

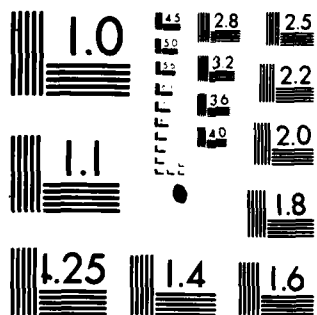
ARMY ADMINISTRATION CENTER FORT BENJAMIN HARRISON IN
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Company Administration Study

1974



DEPARTMENT OF THE ARMY
U. S. ARMY ADMINISTRATION CENTER AND FORT BENJAMIN HARRISON
FORT BENJAMIN HARRISON, INDIANA 46276

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CHAPTER 1 - BACKGROUND

1. INTRODUCTION. It has long been held that Company Administration is complex and far too cumbersome for the number of personnel authorized to perform the administration functions. A number of studies (Annex B) have addressed problems relating to company level administration, but little progress has been made in solving the problem. In the past year, many commanders and other knowledgeable personnel have voiced growing concern for the apparent increase and growing complexity of company administration. To address the problem, the Company Administration Study was initiated based on the hypothesis that this growth in magnitude and complexity of company administration diminishes the ability of the company to satisfactorily perform its mission and still support the Soldier. Several major study efforts have recently been conducted which address company administration. USAREUR conducted a study in May 73 and directed a series of actions to reduce company level administration. This study supported the PS3 recommendation for the addition of a second clerk at company level, and USAREUR requested that authorization of DA. DA responded (19 Sep 73), "The extent of the company level administrative workload and its importance to the personnel system are recognized. However, adding a second clerk to combat arms company/battery/troop-sized units Army-wide has major manpower implications and would impact upon the entire personnel management system. For these reasons, the proposal is being carefully evaluated before any decision is made concerning its implementation."
2. DEFINITION. Administration, as a broad function, was interpreted as the paperwork and other efforts related to accomplishing the overhead or administrative tasks which include preparation and maintenance of reports,

records, forms, files, and procedures in the areas of arms, supply, mess, maintenance, and the general administration related to the orderly room.

3. METHODOLOGY. To obtain the necessary background information for the conduct of this study, three data collection efforts were initiated which were as follows:

a. Identification of Tasks: An initial requirement was to conduct a survey to determine administrative tasks and actions that are being performed at company level. Over 5200 TOE/TDA company size units were identified (Annex C). From this grouping, in coordination with HQ FORSCOM, six representative companies from Forts Bragg, Hood, and Benning were selected for survey. Units selected were representative of company size units in the Army with emphasis on combat arms. They were an airborne infantry company, a mechanized infantry company, a field artillery battery, an engineer company, a maintenance company, and a headquarters company. Six survey teams, each consisting of one officer and two NCO's, were formed and trained for the survey and data collection effort. The survey of the units consisted of determining manpower requirements (men and manhours) needed to perform all current administration tasks, ubiquitous and unique; who performed the task, clerk or supervisor; the product, report, record, file, etc; time spent by each one on the task; which command level required the task; what intervening commands supplemented the task; what aids (typewriter, copier, etc.) were required; interrelationship of tasks (what tasks feed to and from the product); and the essentiality of the task (critical, important, nice to have, irrelevant).

b. Analysis of Current Doctrine and Training: Concurrently, with the identification of tasks, a survey was conducted to examine the current doctrine which relates to company administration. This survey included an analysis of pertinent regulations, pamphlets, and manuals. Also, an examination was made of the Programs of Instruction for the Officer Basic courses and the Non-commissioned Officer Advanced Educational System courses in the various service schools.

c. Analysis of Related Studies; The third major effort which was conducted during Phase I was an analysis of completed and on-going studies that related to company administration which could assist in this effort.

4. EVALUATION, VALIDATION AND OTHER CONSIDERATIONS.

a. After the data collecting efforts had been completed, an initial evaluation was made of each task performed by the representative companies to determine the necessity for performing the task. Also, an evaluation was made as to whether each task would be required under both peacetime and wartime conditions or whether the task was required only under a peacetime situation.

b. The data collected and the initial evaluations were discussed with a group of 100 officers and senior NCO's who currently held or who had recently held company command positions. This group included students from Command and General Staff College (C&GSC), former unit commanders attending the AG Transition Course at the Institute of Administration, QM Advanced Course students at QM School, and selected officers and senior NCO's from the 1st and 4th divisions at Forts Riley and Carson. In addition to discussing the necessity for performing each task and the possible disposition

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of each task, this group also provided many useful comments concerning improvements in company administration which were later incorporated into the study.

5. PRELIMINARY FINDINGS.

Cont a) During this initial evaluation, it was determined that each company administration task was relatively simple, but when all tasks are merged as they are in the real world of the orderly room, the sheer magnitude of their volume adds a dimension of complexity not otherwise apparent. The survey revealed 19 different administrative functions being performed at company level (Annex D). In making this identification, the basic criteria was paperwork. If the performance of a task involved a record, report, or form which was prepared or completed at company level, that task was included. The companies were using 172 forms which were primarily used in maintaining 91 different records and preparing 133 reports differing with respect to frequency and complexity. It is emphasized that these figures include the unique reports of the six units and, therefore, do not show the actual workload requirements of any single unit.

b) It was determined, in all cases, manpower actually used in the performance of administration tasks at company level exceeded the authorized spaces. On the average, the six companies surveyed are using four clerks in the orderly room although they are each only authorized one. Similarly, unauthorized personnel are used elsewhere in the other aspects of company administration; i.e., supply, mess, and maintenance, but to a lesser degree. The duty titles of personnel utilized in the orderly room included; the morning report clerk, clerk typist, legal clerk, SIDPERS clerk, personnel staff NCO, Admin NCO, publications clerk, re-up NCO, re-up/training/education NCO, and training operations NCO's. The number of orderly room clerks

in units varied from two to eight. Personnel utilized in company administration above the authorization constitute "shadow" or special duty personnel. Such personnel are dislocated from TOE duty assignments to special duty assignments within the company and, in some cases, to battalion, brigade, or division headquarters. Such personnel normally work on tasks that are performed only during peacetime and because of this, the TOE does not authorize personnel to perform these tasks. The number of personnel utilized in the orderly room, supply/arms room, mess, and maintenance and the number authorized are shown below.

TABLE I
STAFFING OF COMPANY ADMINISTRATION

AUTHORIZED/EMPLOYED					
<u>TYPE UNIT</u>	<u>ORDERLY ROOM</u>	<u>SUP/ARM</u>	<u>MESS</u>	<u>MAINT</u>	<u>TOTAL</u>
INFANTRY (ABN)	1/5	3/4	0/0	1/1	5/10
INFANTRY (MECH)	1/3	3/4	0/0	2/3	6/10
ARTY	1/2	3/3	1/0	3/3	8/8
ENGINEER	1/8	3/6	1/3	3/4	8/21
MAINTENANCE	1/7	3/5	1/3	5/4	10/19
HHC, S & S BN	1/3	2/2	1/1	2/2	6/8
TOTAL	6/28	17/24	4/7	16/17	43/76
RATIO	1:4.6	1:1.4	1:1.7	1:1.0	1:1.8

c. On the average, company commanders are devoting approximately 60% of their 10-hour days to company administration. The range was from 40% to 95%. In most cases, the company executive officer is devoting his full time to company administration and the 1st Sergeant spends about the same amount of time or a little more on administration than does the company commander.

d. In the six companies in which the in-depth evaluations were conducted and in numerous other companies which were visited, it was discovered that the vast majority of company clerks were not school-trained. The most typical condition was the use of a Soldier with the dominant MOS of the unit who could type.

e. Examination of the extent of training provided in the school system to supervisors in the areas of company administration indicates that the academic hours devoted to company administration-related subjects for Officer Basic Branch Courses and the NCO Advanced Courses account for 15.1 and 20.9 percent, respectively, of the total academic hours. It is impossible to tell at this time if the amount of time spent on administration training is adequate. The Program of Instruction of many of the service schools was not in sufficient detail to determine the extent of actual training that relates to company administration.

6. COORDINATION VISITS.

a. Coordination visits were made to HQ FORSCOM, to the US Army Combined Arms Center (USACAC) and to the US Army Logistics Center (USALOGCEN). The purpose of the visit to HQ FORSCOM was to coordinate this study with that being conducted by HQ FORSCOM concerning company administration in Reserve units. The visits to USACAC and USALOGCEN were for validation of tasks.

b. A visit was also made to Camp Lejeune, NC where the company administration system of the Marine Corps was examined. Several years ago, the Marines attempted to simplify their company administration by eliminating all typewriters. They found this approach impractical and have since returned the typewriters to the company and increased the number of company clerks to five (Morning Report Clerk, Files Clerk, Correspondence Clerk, Messenger, and

Personnel Records Clerk). Personnel records are maintained at company level as are other functional records. The Marine Corps has interfaced their pay and personnel systems. This eliminates much of the company administration by updating data from its source and limiting the input to one time only. The battalion and echelons above, except for Administrative Services Centers, have been withdrawn from the administrative channel.

CHAPTER 2 - DETAILED ANALYSIS OF DATA

1. ADDITIONAL RESEARCH: At the onset of Phase II, an evaluation was made to determine the adequacy of the data collected during Phase I. Several voids were identified and members of the study group conducted fact-finding visits to Fort Knox, Fort Riley, Fort Bragg, and to several organizations in Europe. During these visits additional company level administrative tasks were identified and additional information on the scope and magnitude of tasks already identified was obtained.
2. ADMINISTRATIVE WORKLOAD: A total of 233 separate administrative tasks were identified that are being performed at the company level. A brief description of these tasks and the average amount of time each day spent on accomplishing these tasks by supervisors and clerks is displayed at Annex E. Of these tasks, 17 will most likely apply only to units located overseas. It is recognized that numerous additional tasks, the majority of which would be unique to a specific unit or class of units, could be identified if the in-depth analysis was expanded to more units. However, the list is believed to contain almost all company level administration tasks that are ubiquitous.
3. MAGNITUDE OF ADMINISTRATIVE WORKLOAD: In that each task identified was not performed in each company surveyed, the total number of tasks did not reveal the magnitude of the administrative workload at each company. Ergo, an analysis was made to determine each unit's administrative load to include a breakout as to the element in the unit that performed the function. The analysis revealed that in some orderly room tasks only clerks were involved and, in others, only supervisors

were involved; however, in about 80 percent of orderly room tasks, both clerks and supervisors were involved. The results of the analysis for the six companies surveyed during Phase I revealed the following information:

TABLE 2

TASKS BY COMPANY

<u>Company</u>	<u>Orderly Room</u>			<u>Supply</u>	<u>Motor</u>	<u>Mess</u>	<u>Overall Total</u>
	<u>Clk</u>	<u>Supv</u>	<u>Total</u>				
1	66	57	78	55	10	4	147
2	46	41	55	39	6	5	105
3	52	74	88	44	12	8	152
4	46	52	62	41	5	3	111
5	38	52	62	26	5	0	93
6	40	57	69	22	6	6	103

4. PRIORITIZING OF TASKS: The identified tasks were prioritized based on the total time in minutes per day that were required by clerks and supervisors to complete each task. In that many of the tasks are not addressed on a daily basis, the time required to complete each task was prorated to distribute the time proportionally. For example, if a task is performed once a year and it requires 275 minutes to complete, the time is shown as one minute a day.

5. PROPOSED DISPOSITION: Each task on the prioritized list was critically analyzed to determine if it was essential. In making this analysis, the preliminary evaluation conducted during Phase I, and the comments we received from the officers and NCO's who evaluated the initial data collected during Phase I, were utilized. The utility of questionable tasks was examined in depth. Although the main focus was on the tasks that were major time-consumers, each task was analyzed to determine if it could be eliminated, simplified, or performed at a

higher level, and, as a result of this analysis, it was determined that 26 tasks from the prioritized list fell into one of these three categories.

6. ADMINISTRATIVE PROBLEM AT BATTALION: Chapter 3 contains the specific recommendation for the handling of each of the tasks. In a number of instances, the performance of the task is being shifted to a higher level, in most cases, to battalion level. There are several major advantages in centralizing administrative tasks at battalion or higher level whenever possible. First, if tasks are performed at battalion instead of at company level even if additional personnel are required at battalion, there will be an increasing return to scale. Second, the opportunities for specialization will be increased. Third, in a combat situation, the milieu at battalion would normally be more favorable for performing administrative functions than at company level. The additional workload that is being recommended for transfer to battalion is undoubtedly greater than the currently authorized administrative personnel at battalion can absorb.

7. WORD PROCESSING: In that increasing the number of personnel to perform administrative tasks is an expensive course of action, a survey was conducted to determine if other solutions were feasible. An evaluation was made of the word processing system that is being utilized by the 4th Training Brigade at Fort Knox, Kentucky. In this organization, word processing equipment, located at battalion level, is being utilized extremely effectively to reduce clerical time required to perform administrative tasks. A substantial number of tasks, formerly completed at company level are not prepared by the word

processing equipment with minimal operator intervention. The word processing equipment has reduced the company administration workload to the extent that only one clerk is required in each of the company orderly rooms of this brigade.

CHAPTER 3 - DISPOSITION OF TASKS

1. INTRODUCTION: The 26 tasks which were selected for elimination, simplification, or performance at a higher level were further analyzed and a paper on each task was developed which includes a brief background discussion of the task, the recommendation, the implementation steps, the authority for implementation, the impact the innovation will have on the Army, a determination as to whether the innovation would apply during time of war and emergency, and, finally, a statement of the company administration time that could be saved by the implementation of the recommendation.

2. CATEGORIES OF TASKS: During the analysis, it became apparent that the tasks fell into three categories with respect to authority for implementation. Sixteen of the innovations can be implemented in their entirety by local commanders. Five of the innovations can be implemented by local commanders; however, modifications of regulations is highly desirable to standardize and clarify procedures. In the third category are five innovations which should not be implemented unless regulations are changed. The three categories of tasks and the average daily time spent on each task are displayed in the following three tables.

TABLE 3

INNOVATIONS WHICH REQUIRE NO REGULATION CHANGES

<u>TASK</u>	<u>COMPANY ADMINISTRATION TIME INVOLVED (MIN)</u>
Morning Report	245
Unit Supply	140
Outgoing Correspondence	90
Military Justice	49
AWOL/DFR	45
Lesson Plans	40
Letters of Indebtedness	30
Self-Service Supply Center	18
Unit Funds	10
Hometown News Releases	8
Requests for Allotments	6
Ration Cards	6
Pay Inquiries	5
Pay Options	5
Identification Cards	3
POV Safety Inspections	3
TOTAL	703

TABLE 4

INNOVATIONS FOR WHICH REGULATION
CHANGES ARE DESIRABLE

<u>TASK</u>	<u>COMPANY ADMINISTRATION TIME INVOLVED (MIN)</u>
Class A Agent	182
Unit Orders	14
Publications Posting	10
Separate Rations	9
Weapons Cards	1
TOTAL	216

TABLE 5

INNOVATIONS WHICH REQUIRE REGULATION CHANGES

<u>TASK</u>	<u>COMPANY ADMINISTRATION TIME INVOLVED (MIN)</u>
Unit Mail	60
Reenlistment/Extensions	34
Reenlistment Data Card	25
Geneva Convention Card	2
VRB Paperwork	<u>2</u>
TOTAL	123

3. EXPANSION OF TASKS: The remainder of this chapter contains a detailed paper on each of the tasks displayed in the three tables above and they are in the same sequence as shown above.

1. TASK: Preparation of the Morning Report.
2. BACKGROUND: A recent survey revealed that the preparation of the Morning Report (MR) is the most time consuming administrative task performed at the company level. The expertise and experience required to maintain strength accountability necessitates considerable training. The siphoning of 75BMOS company clerks to higher levels of command robs the companies of trained clerks; the lack of typing skills at the company complicates preparation of the Morning Report; and the varied, if not marginal, training of company supervisors in morning report preparation further complicates the problem. Therefore, the company is often ill-prepared to perform this laborious task. Errors, omissions, numerous typing attempts before initially submitting the morning report to the 1st Sergeant, late submission of the morning report, and S1 or Personnel Services Division returning the Morning Report for correction are symptoms of the MR problem which collectively accounts for 225 minutes daily being spent by the clerk on Morning Report preparation. The range of time spent on this task was 30 minutes to 10 hours. The 210th FA Group, VII Corps has tested a centralized administration concept for preparing Morning Reports at battalion and determined there was a valid economy of scale (only one clerk was required to prepare four Morning Reports daily) and greater efficiency in that there were no returns or false starts and no late submissions! Also in Europe, the 3rd Infantry Division has initiated the Centralized Reporting and Administration concept

at battalion to facilitate the preparation and submission of the Morning Report.

3. RECOMMENDATION: That the Morning Report be prepared at battalion level.

4. IMPLEMENTATION STEPS:

a. The battalion Morning Report clerk would circuit ride the units on a daily basis and collect the Morning Report feeder and all Supporting, Source, and Substantiating documentation ("3 S's"); i.e., Personnel Register, DA Form 31, Letter Orders, Special Orders, etc.

b. The unit clerk (i) would print with pencil on a DA Form 1 the unit and only those changes in item 15 that could not be developed from screening the "3 S's" which will be attached to the worksheet Morning Report; (ii) prepare a handwritten transmittal letter to include the first four letters of the last name and the last four numbers of the Social Security Number of each addition relating to the Morning Report "3 S's"; and (iii) secure this packet for personal pick up by the battalion Morning Report clerk. Before leaving the Unit Orderly Room, the battalion Morning Report clerk would verify and initial the company's copy of the transmittal letter. If there are missing "3 S's", at this time the unit clerk will gather those documents and add them to the transmittal letter.

c. The battalion Morning Report clerk would prepare all Morning Reports, file all supporting data, prepare battalion transmittal letter to Finance with attached "3 S's" and return copies of the completed Morning Report to the unit when he picks up the next day's Morning Report packet.

5. AUTHORITY FOR INNOVATION: Current regulations do not preclude the preparation of the Morning Report at a level above the company.
6. FUTURE IMPACT: This concept can easily be adopted to the SIDPERS. After the unit has (i) completed the actions required for posting the DA Form 2475-2; (ii) prepared the DA 4187; and (iii) assembled the "3 S's", the circuit-riding-battalion-morning-report clerk will pick up the Morning Report packet containing items (ii) and (iii) and prepare the MASSDATA cards and Unit Transmittal Letters for submission to MILPO (no submission to Finance will be required). This concept requires only one specialized clerk to prepare the complex SIDPERS coding on the MASSDATA cards.
7. WAR AND EMERGENCIES: During conflicts, various battalion centralized administration concepts were developed which effectively supported their companies. The preparation of the morning report is only one of several essential personnel functions which traditionally has been performed at the company but which; with selected realignment of personnel, priorities, and responsibilities; could be more effectively performed at battalion.
8. ESTIMATED COMPANY ADMINISTRATION TIME SAVINGS:
- a. Morning Report Clerk - 225 minutes (3 3/4 hours)
 - b. Supervisors - 20 minutes

1. TASK: Prepare Supply Documentation at the Level at which the Property Book is Maintained.
2. BACKGROUND: AR 710-2 outlines the responsibilities of a property book officer. Property books (organization and installation) are located at various levels throughout the Department of the Army. Recent surveys have indicated that, in cases where the property book is located at a higher level than the company, the company is still being tasked in many cases to fill out supply documentation such as DA Form 2765-1, DD Form 200, and DA Form 444.
3. RECOMMENDATION: That supply documentation required of companies, in those cases where the organization/installation property book is located at the battalion level or higher, be reviewed in order to place the minimum possible administrative burden at the company level.
4. IMPLEMENTATION STEPS: As deemed necessary by appropriate commanders.
5. AUTHORITY FOR IMPLEMENTATION: AR 710-2 currently prescribes policies in accordance with this recommendation.
6. IMPACT: Decrease of some administrative workload at those companies affected by this recommendation.
7. WAR AND EMERGENCY: No change to these procedures.
8. ESTIMATED COMPANY ADMINISTRATION TIME SAVINGS: Fifty minutes of clerical time and ninety minutes of supervisory time per day.

1. TASK: Preparation of Outgoing Correspondence.

2. BACKGROUND: A wide assortment of outgoing correspondence is prepared at company level. This correspondence is in addition to workaday correspondence such as letters of indebtedness, etc. This correspondence is prepared in response to requests for information from relatives, requests for information from prospective employers of personnel formerly assigned to the organization, requests for letters of recommendation from present and former members of the organization, and for multitudinous other reasons. A survey has revealed that in a typical company, 30 minutes a day is spent by personnel drafting replies and 90 minutes a day is spent by a clerk typing the replies. The typing time is longer than necessary because, in spite of regulations stating otherwise, many personnel at company level have the presupposition that outgoing correspondence must be impeccably prepared. Ergo, much correspondence is retyped.

3. RECOMMENDATION: Type outgoing correspondence at battalion level.

4. IMPLEMENTATION STEPS:

a. Insure that capability exists at battalion to handle the increased typing workload.

b. Initiate the plan to have the written drafts sent to battalion for typing. Because the personnel at the company will be in the best position to respond to requests, the drafts will continue to be prepared at company level.

5. AUTHORITY FOR IMPLEMENTATION: This procedure can be implemented when authorized by local commanders.

6. IMPACT: Approximately 7 hours additional daily administrative workload will be assumed by battalion. However, by having one clerk perform this function for the entire battalion, the task will normally be prepared quicker and more accurately than if a clerk in each company is performing the task. Also, this reduction in workload at company level, combined with other proposed plans which will reduce the administration workload at company level, will enable each company to reduce the number of personnel required for administration duties.

7. WAR AND EMERGENCY: The procedure will remain unchanged during time of war and other emergencies. It is envisioned that the routine correspondence will decrease during these periods.

8. ESTIMATED COMPANY ADMINISTRATION TIME SAVINGS: Ninety minutes per day for the company clerk.

1. TASK: Preparation of Military Justice Forms for Company and Field Grade Article 15's, Charge Sheets for Courts Martial and Preparation of Appeals to Article 15.
2. BACKGROUND: Considerable time is spent at company level preparing military justice forms. A survey indicates that because of lack of training and experience many orderly room personnel do not know procedures for the preparation of military justice forms and many require retyping because of formatting errors, etc. All battalion-sized units are authorized a legal clerk who could prepare the forms for company and field grade Article 15's, Charge Sheets for Courts Martial and appeals to Article 15. He is the skilled technician and legal advisor for the battalion commander. As such, he is better qualified to perform these actions. He could receive informal requests from the company commander, prepare these forms, and coordinate with the Installation/Division Judge Advocate in difficult or unusual cases. He would then provide the company commanders with the completed forms and give legal advice when needed. The company commander would still administer punishment and advise the battalion commander on the disciplinary status of his unit but not be burdened with technical details.
3. RECOMMENDATION: That the battalion legal clerk prepare the appropriate military justice forms.
4. IMPLEMENTATION STEPS: Announce change in procedure by most appropriate means.
5. AUTHORITY FOR IMPLEMENTATION: This procedure can be implemented when authorized by Installation/Division Commanders.

6. IMPACT: A significant increase in workload would be assumed at battalion headquarters. However, overall time required for each individual action would be reduced because the forms will be prepared by a skilled technician.

7. WAR AND EMERGENCY: No change.

8. ESTIMATED COMPANY ADMINISTRATION TIME SAVINGS: Approximately fifty minutes daily savings equally divided between the company clerk and company commander.

1. TASK: Simplify the present system of immediate inquiry investigation and notification of next of kin, revocation of security clearances when required, and to simplify notification to medical authorities in AWOL and desertion cases.

2. BACKGROUND: Several required tasks associated with AWOL/DFR cases have been identified as major time consumers in company administration. All cases of AWOL require that an immediate inquiry and written report be prepared in triplicate in a standard format. All cases of AWOL of ten or more days duration require at least one notification to the next of kin. In cases where a member remains absent for more than 29 days or is dropped from the rolls of the organization as a deserter, a second or other notification is required. In desertion cases, action must be taken to collect dependent ID Cards, revoke security clearances, and, if there is reason to believe dependents are receiving medical care under CHAMPUS, notification must be made to medical authorities. To perform these tasks, letters must be prepared and typed. By use of a preprinted form for the Immediate Inquiry Report, and by use of preprinted form letters for notification to next of kin, preprinted DF for revocation of security clearance, and notification to medical authorities considerable savings could be realized. The recommended form letters referred to in paragraph 4 below, incorporate the information required for these tasks in AR 630-10.

3. RECOMMENDATION:

a. That a preprinted form be used for the Immediate Inquiry Report required by paragraph 2-3b, AR 630-10. That preprinted form letters be authorized for use in notification to next of kin in AWOL/DFR cases

required by paragraph 2-3d, AR 630-10.

b. That DA amend Chapter 2, AR 630-10 to add the *form* and *form letters* as figures to that chapter. Minor modification would be needed in paragraph 2-3b and 2-3d, AR 630-10.

c. That a preprinted DF be used to initiate revocation of security clearance for use when required by AR 604-5 in desertion cases.

d. That a preprinted Form letter be used to notify CHAMPUS or medical authorities when required by Table 3-1, AR 630-10, and AR 40-121.

4. IMPLEMENTATION STEPS:

a. Devise a locally reproduced and numbered form containing the information in the sample form displayed at Figure 1 which will be used for the immediate inquiry report (see paragraph 2-3a and b, AR 630-10).

b. Devise locally reproduced and numbered form letters for notifying next of kin in AWOL and desertion cases using the form letters discussed below.

(1) For AWOL 10 days but not classified as a deserter use proposed form letter at Figure 2 (see paragraph 2-3d, AR 630-10).

(2) For AWOL members who are immediately classified as deserters and dropped from the rolls of the organization, use proposed form letter at Figure 3 (see paragraph 2-3d and Chapter 3, AR 630-10).

(3) For members who were AWOL and classified as a deserter and dropped from the rolls of the organization subsequent to initial notification to next of kin, use proposed form letter at Figure 4.

c. That DA amend Chapter 2, AR 630-10 to add figures 1 through 4c at the end of that chapter. Paragraphs 2-3b and 2-3d would also require minor modification.

5. AUTHORITY FOR IMPLEMENTATION: These procedures can be immediately implemented.
6. IMPACT: Except for initial preparation of the form letters at installation level, no additional workload would be assumed at any level. Implementation of these procedures will result in considerable time savings as well as simplifying the task of administering AWOL/DFR cases at company level. These savings combined with other proposed plans which will reduce administrative time at company level will enable each company to reduce the number of personnel required for administrative duties.
7. WAR AND EMERGENCY: No change in procedures would be required.
8. ESTIMATED COMPANY ADMINISTRATION TIME SAVINGS: Estimated 45 minutes daily divided equally among the company clerk and supervisors.

REPORT OF AWOL IMMEDIATE INQUIRY

1. NAME (LAST, FIRST, MI) 2. RANK AND SSAN 3. ORGN 4. DATE AWOL

5. PHYSICAL DESCRIPTION: Height: Weight: Age:
Color of Hair: Color of Eyes: Wears Glasses Yes No
Scars, Identifying Marks, etc.

6. POSSIBLE CONTRIBUTING FACTORS CAUSING AWOL (if none or unk, so state):

 Marital Strife Indebtedness Trouble with Superiors
 Other (Explain in Remarks) REMARKS:

7. NAMES, ADDRESSES, GRADES AND SSAN OF COMPETENT WITNESSES, CLOSE FRIENDS, ETC (Indicate Summary Testimony, if given):

8. RECORD OF ANY EVIDENCE OF THE FOLLOWING: Mental Instability
 Foul Play Drug Use Intent Not to Return
 Evidence of Shirking Important/Hazardous Duty Other (Explain
any response, if none, so state) REMARKS:

9. PERTINENT EVIDENCE FOUND IN PERSONAL EFFECTS: (If None, so state)
REMARKS:

10. CONTINUATION OR OTHER REMARKS (If Continuation, Show Item #)(Use additional sheets if necessary)

11. AUTHENTICATION, SIGNATURE, TITLE, ORGN, DATE:	DISTR: ORIG: DA 201 File DUPE: Local PMO TRIP: Unit Commander
---	--

FIG 1. - Immediate Inquiry Report

Department of the Army

Unit Address

Date

Dear _____:

It has been determined that your relative _____, a member of the US Army has been absent without official leave from the unit shown above since _____. This is to advise you that the Soldier's continued absence may result in conviction by military courts for desertion with possible loss of all pay and allowances, possible confinement and possible dishonorable or bad conduct discharge. If you have any knowledge of the Soldier's whereabouts, you should urge the Soldier to immediately return to military control at the nearest US military facility to avoid consequences that accrue with each day of absence.

Continued absence could cause the Soldier to be classified as a deserter. If this occurs, any of the Soldier's dependents now eligible for commissary, Post Exchange, allotments of pay, medical or other military benefits will become ineligible for these benefits.

If the Soldier is in grade E4 with less than 4 years of service or in a lower grade and is classified as a deserter, payment of Basic Allowance of Quarters may be paid to authorized dependents for a period not to exceed two months if he resided with such dependents upon AWOL or was prevented from residing with such dependents pursuant to proper orders. This period will be computed from the first day of unauthorized absence. An application is inclosed for your earliest completion and return, if applicable to you.

I regret this notification is required. You may be assured that the Soldier will be given a reasonable hearing if there are extenuating circumstances surrounding this unauthorized absence.

Sincerely,

1 Incl
As Stated

Commanding

FIG 2. - Initial AWOL Notification

(Applicant's Address)

(Unit Address)

1. I hereby apply for payment of Basic Allowance for Quarters. I am the dependent of the service member identified below:

a. Name and Rank _____.

b. Service member's Social Security Number _____.

2. I further certify that the following statements are true and correct:

a. I am not occupying quarters (adequate or inadequate) furnished by the Government.

b. I was/was not (strike out inappropriate phrase) residing with the service member immediately prior to _____, the date AWOL began at _____. ("was not" residing response, explain in remarks)

c. The service member is not now residing with me.

3. Remarks:

(Signature of Applicant)

FIGURE 2a

Department of the Army

Unit Address

Date

Dear _____:

It has been determined that your relative _____, a member of the US Army, has been absent without official leave from the unit shown above since _____. It has been determined that the Soldier is absent under conditions, in accordance with US Army Regulations, that classifies the member as a deserter from the US Army and has, therefore, been dropped from the rolls from this organization. This notification is furnished you in the hope that you may be aware of the Soldier's whereabouts and can urge the Soldier's early return to military control at the nearest US military installation or activity to avoid further consequences that accrue with each day of absence. Civilian law enforcement agencies and military authorities have been notified and have been directed to apprehend the Soldier for return to military control. Continued absence can result in conviction by a military court with possible loss of pay and allowances, a possible dishonorable or bad conduct discharge and possible confinement.

If the Soldier is in grade E4 with less than 4 years of service or in a lower grade and is classified as a deserter, payment of Basic Allowance of Quarters may be paid to authorized dependents for a period not to exceed two months if he resided with such dependents upon AWOL or was prevented from residing with such dependents pursuant to proper orders. This period will be computed from the first day of unauthorized absence. An application is inclosed for your earliest completion and return, if applicable to you.

Dependents of Soldiers classified in this status who were eligible for military privileges such as Post Exchange, commissary, medical care, and other benefits become ineligible for these privileges upon the classification of the member as a deserter. If you or members of your family have these privileges, this notification will also serve as notice of your ineligibility for further privileges. You are requested to return all Uniformed Services Privilege Cards (DD Form 1173) now in your possession to this headquarters. A pre-addressed and prepaid envelope is inclosed for this purpose.

Sincerely,

2 Incl
As Stated

Commanding

FIG. 3. - Duty to Desertion

(Applicant's Address)

(Unit Address)

1. I hereby apply for payment of Basic Allowance for Quarters. I am the dependent of the service member identified below:

a. Name and Rank _____.

b. Service member's Social Security Number _____.

2. I further certify that the following statements are true and correct:

a. I am not occupying quarters (adequate or inadequate) furnished by the Government.

b. I was/was not (strike out inappropriate phrase) residing with the service member immediately prior to _____, the date AWOL began at _____. ("was not" residing response, explain in remarks)

c. The service member is not now residing with me.

3. Remarks:

(Signature of Applicant)

FIGURE 3a

Department of the Army

Unit Address

Date

Dear _____:

I refer to my letter of _____ in which you were notified that your relative, _____, absented himself without official leave from this organization on _____. The Soldier has now been classified as a deserter from the US Army and has been dropped from the rolls of this organization. Dependents of Soldiers classified as deserters are not eligible for military privileges such as Post Exchange, commissary, medical care, and other benefits. If you or members of your family were eligible for these privileges, this notification will serve as notice of your ineligibility. You are requested to return all Uniformed Services Privilege Cards (DD Form 1173) in your possession. A prepaid, preaddressed envelope is inclosed for this purpose.

If you are aware of the Soldier's whereabouts you should urge his return to military control at the nearest US military facility. Civilian law enforcement agencies and other military authorities have been notified to apprehend the Soldier, if possible. More severe consequences could accrue with each day of absence.

Sincerely,

1 Incl
As Stated

Commanding

FIG. 4. - AWOL To Desertion

DISPOSITION FORM

For use of this form, see AR 340-15; the proponent agency is The Adjutant General's Office.

REFERENCE OR OFFICE SYMBOL

SUBJECT

TO S2/Security Officer

FROM

DATE

CMT 1

1. It is requested that the security clearance for the person listed below be revoked IAW paragraph 4-5, AR 604-5.

Name and Grade _____

SSAN: _____

Degree of Clearance: _____

2. The Soldier was dropped from the rolls of this organization as a deserter IAW Chapter 3, AR 630-10, on _____.

Commanding

FIGURE 4b

3-18a

DA FORM 2496
1 FEB 66

REPLACES DD FORM 96, EXISTING SUPPLIES OF WHICH WILL BE
ISSUED AND USED UNTIL 1 FEB 66 UNLESS SOONER EXHAUSTED.

GPO : 1966 O - 552-425

UNIT HEADING

File Symbol

Date

SUBJECT: Termination of Eligibility Status of Dependents Under CHAMPUS

Executive Director

1. The below listed dependents are receiving or are believed to be receiving benefits under CHAMPUS and the Soldier sponsor listed has been dropped from the rolls of this organization as a deserter effective ____.

a. Sponsor:

(1) Name, Grade, SSAN: _____

(2) Dependents Name(s): _____

(3) Dependent's Address: _____

b. Known Civilian Providers of Health Care:

2. This notification is furnished IAW paragraph 3-4c, AR 40-121 and Table 3-1, AR 630-10.

Commanding

FIGURE 4c

3-18b

1. TASK: Preparation of Lesson Plans.
2. BACKGROUND: The types of classes and field exercises that each company in a battalion completes during a training year are normally quite similiar. However, there is frequently much duplication of effort in the preparation of lesson plans in that each company is frequently preparing a complete lesson plan. Lesson plans, especially those for field exercises, are frequently very comprehensive and spell out in detail the logistical requirements necessary to support the training. Much of the information in the lesson plans developed by one company will be highly useful for other instructors in the other companies. Frequently, the instructors in a company destroy their lesson plans after the instruction has been completed. Thus, instructors in other companies that will subsequently present this instruction must develop their lesson plans from scratch. It is recognized that many instructors desire to prepare their own lesson plans; however, their preparation time would be reduced if they had access to previously prepared lesson plans.
3. RECOMMENDATION: That a master file of lesson plans be maintained at battalion level.
4. IMPLEMENTATION: Local directive outlining procedures for the maintenance of file copies of lesson plans at battalion level.
5. AUTHORITY FOR IMPLEMENTATION: This procedure could be implemented by battalion commanders.

6. IMPACT: Maintaining this file would add a minor administrative task at battalion which would be more than offset by the time savings at company level.

7. WAR AND EMERGENCY: These plans would not be applicable during combat.

8. ESTIMATED COMPANY ADMINISTRATION TIME SAVINGS: Forty minutes daily for supervisory personnel.

1. TASK: Processing Letters of Indebtedness.
2. BACKGROUND: Processing of letters of indebtedness has long been a major time consumer at company level. A large volume of letters of indebtedness is received Army-wide and each case requires, as a minimum, an interview inquiry and reply to the claimant. In usual cases, it requires only a determination whether or not the debt is admitted or disputed. If the debt is admitted, the reply to the claimant must show the arrangements the Soldier will make for repaying the debt. In disputed debts, the reply must state that the DA policy precludes intervention and the debt must be settled in civilian courts. Chronic or complicated cases such as those who refuse to settle just debts, those cases involving companies not in compliance with Standards of Fair Practices, or Full Disclosure and other applicable laws will require additional internal action and special replies. However, the standardization by use of a form letter will suffice for the majority of cases and has been adopted in some units by imaginative and innovative commanders with good results. It is concluded that using such a procedure will significantly reduce the preparation time of replies in the majority of these cases.
3. RECOMMENDATION: That a standard multi-purpose form letter be used for response to creditors.
4. IMPLEMENTATION STEPS:
 - a. Devise a standard reply consistent with Chapter 3, AR 600-15, using Figure 5 as an example.
 - b. Publicize by most appropriate means of availability and use of the form.

5. AUTHORITY FOR IMPLEMENTATION: This procedure can be implemented immediately by installation commanders.

6. IMPACT: The implementation of this procedure should greatly reduce the preparation of the large volume of replies now prepared on an as required basis. Savings in typing time at the company level is significant. No additional workload would be assumed at other levels.

7. WAR AND EMERGENCY: These procedures would remain in effect in wartime or emergency buildup.

8. ESTIMATED COMPANY ADMINISTRATION TIME SAVINGS: It is estimated to save twenty-five minutes clerical time and five minutes supervisory time daily.

UNIT HEADING

Unit File Symbol

Date

Address

This is in reply to your letter of _____ concerning the alleged indebtedness of _____. The abbreviated checked reply below outlines the action taken on your claim. The service member:

___ was interviewed on _____ and acknowledges/disputes the debt.

___ states the debt was settled or account brought up to date on _____.

___ is unable to pay the debt in full but will pay _____ per month until the debt is settled.

___ has no intention of paying an unjust debt. Disputed debts must be settled in civilian courts and the Department of the Army cannot intervene in such cases.

___ will make direct arrangements with you to settle the debt.

___ will contact you in due course.

___ is on leave/temporary duty/hospital and expected to return on or about _____.

___ is no longer assigned to this unit.

___ Other:

Commanding

___ Form Letter #

Figure 5 - Letter of Indebtedness Reply

1. TASK: Maintain Self-Service Supply account.
2. BACKGROUND: AR 710-2 prescribes procedures for the operation of a Self-Service Supply Center (SSSC). The SSSC funds available to a given company flow through command channels. Most companies maintain their own self-service supply account.
3. RECOMMENDATION: That self-service supply accounts be maintained at battalion level and that each unit be allocated a certain amount of money and issued a charge card.
4. IMPLEMENTATION STEPS:
 - a. Self-Service Supply Centers forward monthly status of company SSSC accounts to the company's parent battalions.
 - b. Battalion S4's maintain SSSC accounts by company.
 - c. Company supply sergeant calls his battalion S4 prior to going to SSSC to determine status of his funds.
 - d. Company supply sergeant calls his battalion S4 upon return from SSSC to inform him of the amount spent.
5. AUTHORITY FOR IMPLEMENTATION: Battalion commander is authorized, under AR 710-2, to maintain the status of SSSC accounts for subordinate units.
6. IMPACT: Administrative time at company level to maintain the Self-Service Supply Center account would be reduced.
7. WAR AND EMERGENCY: No change in procedures.
8. ESTIMATED COMPANY ADMINISTRATION TIME SAVINGS: Eight minutes daily for clerical personnel. Ten minutes daily for supervisory personnel.

1. TASK: Maintenance of Unit Fund.
2. BACKGROUND: AR 230-1 and AR 230-21 authorize battalion or comparable level commanders to combine the unit funds of two or more subordinate organizations into a single consolidated fund account. Consolidated fund accounts are managed by a single custodian. The equities and identities of each individual unit fund, which is merged into the consolidated account, must be segregated. Thus, consolidation removes the bulk of the administrative effort from the company level units, but it does not take from the individual unit fund councils the authority to determine how the fund will be utilized, and it does not diminish in any way the resources that each individual unit receives. Even though authority exists to consolidate unit fund accounts, a considerable number of units have not taken advantage of this opportunity, and the company commander or one of his officers is spending considerable time administering the fund.
3. RECOMMENDATION: That the non-appropriated funds for each company size unit be consolidated and maintained at battalion level.
4. IMPLEMENTATION STEPS:
 - a. Appoint consolidated fund custodian.
 - b. Each separate unit fund to be consolidated will be deposited in the unit fund checking account unexpended balance in petty cash fund, close the records, and draw a check payable to the custodian of the consolidated unit fund.

c. Custodian of consolidated unit fund will establish a single bank account for all unit funds.

d. A separate record (DA Form 3259-2) will be established for each unit participating in the consolidated unit fund.

5. AUTHORITY FOR IMPLEMENTATION: Battalion commander is authorized to implement a plan to consolidate unit funds as prescribed by paragraph 3-12, AR 230-1 and Section III, AR 230-21.

6. IMPACT: Administrative time at company level to maintain the fund will be greatly reduced.

7. WAR AND EMERGENCY: No change in procedures.

8. ESTIMATED COMPANY ADMINISTRATION TIME SAVINGS: Ten minutes daily for supervisory personnel.

1. TASK: Preparation of Hometown News Releases.
2. BACKGROUND: AR 360-83 and DA Pamphlet 360-5 provide for the Hometown News Releases. The guidance is not clear and so it is interpreted and implemented within units in almost as many different ways as there are units. Many information officers implement the program by requiring units to submit a quota of news releases per month regardless of unit activity. As a result of this, some units prepare a DA Form 1526 for 100 percent of their personnel in order to "crank out" their quota of releases. In many units such as Basic Combat Training (BCT) and Advanced Individual Training (AIT), and in most service schools the same 100% preparation of DA Form 1526 prevails whether or not quotas are established. This practice is not only uneconomical but because of the volume generated, detracts from the Hometown News Release Program. Conversely, it was determined that if an over zealous program was not in existence, virtually no releases were prepared, further denigrating the intent of the program. The implementation most appropriate would be to prepare a Hometown News Release or DA Form 1526 at battalion headquarters for submission to the Public Affairs Officer at division/installation level only when a significant event occurs. The battalion PSNCO is in a position to judge overall major events of the personnel of the battalion and would be aware of the events occurring that would warrant a release. The PSNCO could prepare the DA Form 1526 using the personnel data from SIDPERS Reports or personal interview when the event occurs. The forwarding

of such releases to the Hometown News Center would go directly from battalion.

3. RECOMMENDATION: That Hometown News Releases be prepared at battalion or higher level and only for significant activities in which the serviceman is involved.

4. IMPLEMENTATION STEPS:

a. Establish the battalion's policy for use of the DA Form 1526.

b. Initiate the plan by local directive and periodic announcement of the program.

5. AUTHORITY FOR IMPLEMENTATION: This procedure could be implemented when authorized by local commanders.

6. IMPACT: An additional administrative workload would be assumed at battalion. However, the preparation will result in better implementation of the program by insuring timely submission and uniformity of preparation. This reduction in workload combined with other proposed plans will enable each company to reduce the number of personnel required for administrative duties.

7. WAR AND EMERGENCY: The procedures for selecting events and preparation of releases would be unchanged, but submissions would be made to Division Public Affairs Officer to preclude premature release of casualty information or breach of security.

8. ESTIMATED COMPANY ADMINISTRATION TIME SAVINGS: Six minutes daily for the company clerk and two minutes supervisory time.

1. TASK: Preparation of Request for Allotments.
2. BACKGROUND: A survey has indicated that the Request for Allotments (DA Form 1341) were being prepared by the company clerk. The form is simple and self-explanatory and could be prepared by the individual Soldier. It is proposed that the requirement for preparation be relegated to the Soldier allowing handwritten submissions through channels to the Finance Office.
3. RECOMMENDATION: That the individual Soldier prepare his request(s) for allotments.
4. IMPLEMENTATION STEP: Initiate the procedure by announcement to the Soldier.
5. AUTHORITY FOR IMPLEMENTATION: This procedure is currently not prohibited by regulations and can be immediately implemented.
6. IMPACT: The impact on the individual is incidental and eliminates the need for preparation at unit level. The processing time from company to Finance is also incidental.
7. WAR AND EMERGENCY: The procedures remain unchanged.
8. ESTIMATED COMPANY ADMINISTRATION TIME SAVINGS: Six minutes daily for the company clerk.

1. TASK: Controlling Ration Cards (For Tobacco, Alcoholic Beverages, etc.)

2. BACKGROUND: Companies stationed in overseas locations where ration control procedures are in effect are required to accomplish the administrative routines associated with the control program. This includes issuing ration cards to new arrivals; annual renewal of cards to all assigned personnel; replacement of lost, stolen, or mutilated cards; destruction of mutilated cards or cards returned by departing personnel; and control and accounting procedures for all cards in the company's possession. A survey has revealed that in a typical company, an average of six minutes a day is spent by the company clerk typing the ration cards and performing the accounting and control functions. Of this average, two minutes per day is attributable to typing ration cards in preparation for the annual renewal.

3. RECOMMENDATION: That all issuing and control of ration cards be performed by the personnel office.

4. IMPLEMENTATION STEPS:

a. Insure that the capability exists at the servicing personnel office to handle the ration card control program.

b. All blank ration cards and control registers would be maintained by the servicing personnel office. Separate registers for the Soldier and his dependents would also be maintained by the servicing personnel office for each company serviced.

(1) New Arrivals. Cards would be issued at the time of in-processing. A separate battalion register would be maintained when the exact company of assignment is unknown at the time of in-processing.

(2) Annual Renewal Issue. Individual company registers would

be prepared from Non-Combatant Evacuation Order (NEO) rosters and/or company rosters prepared by and available to the personnel office. Registers and completed ration cards would be delivered to the company. The completed ration cards are issued and the completed registers returned to the personnel office.

(3) Replacement of Lost, Stolen, or Mutilated Cards. The Soldier or his dependent would report to the servicing personnel office for replacement and acknowledge receipt on the individual company register.

(4) Departing Personnel. The Soldier would turn in his and his dependents ration cards to the servicing personnel office during his out-processing.

5. AUTHORITY FOR IMPLEMENTATION: This proposed plan can be implemented when authorized by major overseas commanders.

6. IMPACT: Since the servicing personnel office will perform the initial issue when the individual is being processed, the added requirement will be insignificant. Also, in that fewer clerks are involved in the handling of the cards, an economy of scale will result.

7. WAR AND EMERGENCY: The procedures would remain the same.

8. ESTIMATED COMPANY ADMINISTRATION TIME SAVINGS: Six minutes per day for the company clerk.

1. TASK: Preparation of Pay Inquiry, Pay Complaint and Pay Actions Forms.
2. BACKGROUND: In most cases, three pay functions (inquiries, complaints, and pay actions) are being processed on several forms. The revised DA Form 2142, 1 Apr 73 (Pay Inquiry) has combined the essential items from the previous numerous but now obsolete and unauthorized forms. The new form is simple and self-explanatory. It is proposed that the requirement for preparation of Section I be relegated to the Soldier allowing handwritten submission through channels, if required, to the Finance Office.
3. RECOMMENDATION: That the individual Soldier prepare the consolidated form for pay inquiries, pay complaints and pay actions.
4. IMPLEMENTATION STEPS: Initiate the procedure by announcement to the Soldiers.
5. AUTHORITY FOR IMPLEMENTATION: This procedure is currently not prohibited by regulation and can be immediately implemented.
6. IMPACT: The impact on the individual is incidental and eliminates the need for preparation at unit level. The processing time for forwarding the form to the Finance Office would also be incidental.
7. WAR AND EMERGENCY: The procedures remain unchanged.
8. ESTIMATED COMPANY ADMINISTRATION TIME SAVINGS: Five minutes daily for the company clerk.

1. TASK: Preparation of Election of Pay Options.
2. BACKGROUND: Currently, in most cases, the company clerk is preparing the Election of Pay Options (DA Form 3685) for submission to the Finance Office. The form is simple enough for handwritten preparation by the Soldier.
3. RECOMMENDATION: That the individual Soldier completes the form for election of pay options he desires.
4. IMPLEMENTATION STEP: All Soldiers will be informed that they will prepare the Election of Pay Options form.
5. AUTHORITY FOR IMPLEMENTATION: This procedure is currently authorized by regulation and can be immediately implemented.
6. IMPACT: The impact on the individual is minimal and eliminates the need for preparation at any unit level. The processing time forwarding the form to the Finance Office would be negligible.
7. WAR AND EMERGENCY: The procedures remain unchanged.
8. ESTIMATED COMPANY ADMINISTRATION TIME SAVINGS: Five minutes daily for the company clerk.

1. TASK: Prepare application for ID Cards.
2. BACKGROUND: The procedures for making an application for ID Cards are governed by AR 606-5. These procedures do not dictate the level at which these applications must be prepared. Currently, in a large number of organizations, the applications are being typed by the company clerk based on information provided by the applicant. These applications are then sent to the Military Personnel Office for verification and preparation of the ID Card.
3. RECOMMENDATION: That the applications for Identification Cards be prepared by the applicant and submitted directly to the Military Personnel Officer..
4. IMPLEMENTING INSTRUCTIONS: Inform all personnel in the organization of the procedures to be followed in submitting the application.
5. AUTHORITY: This procedure could be implemented when authorized by local commanders.
6. IMPACT: Administrative time at company level will be reduced by three minutes daily for the company clerk.
7. WAR AND EMERGENCY: No change in procedures.
8. ESTIMATED COMPANY ADMINISTRATION TIME SAVINGS: Three minutes daily for the company clerk.

1. TASK: Performing Privately Owned Vehicle (POV) Safety Inspections at Unit Level.
2. BACKGROUND: In some cases, intermediate commands are requiring periodic unit level POV safety inspections. These inspections are normally scheduled prior to an extended holiday period or scheduled leave. However, paragraph 4a, AR 190-5-1 provides that "installation/activities will accept as valid motor vehicle safety inspections conducted by the State or local jurisdiction in which the vehicle is located or licensed." There are no Army requirements for POV safety inspections to be conducted more frequently than once annually (unless required by State or local law). Unit commanders have no statutory or regulatory authority to impose any restrictions on the use of a POV which might fail such a local inspection since AR 190-5 provides that "the operation of a POV on a military installation constitutes a conditional privilege extended by the installation commander," and operation outside the military installation would be governed by State or local law.
3. RECOMMENDATION: That POV safety inspections at unit level be discontinued.
4. IMPLEMENTATION STEPS: TRADOC publish a management information newsletter addressing the practices highlighting the fact that the inspections are not required by regulation. Recommend elimination of the inspections.
5. AUTHORITY FOR IMPLEMENTATION: Local commanders.

6. **IMPACT:** Elimination of the inspection will reduce the administrative requirements on the unit.
7. **WAR AND EMERGENCY:** No change in procedures.
8. **ESTIMATED COMPANY ADMINISTRATION TIME SAVINGS:** Sixty minutes per month of clerical and supervisory time.

1. TASK: Performance of Class A Agent Military Pay Functions.

2. BACKGROUND:

a. The Army's present method of paying military personnel with the cash option (check-for-cash) creates an excessive administrative burden at company level. Under this system, the Soldier has the option of receiving a bi-monthly or monthly check which can only be cashed by the Class A Agent. Administration time must be spent by several members of the company to perform this function. Although personnel performing the function will vary from unit to unit, the personnel involved may include a driver, security guard, company clerk, 1st Sergeant, Class A Agent, and the company commander.

b. In numerous cases, military personnel are receiving only a small fraction of their pay by the cash option and they are receiving the remainder of their pay on a Class E allotment.

c. With the cash option, many Soldiers have excessive cash on payday and the possibility of barracks theft is increased.

d. Although, traditionally, the Army was paid by cash, the contemporary world is quickly moving to a check environment. Each month the Army is paying fewer people by cash and, as of 30 November 1973, only 31.2% or 245,505 of the Army's 786,877 were receiving cash payments. Tests conducted at five Army installations indicated that local businesses and banking facilities when supplemented by increased on-post banking facilities were able to absorb the additional workload when increased numbers of Soldiers converted to check option. The fantasy of DOD requiring cash payments is negated when we realize that the

Air Force and Marine Corps are paying their personnel (678,388 and 190,847) by check.

e. On 31 January 1974, the Comptroller of the Army approved the elimination of the cash option at Fort Benning. The unit commanders and Soldiers are benefiting by having more finance and accounting office (FAO) manpower available to give personal service to the Soldier. At Fort Benning, this FAO manpower became available by eliminating many time-consuming and costly processes directly related to the cash option. The requirement of ordering money to meet cash payrolls no longer exists, thus saving the Government the cost of shipment. Approximately 25-30 manhours previously used to assemble payrolls have been efficiently utilized in other areas. Overtime hours for military and civilian personnel have been eliminated each payday. Intangible benefits include an increase in security through elimination of the possibility of losses of funds by class A agent officers; time consumed in general dealings with class A agents has been eliminated; and, cashiers no longer spend time reviewing cashed checks to insure proper indorsements. In addition, CI Agents and Military Police are no longer required for security of the Finance Office during class A agent pick-up of cash rolls. But, the major savings accrued to the Army is that now, at Fort Benning, the Class A Agent officers and their guards are free to perform unit related duties with a resultant savings of fuel resources normally expended to accomplish agent officer duties.

f. The check options clearly offer the most safety to the Soldier and financial security for his dependents. Any one of the check options will allow the Soldier to conduct "payday procedures" at his leisure

and allow him to pick the shortest line (one forgets - Soldiers are required to stand in lines for Class A Agent or finance office cash payments) or no line at all if he elects the check-to-bank option. The check options offer the commander more training time and the feeling that his troops are receiving their pay in a most effective and efficient manner.

3. RECOMMENDATIONS:

a. Eliminate the JUMPS cash option and use only the check option of paying both mid-month and end-of-month military payments.

b. For deployed units located where adequate banking facilities are not available:

(1) Authorize servicing finance offices to cash personal checks.

(2) Reauthorize servicing Army Postal Offices to cash treasury checks.

(3) Authorize Army Postal Offices to cash personal checks.

4. IMPLEMENTATION STEPS:

a. The first requirement is to check with your banking facilities on post to insure that they have sufficient windows, cashiers, and operating hours to absorb the additional check workload. Recent tests at other installations have indicated this workload was absorbed with little or no change in banking policies. Some installations may find it advantageous to authorize the banks to add branch banks or, on payday, authorize mobile banking facilities. If the local banking services and the on-post banking services do not seem adequate, the Finance Office can cash treasury checks at their office cashier windows and can add further treasury check-cashing facilities by establishing

cashiers and guards at the on-post theater box office.

b. The second requirement is to implement procedures as required in JUMPS-Army message 74-96-R (282100Z Mar 74), subject: Curtailment of JUMPS-Army Pay Option. In order to get specific approval from Department of the Army to deny the Soldier the option of receiving payment by cash, the installation commander, as in the case of Fort Benning, GA or any commander for that matter, must recognize the mission requirements for his units are such that cash payments adversely affect their accomplishment. Specifically, in the request for involuntary conversion to all check payments of the Soldiers, request for approval will be submitted to Department of the Army, ATTN: DACA-CSJ. The request must contain, as a minimum, a statement that all check payment is essential to mission accomplishment and that adequate check cashing facilities are available to preclude undue hardship on service members and a listing of available check cashing facilities to include location, hours of operation, check cashing limitations and service charges.

c. The third requirement is to tell the Soldier through the various media such as the Post Newspaper, Command Information Briefing, Flyers, and Post Radio Station, if applicable, that the Modern Army is going to check paydays like modern industries have in years past, and that any Soldier who has selected the cash option (check-for-cash) will have to change within the next 30 days (actual period of conversion will be determined independently by the local FAO and Post/Installation Commander) to one of the following check options:

(1) Check-to-Bank: Many posts have the support of their local bankers to the degree that no service charge is charged to the Soldier

regardless of how small a minimum balance he may have during the month. This, of course, facilitates him in balancing his checkbook and prevents the possible overdraft for not considering the service charge deduction. Many of the local bankers are giving command information classes on the methods of balancing your checkbook. One of the advantages of check-to-bank option is that the Soldier does not have excessive cash on payday and does not have a tendency to overspend on payday night. Cash in the hands of the Soldier, much of which is hidden in his wall locker, foot locker, bureau drawer, or carried in his billfold, is an easy mark for the barracks thief. For added flexibility in wartime, the married Soldier (any Soldier with dependents) who can be deployed must consider opening a joint banking account (check-to-bank) to insure that an undue financial hardship would not be created because of the Soldier's inadvertent lack of family planning or consideration. Another advantage of this option is that most banks are on the "Guaranteed Deposit Plan"; i.e., if the Leave and Earnings Statement shows the Soldier received an amount at mid-month and end-of-month, the Soldier can write checks against those amounts without receiving a bank deposit slip. One of the greatest advantages of this check-to-bank option is that if the Soldier has a permanent change of station (PCS), his check continues to go to the bank. He will no longer have to use his leave time to stop at the nearest finance office to get money he has accrued.

(2) Check-to-Address: This pay option is not as flexible as the check-to-bank option, but it does offer the advantage of having the Soldier's check continue to be sent to his local address when the

Soldier has a PCS. The Soldier, who is living off post, who has designated his dependent as the check payee and directed his check to be mailed to his dependent's address, or who would like his check sent on a continuous basis to any local address, may select the check-to-address option.

(3) Check-to-Unit: As opposed to the check-for-cash option, the check-to-unit option eliminates the need for the Soldier to wait for the Class A Agent and go to finance if he misses the Class A Agent and wait at finance to get paid. Of course, it does allow the Soldier the flexibility to cash his treasury check anywhere he wants: at the local stores and banks, or at the various treasury check cashing on-post facilities made available on the mid-month and end-of-month paydays. Due to the frequent and numerous transfers within the battalion, many commanders request all checks-to-units be sent to battalion.

d. The fourth requirement is to totally implement the check payday at military installations which will be accomplished as follows:

(1) All in-processing personnel will be converted to the check options.

(2) The permanent party personnel who have not changed their check-for-cash pay option will automatically be converted to a check-to-unit option 30 days after the implementation of the Public Information Campaign.

5. AUTHORITY FOR IMPLEMENTATION: Many commanders have recognized that, with the full use of available and alternative check cashing facilities/procedures and modern personal finance/affairs techniques, the Soldier will have better money availability, security and flexibility with

the check option than with the cash option. At various Army units located throughout the world, many of these commanders (company, battalion, brigade, and division) individually and collectively have eliminated the use of Class A Agents by encouraging all of their Soldiers to select only check options. The Soldier has the right to select any of the check options and effect the wholesale elimination of the cash option - de facto. In the case of requests for involuntary conversions to all check payment (in accordance with JUMPS-Army message 74-96 [282100Z Mar 74], subject: Curtailment of JUMPS-Army Pay Option), requests for approval will be submitted to Hqs, Department of the Army, ATTN: DACA-CSJ. The request must contain, as a minimum, a statement that all check payment is essential to mission accomplishment and that adequate check cashing facilities are available to preclude undue hardship on service members and a listing of available check cashing facilities to include location, hours of operation, check cashing limitations and service charges. Permission must also be obtained from the DA proponent before personal checks can be cashed by the field finance offices in areas of operation (combat-emergencies) where adequate banking facilities are not available. Considering the contingency plans of our deployable units, these units should currently have tacit approval for cashing personal checks. Permission must also be obtained to reinstate authority for the Army Postal Service to cash treasury checks in areas where adequate banking facilities are not available.

6. FUTURE IMPACT: Since TRADOC is responsible for all training installations, once the BCT, the AIT, and other service school students have converted to one of the check options, many of these Soldiers will

be reassigned to the FORSCOM units. Eventually, the FORSCOM and other major commands units will find fewer and fewer personnel remaining on a check-for-cash basis and will follow the lead of TRADOC and will convert their commands to a total check society.

7. WAR AND EMERGENCY: In the event of war or emergency, Class A Agent from the battalion or even brigade will be authorized to cash treasury checks. Regulations are being reviewed to determine changes required to authorize Class A Agents to cash personal checks under these conditions. It is conceivable that most troop commanders will want a minimum of cash in the hands of the forward troops and will authorize a forward service team from finance to prepare military pay vouchers, DA Form 2139, for partial payments (local payments) in small amounts; i.e., \$20 or \$40. Actions are also being taken to have the military postal cashier continue to be authorized to cash treasury checks and to also authorize his cashiers to cash personal checks in combat areas.

8. ESTIMATED COMPANY ADMINISTRATION TIME SAVINGS (HOURS PER MONTH):

a. 20 for driver/clerk*	e. 5 for commander
b. 20 for guard*	f. Combined: 70
c. 5 for 1st Sergeant	Clerks: 40
d. 20 for officer (Class A Agent)*	Supervisors: 30

*midmonth, end-of-month to include friendly house, hospitals, stockade, schools, and training areas.

1. TASK: Preparation of Unit Orders.
2. BACKGROUND: The primary uses of unit orders are to announce promotions and reductions within limits of AR 600-200 (normally promotion to and reductions from grades E3 and E4) and to assume command. Other permissible uses are to announce duty assignments, announce forfeitures, detentions and restorations of pay under Article 15 Uniform Code Military Justice, and to announce other administrative requirements of the unit. These actions normally duplicate those of Special Orders at battalion or higher levels except for Assumption of Command which, at higher level, is normally announced on General Orders. It is proposed that the promotions/reductions, announcement of forfeiture, detention and restoration of pay be placed on Special Orders at battalion levels based on Special Orders requests from the companies. This should be done by submission of "plain language" requests on DF's, DA Form 4187, or letter; e.g., "Promote PFC Robert T. Smith, 443-03-4206, to SP4 under authority of allocation in letter ATSG-AG Headquarters, USA Training Center, dated 24 Mar 74". Applicable standard formats would be selected by battalion Special Order clerk and needed personnel information would be taken from personnel records of those personnel in units not yet on SIDPERS. For those personnel in units under SIDPERS, the information would be taken from DA Form 2. Assumption of Command at company level will be announced as required in Special Orders at battalion or higher using standard format A-191, AR 310-10, at the time the company commander is assigned to the unit. Other uses of the Unit Orders, such as additional duties, etc., will be replaced by DF's, letters of appointment, preprinted with handwritten fill-in. An example follows.

Example DF

TO: Personnel Concerned

FROM: CDR, Co A 2/13 Armor

The following personnel are assigned additional duties as indicated.

<u>Additional Duty</u>	<u>Grade and Name</u>	<u>Effective Date</u>	<u>Vice</u>
AREA FIRE MARSHAL	SFC JOHN H. FOREMAN	24 MAR 74	SFC ALLEN QUINCY

TROOP AIR NCO	SGT JACK STRAHAN	24 MAR 74	NA
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VOTING OFFICER	1LT GEORGE SMITH	24 MAR 74	2LT JOHN JONES
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LEE CARTER
CPT, Armor
Commanding

3. RECOMMENDATION: That Unit Orders be eliminated.

4. IMPLEMENTATION STEPS:

a. DA rescind Section IV Unit Orders, AR 310-10.

b. DA amend the appropriate section of AR 310-10 as follows:

(1) To Section III, Special and Letter Orders (Para 1-7b, Add: "(6) Announce appointment of company/troop/battery/detachment commanders."

(2) To Appendix A-TC453 (A-191):

(a) Amend Note 1 (bracketed portion shows addition needed): "This format will be used for such duty appointments as [commanders of company/troop/battery/detachments], Additional Duty as commander, ... of postal effects. Add: [This format will not be used for additional duty assignments below battalion level. In those instances, appointments will be announced by DF and filed at that level.]

(b) Amend Note 2 to Add: AR 600-20.

(3) Amend Section VI, AR 310-10, Para 1-31 to Add: "Company size units requesting orders are exempt from this requirement and will submit the order request informally by the most expedient manner to the headquarters responsible for the preparation of the order."

5. AUTHORITY FOR IMPLEMENTATION: This procedure can be implemented upon DA approval.

6. IMPACT: A minimal additional workload would be assumed at battalion level. The implementation of these procedures would result in considerable savings of time at company level and combined with other proposed plans, which will reduce the administrative workload at company level, will enable each company to reduce the number of personnel required for administrative duties.

7. WAR AND EMERGENCY: The procedures will remain unchanged during war and emergencies.

8. ESTIMATED COMPANY ADMINISTRATION TIME SAVINGS: Approximately six minutes daily for company clerk and 8 minutes daily for supervisors.

1. TASK: Posting of Publications.
2. BACKGROUND: A recent survey has revealed that the task of posting publications consumes a significant amount of the company's clerical time each day. subsequent analysis indicated that the primary cause is the sheer volume of publications being supplied to and maintained by the company. Some of the burden is self-imposed by units requisitioning more copies than they require, or subject matter which is not needed to accomplish their mission. However, even a cursory review of DA Pamphlet 310-1 (Index of Administrative Publications) will reveal numerous publications which were given a highly questionable Level A distribution (publications applicable at company and similar organization) by their proponents. Subjects such as "CENTO and NATO correspondence", "Amphibious Training Policies and Objectives", "Professional Training of Army Medical Department Personnel", and "Disposal of Unwanted Radioactive Material" are representative of Level A distribution which is certainly not applicable to all companies, but which the standardized pinpoint distribution system would have automatically furnished in accordance with established DA Form 12-9 requirements (DA Regulations and Circulars). The survey also found that most units were completely posting (or attempting to post) all of their on hand publications, many of which were not needed to accomplish their missions.
3. RECOMMENDATION: That the number of publications authorized at company level be reduced to the bare minimum.
4. IMPLEMENTATION STEPS:
 - a. TAGCEN review all existing and future requirements for Level A

distribution with the proponents of Army-wide publications in order to minimize the number of publications which are furnished to all company-level units. A result of this review should be a standard reference library set required by all company-level units in order to manage their day-to-day administration mission.

b. Subsequent to Step a, TAGCEN publicize the results of their review, to include the standard company reference library set. The publicity should take the form of a change or revision of DA Pamphlet 310-10 (Guide for Publications Supply Personnel), and should also include the time and equipment cost benefits accrued by minimizing the publications maintenance function.

c. TAGCEN publish an information newsletter highlighting the philosophy contained in DA Pamphlet 310-13 (Posting and Filing Publications) allowing for discretionary posting of publications.

d. Major commands initiate programs to consolidate at the next higher level all publications seldom referred to by company-level personnel.

5. AUTHORITY FOR IMPLEMENTATION: TAGCEN for intensifying the management of the Army-wide publications supply and maintenance program; major commanders for intensifying their management of subordinate command publications supply requisitions and programs.

6. IMPACT:

a. The standardization of a company-level reference set should permit significant direct and indirect economies in the reproduction, distribution, storage, and maintenance of Army-wide publications.

b. As for the establishment of reference libraries at higher levels, as a rule, battalion-level organizations already maintain complete sets of publications pertaining to subordinate and organic units. Therefore, the standardization of this practice would have little or no adverse affect on the workload of the higher headquarters.

7. WAR AND EMERGENCY: The procedures remain unchanged.

8. ESTIMATED COMPANY ADMINISTRATION TIME SAVINGS: Presently, 13 minutes of clerical time is expended each day in the posting of publications.

1. TASK: Preparation of Requests for Separate Rations.

2. BACKGROUND: Paragraph 4-31, AR 37-125, requires installation commanders to take final action on requests for Basic Allowance for Subsistence while paragraph 6-1, AR 210-10, allows the installation commanders to delegate the authority to unit commanders for approval of requests for separate rations for single personnel and married personnel residing apart from dependents. The approving authority varies from post to post varying even within the major organizations on a post. If the authority to take final action on a request for separate rations rests at an echelon above the company, the administrative workload at company level is much greater than if the company commander could take the final action. If the company commander does not have the final authority, he must prepare, or have prepared, a detailed written justification for the request. This request is normally prepared on a DA Form 2496. In many cases, the applicant requires assistance in preparing his request. This request is normally typed and the company commander's indorsement is added. The requests are often returned for additional information or if disapproved, rebuttals are frequently prepared. The approved applications normally have an indorsement prepared prior to sending it to the finance office. The time spent during a year on the function in a company, in which the company commander does not have the final approving authority, prorated to each working day, indicates that supervisory personnel spend one minute a day on this function and administrative personnel nine minutes a day. If the company commander had the final approving authority, all that would be required to handle a request for separate rations would

be an interview with the applicant and a brief written notification of the approval to the Finance Office.

3. RECOMMENDATION: That commanders at company level be authorized to make the final decision on requests for separate rations.

4. IMPLEMENTATION STEPS:

a. That installation commanders delegate approval authority to company commanders and announce general policy guidance governing final action on these requests.

b. That DA amend paragraph 4-31, AR 37-125, and paragraph 6-1, AR 210-10, to authorize company commanders final approval authority on these requests with installation commanders providing general policy guidance to preclude inequity among units on his installation.

5. AUTHORITY FOR IMPLEMENTATION: Installation commanders can delegate this approval authority under paragraph 6-1, AR 210-10.

6. IMPACT: Final action on requests for separate rations will be accelerated providing better service to the Soldier. The reduction in workload at company level resulting from the implementation of this plan combined with time saved by implementing other administrative time-saving plans will enable the company to reduce the number of personnel required for administrative duties.

7. WAR AND EMERGENCY: Personnel in units that are in a combat environment will not submit requests for separate rations.

8. ESTIMATED COMPANY ADMINISTRATION TIME SAVINGS:

8 minutes per day for the company clerk.

1 minute per day for supervisory personnel.

PAGES 3-52 THROUGH 3-55 OMITTED.

1. TASK: Control of Privately Owned Weapons.

2. BACKGROUND: Paragraph 4-2a(3), AR 190-11, requires that "a receipt will be issued for each privately owned weapon stored in the unit arms storage room. The receipt will be retained in the arms storage room when the weapon is in the possession of the individual owner. When the weapon is properly stored, the receipt will be in the possession of the individual owner..." The format for the receipt is not specified in the AR. Paragraph 4-2a(4) of the regulation goes on to require that "privately owned weapons will be withdrawn from the unit arms rooms only upon written approval of the unit commander or his authorized representative." Additionally, the TRADOC Supplement 1 to paragraph 4-2a(4) of AR 190-11 requires that a "written unit SOP will be developed to provide specific instructions as to storage and inventory requirements and withdrawal and turn-in procedures" (for privately owned weapons). All of these requirements are in addition to responsibilities with which the owner has to comply with applicable State and local laws regarding registration and possession of firearms, and military directives to register private weapons with the local Provost Marshal.

3. RECOMMENDATIONS:

a. That the DA Form 3749 (Weapons Receipt) be used for withdrawal and turn-in of privately owned weapons.

b. That organizations not be required to develop SOP's for the control of privately owned weapons.

4. IMPLEMENTATION STEPS:

a. Issue a TRADOC Supplement to paragraph 4-2a(3) of AR 190-11 to add: "DA Form 3749 (Weapons Receipt) will be used as the receipt for storage of privately owned weapons."

b. Request the proponent of AR 190-11 (The Provost Marshal General) to change the provisions of paragraph 4-2a(3) to specify use of DA Form 3749.

5. AUTHORITY FOR IMPLEMENTATION: Since there is no restriction on use of the DA Form 3749 (Weapons Receipt) for storage control of privately owned weapons, its use can be implemented by local commanders.

6. IMPACT: Specifying the use of an existing DA Form (DA Form 3749) will standardize the control procedures and eliminate the plethora of locally designed and reproduced receipt forms.

7. WAR AND EMERGENCY: No change in procedures.

8. ESTIMATED COMPANY ADMINISTRATION TIME SAVINGS: Twenty minutes per month of clerical and supervisory time, plus an undetermined amount of clerical and supervisory time expended in regulatory inspections of privately owned weapons.

1. TASK: Consolidate Company Mail Functions at Battalion Level.
2. BACKGROUND: The functions of mail at company level were found to be major time consumers, an average of an hour daily, performed on an additional duty basis. In larger units, the mail functions were performed by shadow personnel on a full-time basis. The consolidation of personal mail functions at battalion level is deemed feasible and economical not only in terms of cost effectiveness but allows mail service comparable to civilian mail service. At two installations in CONUS, Forts Campbell and Bragg, a modification of battalion consolidation of mail functions is now being used. Mail is delivered to battalion level and sorted, less accountable and large parcel mail, and picked up by the company mail clerk for delivery to lock boxes located in company billets. Accountable and large parcel mail is retained at battalion with notice given to the addressee at his lock box for pickup at battalion. The shortcoming of this system is there is only limited economy of personnel and still requires handling at the company level. A more economical method would be to consolidate all mail functions at battalion level with lock boxes for the entire battalion at that level. This would provide 24-hour mail service for first class mail and provide one central location for delivery rather than two. In a typical battalion, one full-time mail clerk could receive, breakdown and pitch mail, handle accountable and large parcel mail delivery and provide directory service and redirect mail for the entire battalion. This would save the time of five part-time unit mail clerks, reduce the number of handlings of the mail and provide

one mailing address per battalion versus one or, in some cases, two addresses per company. The inconvenience to the individual Soldier of going to a separate building other than his living quarters, is minimal where battalion integrity is maintained. Separate companies normally larger than conventional TOE unit, could use the same procedures for their company. Extending this concept to overseas locations would likely permit installation-wide consolidation similar to consolidated mail rooms used extensively by the US Air Force. Installation consolidation is not possible in CONUS due to the DOD Agreement with the US Postal Service which provides for installation delivery and the requirement for individual lock-box rental for central post offices. Mail delivery during field maneuvers exercises or emergency buildup could be handled ADHOC in that, normally, the entire battalion would be involved. In these instances, unit mail clerks would be required.

3. RECOMMENDATION:

- a. That mail service functions in CONUS be centralized at battalion level.
- b. That mail service functions initially be centralized at battalion level in overseas areas. Following implementation, it is recommended that DA consider installation-wide consolidation in overseas areas by use of consolidated mail rooms.
- c. In organizations in which it is not feasible to centralize at battalion level, install lock boxes at company level.

4. IMPLEMENTATION STEPS:

a. DA approve concept.

b. Promulgate to major commands and allow implementation for this innovation as funds are made available for procurement of lock boxes, facility modification and engineer support.

5. AUTHORITY FOR IMPLEMENTATION: DA approval is required.

6. IMPACT: This innovation will provide better mail service by reducing mail handling, provide a central mailing and receipt location, will provide for 24-hour mail service for most mail and will reduce the requirement for mail clerks for an average battalion from five to one in peacetime situations. The initial costs for installation and modification of facilities and procurement of lock boxes could be absorbed by installations as funds are made available. The inconvenience of the Soldier going to a location other than his billets is considered minimal.

7. WAR AND EMERGENCY: This procedure would be inapplicable under war or emergency conditions except for units who operate in a static location for long periods of time.

8. ESTIMATED COMPANY ADMINISTRATION TIME SAVINGS: Approximately sixty minutes daily for company mail clerk.

1. TASK: Preparation of Requests for Regular Army Reenlistment/ Extension.

2. BACKGROUND: The present system of requesting reenlistment or extension of service in the Regular Army requires submission of Request for Reenlistment or Extension to the unit commander. This form requires completion by the applicant of addressee blocks (To and From) and four blocks which require responses ranging from one to seven items in each block and signature. The company commander is required to complete one block in which he must check for approval/disapproval, indicate conduct and efficiency, and make any desired remarks. Items 1 and 3 of the DA Form 3340 require basic data (except for period of reenlistment/extension) which can be obtained from the DA Form 20 or from DA Form 2 for SIDPERS units. Item 2 is the specific option for which the serviceman is reenlisting (requires research in Tables of Options, AR 601-280). Item 4 is a subjective statement by the prospective reenlistee whether he believes he requires a waiver (which would require unwritten verification by examination of the Tables in AR 601-280). The basic tenet of reenlistment is that a fully eligible Soldier, unless barred from reenlistment by the commander, may reenlist. Whether he is fully eligible for an option (in some cases reenlistment under any option) requires technical knowledge primarily vested in the battalion career counselor. In the present configuration, this technical expertise is now being provided to the individual Soldier by the full-time career counselor at battalion Headquarters, and the completion of the form and recommendation at company level is

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perfunctory except in the waiver cases. In both cases, the battalion career counselor provides the advice and could complete the required form without any appreciable increase in workload. Informal coordination by the battalion career counselor with the company commander for recommendation would suffice the company commander's requirement. In waiver cases, now submitted only on meritorious cases, Request for Waiver of Disqualifications of Enlistment/Reenlistment in the Regular Army for In-Service Personnel (DA Form 3072), must also be completed and should be prepared by the full-time career counselor. To formally elevate this requirement to battalion would add little workload at that level.

3. RECOMMENDATION: That the requests for regular Army reenlistment and extension be prepared at battalion level.

4. IMPLEMENTATION STEPS:

a. Obtain DA approval of concept and promulgate through AR 601-280 change.

b. Upon approval of concept by DA, revise paragraph 1-12d, AR 601-280 to read as follows: "d. Minimum staffing in support of the Army Reenlistment Program for other installations and organizations is as indicated in Table 1-1. Sufficient clerical personnel to enable career counselors to carry out an effective reenlistment program will be provided from resources locally available. Career counselors will prepare all forms and papers necessary in the administration of the Reenlistment Program which include requests for Reenlistment (DA Form 3340), waiver forms (DA Form 3072), DA Form 1315 and similar forms

that support the actual reenlistment form (DA Form 4) or extension forms (DA Form 1695). The career counselor will be responsible for determining if the Soldier is fully eligible for the reenlistment option he selects or for extending his enlistment. Signatures of other than the applicant will be obtained only in cases requiring a waiver. The use of primary duty career counselors for duties not associated with reenlistment is prohibited. No other functions will be assigned career counselors (OOE)."

5. AUTHORITY FOR IMPLEMENTATION: Upon authorization of DA, this concept can be implemented.

6. IMPACT: Incidental workload would be assumed by the battalion career counselor. The economies of consolidation and use of handwritten instruments will reduce the workload at all levels. This reduction combined with other proposed plans which will reduce the administrative workload at company level will enable each company to reduce the number of personnel required for administrative duties.

7. WAR AND EMERGENCY: No change in procedures would be necessary in time of war or emergency.

8. ESTIMATED COMPANY ADMINISTRATION TIME SAVINGS: Approximately thirty minutes per day for supervisors and four minutes per day for company clerk.

1. TASK: Preparation and maintenance of reenlistment data cards.
2. BACKGROUND: The current system of career counseling requires the company commander to conduct counseling, to maintain the Reenlistment Data Card (DA Form 1315), to insure that individuals see required training films as well as to insure counseling suspenses are met and recorded. The revised (although not yet implemented) DA Form 1315 (1 Aug 73) is greatly simplified for preparation and maintenance. This form will require extensive use of the DA Form 2 and DA Form 2-1 produced under SIDPERS to determine reenlistment eligibility status. It provides for recording only basic identifying data, reenlistment film attendance, and counseling entries. In view of the simplification of this form and imminent proliferation of SIDPERS world-wide by Aug 75 (CONUS Jan 75), the function of card maintenance, currently requiring 30 minutes daily of supervisory time at company level, would be performed at battalion headquarters by the battalion career counselor. Suspense can be maintained by the establishment of a SIDPERS Information Retrieval (SIR). This SIR would be required on a quarterly basis furnishing a by-name, by-unit listing of all Soldiers who have 12 to 10 months service remaining during the quarter. From this report, the battalion career counselor could schedule those personnel who would be required to attend the reenlistment film showing (required during 12 to 3 months prior to ETS) and post the Reenlistment Data Card (DA Form 1315) upon attendance. The SIR would also be used to initiate the first formal

reenlistment interview by the unit commander (required 10 to 8 months prior to ETS). The battalion career counselor would send the unit commander the DA Form 1315 for those due an interview and indicate by informal means the due dates for counseling. The company commander schedules the interview, conducts the counseling, records the required information, and returns the card to the battalion career counselor. The battalion career counselor then maintains subsequent interview suspenses by use of the annotated roster. The basic entries by Name, SSAN, Unit Grade, PMOS/DMOS, ETS, and BPED, can be completed by the MILPO or during in processing. Reenlistment Eligibility Status can be determined upon in-processing by the unit commander. The unit commander can determine and enter the final Reenlistment Eligibility Code upon out-processing of those who elect not to reenlist. This system can be immediately implemented in units that now are on SIDPERS. For those units not yet on SIDPERS data needed to operate the system, cannot be economically or timely retrieved and they should continue on the current system until conversion to SIDPERS.

3. RECOMMENDATION: That the preparation and maintenance of reenlistment data cards be accomplished at battalion level.

4. IMPLEMENTATION STEPS:

- a. Obtain DA approval of concept.
- b. The SIDPERS Interface Branch will provide a by-name, by-unit listing each quarter for personnel who will have 12 to 10 months service remaining during the quarter and furnish the listing to the battalion career counselor.

c. Upon approval of concept, DA will amend AR 601-280 as follows:

(1) Rescind paragraph 1-20b, AR 601-280, and substitute the following: "b. The unit personnel officer will verify the entries on DA Form 1315 and forward to the unit commander for his determination of Reenlistment Eligibility (initial determination). If no DA Form 1315 is present, a new one will be prepared. Upon completion of reenlistment eligibility status, the unit commander will record the status and forward the DA Form 1315 to the battalion career counselor who will maintain the form. (Note: This change is effective when unit has been converted to SIDPERS)."

(2) Rescind the general paragraph 1-21, AR 601-280, and substitute the following. (Subparagraphs 1-21a, 1-21b and 1-21c remain unchanged). "1-21. Maintenance: The DA Form 1315 will be maintained at battalion or equivalent servicing level, normally by the battalion or higher level full-time career counselor. The DA Form 1315 will be maintained by use of a SIDPERS Information Retrieval (SIR) report provided by the SIDPERS on a quarterly basis. This report must provide a by-name, by-unit listing of those personnel who will have 12 to 10 months service remaining during the quarter. From this report, the full-time career counselor will insure that all personnel will see the Reenlistment Film required by paragraph 1-24 of this regulation, and he will record their attendance on the DA Form 1315. He will initiate the formal interview by forwarding DA Forms 1315 to the unit commander establishing suspense dates for interview. Further interviews, when required, will be handled in the same manner. (Note: This change is effective when unit is converted to SIDPERS.)"

d. Upon approval of concept, DA will amend paragraph 1-12d, AR 601-280, as follows. Bracket portions reflects changes needed.

"d. Minimum staffing in support of the Army Reenlistment Program for other installations and organizations is as indicated in Table 1-1. Sufficient clerical personnel to enable career counselors to carry out an effective reenlistment program will be provided from resources locally available. [Career counselors will prepare all forms and papers necessary in the administration of the Reenlistment Program using locally available resources at battalion or higher level. Requests for Reenlistment (DA Form 3340), waiver forms (DA Form 3072), DA Form 1315 and similar forms that support the actual reenlistment form (DA Form 4) or extension forms (DA Form 1695) will be prepared, and signatures of other than the applicant will be obtained only in cases requiring a waiver. Fully eligible personnel who reenlist or extend may do so upon application and verbal authorization of their commander. This will be recorded in Memorandum form in Item 5 of the DA Form 3340 by the career counselor]. The use of primary duty career counselors for duties not associated with reenlistment is prohibited. No other functions will be assigned career counselors (OOE).

5. AUTHORITY FOR IMPLEMENTATION: DA approval would be required for implementation.

6. IMPACT: A minimal additional workload would be assumed at battalion level but the economy of consolidation more than justifies moving this function to that level. The savings realized at the company level combined with other proposed plans will allow the company commander more time to devote to the operational mission and would assist in the reduction of administrative personnel at that level.

7. WAR AND EMERGENCY: The procedures will remain unchanged during wartime or emergency.

8. ESTIMATED COMPANY ADMINISTRATION TIME SAVINGS: It is estimated to save 25 minutes per day for the unit commander.

1. TASK: Preparation of Geneva Convention Identification Cards.
2. BACKGROUND: Sections VIII and IX, C5, AR 606-5, require the issue of a Geneva Convention Identification Card (DD Form 489) to noncombatant and civilian protected personnel who are liable to capture and detention by the enemy as prisoners of war. These cards are to be surrendered to the enemy upon capture. The primary identification cards; i.e., DD Form 2A, DD Form 1173, DA Form 1602 are not to be released to the enemy and should be retained by the individual. Realistically, if the Soldier is captured, he probably will not be given the option as to which, if any, of his possessions he may retain. Without photograph or fingerprint, the Geneva Convention Card is marginal identification at best. A sophisticated enemy would probably take the Soldier's primary ID Card (DD Form 2A) and mark the prisoners in a permanent and conspicuous manner. If a Soldier was captured without his Geneva Convention Card, but with his other normal means of identification, it is doubtful that there would be any difference in his interrogation, processing, handling or disposition. Recently, it was reported that frequently Geneva Convention Identification Cards have been issued without being laminated which is a requirement. To correct this oversight, one major unit completely remade, laminated, and reissued these cards for 100 percent of their personnel.
3. RECOMMENDATION: That the Geneva Convention Identification Card be eliminated.

4. IMPLEMENTATION STEPS:

a. Discontinue the preparing and issuing for Geneva Convention Cards.

b. Destroy all cards currently in the possession of military and civilian personnel.

5. AUTHORITY FOR IMPLEMENTATION: Department of the Army.

6. IMPACT: None.

7. WAR AND EMERGENCY: Other required ID for Soldier, dependents DA personnel will suffice for identification when captured by the enemy.

8. ESTIMATED COMPANY ADMINISTRATION TIME SAVINGS: Two minutes per day.

1. TASK: Preparation of Variable Reenlistment Bonus (VRB) Paperwork,

2. BACKGROUND:

a. Company administration personnel and company supervisors are often required to spend a considerable amount of time advising and helping the Soldier prepare VRB documentation. Personnel reenlisting in a military occupational specialty (MOS) for which a VRB is authorized are, in many cases, paid that bonus in equal annual installments. The first installment is paid upon reenlistment, and the remaining installments are paid annually on the anniversary date of the reenlistment. However, AR 600-200 also authorizes a lump sum or accelerated payment of the VRB in meritorious cases. To obtain this accelerated payment, a lengthy application must be completed to include responses to highly personal questions which are asked for the purpose of determining the Soldier's intended use of the money. The Soldier is also required to state that he understands the income tax implications if he accepts a lump sum. Further, the Soldier's immediate commander must certify on the application that the accelerated payment is in the best interest of the Soldier.

b. A survey has revealed that a high percentage of personnel reenlisting who are eligible for the VRB have requested the lump sum payment, and that many who did not would have requested it if the application for the payment was less complex. While AR 600-200 provides for recipients of a VRB to receive income tax counseling prior to designating their desired method of payment, it is a common misconception that a tax advantage will generally accrue by selecting the installment payments over the lump sum payments. Table 6 shows that

a Soldier electing lump sum payment will pay only \$12 more in federal income tax than if he had elected installment payments over a six year period. In the table below, both examples (Soldier A and Soldier B) are in pay grade E5 with 25 months in service; both are single and claiming federal income tax standard deductions and exemptions; both are entitled to a \$6000 VRB for a six year reenlistment; and both are promoted to pay grade E6 in their seventh year of service.

TABLE 6

INCOME TAX ANALYSIS OF VRB LUMP SUM
PAYMENT (SOLDIER A) VERSUS INSTALLMENT PAYMENT (SOLDIER B)

	<u>1st Yr</u>	<u>2nd Yr</u>	<u>3rd Yr</u>	<u>4th Yr</u>	<u>5th Yr</u>	<u>6th Yr</u>	<u>Total Tax</u>
	<u>E5+2Svc</u>	<u>E5+3Svc</u>	<u>E5+4Svc</u>	<u>E5+5Svc</u>	<u>E5+6Svc</u>	<u>E6+7Svc</u>	
1. Soldier A							
a. Base Pay	5335	5580	5835	5835	6216	6854	
b. Lump Sum VRB	+6000						
c. Gross Income	11335						
d. Std Tax Deductions	-1700						
e. Tax Exemption	- 750						
f. Net Taxable Inc	8884						
g. Fed Inc Tax	1181(1)	581(2)	647(2)	647(2)	727(2)	863(2)	5276
2. Soldier B							
a. Base Pay	5335	5580	5835	5835	6216	6854	
b. VRB Installments	+1000	+1000	+1000	+1000	+1000	+1000	
c. Net Taxable Inc	6335	6580	6835	6835	7216	7854	
d. Fed Inc Tax	748(2)	800(2)	853(2)	853(2)	937(2)	1037(2)	5264

LEGEND:

- (1) Over \$10,000 - Standard deduction taken at 15% and exemption at \$750.
- (2) 1972 Standard Tax Table used (deduction and exemption included).

c. While the foregoing examples indicate a slight tax advantage accruing to the installment method, the Soldier who elected the lump sum payment would be in a significantly better financial position at

the end of the six-year period if he invested the payment in even a modest 5-6% annual growth plan.

3. RECOMMENDATION: That paragraph 10-7 of AR 600-200 be rescinded.
4. IMPLEMENTATION STEPS: That DA eliminate the installment method of paying the VRB by rescinding paragraph 10-7 of AR 600-200.
5. AUTHORITY FOR IMPLEMENTATION: Department of the Army.
6. IMPACT: Administrative requirements at company level will be reduced and the finance and accounting requirements for processing annual VRB payments will be eliminated.
7. WAR AND EMERGENCY: No change.
8. ESTIMATED COMPANY ADMINISTRATION TIME SAVINGS: Forty minutes a month of clerical and supervisory time.

CHAPTER 4 - ROOT CAUSES

1. INTRODUCTION: The implementation of the recommendations itemized in Chapter 3 will greatly reduce the amount of administration performed at the company level. However, the relief will be only temporary unless the underlying reasons which cause the company to have difficulty performing necessary tasks and to perform numerous superfluous tasks are also eliminated. The reasons are the root causes of the administrative problem at company level, and the issues described in the preceding chapter are in some cases, only the outward manifestations of the problem. The study has determined that the following root problems exist.

a. Inexperienced Company Clerks:

(1) Discussion:

(a) Over 20 orderly rooms were visited and the opinions of many company commanders and senior non-commissioned officers were solicited to obtain a picture of the typical company clerk. In almost all cases, the company clerks observed and mentioned had less than three years of service. The overwhelming majority of company clerks do not plan on reenlisting. The company clerks are usually E3's or E4's even though E5 is authorized for the position. In many cases, the company clerk is not school trained for this position. However, a considerable number of supervisors emphatically stated that they did not want a school trained company clerk. They preferred to select from all Soldiers in the unit the Soldier who appeared to be most motivated, qualified, and acceptable to the company commander and let Sergeant.

(b) In that the company clerk is highly inexperienced, he is continually performing tasks for the first time. Because of this, tasks and actions take much longer than if the clerk had performed them before. Unfortunately, the company clerk is frequently the first individual who the Soldier contacts about numerous problems, and, because of his lack of experience, he is the least qualified man in the personnel system to address the problem. This can have an adverse impact on the Soldier especially when the Soldier has a non-routine or a "human" problem.

(2) Recommendations:

(a) Add status to the company clerk's position by changing the title to "Company Personnel and Administrative NCO."

(b) Give the highest priority to filling company clerk positions with qualified career Soldiers preferably in the grade of E4 or E5.

b. Paternalism:

(1) Discussion:

(a) A basic tenet of management is to properly care for subordinates. Certainly, it is axiomatic that if a company commander takes care of his men, they will take care of him. However, an expensive lesson learned by industry during the 1920's was that it is possible for management to become overly involved in the lives of the members of the organization. The Soldier does not appreciate too much influence as to how he should use his own time and money. Generally, each service that is provided to the Soldier causes an administrative workload for supervisors, administrative personnel, or both. In some cases,

it appears that units compete with each other to see who can provide the most services, or initiate the most activities in their organization without proper consideration as to whether the service or activity is wanted or necessary. In some cases, unit athletic teams are formed, special activities initiated, etc., that are not desired or supported by the members of the organization.

(b) Another example of paternalism is the placing of unnecessary restrictions on the Soldier so that he does not have control over what rightfully belongs to him. An example of this is the payment of the Variable Reenlistment Bonus (VRB) to the Soldier. Chapter 10 of AR 600-200 prohibits the Soldier from receiving the lump sum bonus to which he is entitled unless he submits a letter through his commander making a special request for the lump sum; otherwise, he will receive the bonus in annual installments.

(c) Another paternalistic practice which Soldiers find highly distasteful is the coercive pressure placed on them to buy bonds and participate in savings programs. These programs place a heavy administrative load on clerks and especially supervisors who frequently have to prod Soldiers into participating so that desired goals are achieved.

(2) Recommendations:

(a) That each echelon of command insure that unnecessary and unwanted personnel services are not forced upon the Soldier.

(b) That unnecessary restrictions are not placed on what rightfully belongs to the Soldier.

c. Chronicling Yesterday's Actions (CYA):

(1) Discussion: Numerous written reports and memos of actions taken, conversations, etc., are prepared solely because leaders at all levels have found it necessary to practice what is referred to in the vernacular of the Soldier as CYA. Leaders have found that written records can assist them to oppose undeserved adverse criticism. Too frequently, all a Soldier has to say is, "I didn't know", to trigger an inquest that will force the leader to produce, or wish he could produce, some type of paperwork to back him up. Too frequently, the attitude of higher level commanders appears to be that if the Soldier is not properly informed, someone in the chain of command other than the individual Soldier is responsible. This situation causes administrative time be spent not only on the preparation of the documentation, but it also causes the leader to be continually looking over his shoulder to insure his tracks are covered.

(2) Recommendations:

- (a) Hold the individual Soldier responsible for information announced at formations, placed on bulletin boards, or in daily bulletins.
- (b) At all levels, encourage the acceptance of oral reports.

d. Diminishing Authority at Company Level.

(1) Discussion:

(a) The number of personnel on active duty who recall the days when the corporal had practically absolute authority over his subordinates are dwindling rapidly. However, many still recall the days when the company commander had a great deal of authority, and

Soldiers are in widespread agreement that his authority has diminished greatly in recent years. Whether this is desirable is beyond the scope of this study; however, what is germane to this study is that it appears that as the company commander's authority decreases, the amount of administration he must accomplish increases. In the past, in situations in which he was the decision maker, he could take action and little or no paperwork was required. Now, with decisions being made at higher levels, he must prepare paperwork to describe the situation and support his recommendation. An example is the approval of a request for separate rations. If the company commander is authorized to make the decision, he can hear the reason for the request and if he approves, send a DF to the Finance Office. If he is not authorized to make the decision, he must have the request written in sufficient detail to explain all aspects of the situation for someone at a higher level to be sufficiently informed. He must then prepare his position. The request may be returned for additional information he must provide. If finally approved, he must then forward the necessary paperwork to the Finance Office.

(b) The residual authority the company commander retains is further diminished by the number of channels available to the Soldier to seek redress of veritable or imagined grievances. Again, what is germane to this study is that the use of channels other than the command channel normally generates additional paperwork. For example, if a Soldier has a problem and takes it to his immediate commander, it may be resolved without generating paperwork. However, if he writes to a congressman or skips one or more links in the chain of

command and brings his problem to the attention of a higher level commander, considerable paperwork may be required before the problem is finally resolved.

(2) Recommendations:

(a) Give the company commanders mission type orders rather than detailed instructions.

(b) Strengthen the company commander's position by giving him the authority to take final action on matters to the maximum extent possible.

(c) Discourage Soldiers from writing to congressmen, taking advantage of open door policies, presenting problems to councils, etc., unless they have first brought the problem to the attention of their immediate commander.

d. Staff Generated Non-essential Requirements.

(1) Discussion: This problem will probably be found only in a peacetime environment. TOE units are staffed so they can operate effectively during combat. Frequently during peacetime, the size of the staffs are as large or even larger than they are in a combat environment. However, many of the functions a staff officer is required to perform during combat are not required during peacetime, and, in some cases, the functions are performed to a lesser extent. In many cases, there are not enough productive tasks unique to peacetime to offset the reduction in workload. Rather than be underemployed, the aggressive staff officer will seek to make a maximum contribution by making real or imagined improvements in his area of responsibility. These efforts cause administrative requirements to be placed on personnel

at company level because of requests for information or assistance to aid in completing projects that may be only marginally necessary or counterproductive.

(2) Recommendation: Commanders at all levels insure that staff officers do not initiate unnecessary projects which will cause company level units to produce unnecessary paperwork.

e. Excessive Typing and Retyping.

(1) Discussion: In spite of previous efforts by the Army to encourage hand-written memos and pen and ink changes on almost all types of correspondence, a substantial percentage of the officer corps appears to presuppose that their professional standards are reflected in the quality of the paperwork that comes from their organization. While the thoughts expressed in the correspondence are certainly important, the quality of the typing is eyewash. Because of this pre-supposition in many organizations, a document is retyped if it contains any type of a blotch that distracts from its appearance, or if the wording, even though completely correct and understandable, does not fully conform with the capricious desires of the commander to have the same thought expressed in a different manner. An excellent example is to have a document retyped so "glad" can be changed to "happy". In that rarely, if ever, documents from higher headquarters are sent to subordinate units with pen and ink changes or crossed out words, the subordinate elements wonder if they are being requested to adopt one administrative standard and the higher headquarters another.

(2) Recommendation: That every echelon reduce typing by making greater use of pen and ink changes.

f. Siphoning of Personnel.

(1) Discussion: In many cases, the echelons above company are siphoning off the most highly qualified administrative personnel. This leaves the most junior commanders with the least qualified personnel to perform the administrative functions.

(2) Recommendation: That every effort be made to insure that a fair share of the most highly qualified personnel are assigned to lower echelons.

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ARMY ADMINISTRATION CENTER FORT BENJAMIN HARRISON IN
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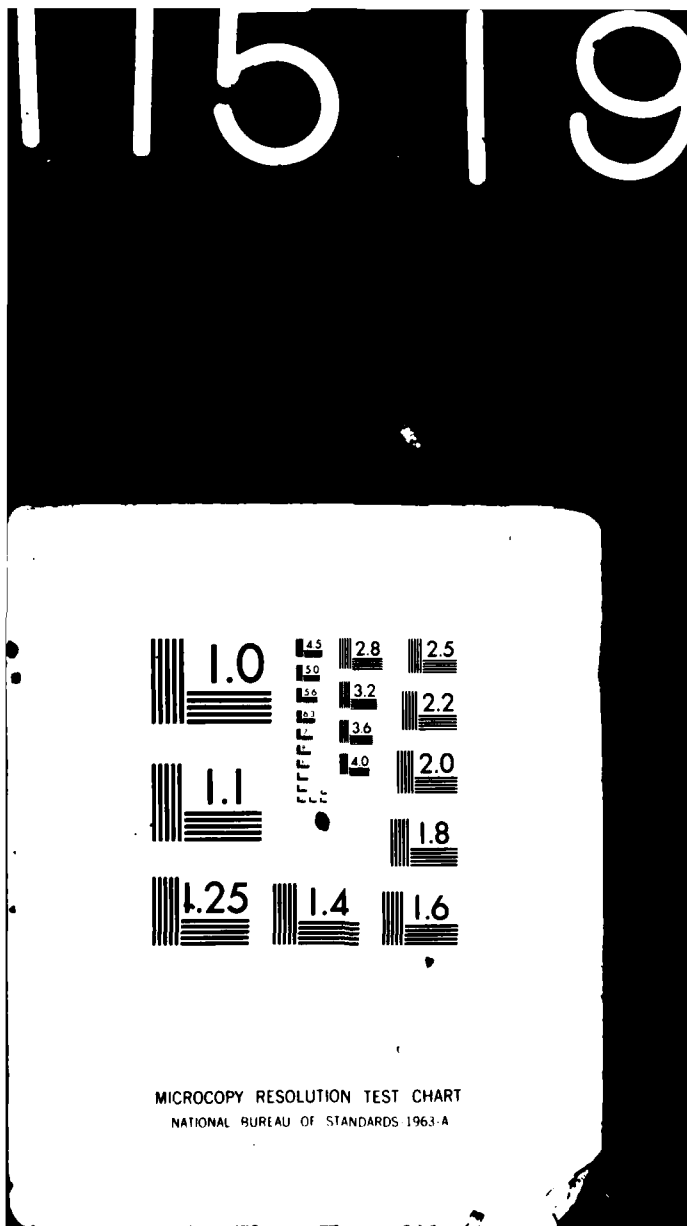
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CHAPTER 5 - IMPACT OF EMERGING SYSTEMS ON COMPANY ADMINISTRATION

1. INTRODUCTION: During the course of study, several tasks or grouping of tasks were identified as being affected by emerging systems. Outlined below are general discussions on three major emerging systems. Because of the encompassing impact these systems have on company administration, the comments are general in nature. Specific comments for tasks to be implemented as innovations are made elsewhere in this study. General discussion follows.

2. EMERGING SYSTEM: Standard Installation/Division Personnel System (SIDPERS):

a. Discussion of Present System: The SIDPERS was developed by the Personnel Information Systems Directorate of the Military Personnel Center DA, as a single standard system replacing the Personnel Management and Accounting Card Processor System (PERMACAP), The Personnel Management subsystem in the Base Operating Information System (BASOPS), and the Personnel subsystem of the Combat Service Support System (CS3). SIDPERS will permit full integration of the personnel system from the reporting unit to DA. In addition, SIDPERS provides interface with the CONUS Army/Major Overseas Command System (CARMOCS), the Joint Uniform Military Pay System (JUMPS), The Trainee Accounting and Management System (TAMS), The Centralized Assignment Procedure (CAP III), The Vertical Army Authorized Document System (VTAADS) and The DA Enlisted Master File and The Officer Master File.

b. Discussion of Emerging System: As a result of the SIDPERS, administration of personnel will be greatly simplified at the company

and battalion level because of the ease of data input into the system and the utility of reports fed back to the unit. The company will be provided 13-19 reports and other echelons will have over 85 reports, from which they can select what they require. The SIDPERS System data bank provides for retrieval of other reports when needed, by the use of a SIDPERS Information Retrieval (SIR). Input in the system is by use of Mark Sense Source Data Automation (MASSDATA) forms prepared at company (or source) level and changes are reported in simple coded language that provides for automated updating. The input is subject to over 500 automatic edits by the system. The output of 100+ summary reports will provide summaries that can be used for a myriad of administrative tasks formerly prepared manually. One report is a basic personnel document (DA Form 2) that will replace the old Qualification Records of Officers (DA Form 66) and Enlisted (DA Form 20) which is supplemented by a manually prepared DA Form 2-1 which is maintained at the MILPO. Duty status changes affecting pay are provided the MILPO using Sections I and II of Personnel Action (DA Form 4187). MASSDATA changes are also made by the company clerk who posts the Personnel Data Card (DA Form 2475-2). Section III of DA 4187 has been designed to provide a simplified system for the individual to initiate various personnel actions. It provides for check-off of action requested; e.g., Requests for Separate Rations, Reenlistment/Extension, etc., and simplifies indorsement by the commander. Certain supporting data is required depending on the action. Typing is the normal method but handwritten preparation is permitted. If implemented, allowing handwritten input, this will favorably impact on the reduction of

administration in the company. The Military Personnel Office (MILPO) maintains the input and feedback control for actions that relate to pay.

c. Impact of New System: Once installed, the SIDPERS will permit greater efficiency by providing one standard worldwide system. Major impact will be realized at the company level by automating strength accounting, providing a variety of usable reports at all levels resulting in better service to the commanders and the individual Soldier.

d. Envisioned Implementation Steps and Dates: The SIDPERS will be fully implemented in CONUS by January 1975 and worldwide by August 1975.

3. EMERGING SYSTEM; Standard Army Maintenance System (SAMS).

a. Discussion of Present System: The Army Maintenance Management System (TAMMS) is a reporting system for the control, operation, and maintenance of essentially all Army materiel. The system is principally manual in nature. It is designed to measure equipment performance and readiness, determine the adequacy of maintenance resources, and evaluate the effectiveness of maintenance operations. It is, however, a time-consuming administrative system, with numerous duplications of information.

b. Discussion of Emerging System: The Standard Army Maintenance System (SAMS) is being developed by the US Army Logistics Center, Fort Lee, Virginia, to replace TAMMS. SAMS is being designed to accomplish essentially the same objectives as TAMMS. SAMS is, however, principally an automated system. The objectives behind the development of SAMS are to standardize methods and formats, eliminate duplicative reporting, and simplify reporting.

c. Impact of New System: The Standard Army Maintenance System will simplify and reduce administrative paperwork within maintenance operations at all levels.

d. Envisioned Implementation Steps and Dates: An economic analysis of SAMS is scheduled for submission to DA DCSLOG in September 1974.

4. EMERGING SYSTEM; Automated Headcount System.

a. Discussion of Present System: Dining facility operations currently require several forms for accountability purposes. Among these are the following:

- (1) Meal Card (DD Form 714).
- (2) Cash Meal Payment Book (DD Form 1544)
- (3) Subsistence Report and Field Ration Request (DA Form 2970).
- (4) Guest Register (DA Form 3032).
- (5) Headcount Control Record (DA Form 3033).
- (6) Signature Headcount Sheet (DA Form 3351).
- (7) Cash Meal Payment Book Control Register Sheet (DA Form 3546-R).

DD Form 714 is used to identify personnel authorized to subsist without reimbursement. DA Form 1544, DA Form 3032, and DA Form 3351 are forms signed by various categories of personnel subsisting in US Army dining facilities. DA Form 3033 and DA Form 3546-R are used to record data on accountability and reimbursement of funds. DA Form 2970 is used to consolidate all meals fed in order to justify future ration requests. The maintenance of these forms requires considerable administrative time. In addition, there exists the possibility of error in transcribing data from one form to another. Cash must also be

safeguarded between the time it is collected and the time it is turned in to the finance and accounting officer.

b. Discussion of Emerging System: An Automated Headcount System has been developed by Troop Support Agency, Fort Lee, Virginia. The new system will replace the meal card (DD Form 714) with an embossed plastic card. The new card will be issued to all US Army personnel and will be coded to differentiate officer and enlisted personnel. In addition, the card will indicate whether an enlisted man is on separate rations or not. The new card will be used for any meal eaten in the dining facility. It is envisioned that finance would deduct from the monthly pay voucher the cost of meals eaten by officers and enlisted men on separate rations. This system is expected to eliminate the forms listed in paragraph 4a (1) through (7) above.

c. Impact of New System: The Automated Headcount System should greatly reduce the administrative burden in the company dining facility.

d. Envisioned Implementation Steps and Dates: The Automated Headcount System is scheduled to be field tested at Fort Lee, Virginia in July 1974. Evaluation of the field test will be accomplished by Troop Support Agency before further implementation dates are established.



DEPARTMENT OF THE ARMY
U. S. ARMY ADMINISTRATION CENTER AND FORT BENJAMIN HARRISON
FORT BENJAMIN HARRISON, INDIANA 46216

ATZI-XO

18 October 1973

SUBJECT: Letter of Instruction - Company Administration Study

→ Commander, USAIA
Commander, USAPACDA

1. Background. a. General consensus holds that as a trend administrative tasks at company level are becoming more extensive and complex, that they exceed in workload the capability authorized for their performance and that as their extent and complexity increase their performance increasingly detracts from achieving the primary mission of the company. See DA Personnel Support Systems Study (PS₃) and USAREUR Study of Administrative Duties at Company level.

b. There is no single proponent for company administration as a total function. Each element of the DA staff as well as subordinate commanders may prescribe unilaterally administrative tasks for performance at company level.

c. A "company" is considered to include battery, troop, detachment or other similar unit which represents the first administrative level in Army organization and which administers directly to the individual Soldier.

d. Administrative tasks include those related to the following areas:

(1) Personnel management (procurement, distribution, sustainment, and separation).

(2) Morale and welfare services. (To include unit funds, day rooms, awards and decorations, and athletic programs).

(3) Management information system. (Morning Reports, personnel status reports, etc.)

(4) Administrative services. (Mail, files, records management, publications, voting, etc.).

Annex A

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(5) Human resources development. (To include leadership and professional development, dependent affairs, personal financial management, drug and alcohol abuse, race relations, equal opportunity, self-development, PREP, transition, etc.).

(6) Public and command information.

(7) Religious programs.

(8) Military justice.

(9) Medical services.

(10) Supply.

(11) Food services.

(12) Maintenance records (includes PLL).

(13) Physical security. (Key control, personal prop registers, guard rosters, etc.).

(14) Personnel security clearances and procedures.

(15) Real property. (Includes barracks utilization reports, R&U records, fire and safety inspections, and documentation pertaining to self-help programs).

(16) Training records.

(17) Unit readiness report.

(18) Other command interest items. (To include fund drives and one-time reports).

2. Mission. Conduct a study of company administration as follows:

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SUBJECT: Letter of Instruction - Company Administration Study

a. Phase I (to begin immediately). Definition of the problem. Describe the current situation with respect to company administration to include the adequacy of existing doctrine and training. Determine whether problems exist in company administration and if so, define such problems.

b. Phase II (to begin on order following completion of Phase I). Solve the problem. Develop corrective actions to eliminate or reduce problems through simplification, elimination, moving tasks to other organizational levels for performance, use of labor saving devices and systems, et.

3. Phase I Tasks.

a. Determine the number and type of company level units in the Army. Identify all administrative tasks which may, depending on organization variation, location, composition, be performed by the company.

b. Identify several (not more than five) types of companies each representative of the most usual variations in organizations, i.e., company, battery in a parent battalion, separate company, headquarters company, etc., and in administrative task composition, i.e., with/without mess, supply, vehicles, etc.

c. For each type of company identified (para b above) select an existing unit in CONUS. Arrange and conduct a visit to that unit and perform an in-depth survey of company administration as it is being performed. Identify all administrative tasks which are being performed by the company. For each task identify the basis for the task, i.e., regulation, the proponent responsible for prescribing the task, forms, reports, records, procedures, used at company level. When appropriate, indicate interrelationships of tasks in terms of common forms, records, reports or procedures.

d. Determine personnel resources required by the company to perform each administrative task.

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e. Coordinate with other Army development agencies including elements of the DA staff to determine current status of any study or improvement in company administration, e.g., PS₃ Study.

f. Examine doctrinal material to support training in company administration and determine extent of training currently provided as follows:

- (1) In OAC for Company Commanders.
- (2) In OBC for Company officers.
- (3) In advanced NCOES for 1st Sergeants.

g. Identify and evaluate current problems in company administration as currently performed to include but not limited to:

- (1) Adequacy of authorized staffing.
- (2) Complexity, redundancy, or absurdity of administrative tasks to include records, reports, forms, procedures, etc.
- (3) Effectiveness of company administration to support the individual Soldier.
- (4) Degree (if any) performance of administrative tasks detracts from primary mission of company.

h. Prepare a brief report (approximately 10 pages with charts as appropriate) outlining the current situation in company administration, defining the problems therein, and charting the course for development of corrective action (Phase II). Be prepared to present a briefing covering the Phase I of the study and the report.

4. Responsibilities:

a. This study will be sponsored by the U. S. Army Administration Center and conducted under its auspices.

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b. Phase I of the study will be conducted by USAIA with assigned resources.

c. Requirements for additional resources and assistance outside USAADMC will be coordinated with and arranged through PACDA.

5. Coordination.

a. Coordination with other functional Centers and Schools, FORSCOM organizations, and elements of the DA staff is authorized as outlined above.

b. Students attending USAIA, especially officers recently branch transferred will be utilized to the maximum extent as information sources.

c. In-process reviews will be conducted whenever necessary and as a minimum prior to beginning tasks identified in paragraphs 3c and 3f.

d. Tasks identified in paragraph 3h will be completed on or prior to 9 November 1973.

e. PACDA will establish Study Advisory Groups to monitor objectives, analyze IPR actions, and identify/recommend changes in objectives.



EUGENE P. FORRESTER
Major General, USA
Commanding

CF:
DIC, USAACFBH

RESEARCH FOR COMPANY ADMINISTRATION STUDY

<u>Proponent</u>	<u>Date</u>	
USA FORSCOM	In Prog	Reduction of Administrative Workload in USAR
USAREUR	Dec 73	Study of Administrative Duties at Battalion Level
VII Corps	Dec 73	Battalion Centralized Reporting
USAREUR	Oct 73	Army Regional Personnel and Administrative Centers (1)
DCSPER	Sep 73	The Army Personnel Plan (TAPP-74) (1)
USAREUR	May 73	Study of Administrative Duties at Company Level (1)
OFF AG HQ DA	May 73	Administrative Burden at Company/Battery/Troop Level
DAFD-MFU	Apr 73	Active Division Peacetime Manning Analysis (2)
DA	Feb 73	A Study of the Present and Projected Personnel Support Systems and Services of US Army (PS ₃) 1972-76 (1)
COA	Mar 72	Company/Battalion Management Study
USMC	Aug 71-Mar 72	Centralized Personnel Reporting (CPR-PRIM 1009.7) (1)
CONARC	Nov 71	Review of Regulatory Requirements in TOE Units
USACDC PASA	Sep 71	ACN 17792 Personnel Offensive (Phase I)(1)
COA	Dec 70	The Influence of Management Controls on TOE Units
COA	1969	Management Information Survey
USMC	1965-66	Battalion Level Administration (1)
USMC	1951-55	Battalion Level Administration (1)

(1) Did not include the full scope of an administration as defined in this study.

(2) Could be used as the criteria for "shadow" personnel.

Annex B

FUNCTIONAL DISTRIBUTION OF TOE COMPANIES/DETACHMENTS

	<u>CO.</u>	<u>DETS</u>
1. AIRBORNE	5	0
2. AIR DEFENSE AB	238	3
3. AG COMPANIES	77	16
4. AIRMOBILE COMPANIES	4	0
5. ARMOR COMPANIES	361	0
6. SECURITY COMPANIES	14	0
7. AVIATION COMPANIES	59	2
8. CHEMICAL	2	8
9. COMPOSITE SERVICE	190	33
10. ENGINEER COMPANIES	262	19
11. FIELD ARTILLERY BATTERY	491	0
12. FINANCE COMPANIES	10	6
13. HQS	9	0
14. INFANTRY	519	2
15. LOGISTICS	5	1
16. MILITARY HISTORY	0	2
17. MEDICAL	80	34
18. MILITARY INTELLIGENCE	35	18
19. MISSILE COMMAND	1	9
20. MILITARY POLICE	82	53
21. ORDNANCE	48	24
22. PUBLIC INFORMATION	0	5
23. PSYCHOLOGICAL OPN'S	0	5
24. QUARTERMASTER	28	7
25. SIGNAL	140	15
26. SPECIAL OPN'S	44	13
27. TRANSPORTATION	134	32
TOTAL (TDA 1655)	3,284	307
GRAND TOTAL	5,246	

Annex C

COMPANY ADMINISTRATIVE FUNCTIONS

PERSONNEL MANAGEMENT
MORALE AND WELFARE SERVICES
MANAGEMENT INFORMATION SYSTEM
ADMINISTRATIVE SERVICES
HUMAN RESOURCES DEVELOPMENT
PUBLIC AND COMMAND INFORMATION
RELIGIOUS PROGRAMS
MILITARY JUSTICE
MEDICAL SERVICES
SUPPLY
FOOD SERVICES
MAINTENANCE RECORDS
PHYSICAL SECURITY
PERSONNEL SECURITY CLEARANCES AND PROCEDURES
REAL PROPERTY
TRAINING RECORDS
UNIT READINESS REPORT
FINANCIAL SERVICES
OTHER COMMAND INTEREST ITEMS

Annex D

PERSONNEL WORKLOAD (COMBINED TIME)

COMPANY ADMINISTRATION STUDY

<u>Description - Fms. Recs. Rpts</u>	<u>MINUTES PER DAY</u>		
	<u>Comb</u>	<u>Clks</u>	<u>Supv</u>
Prepare Morning Report (DA Form 1, DA Form 2475)	260	240	20
Perform Class A Agent Duties - Cash Pay Option	182	107	75
Prepare SIDPERS Personnel Control Data-Authentication and Transmittal (DA 2815) (Being replaced by DA 3813)	120	90	30
Prepare Outgoing Correspondence	120	90	30
Prepare Strength Reports	120	90	30
Maintain Supply Files	120	60	60
Prepare Cook's Worksheet (DA 3034)	120	0	120
Prepare Request for Training Support	90	30	60
Prepare Equipment Inspection and Maintenance Worksheet	90	30	60
Prepare Request for Repair Parts	90	0	90
Prepare Reports of Survey (DD 200)	70	30	40
Breakdown Mail Locator Cards, Unit Mail Card (DD 285)			
Miscellaneous Mail Actions	60	60	0
Prepare Daily Materiel Readiness Report (DA 2406)	60	60	0
Prepare Document Register for Supply Actions (DA 2604)	60	60	0
Prepare Dropped from the Rolls Packet	60	30	30
Maintain Signature Headcount Sheet (DA 3551)	60	30	30
Prepare Organization (Installation) Property Record (DA 3328)	60	0	60
Prepare Status of Funds Report	60	0	60
Supervise Maintenance Administrative Operations	60	0	60
Maintain Office Files	50	20	30
Prepare Personnel Data - (SIDPERS PDC) (DA 2475-1)	48	40	8
Preparation of Statement of Charges (DD 362)	46	30	18
Processing Letters of Indebtedness	42	30	12
Prepare Document Transmittal Letter	40	30	10

Annex E

<u>Description - Fms.Recs.Rpts.</u>	<u>MINUTES PER DAY</u>		
	<u>Comb</u>	<u>Clks</u>	<u>Supv</u>
Maintain Cash Meal Payment Book (DD 1544)	40	20	20
Review Incoming Correspondence	40	10	30
Prepare Maintenance Request (DA 2407)	40	10	30
Prepare Lesson Plans	40	0	40
Prepare Duty Roster (DA Form 6) (Includes Notifying Personnel of Duties)	32	8	24
Maintain Personnel Register (DA Form 647)	31	30	1
Daily Weapons Inventory	31	30	1
Prepare Discharges (Chap 13, QMP, Hardship) (SF 88, SF 89)	31	10	21
Personnel Data Card (DA Form 2475)	30	30	0
Review Surety Roster	30	30	0
Maintain Food Services Files	30	30	0
Maintain Bulletin Board	30	10	20
Prepare Article 15 (Company Grade) (DA Form 2627-1)	30	10	20
Prepare Charge Sheet for Courts Martial	30	10	20
Career Counseling (DA 1695) (DA 1315)	30	0	30
Prepare Request for Reenlistment or Extension (DA 1695)(DA 3340)	30	0	30
Maintain Suspense File	30	0	30
Leadership/Professional Development Counseling	30	0	30
Conduct Barracks Inspection	30	0	30
Prepare Deadline Report	30	0	30
Maintain Classified Files	30	0	30
Prepare Equipment Operator's Qualification Record (DA 348)	22	22	0
Prepare Application for Financial Assistance	22	12	10
Dependent Affairs Counseling	22	5	17

<u>Description - Fms.Recs.Rpts.</u>	<u>MINUTES PER DAY</u>		
	<u>Comb</u>	<u>Clks</u>	<u>Supv</u>
Prepare Training Highlights Report	24	8	16
Line of Duty Investigations	24	4	20
Drug/Alcohol Abuse Program Counseling	24	0	24
Maintain Control of Money Spent on Non-Perishables Record	27	18	9
Prepare Enlisted Efficiency Reports (EER) (DA 2166-4)	27	9	18
Prepare Company Roster	21	12	9
Prepare SIDPERS Input and Control Data-Personnel Change (DA 3813)	20	20	0
Prepare TDY Roster	20	20	0
Prepare Uncorrected Fault Record (DA 2408-14)	20	20	0
Prepare Request for Issue or Turn-In (DA 2765-1)	20	20	0
Prepare Weekly Fuel Consumption Report	20	20	0
Maintain Self-Service Supply Account	20	8	12
Prepare Training Schedule	20	4	16
Inventory of Clothing & Equipment (AWOL, DFR) (DA 3161, DA 3645, DA 3327, DA 3078)	20	4	16
Athletic and Recreation Programs	20	0	20
Safety Briefings	20	0	20
Maintain Training Records (CONARC Form 933-R)	20	0	20
Participate in Higher Headquarters Reviews and Ceremonies	20	0	20
Prepare Sworn Statements (DA Form 2823)	18	18	0
Prepare Request for Pay Action (DA Form 2142)	18	8	10
Review Personnel Information Roster	17	5	12
Perform Additional Duties (CBR Officer, Nuclear Security Officer, Chemical Range Officer, Equipment Inspector)	17	1	16
Prepare Equipment Inspection and Maintenance Worksheet (DA 2404)	16	8	8
Maintain Preventive Maintenance Schedule and Record (DA 314)	16	8	8

<u>Description - Fms.Recs.Rpts</u>	<u>MINUTES PER DAY</u>		
	<u>Comb</u>	<u>Clks</u>	<u>Supv</u>
Inspect Equipment (DA 2496-1)	16	0	16
Prepare SIDPERS Input and Control Data-Organization Change (DA 3732)	15	15	0
Prepare Unit Orders	15	7	8
Prepare SOP's	15	5	10
Prepare DOD Single Line Item Release/Receipt Document (DD 1348-1	15	0	15
Conduct Maintenance Inspections	15	0	15
Safety Management	14	0	14
Monthly Weapons Inventory & Report	13	6	7
Posting of Publications	13	5	8
Prepare Article 15 (Field Grade)	13	3	10
Prepare Pre-Trial Confinement Paperwork	12	12	0
Prepare Request for Demolition Pay	12	12	0
Miscellaneous Reports	12	10	2
Prepare Organization Clothing and Equipment Record (DA 3645)	12	6	6
Race Relations/Equal Opportunity Program Instruction	12	4	8
Race Relations/Equal Opportunity Program Counseling	12	0	12
Attend Race Relations/Equal Opportunity Classes	12	0	12
Maintain Physical Fitness Testing Record (DA 705, Local Form 61)	11	11	0
Prepare Subsistence Report and Field Ration Request (DA 2970)	11	10	1
Prepare Request for Issue or Turn In (DA 3161)	11	8	3
CQ Daily Journal (DA 1594)	11	6	5
Prepare Miscellaneous Code Layout for Key Punching (DA 2632)	10	10	0
Prepare Alert Roster	10	10	0
Maintain Vehicle Log (DA 2401)	10	10	0
Prepare Budget Book	10	10	0

<u>Description - Fms.Recs.Rpts</u>	<u>MINUTES PER DAY</u>		
	<u>Comb</u>	<u>Clks</u>	<u>Supv</u>
Prepare Request for Separate Rations	10	9	1
Prepare Inventory Adjustment Report (DA 444)	10	5	5
Prepare Organization/Installation Property Record (DA 3642)	10	4	6
Prepare Equipment Modification Record (DA 2408-5)	10	1	9
Visit Stockade	10	0	10
Self-Help Program	10	0	10
Inventory Equipment On Hand Receipt	10	0	10
Prepare Request and Authority for Leave (DA Form 31)	9	9	0
Prepare Letter on Late Entry on Morning Report	9	9	0
Perform Survival Assistance Officer Duties	9	0	9
Conduct Article 32 Investigations	9	0	9
Sponsor Reserve Unit (USAR)	9	0	9
Local Officer Activity Fund	9	0	9
Conduct Defensive Driving Class	9	0	9
Maintain Control for DA Form 31 (DA Form 6)	8	8	0
Prepare Statement by Accused or Suspect Person (DA 2820)	8	8	0
Prepare Materiel Readiness Report (Weekly) (DA 2406)	8	8	0
Review Weekly Deadline Report	8	8	0
Prepare Request for Orders (Request for Orders)	8	4	4
Prepare Personal Clothing Record - EM (DA 3327)	8	4	4
Prepare Training Schedule	8	4	4
Prepare Hometown News Releases	8	2	6
Day Room Operations	8	0	8
Prepare Fire Marshal's Report	8	0	8
Maintain Monetary Status Record (DA Form 3546-R, DA 3351, DA 3033)	8	0	8
Prepare Headcount Control Record (DA 3033)	8	0	8

<u>Description - Fms.Recs.Rpts</u>	<u>MINUTES PER DAY</u>		
	<u>Comb</u>	<u>Clks</u>	<u>Supv</u>
Visit Hospital	8	0	8
Command Information Instruction	8	0	8
Prepare Laundry List for Enlisted Personnel (DA 2886)	8	0	8
Review Security Clearances	8	0	8
Bar to Reenlistment	7	6	1
Soldier of the Month Boards	7	1	6
Prepare Requisition for Publications and Blank Forms (DA Form 17, DA Form 17-1, DA Form 12 series)	7	1	6
Financial Management Counseling	7	1	6
Prepare Application for Allotments (DA Form 1341)	6	6	0
General Education Development (GED) Counseling	6	6	0
Prepare Monthly Materiel Readiness Report (DA 2406)	6	6	0
Review Armed Forces Traffic Tickets	6	3	3
Prepare Unit Readiness Report (DA 2715, Form 906-R, CONARC Form 688-R)	6	3	3
Prepare Quartermaster Clothing Charge Sales (DA 3078)	6	3	3
Prepare Clothing Checklist for Individual Replacements (CONARC Form 579-R)	6	3	3
Unit Fund Council	6	1	5
Process Pay Complaints (DA Form 591, DA 2142, DA 3298, DF 2496-R)	6	1	5
Prepare Equipment Component Register (DA 2408-10)	6	1	5
Conduct Human Relations Seminar	6	0	6
Prepare SIDPERS Input & Control Data - Personnel Change (3729)	5	5	0
Maintain Record Set of Orders	5	5	0
Prepare Election of Pay Options (DA Form 3685)	5	5	0
Prepare Non-FSN Requisition (DA 1348-6)	5	5	0
Prepare Notice of Unauthorized Absence from the US Army (DA 3835)	5	4	1

<u>Description - Fms.Recs.Rpts</u>	<u>MINUTES PER DAY</u>		
	<u>Cmb</u>	<u>Clks</u>	<u>Supv</u>
Prepare Installation Clearance Forms (DA 137)	5	4	1
Prepare Meal Cards (DD Form 714)	5	3	2
Prepare Request for Issue or Turn In (DA 3122)	5	2	3
Prepare Quarterly Materiel Readiness Report (DA 2406)	5	1	4
Prepare Equipment Transfer Report (DA 2408-7)	5	1	4
Prepare Unit Fund Paperwork (DA 3259-1, DA 3259-2, FB 1777, FB 2553-R, DA 1759, DA 3259-3)	5	0	5
Prepare Report of Eligibles for NCOES	5	0	5
Review Equipment Status Report	5	0	5
Prepare Sick Slip (DD 689)	5	0	5
Perform Duty Officer Duties	5	0	5
Prepare Request for Issue and Turn In (DA 2765)	5	0	5
Prepare Restricted Item Slip (SSSC)	5	0	5
Maintain Component Removal and Repair/Overhaul Record (DA 2410)	5	0	5
Maintain Maintenance Schedule and Record (DD 314)	5	0	5
Prepare SIDPERS Input & Control Data-Personnel Change (DA 3728)	4	4	0
Check Listing for Urinalysis Reporting	4	4	0
Prepare PLL Status Report (DA 2496-1)	4	4	0
Prepare Zero Balance Report	4	4	0
Prepare Parts Requisition (DA 9-79)	4	2	2
Maintain Records of Demand (DA 3318)	4	2	2
Prepare Clothing and Equipment Inventory for Pre-Trial Confinement (DA 2496)	4	2	2
Prepare Weapons Receipt (Card) (DA 3749)	4	2	2
Prepare Laundry Payroll Deduction/Discontinuance Authorization (DA Form 3F99)	4	2	2
Prepare Request for Issue or Turn In (DA 2765-1)	4	1	3

<u>Description - Fms. Recs. Rpts</u>	<u>MINUTES PER DAY</u>		
	<u>Comb</u>	<u>Clks</u>	<u>Supv</u>
Prepare Job Order Request (DA 2701)	4	0	4
Prepare Reenlistment Assignment Request	4	0	4
Process Pay Inquiries	3	3	0
Prepare Request for Parachute Pay	3	3	0
Prepare Application for ID Cards (DA 428, DD 1172, DA 2496-R)	3	3	0
Prepare Report of Suspension of Favorable Personnel Actions (DA 268)	3	3	0
Request for Security Clearance	3	3	0
Prepare JUMP Master Report	3	3	0
Review Unit Document Register	3	3	0
Process Presidentials and Congressionals Inquiries	3	2	1
Preparation of Hand Receipts (DA 2062)	3	1	2
Prepare Roster and Statement for Laundry Turn In (DA 3136)	3	1	2
Conduct Bedding Inventory	3	0	3
Administer Company Punishment	3	0	3
Interview AWOLS	3	0	3
Privately Owned Vehicles Safety Inspections	3	0	3
Project Transition Counseling	3	0	3
Attend Junior Officer Classes	3	0	3
Orientation of New Arrivals	3	0	3
Dining Facility Council Meetings	3	0	3
Maintain Security Notebook	3	0	3
Prepare Maintenance Request (DA 2407, 2407-1)	3	0	3
Prepare Monthly Mileage Report	3	0	3
Prepare Miscellaneous Rosters	2	2	0
Logging Paperwork	2	2	0
Prepare Notice of Return of US Army Member from Unauthorized Absence (DA 3836)	2	2	0

<u>Description - Freq. Recs. Epts</u>	<u>MINUTES PER DAY</u>		
	<u>Comb</u>	<u>Clks</u>	<u>Supv</u>
Temporary Release of Prisoner (Ft Bragg Form 128)	2	2	0
Prepare Exchange Tag (DA 2402)	2	2	0
Maintain Tool Sign-Out Register	2	2	0
Prepare Promotion Packets (DA 3355-R, DA 3357, Req for Orders)	2	1	1
Prepare Request for Reassignment (Request for Reassignments)	2	1	1
Vacation of Suspensions (letter)	2	1	1
Prepare Awards and Decorations (DA 638)	2	1	1
Prepare Accident Report (DA 285, DA 285-1)	2	1	1
Request for Military and Non-Military Schools (Local Form 12)	2	1	1
Prepare Request for Bachelor Enlisted Quarters	2	1	1
Prepare Geneva Convention Identification Card (DD 528)	2	1	1
Prepare Training Aids Work Request (DA 1357)	2	1	1
Maintain Individual JUMP Record (DA 1307)	2	1	1
Prepare Variable Reenlistment Bonus (VRB) Paperwork	2	1	1
Prepare Laundry List (DA 1974)	2	1	1
Prepare Personal Effects Outside Combat Area (DA 54)	2	1	1
Prepare Request for Issue or Turn In (DA 3161)	2	1	1
Maintain Arms Room Key Record	2	1	1
Prepare Enlisted Clothing Inspection Statement (3AA Form 52)	2	1	1
Prepare Equipment Daily or Monthly Log (DA 2408-1)	2	1	1
Prepare Equipment Acceptance and Registration Record (DA 2408-8)	2	1	1
Prepare Request for Issue or Turn In (DA 3122)	2	1	1
Visit Local Drug/Alcohol Abuse Rehabilitation Center	2	0	2
Leadership/Professional Development Instruction	2	0	2
Attend Drug Education Classes	2	0	2
Fire Safety Program	2	0	2

<u>Description - Fms.Recs.kpts</u>	<u>MINUTES PER DAY</u>		
	<u>Comb</u>	<u>Clks</u>	<u>Supv</u>
Attend Higher Headquarters Review and Analysis	2	0	2
Escort VIP/Distinguished Persons	2	0	2
Prepare Document Register for Supply Action (DA 2064)	2	0	2
Prepare Non-Appropriated Fund Stock, Property and Fixed Assets Record (DA 1991)	2	0	2
Maintain Arms Room Keys	2	0	2
Prepare Access Roster	2	0	2
Prepare Equipment Utilization Record (DA 2400)	2	0	2
Prepare US Government Motor Vehicle Operator's Identification Card (DF 46)	2	0	2
Prepare Request for Dispatch and Return of Military Vehicle (DA 2496-1)	2	0	2
Prepare Load Plans	2	0	2
Preparation for Overseas Rotation Checklist (DA 613, DD 528)	1	1	0
Prepare Appeal of Article 15 (DA 2627-2)	1	1	0
Review Military Police Report (DA Form 19-32)	1	1	0
Prepare Extract Copy of Morning Report (DA 188)	1	1	0
Maintain Personnel JUMP Suspense Record	1	1	0
Maintain Weapons Receipt Register	1	1	0
Prepare Exchange Tag (DA 2402)	1	1	0
Prepare Notice of Delegation of Authority-Receipt for Supplies (DA 1687)	1	1	0
Prepare Personal Weapons Storage Request	1	1	0
Maintain Statement of Individual Responsibility for Weapons	1	1	0
Prepare Nuclear Duty Position Evaluation Request	1	1	0
Prepare Equipment Maintenance Log (DA 2409)	1	1	0
Prepare Consolidated Prescribed Load List Listing	1	1	0
Prepare Cost and Accounting Report	1	1	0

<u>Description - Fms.Recs.Rpts</u>	<u>MINUTES PER DAY</u>		
	<u>Comb</u>	<u>Clks</u>	<u>Supv</u>
Prepare Reconciliation Report	1	1	0
Prepare Officer Efficiency Reports (OER) (DA Form 67-7)	1	0	1
Prepare Critical MOS Shortages and Losses Report (CONARC 906-R)	1	0	1
Prepare Special Duty Roster	1	0	1
— Prepare Unit Fund Statement of Operations and Net Worth (DA Form 1758)	1	0	1
Maintain Sick Call Register	1	0	1
Preparation of SF 88, SF 89 and SF 93	1	0	1
Maintain Guest Register (DA 3032)	1	0	1
Energy Conservation Program	1	0	1
Utilities Conservation Program	1	0	1
Maintain "Run for Your Life" Program	1	0	1
Attend MAPTOE Classes	1	0	1
Participate in Army Emergency Relief Drive	1	0	1
Participate in Combined Federal Campaign Drive	1	0	1
Crime Prevention Council	1	0	1
Prepare Training Ammunition Forecast	1	0	1
Prepare Request for Issue and Turn In of Ammunition (DA 581)	1	0	1
Arms Room Inspection	1	0	1
Prepare Weapons Record Card (DA 2408-4)	1	0	1
TOTAL TASKS IDENTIFIED IN CONUS	266		
Perform Customs Inspector Duties	36	0	36
Maintain NEO Register	30	0	30
Prepare NEO Location	8	0	8
Awards & Decorations (Valor)	6	2	4

<u>Description - Fms. Recs. Rpts</u>	<u>MINUTES PER DAY</u>		
	<u>Comb</u>	<u>Clk</u>	<u>Supv</u>
Maintain Overseas POV Registration Forms	6	0	6
Ration Card Control	4	4	0
Prepare Military Sponsor Application (DA Form 3922)	3	3	0
Prepare Requests for Leave to CONUS	3	3	0
Prepare Paperwork for Overseas POV License	3	0	3
Prepare Paperwork for Overseas POV Registration	3	0	3
Issue Ration Cards	2	2	0
Review NEO Roster	2	0	2
Prepare Requests for Marriage to Foreign National	1	1	0
Prepare Project Headstart Roster	1	1	0
Prepare POV Clearance Form	1	1	0
Prepare US Declaration for Personal Shipments (DD Form 1252)	1	0	1
Prepare Customs Inspection Label (DD Form 1253)			
TOTAL TASKS IDENTIFIED OVERSEAS	17		
GRAND TOTAL	283		

