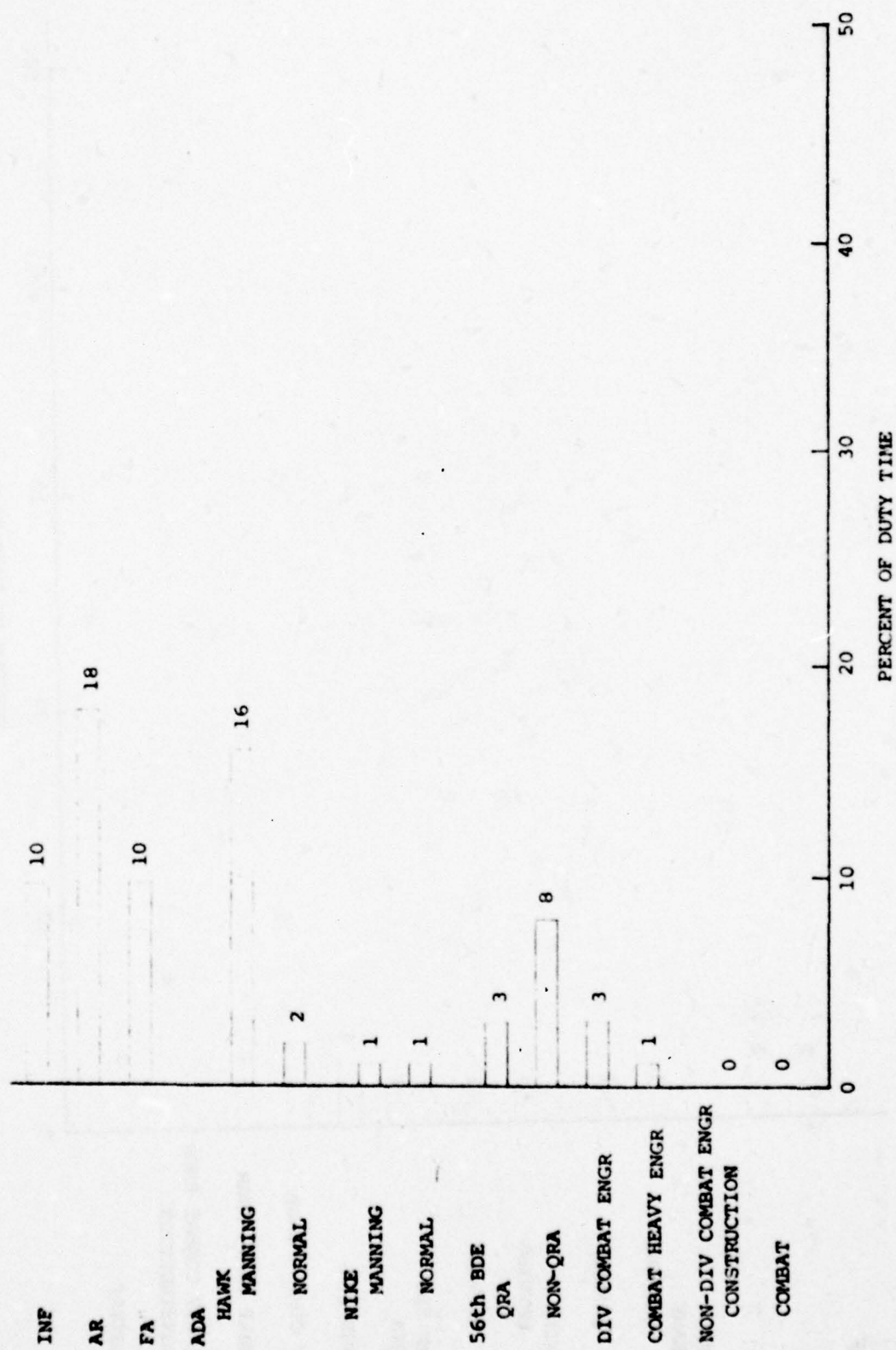


FIGURE 18. CREW SERVED WEAPONS PROFICIENCY

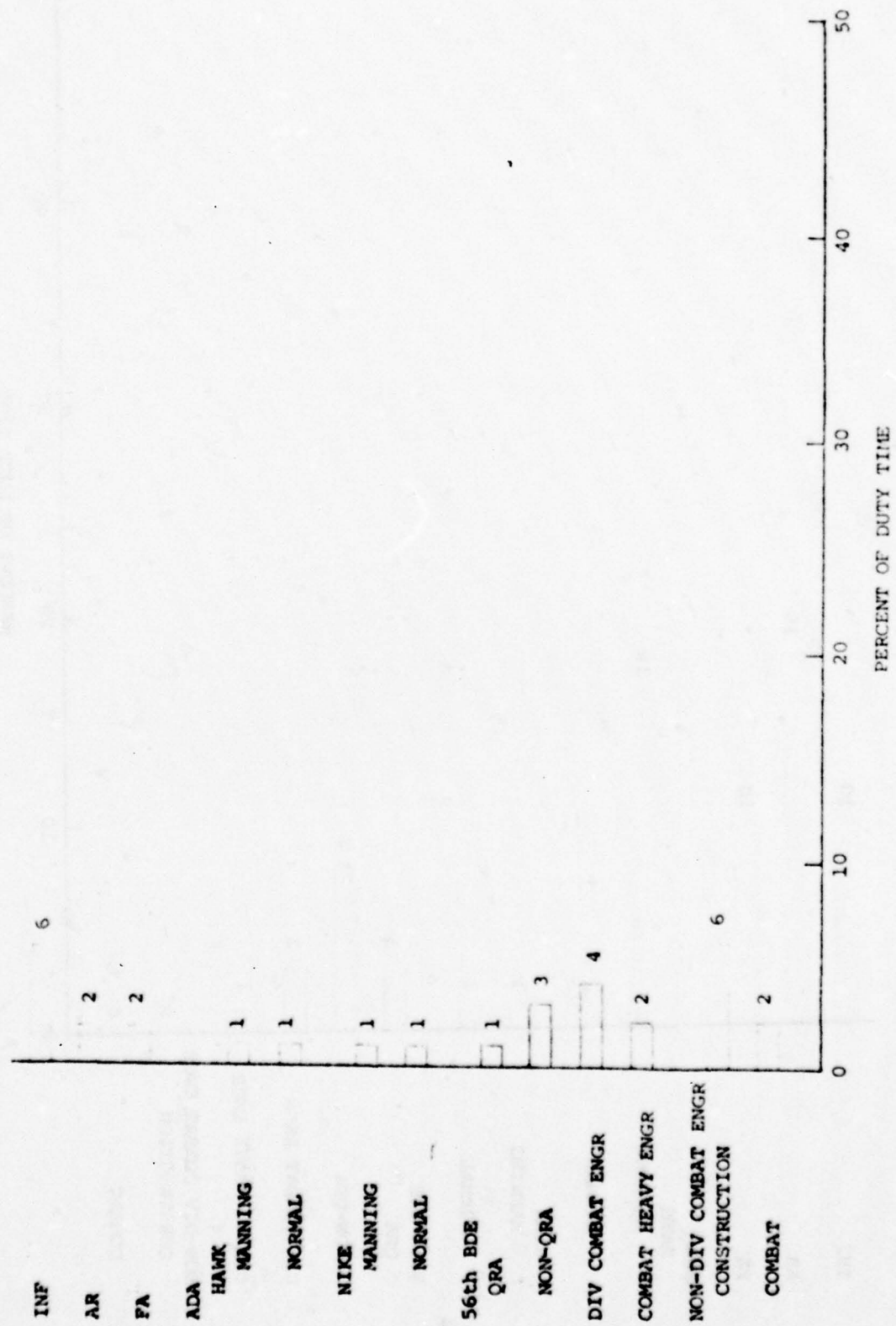


FIGURE 19. INDIVIDUAL WEAPONS PROFICIENCY

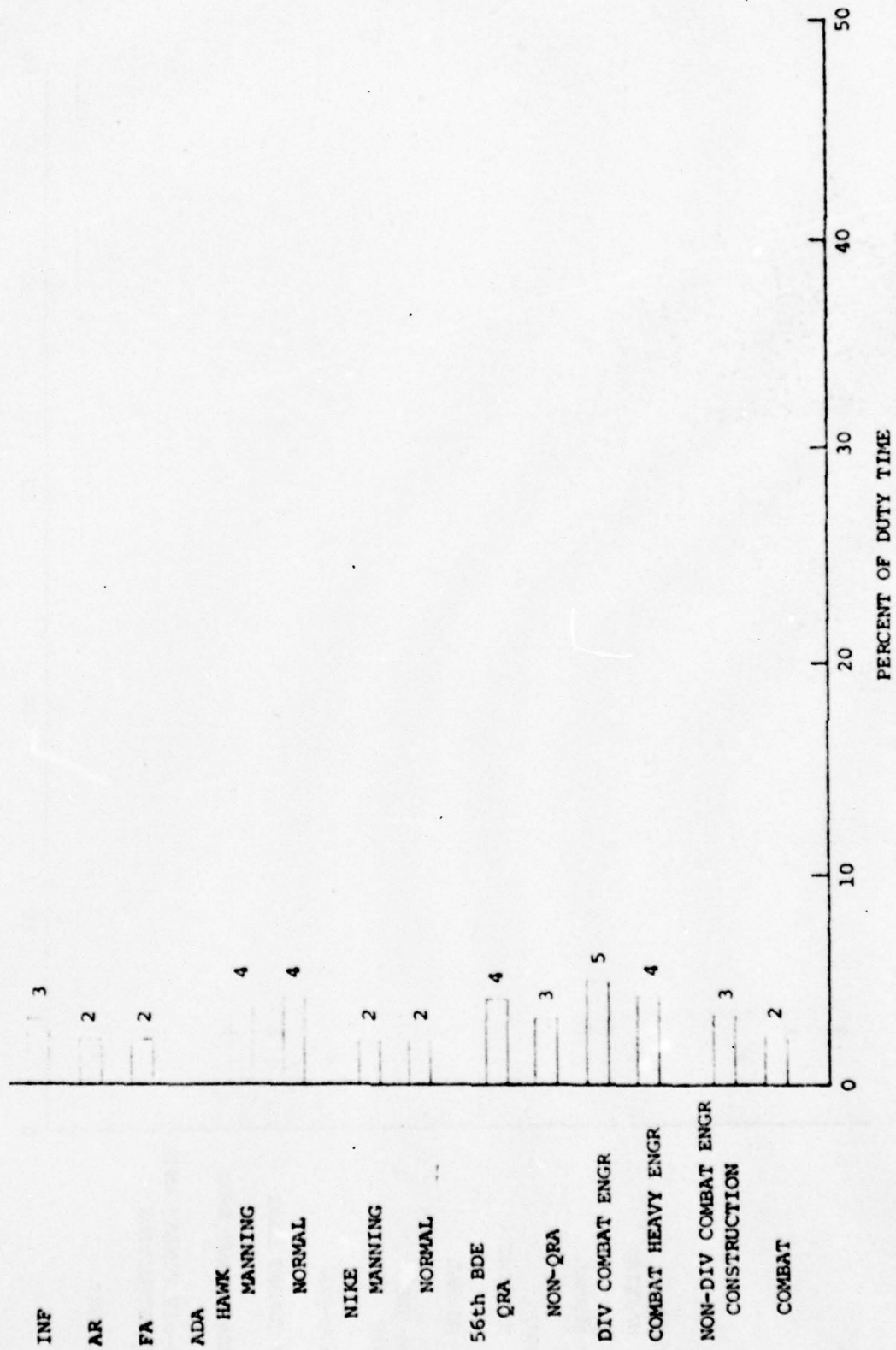


FIGURE 20. GENERAL MILITARY KNOWLEDGE AND PERSONAL ADJUSTMENT

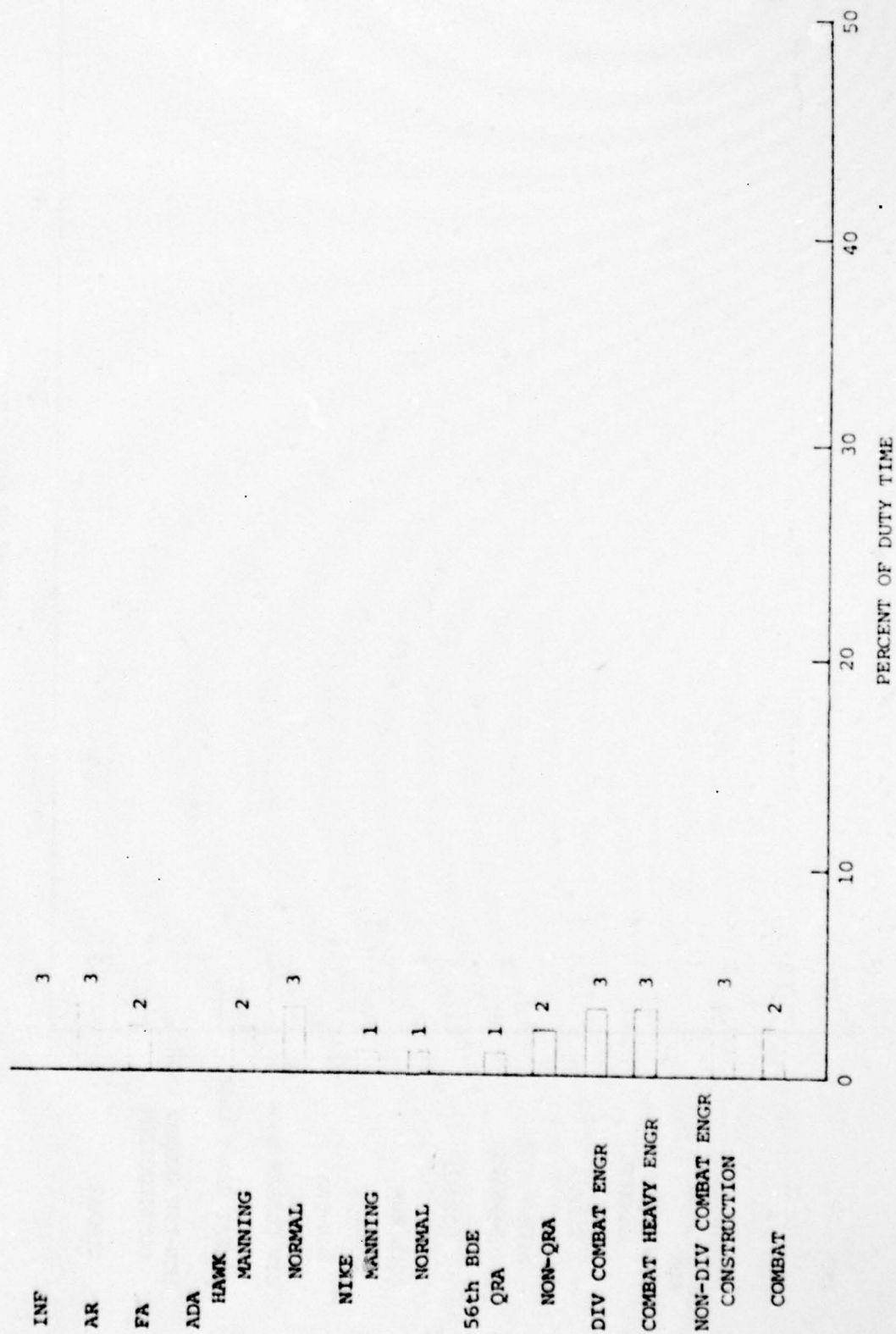


FIGURE 21. INTEROPERABILITY

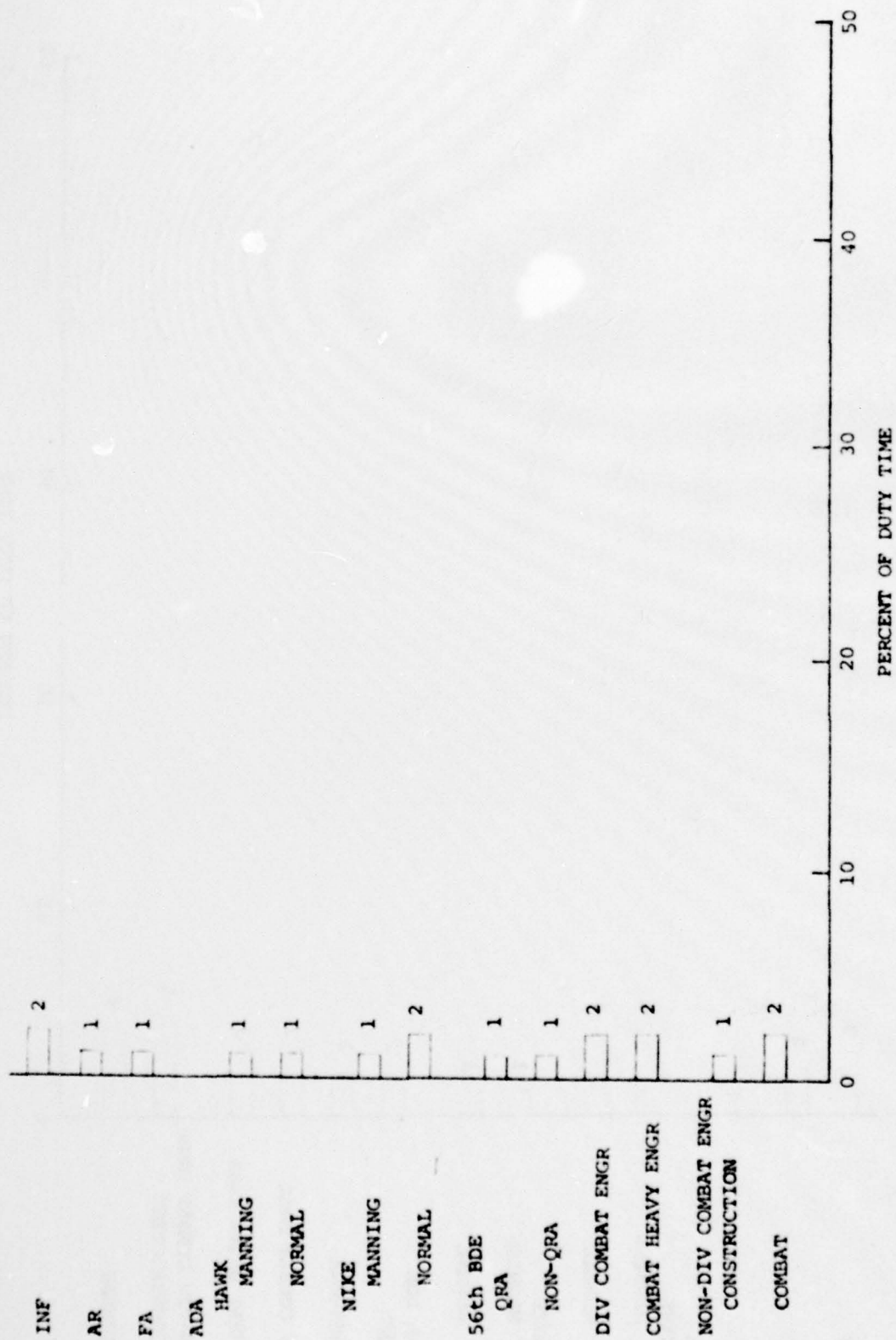


FIGURE 22. CEREMONIES

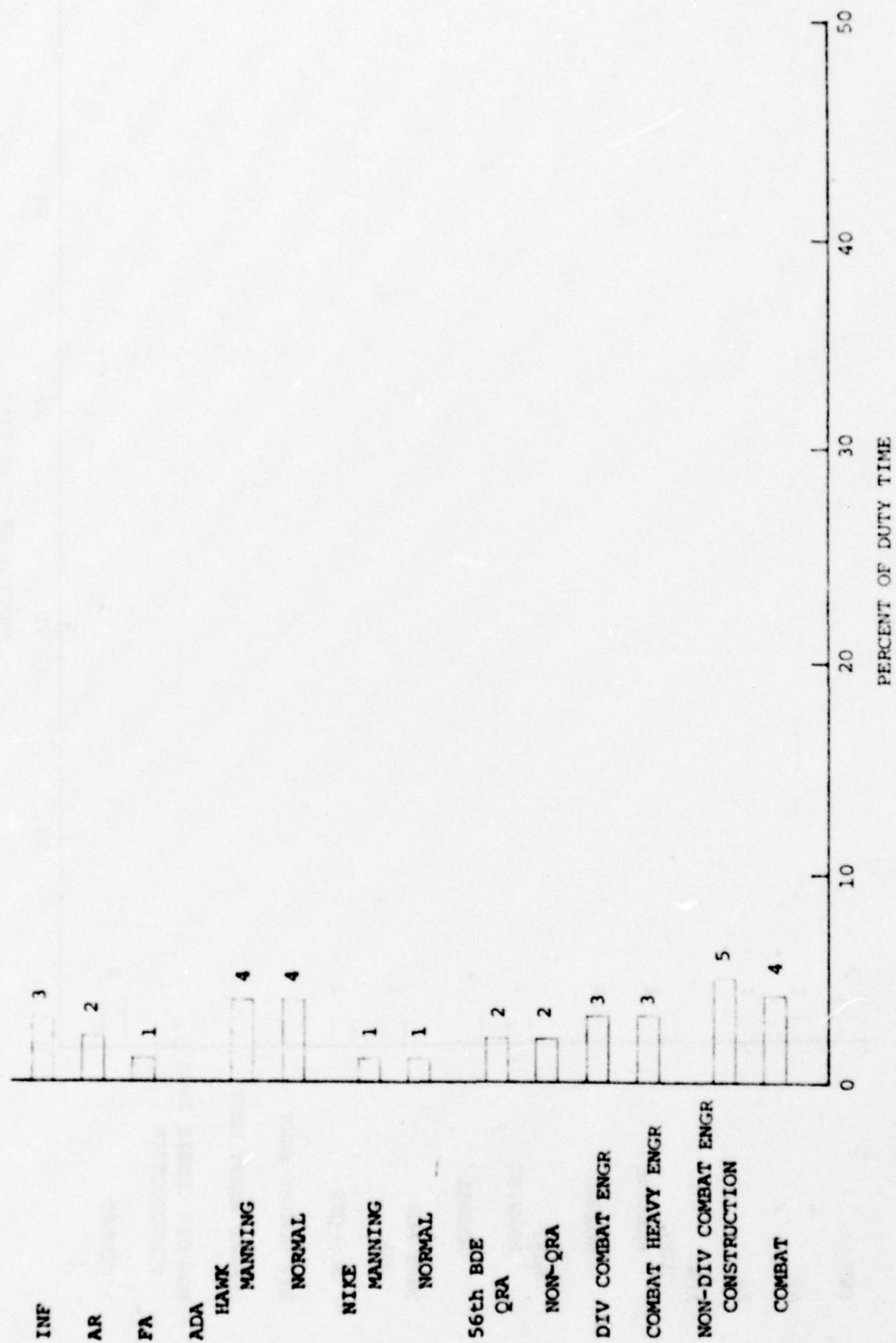
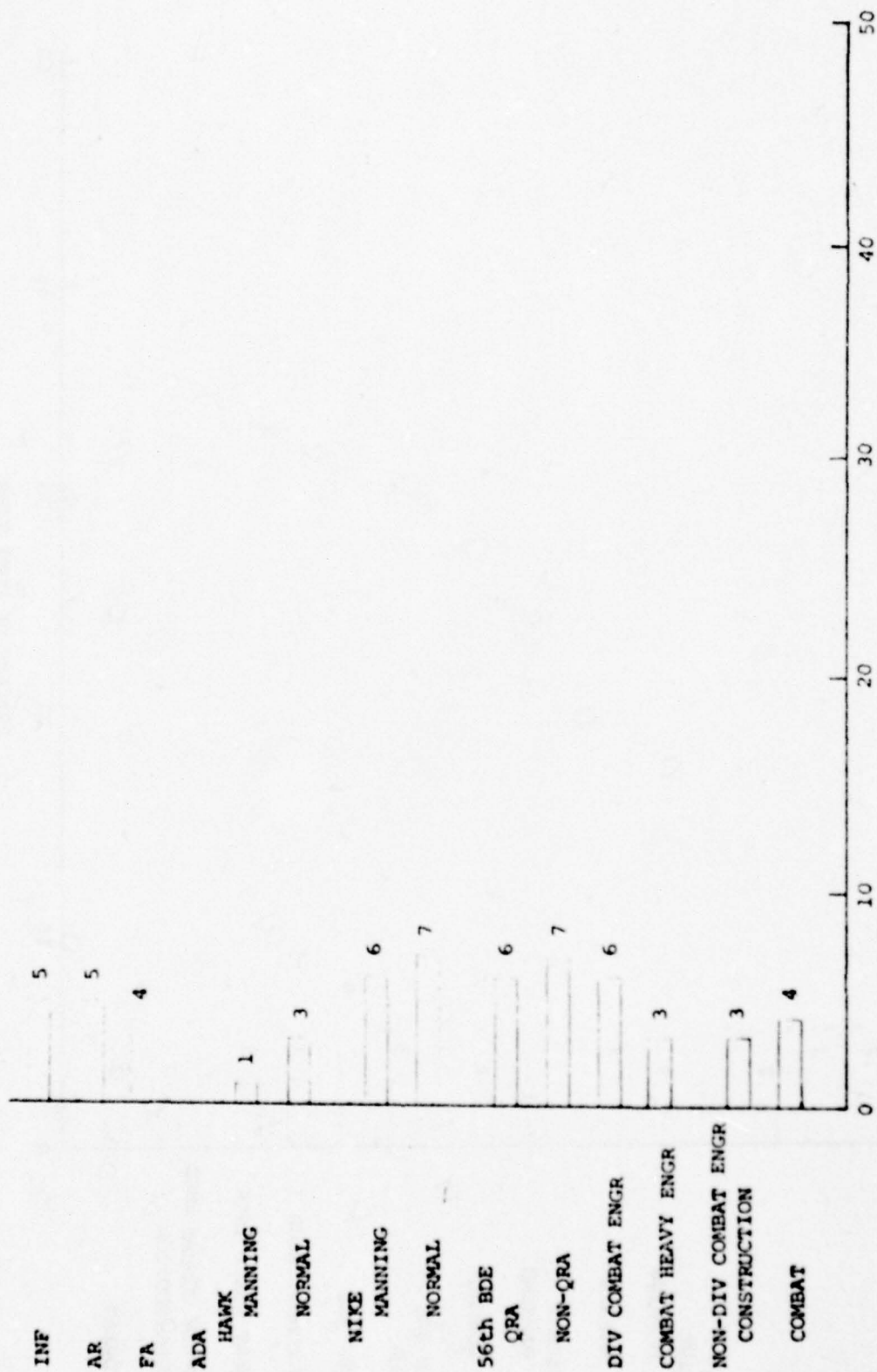


FIGURE 23. PERSONAL AND ADMINISTRATIVE TIME



PERCENT OF DUTY TIME

FIGURE 24. SUPPORT DUTIES

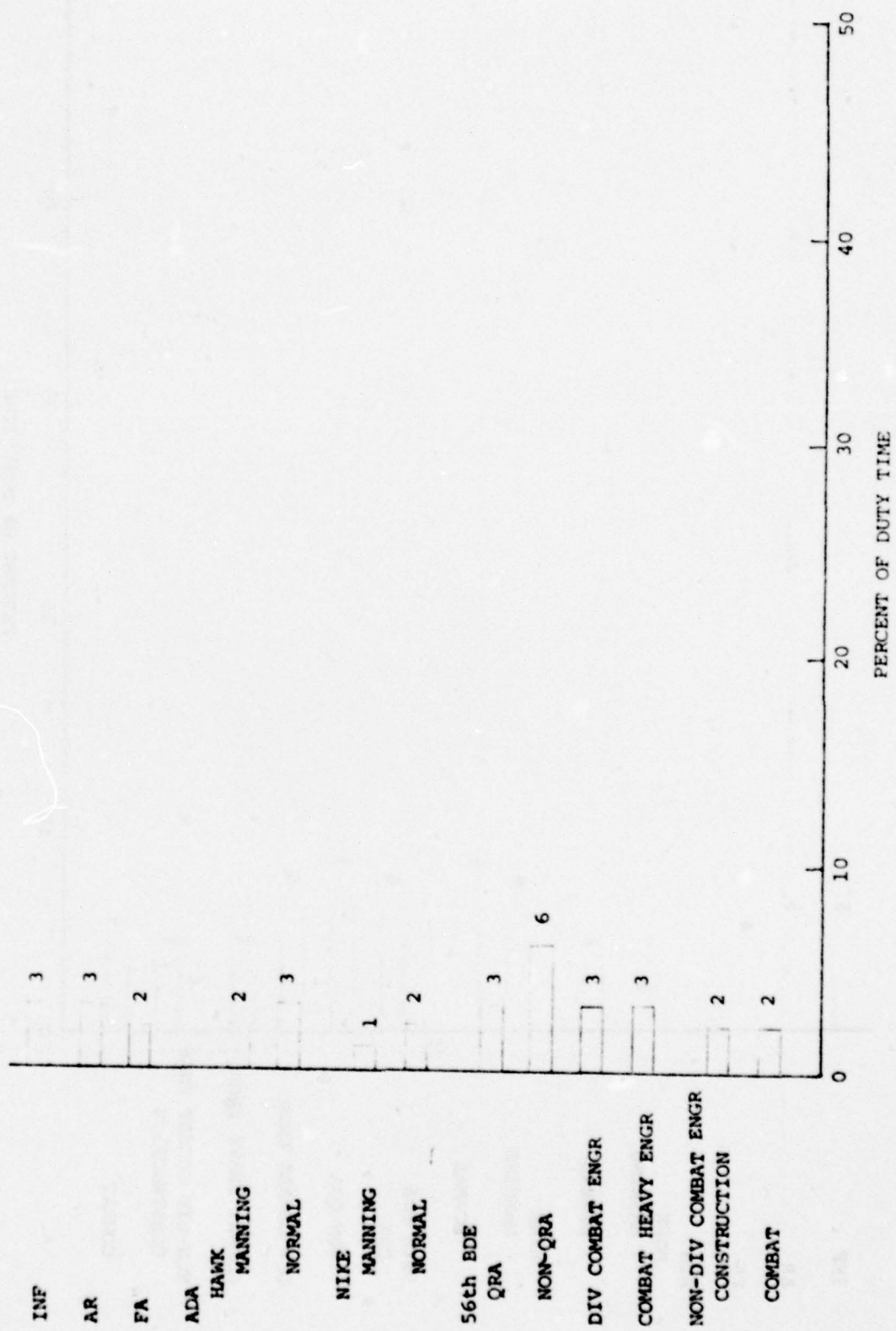


FIGURE 25. OTHER INSPECTIONS

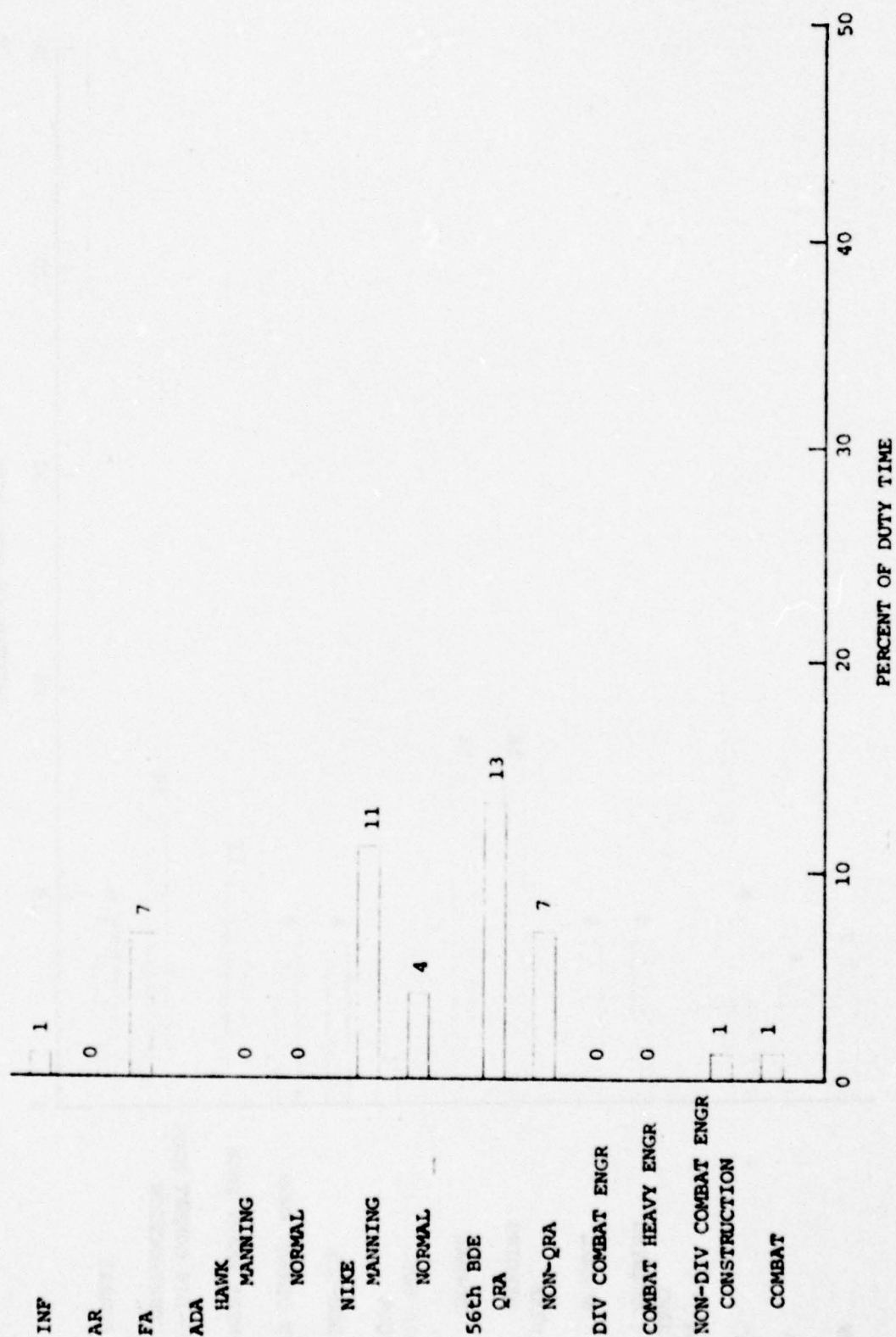


FIGURE 26. TPI

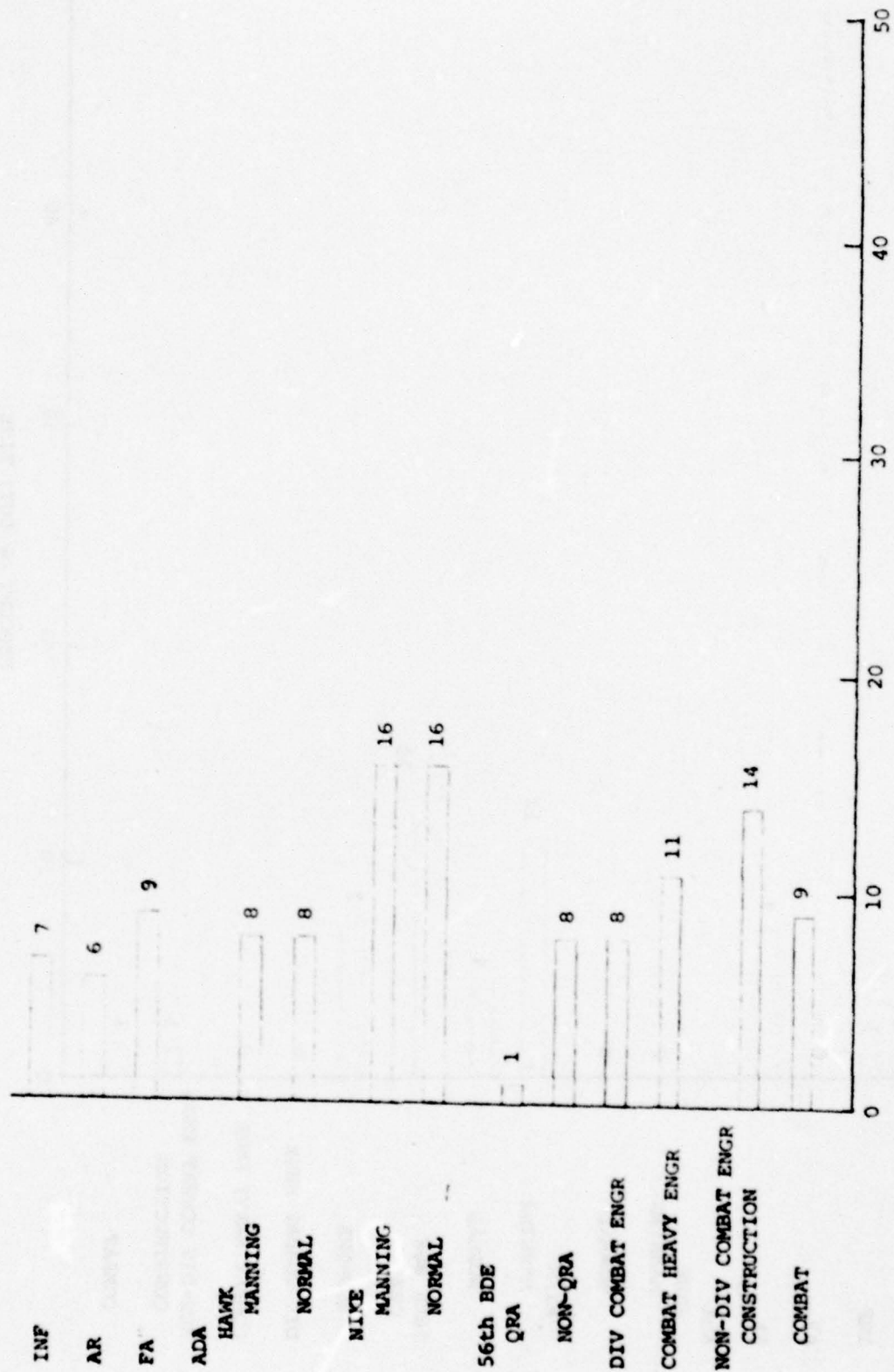


FIGURE 27. LEAVE

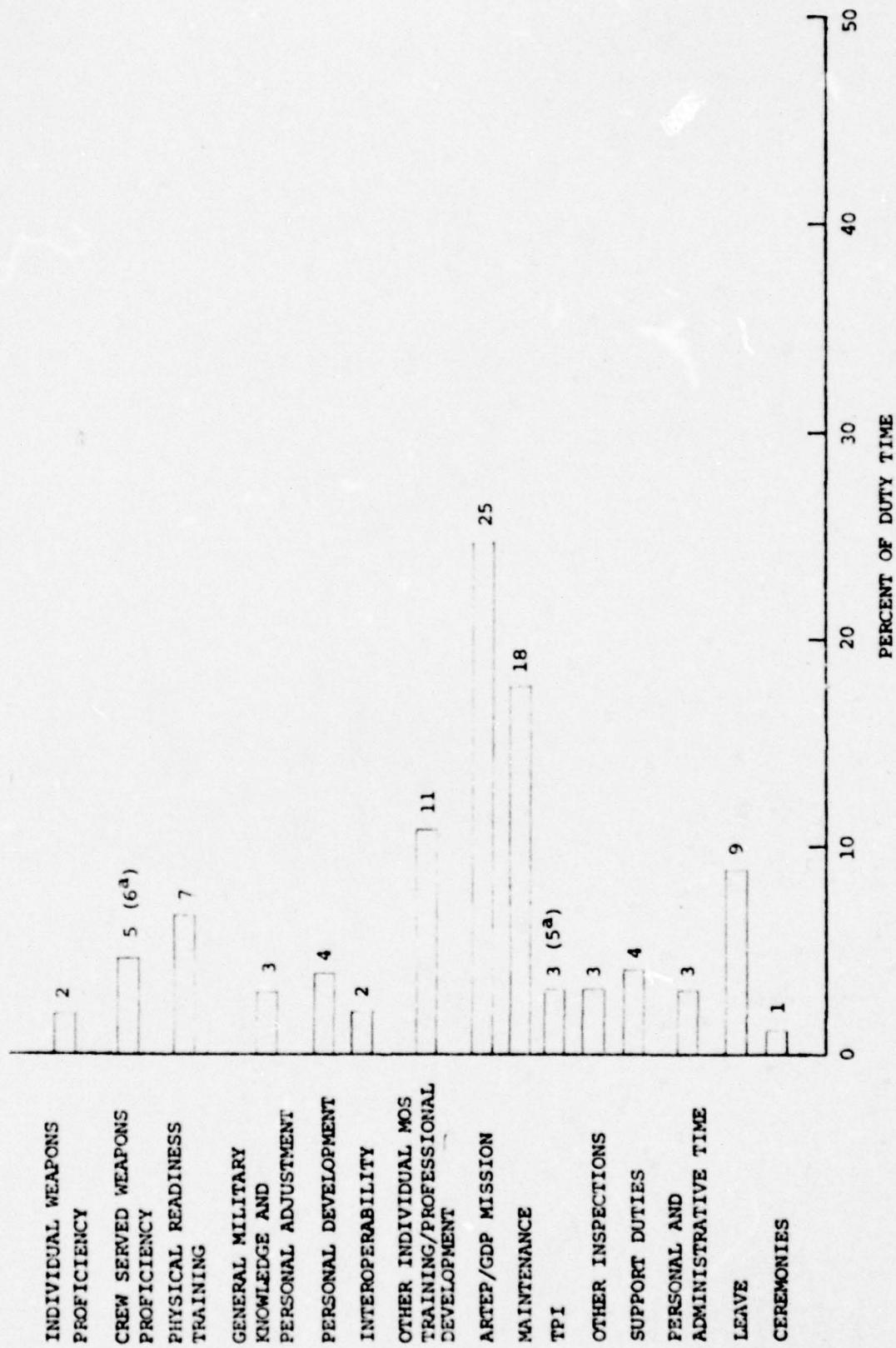


FIGURE 28. ALL ACTIVITIES AND ALL BRANCHES

^aDoes not include battalions which have none of the activity

APPENDIX QUESTIONNAIRES

SOLDIER ACTIVITIES SURVEY
FOR NON-DIVISION COMBAT ENGINEER BATTALIONS

OBJECTIVE

The purpose of this survey is to establish a baseline estimate of how the soldiers in various types of USAREUR units should be spending their on-duty time so that the unit can best accomplish its various missions.

INSTRUCTIONS

1. Complete the information at the top of the attached page.
2. Using the total duty year as a base (approximately 2000 hours, not including holidays) estimate the average percent of time that soldiers in grade E-1 to E-4 should* spend in each of the performance areas listed on the attached pages. Please fill out both activities lists attached. One is designated for combat platoon/company personnel, and the other for construction platoon/company personnel.
3. Use the percent conversion scale listed to aid in translating your estimates to yearly percentages. Total number of hours in the duty base may be adjusted to fit your type unit by changing the hr/yr figures as desired. Percents for week, day/mo,.....wk/mo will remain the same.
4. The total of the percentages must equal 100%. Enter percentage figures to the nearest whole number.
5. Indicate how much time should be spent in an activity irrespective of where the activity is conducted. For example, time spent at a major training area would be listed under the activities which account for its major purpose.

*Should means the ideal distribution of the individual's time so that the unit can accomplish its operational and training missions under the SQT/ARTEP concepts in USAREUR, while providing the unit's fair share of support to other requirements and programs, as well as providing for the satisfaction of individual soldier needs.

BACKGROUND INFORMATION

Position(s) of Respondent(s): _____

ACTIVITIES LIST FOR CONST PLT/CO PERSONNEL

Please read all activities before estimating percentages.
Percentages represent the amount of time which should^a be spent in each activity.

YEARLY PERCENTAGE CONVERSION SCALE

	=	20 hr/yr	=	1%
1 day/quarter	=	32 hr/yr	=	2%
1 week	=	40 hr/yr	=	2%
1 day/mo	=	96 hr/yr	=	5%
1 month	=	165 hr/yr	=	8%
1 day/wk	=	416 hr/yr	=	20%
1 wk/mo	=	480 hr/yr	=	23%

1. Individual Weapons Proficiency
(Includes M-16, LAW, Cal. 45, etc.) _____ %
2. Physical Readiness Training
(Includes PT, On-duty sports, etc.) _____ %
3. General Military Knowledge and Personal Adjustment
(Includes Mil. Just., RR/EO, CDAAC, etc.) _____ %
4. Personal Development
(Includes On-duty ed. time, GED, etc.) _____ %
5. Interoperability
(Includes Language tng., partnership activities, exchange tng.^b etc.) _____ %
6. Other Individual MOS Training/Professional Development
(Includes SQT,^b OJT, NCOES, Schools, etc.) _____ %
7. ARTEP Tasks^c
 - a. GDP Mission (Includes alerts) _____ %
 - b. Other ARTEP (Includes troop construction projects) _____ %

^aDefined on first page

^bThose tasks not included in ARTEP

^cIncludes crew served weapons proficiency

8. Maintenance (operation and training)	_____
9. TPI	_____
10. Other Inspections	_____
11. Support Duties (Guard, Details, etc.)	_____
12. Personal and Administrative time (Includes medical and admin. appts.)	_____
13. Leave (Includes annual leave, passes, training holidays etc.)	_____
14. Ceremonies	_____
TOTAL	100 %

BACKGROUND INFORMATION

Position(s) of Respondent(s): _____

ACTIVITIES LIST FOR COMBAT PLT/CO PERSONNEL

Please read all activities before estimating percentages.
Percentages represent the amount of time which should^a be spent in each activity.

YEARLY PERCENTAGE CONVERSION SCALE

	=	20 hr/yr	=	1%
1 day/quarter	=	32 hr/yr	=	2%
1 week	=	40 hr/yr	=	2%
1 day/mo	=	96 hr/yr	=	5%
1 month	=	165 hr/yr	=	8%
1 day/wk	=	416 hr/yr	=	20%
1 wk/mo	=	480 hr/yr	=	23%

1. Individual Weapons Proficiency
(Includes M-16, LAW, Cal. 45, etc.) _____ %
2. Physical Readiness Training
(Includes PT, On-duty sports, etc.) _____ %
3. General Military Knowledge and Personal Adjustment
(Includes Mil. Just., RR/EO, CDAAC, etc.) _____ %
4. Personal Development
(Includes On-duty ed. time, GED, etc.) _____ %
5. Interoperability
(Includes Language tng., partnership activities, exchange tng.^b etc.) _____ %
6. Other Individual MOS Training/Professional Development
(Includes SQT,^b OJT, NCOES, Schools, etc.) _____ %
7. ARTEP Tasks^c
 - a. GDP Mission (Includes alerts) _____ %
 - b. Other ARTEP (Includes troop construction projects) _____ %

^aDefined on first page

^bThose tasks not included in ARTEP

^cIncludes crew served weapons proficiency

8. Maintenance (operation and training)	_____ %
9. TPI	_____ %
10. Other Inspections	_____ %
11. Support Duties (Guard, Details, etc.)	_____ %
12. Personal and Administrative time (Includes medical and admin. appts.)	_____ %
13. Leave (Includes annual leave, passes, training holidays etc.)	_____ %
14. Ceremonies	_____ %
TOTAL	100 %

SOLDIER ACTIVITIES SURVEY
FOR INFANTRY, ARMOR, AND FIELD ARTILLERY BATTALIONS

OBJECTIVE

The purpose of this survey is to establish a baseline estimate of how the soldiers in various types of USAREUR units should be spending their on-duty time so that the unit can best accomplish its various missions.

INSTRUCTIONS

1. Complete the information at the top of the attached page.
2. Using the total duty year as a base (approximately 2000 hours, not including holidays) estimate the average percent of time that soldiers in grade E-1 to E-4 should* spend in each of the performance areas listed on the attached pages.
3. Use the percent conversion scale listed to aid in translating your estimates to yearly percentages. Total number of hours in the duty base may be adjusted to fit your type unit by changing the hr/yr figures as desired. Percents for week, day/mo,.....wk/mo will remain the same.
4. The total of the percentages must equal 100%. Enter percentage figures to the nearest whole number.
5. Indicate how much time should be spent in an activity irrespective of where the activity is conducted. For example time spent at a major training area would be listed under the activities which account for its major purpose.

*Should means the ideal distribution of the individual's time so that the unit can accomplish its operational and training missions under the SQT/ARTEP concepts in USAREUR, while providing the unit's fair share of support to other requirements and programs, as well as providing for the satisfaction of individual soldier needs.

BACKGROUND INFORMATION

Position(s) of Respondent(s): _____

Type Unit: INF ___ AR ___ FA ___

ACTIVITIES LIST

Please read all activities before estimating percentages. Percentages represent the amount of time which should^a be spent in each activity.

YEARLY PERCENTAGE CONVERSION SCALE

	=	20 hr/yr	=	1%
1 day/quarter	=	32 hr/yr	=	2%
1 week	=	40 hr/yr	=	2%
1 day/mo	=	96 hr/yr	=	5%
1 month	=	165 hr/yr	=	8%
1 day/wk	=	416 hr/yr	=	20%
1 wk/mo	=	480 hr/yr	=	23%

1. Individual Weapons Proficiency
(Includes M-16, LAW, Cal. 45, etc.) _____%
2. Crew Served Weapons Proficiency
(Includes TOW, DRAGON, Tank, AD systems, Arty, etc.) _____%
3. Physical Readiness Training
(Includes PT, On-duty sports, etc.) _____%
4. General Military Knowledge and Personal Adjustment
(Includes Mil. Just., RR/EO, CDAAC, etc.) _____%
5. Personal Development
(Includes On-duty ed. time, GED, etc.) _____%
6. Interoperability
(Includes language tng., partnership activities, exchange tng., etc.) _____%
7. Other Individual MOS Training/Professional Development
(Includes SQT,^b OJT, NCOES, Schools, etc.) _____%

^aDefined on previous page

^bThose tasks not included in ARTEP

8. ARTEP/TAC EVAL Missions (Includes training and evaluation periods)	_____ %
9. GDP Mission training (Includes alerts)	_____ %
10. Maintenance (operation and training)	_____ %
11. TPI	_____ %
12. Other Inspections	_____ %
13. Support Duties (Guard, details, etc.)	_____ %
14. Personal and Administrative time (Includes medical and admin. appts., etc.)	_____ %
15. Leave (Includes annual leave, passes, training holidays, etc.)	_____ %
16. Ceremonies	_____ %
TOTAL	100 %

SOLDIER ACTIVITIES SURVEY
FOR ADA BATTALIONS

OBJECTIVE

The purpose of this survey is to establish a baseline estimate of how the soldiers in various types of USAREUR units should be spending their on-duty time so that the unit can best accomplish its various missions.

INSTRUCTIONS

1. Complete the information at the top of the attached page.
2. Using the total duty year as a base (approximately 3120 hours, not including holidays) estimate the average percent of time that soldiers in grade E-1 to E-4 should* spend in each of the performance areas listed on the attached pages. Please fill out both activity lists attached. One is designated for manning crews, and the other for normal duty personnel.
3. Use the percent conversion scale listed to aid in translating your estimates to yearly percentages. Total number of hours in the duty base may be adjusted to fit your type unit by changing the hr/yr figures as desired. Percents for week, day/mo,.....wk/mo will remain the same.
4. The total of the percentages must equal 100%. Enter percentage figures to the nearest whole number.
5. Indicate how much time should be spent in an activity irrespective of where the activity is conducted. For example time spent at a major training area would be listed under the activities which account for its major purpose.

*Should means the ideal distribution of the individual's time so that the unit can accomplish its operational and training missions under the SQT/ARTEP concepts in USAREUR, while providing the unit's fair share of support to other requirements and programs, as well as providing for the satisfaction of individual soldier needs.

BACKGROUND INFORMATION

Position(s) of Respondent(s): _____

ACTIVITIES LIST FOR MANNING CREWS

Please read all activities before estimating percentages. Percentages represent the amount of time which should^a be spent in each activity.

YEARLY PERCENTAGE CONVERSION SCALE

		30 hr/yr	=	1%
1 day/quarter	=	48 hr/yr	=	2%
1 week	=	60 hr/yr	=	2%
1 day/mo	=	144 hr/yr	=	5%
1 month	=	260 hr/yr	=	8%
1 day/wk	=	624 hr/yr	=	20%
1 wk/mo	=	720 hr/yr	=	23%

1. Individual Weapons Proficiency
(Includes M-16, LAW, Cal. 45, etc.) _____ %
2. Crew Served Weapons Proficiency
(Includes TOW, DRAGON, Tank, AD systems, Arty, etc.) _____ %
3. Physical Readiness Training
(Includes PT, On-duty sports, etc.) _____ %
4. General Military Knowledge and Personal Adjustment
(Includes Mil. Just., RR/EO, CDAAC, etc.) _____ %
5. Personal Development
(Includes On-duty ed. time, GED, etc.) _____ %
6. Interoperability
(Includes language tng., partnership activities, exchange tng., etc.) _____ %
7. Other Individual MOS Training/Professional Development
(Includes SQT,^b OJT, NCOES, Schools, etc.) _____ %

^aAs defined on first page

^bThese tasks not included in #8 and #9

8. ARTEP/TAC EVAL/ORE Missions (Includes training and evaluation periods)	_____ %
9. GDP Mission training (Includes alerts)	_____ %
10. Maintenance (operation and training)	_____ %
11. TPI	_____ %
12. Other Inspections	_____ %
13. Support Duties (Guard, details, etc.)	_____ %
14. Personal and Administrative time (Includes medical and admin. appts., etc.)	_____ %
15. Leave (Includes annual leave, passes, training holidays, etc.)	_____ %
16. Ceremonies	_____ %
TOTAL	100 %

ACTIVITIES LIST FOR NORMAL DUTY PERSONNEL

Please read all activities before estimating percentages.
Percentages represent the amount of time which should^a be spent in each activity.

YEARLY PERCENTAGE CONVERSION SCALE

		30 hr/yr	=	1%
1 day/quarter	=	48 hr/yr	=	2%
1 week	=	60 hr/yr	=	2%
1 day/mo	=	144 hr/yr	=	5%
1 month	=	260 hr/yr	=	8%
1 day/wk	=	624 hr/yr	=	20%
1 wk/mo	=	720 hr/yr	=	23%

1. Individual Weapons Proficiency
(Includes M-16, LAW, Cal. 45, etc.) _____%
2. Crew Served Weapons Proficiency
(Includes TOW, DRAGON, Tank, AD systems, Arty, etc.) _____%
3. Physical Readiness Training
(Includes PT, On-duty sports, etc.) _____%
4. General Military Knowledge and Personal Adjustment
(Includes Mil. Just., RR/EO, CDAAC, etc.) _____%
5. Personal Development
(Includes On-duty ed. time, GED, etc.) _____%
6. Interoperability
(Includes language tng., partnership activities, exchange tng., etc.) _____%
7. Other Individual MOS Training/Professional Development
(Includes SQT,^b OJT, NCOES, Schools, etc.) _____%
8. ARTEP/TAC EVAL/ORE Missions
(Includes training and evaluation periods) _____%
9. GDP Mission training
(Includes alerts) _____%

^aAs defined on first page

^bThese tasks not included in #8 and #9

10. Maintenance (operation and training)	_____ %
11. TPI	_____ %
12. Other Inspections	_____ %
13. Support Duties (Guard, details, etc.)	_____ %
14. Personal and Administrative time (Includes medical and admin. appts., etc.)	_____ %
15. Leave (Includes annual leave, passes, training holidays, etc.)	_____ %
16. Ceremonies	_____ %
TOTAL	100 %

SOLDIER ACTIVITIES SURVEY
FOR COMBAT HEAVY ENGINEER BATTALIONS

OBJECTIVE

The purpose of this survey is to establish a baseline estimate of how the soldiers in various types of USAREUR units should be spending their on-duty time so that the unit can best accomplish its various missions.

INSTRUCTIONS

1. Complete the information at the top of the attached page.
2. Using the total duty year as a base (approximately 2000 hours, not including holidays) estimate the average percent of time that soldiers in grade E-1 to E-4 should* spend in each of the performance areas listed on the attached pages.
3. Use the percent conversion scale listed to aid in translating your estimates to yearly percentages. Total number of hours in the duty base may be adjusted to fit your type unit by changing the hr/yr figures as desired. Percents for week, day/mo,.....wk/mo will remain the same.
4. The total of the percentages must equal 100%. Enter percentage figures to the nearest whole number.
5. Indicate how much time should be spent in an activity irrespective of where the activity is conducted. For example time spent at a major training area would be listed under the activities which account for its major purpose.

*Should means the ideal distribution of the individual's time so that the unit can accomplish its operational and training missions under the SQT/ARTEP concepts in USAREUR, while providing the unit's fair share of support to other requirements and programs, as well as providing for the satisfaction of individual soldier needs.

BACKGROUND INFORMATION

Positions(s) of Respondent(s): _____

YEARLY PERCENTAGE CONVERSION SCALE

		20 hr/yr	=	1%
1 day/quarter	=	32 hr/yr	=	2%
1 week	=	40 hr/yr	=	2%
1 day/mo	=	96 hr/yr	=	5%
1 month	=	165 hr/yr	=	8%
1 day/wk	=	416 hr/yr	=	20%
1 wk/mo	=	480 hr/yr	=	23%

ACTIVITIES LIST

Please read all activities before estimating percentages. Percentages represent the amount of time which should^a be spent in each activity.

1. Individual Weapons Proficiency
(Includes M-16, LAW, Cal. 45, etc.) _____
2. Crew Served Weapons Proficiency
(Includes TOW, DRAGON, Tank, AD systems, Arty, etc.) _____
3. Physical Readiness Training
(Includes PT, On-duty sports, etc.) _____
4. General Military Knowledge and Personal Adjustment
(Includes Mil. Just., RR/EO, CDAAC, etc.) _____
5. Personal Development
(Includes On-duty ed. time, GED, etc.) _____
6. Interoperability
(Includes language tng., partnership activities, exchange tng., etc.) _____
7. Other Individual MOS Training/Professional Development
(Includes SQT, OJT, NCOES, schools, construction, etc.) _____
8. ARTEP/TAC EVAL/Bridge tng.
(Includes general combat training and evaluation periods) _____

^aDefined on previous page

9. GDP Mission Training (Includes alerts)	_____ %
10. Maintenance (Operation and Training)	_____ %
11. TPI	_____ %
12. Other Inspections	_____ %
13. Support Duties (Guard, details, etc.)	_____ %
14. Personal and Administrative time (Includes medical and admin. appts., etc.)	_____ %
15. Leave (Includes annual leave, passes, training holidays, etc.)	_____ %
16. Ceremonies	_____ %
TOTAL	100 %

SOLDIER ACTIVITIES SURVEY
FOR DIVISION COMBAT ENGINEER BATTALIONS

OBJECTIVE

The purpose of this survey is to establish a baseline estimate of how the soldiers in various types of USAREUR units should be spending their on-duty time so that the unit can best accomplish its various mission.

INSTRUCTIONS

1. Complete the information at the top of the attached page.
2. Using the total duty year as a base (approximately 2000 hours, not including holidays) estimate the average percent of time that soldiers in grade E-1 to E-4 should* spend in each of the performance areas listed on the attached pages.
3. Use the percent conversion scale listed to aid in translating your estimates to yearly percentages. Total number of hours in the duty base may be adjusted to fit your type unit by changing the hr/yr figures as desired. Percents for week, day/mo.....wk/mo will remain the same.
4. The total of the percentages must equal 100%. Enter percentage figures to the nearest whole number.
5. Indicate how much time should be spent in an activity irrespective of where the activity is conducted. For example time spent at a major training area would be listed under the activities which account for its major purpose.

*Should means the ideal distribution of the individual's time so that the unit can accomplish its operational and training missions under the SQT/ARTEP concepts in USAREUR, while providing the unit's fair share of support to other requirements and programs, as well as providing for the satisfaction of individual soldier needs.

BACKGROUND INFORMATION

Position(s) of Respondent(s): _____

YEARLY PERCENTAGE CONVERSION SCALE

1 day/quarter =	20 hr/yr	=	1%
1 week =	32 hr/yr	=	2%
1 day/mo =	40 hr/yr	=	2%
1 month =	96 hr/yr	=	5%
1 day/wk =	165 hr/yr	=	8%
1 wk/mo =	416 hr/yr	=	20%
	480 hr/yr	=	23%

ACTIVITIES LIST

Please read all activities before estimating percentages. Percentages represent the amount of time which should* be spent in each activity.

1. Individual Weapons Proficiency _____
(Includes M-16, LAW, Cal. 45, etc.)
2. Crew Served Weapons Proficiency _____
(Includes TOW, DRAGON, Tank, AD systems, Arty, etc.)
3. Physical Readiness Training _____
(Includes PT, On-duty sports, etc.)
4. General Military Knowledge and Personal Adjustment _____
(Includes Mil Just., RR/EO, CDAAC, etc.)
5. Personal Development _____
(Includes On-duty ed. time, GED, etc.)
6. Interoperability _____
(Includes language tng., partnership activities, exchange tng., etc.)
7. Other Individual MOS Training/Professional Development _____
(Includes SQT, OJT, NCOES, Schools, etc.)

*Defined on previous page

8. Direct Mission Training	
a. ARTEP Tasks	_____ %
b. GDP Practices (Includes alerts, terrain walks, etc.)	_____ %
9. Maintenance (Includes vehicular/crew, personal weapons/gear)	_____ %
10. TPI	_____ %
11. Other Inspections	_____ %
12. Support Duties (Guard and details, etc.)	_____ %
13. Personal and Administrative Time (Includes medical and admin. appts., etc.)	_____ %
14. Leave (Includes annual leave, passes, training holidays, etc.)	_____ %
15. Ceremonies	_____ %
TOTAL	100 %

SOLDIER ACTIVITIES SURVEY
FOR 56th BDE

OBJECTIVE

The purpose of this survey is to establish a baseline estimate of how the soldiers in various types of USAREUR units should be spending their on-duty times so that the unit can best accomplish its various missions.

Since your unit spends approximately 1/4 of its time in QRA, two activity lists are attached. One is for the activities of artillery crewmen during QRA, and the other is for the activities of artillery crewmen during all other time periods. Please fill out both lists, making the percents on each list add to 100%.

INSTRUCTIONS

1. Complete the information at the top of the attached page.
2. Using the total duty year as a base (approximately 2000 hours, not including holidays) estimate the average percent of time that soldiers in grade E-1 to E-4 should* spend in each of the performance areas listed on the attached pages.
3. Use the percent conversion scale listed to aid in translating your estimates to yearly percentages. Total number of hours in the duty base may be adjusted to fit your type unit by changing the hr/yr figures as desired. Percents for week, day/mo.....wk/mo will remain the same.
4. The total of the percentages must equal 100%. Enter percentages figures to the nearest whole number.
5. Indicate how much time should be spent in an activity irrespective of where the activity is conducted. For example time spent at a major training area would be listed under the activities which account for its major purpose.

*Should means the ideal distribution of the individual's time so that the unit can accomplish its operational and training missions under the SQT/ARTEP concepts in USAREUR, while providing the unit's fair share of support to other requirements and programs, as well as providing for the satisfaction of individual soldier needs.

BACKGROUND INFORMATION

Position(s) of Respondent(s): _____

ACTIVITIES LIST FOR QRA TIME PERIODS

Please read all activities before estimating percentages. Percentages represent the amount of time which should^a be spent in each activity.

YEARLY PERCENTAGE CONVERSION SCALE

		20 hr/yr	=	1%
1 day/quarter	=	32 hr/yr	=	2%
1 week	=	40 hr/yr	=	2%
1 day/mo	=	96 hr/yr	=	5%
1 month	=	165 hr/yr	=	8%
1 day/wk	=	416 hr/yr	=	20%
1 wk/mo	=	480 hr/yr	=	23%

1. Individual Weapons Proficiency
(Includes M-16, LAW, Cal. 45, etc.) _____%
2. Crew Serves Weapons Proficiency^b
(Includes TOW, DRAGON, Tank, AD systems, Arty, etc.) _____%
3. Physical Readiness Training
(Includes Pt, On-duty sports, etc.) _____%
4. General Military Knowledge and Personal Adjustment
(Includes Mil. Just., RR/EO, CDAAC, etc.) _____%
5. Personal Development
(Includes On-duty ed. time, GED, etc.) _____%
6. Interoperability
(Includes language tng., partnership activities and exchange tng., etc.) _____%
7. Other Individual MOS Training/Professional Development
(Includes SQT, OJT, NCOES, schools, etc.) _____%
8. ARTEP/TAC EVAL Missions
(Includes training and evaluation periods) _____%

^aDefined on first page

^bThose tasks not included in items 7, 8 and 10.

9. Mission training	_____ %
10. Maintenance (Operation and Training)	_____ %
11. TPI	_____ %
12. Other Inspections	_____ %
13. Support Duties (Guard, details, etc.)	_____ %
14. Personal and Administrative time (Includes medical and admin. appts., etc.)	_____ %
15. Leave (Includes annual leave, passes, training holidays, etc.)	_____ %
16. Ceremonies	_____ %
TOTAL	100 %

ACTIVITIES LIST FOR OTHER (NON-QRA) TIME PERIOD

Please read all activities before estimating percentages. Percentages represent the amount of time which should* be spent in each activity.

YEARLY PERCENTAGE CONVERSION SCALE

		20 hr/yr	=	1%
1 day/quarter	=	32 hr/yr	=	2%
1 week	=	40 hr/yr	=	2%
1 day/mo	=	96 hr/yr	=	5%
1 month	=	165 hr/yr	=	8%
1 day/wk	=	416 hr/yr	=	20%
1 wk/mo	=	480 hr/yr	=	23%

1. Individual Weapons Proficiency
(Includes M-16, LAW, Cal. 45, etc.) _____
2. Crew Served Weapons Proficiency+
(Includes TOW, DRAGON, Tank, AD systems, Arty, etc.) _____
3. Physical Readiness Training
(Includes PT, On-duty sports, etc.) _____
4. General Military Knowledge and Personal Adjustment
(Includes Mil. Just., RR/EO, CDAAC, etc.) _____
5. Personal Development
(Includes On-duty ed. time, GED, etc.) _____
6. Interoperability
(Includes language tng., exchange tng., partnership tng., etc.) _____
7. Other individual MOS Training/Professional Development
(Includes SQT, OJT, NCOES, Schools, etc.) _____
8. ARTEP/TAC EVAL Missions
(Includes training and evaluation periods) _____

*Defined on first page

+Those tasks not included in 7, 8 and 10

9. Mission training (Includes alerts)	_____ %
10. Maintenance (Operation and training)	_____ %
11. TPI	_____ %
12. Other inspections	_____ %
13. Support Duties (Guard and details, etc.)	_____ %
14. Personal and Administrative time (Includes medical and admin, appts., etc.)	_____ %
15. Leave (Includes annual leave, passes, training holidays, etc.)	_____ %
16. Ceremonies	_____ %
TOTAL	100 %