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EPMS-USAR NCO DEVELOPMENT GROUP, 8 MARCH - 7 MAY 1976, RESEARCH--ETC(U)
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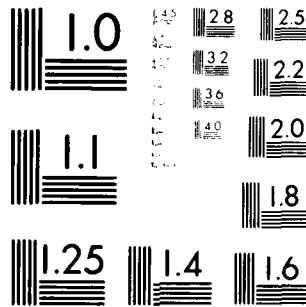
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DEPARTMENT OF THE ARMY
Office of the Chief, Army Reserve

AD A116351

EPMS-USAR



NCO DEVELOPMENT GROUP

8 MARCH - 7 MAY 1976

RESEARCH REPORT AND RECOMMENDATIONS

FOR EPMS IMPLEMENTATION IN THE

UNITED STATES ARMY RESERVE

28 JANUARY 1977

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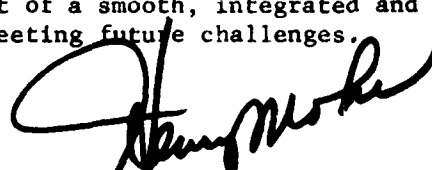
FOREWORD

ENLISTED PERSONNEL MANAGEMENT SYSTEM - US ARMY RESERVE (EPMS-USAR)

1. By establishing a review for integrating various elements of enlisted personnel programs into a single, comprehensive system, steps were undertaken to recognize that the management of a soldier's career should be conceived within the framework of a total system, and that the importance of proper management of enlisted careers should not result from fragmented, uncoordinated actions by responsible agencies and commands.
2. In relating the approved EPMS programs to US Army Reserve management practices, further steps were also taken to recognize that the Total Army policy must include full Reserve Component participation if an adequate structure for mobilization is to be achieved and maintained. EPMS can only become a reality for the USAR if positive steps are taken now to provide the impetus to integrate them into the complete EPMS planning, development and implementation process.
3. This study chronicles the first truly, comprehensive review of USAR enlisted personnel management which aims to centralize career development and personnel management systems under EPMS Program guidelines. Because of the varied experience the senior NCOs on the development group brought to the study, and the outstanding results they have achieved in providing recommendations for the career needs of the USAR enlisted soldier, this review provides a boost for the introduction of EPMS into the US Army Reserve that could have been provided in no other way -- by having field soldiers with true Reserve Component experience determine what programs are needed and will have the most impact in revitalizing enlisted personnel management. The recommendations presented here are the result of bringing together many years of military experience and knowledge of the individual members.
4. I specifically invite your attention to the acknowledgment of the NCO study group members who participated in the EPMS-USAR development review. The group included a Command Sergeant Major of an ARCOM; a Command Sergeant Major of a Basic Training Brigade; a Sergeant Major from a USAR School; a First Sergeant from a Maneuver Training Command and a Judge Advocate General Detachment; and a career counselor Master Sergeant from an Infantry Brigade. It also included my Senior Enlisted Advisor, an active component Sergeant Major from a COSCOM at Fort Hood and an active component Master Sergeant from the Infantry School at Fort Benning.

5. The following report presents the summary recommendations with milestones in PART ONE and the full research narrative with recommendations in PART TWO. These recommendations must be implemented, either in whole or in part, before the full benefits of EPMS can truly be established in the Army Reserve.

6. Let us make no mistake in understanding the true mission of the Reserve Forces -- back up and support of the US defense posture throughout the world. Never before have the Reserve Components taken on a more important task. The future survival of our nation depends upon the successful establishment of a smooth, integrated and comprehensive force capable of meeting future challenges.



HENRY MOHR
Major General, USA
Chief, Army Reserve

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March 1977

PREFACE

Although in the process of being staffed and finalized for implementation, the recommendations provided in this document represent an attempt to establish EPMS and other personnel management requirements for enlisted members of the US Army Reserve. Please understand that these are only recommendations at this time. After final approval, successful implementation of EPMS will require a continued effort by everyone in the system, commanders, their staff officers, and most importantly, the NCO force, to provide the management our enlisted soldiers need.

Many initiatives have already been undertaken with TRADOC, FORSCOM, RCPAC, the CONUSAs, the Army Readiness Regions, and many other individuals concerned with EPMS for the US Army Reserve. Cooperation has been outstanding so far, but we still have a long way to go.

Involvement and education are the key elements for providing this understanding. A quality, trained force is the ultimate goal.

Comment and suggestions from anyone on EPMS, on these recommendations, or on any further ideas which we may have overlooked will be greatly appreciated. Please send written comments to HQDA, ATTN: DAAR-PE-EPMS, The Pentagon, Washington, DC 20310.



EPMS-USAR
Transition Team

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CDR, US ARMY READINESS REGIONS I THROUGH IX
 CSM

USAR-EPMS DEVELOPMENT GROUP

ACKNOWLEDGEMENTS

1. The following individuals were members of the US Army Reserve Enlisted Personnel Management System Development Group during the time 8 March - 7 May 1976.

1st US Army

CSM Cornelius Boykin - HQ, 97th ARCOM (Chairman)
1SG James F. Kindle - HQ, 76th Division, MTC

5th US Army

1SG Glenn Nordland - 8th JAG Detachment, 102d ARCOM
MSG Lyle F. Guion - HHC, 205th Inf Bde (Sep), 88th ARCOM

6th US Army

CSM Donald N. Brunk - 3d Bn, 414 RGT 1st Bde (BCT), 104th Division (TNG)
SGM John G. Crowley - 6229 USAR School, 124th ARCOM

Active Army

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TRADOC - MSG William M. Malecki - Training and Doctrine, USAIS, Ft Benning, Georgia

Office, Chief, Army Reserve

SGM William R. Foley - Senior Enlisted Advisor

2. The following individuals were generous with their time and with information and material provided to the Development Group. Without their assistance the recommendations for EPMS in the USAR could not have been formulated. The appreciation for their help and guidance is extended from each member of the Development Group.

HQDA

COL John P. Koloski - EPMS Task Force (MILPERCEN)
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LTC Rudolph N. Pataro - EPMS Task Force (MILPERCEN)
Mr. Bernard Papure - DCSPER, Enlisted Division

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TRADOC

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FORSCOM

MAJ William Barnhill - DCSPER, Enlisted Division
MAJ Thomas Verrier - DCSPER, Enlisted Division

RCPAC

LT David J. Ansehl - Chief, EPMS Team
SGM Novessie Lewis - NCOIS, OPMS Team
MSG Howard McMullen - NCOIC, EPMS Team

3. The following individuals sacrificed much of their personal time and effort in the months after the Development Group disbanded to provide the expertise necessary to establish, formulate and document the report with recommendations and milestones for EPMS in the USAR. Without this effort EPMS-USAR could not have been given the boost toward full implementation.

CPT Michael W. Allen
CSM Cornelius Boykin
MSG Lyle F. Guion

4. There were many others not mentioned above who were instrumental in assisting the development of the project and the report. It has been an oversight by the transition group if their names were omitted. A special word of gratitude is extended to the secretaries in the OCAR, Personnel Division typing pool for the extra effort in typing and preparing this report. Without their help the project could not have been documented.

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* Outside EPMS

USAR-EPMS DEVELOPMENT GROUP

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USAR-EPMS DEVELOPMENT GROUP
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- APPENDIX B - Reserve Component Enlisted Career Program Study,
8 Feb 1972, Executive Summary.
- APPENDIX C - EPMS-USAR Development Group - Agenda and Milestones.
31 March 1976. Office, Chief Army Reserve.
- APPENDIX D - EPMS Implementation Schedule, 13 Nov 1975. HQ TRADOC.
ATTNG-TMI.
- APPENDIX E - Reserve Component EPMS Letter of Agreement (LOA),
13 April 1976. HQ TRADOC, ATTNG-ITD-ES.
- APPENDIX F - EERWA Computation Explained, ANF Release 19-5

PART ONE

SUMMARY RECOMMENDATIONS
WITH
ISSUE, AGENCY RESPONSIBILITY
AND
IMPLEMENTATION SCHEDULE

USAR-EPMS DEVELOPMENT GROUP RECOMMENDATIONS

- An EPMS Development Group, consisting of Senior Enlisted personnel, conducted a research and review process for modification and implementation of approved EPMS features for the US Army Reserve (USAR).
- The major management areas reviewed were Career Management, Qualitative Management and Training and Evaluation programs. It was determined that these were the critical issues necessary for development, modification, and implementation of EPMS in the USAR.
- Based on these critical issues, the Development Group further established specific recommendations for target completion dates and designated action agencies to address specific programs for EPMS. The recommendations generally follow the functions currently established for the major commands and staff agencies.
- The following Chart lists the summary recommendations of the USAR-EPMS Development Group. Full recommendations with research findings are presented in Part Two. The issue is presented with the group recommendation. Next is the agency responsible for implementing the recommendation with proposed implementation schedule. In all cases the primary action agency is presented first with the secondary or coordination agency listed second. This does not limit coordination responsibility, but lists those agencies primarily responsible for implementing the recommendations.

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X - DENOTES MAJOR REVIEW/STAFFING

XX - DENOTES MAJOR COORDINATION CONFERENCE

ISSUE	USAR-EPMS GROUP RECOMMENDATIONS	RESPONSIBILITY ACTION/COORDINATION	IMPLEMENTATION SCHEDULE (COMPLETED)
EPMS Policy Development and Implementation	Review current EPMS Programs and determine appropriate detailed program requirements for the development and implementation of EPMS in the USAR.	DAAR/RCPAC	(20 Jul 76)
	Gain approval for proposed group recommendations.	DAAR	(28 Jan 77)
	Monitor development and implementation by all other support agencies.	DAAR	Continuous
	Determine and program budgetary support requirements for EPMS.	DAAR	(1 Mar 77)
	Establish an Implementation/Transition team in OCAR to develop and monitor Group Recommendations and to provide continuity from Study Group.	DAAR/RCPAC	(1 Oct 76)
COMMAND INFORMATION	Establish permanent Implementation functions for EPMS in the USAR.	DAAR/RCPAC	(Begin 1 Sep 76) Complete-1 Sep 77
	Develop Information Plan for disseminating EPMS program activities to all USAR units.	DAAR/FORSCOM	(1 Sep 76)
	Prepare briefing kit including visuals to be used by members of Group to brief commanders (CONUSA, ARRs, MACOMs, and MUSARCs). Info releases to Command Publications, updates in Army Reserve Magazine-CAR NOTES.	DAAR/FORSCOM	(1 Sep 76) and as needed
PUBLIC INFORMATION	Releases to media on EPMS implementation for USAR. As certain phases are implemented there should be periodic announcements made on progress of EPMS.	DAAR/FORSCOM	(1 Aug 76) and as needed

ISSUE	USAR-EPMS GROUP RECOMMENDATION CAREER DEVELOPMENT	RESPONSIBILITY ACTION/COORDINATION	IMPLEMENTATION SCHEDULE (COMPLETED)
A. MOS STRUCTURE			
1. CAREER MANAGEMENT FIELDS (CHF)	- The six groups of Career Management Fields be phased in according to the same schedule as the Active Army in order to lessen the impact on units. This Schedule should have started with Implementation of Group 1, Oct 75. - Monitor each group's implementation and insure that conversions are completed within the EPMS Implementation Schedule, and that necessary automated MOS changes are made. - Task commanders to monitor duty assignment of personnel for correct MOS testing. - When PMOS and DMOS differ: The DMOS should be designated as PMOS when the individual has become qualified in DMOS. - Delete requirement of Secondary MOS for USAR members but list any additional MOS that the individual may have acquired. - Develop and establish overall policy for MOS Qualifications and training in the Army Reserve. - Establish an Enlisted Schools position in the Schools Branch of OCAR-O&T. - Develop plans for appropriate MOS qualification to insure maximum utilization of resource availability for the Army Reserve. - Emphasize to USAR commanders that individuals must be made available for MOS qualification training which can be authorized as equivalent training.	FORSCOM/DAAR/MILPERCEN KCPAC	Follow present DA Schedule (CHF GpIII-15 Oct 76) (GpIV-15 Apr 77) GpV- 15 Oct 77, GpVI-15 Apr 78
2. PRIMARY MOS/DUTY MOS		FORSCOM	1 Sep 77
3. SECONDARY MOS		DAAR/MILPERCEN	(1 Sep 76)
		DAAR	(1 Sep 76)
B. MOS QUALIFICATION TRAINING			
1. MOS QUALIFICATION		FORSCOM/DAAR	1 Sep 77
		DAAR	1 Sep 77
		FORSCOM/TRAINOC/DAAR	1 Sep 77
		FORSCOM	1 Sep 77
2. MOS TRAINING			
a) US ARMY SERVICE SCHOOL	- Modify MOS Qualification Training for appropriate utilization in a resident/non-resident mode.	TRAINOC/FORSCOM	1 Sep 76 to 1 Sep 78 according to CHF Implementation

ISSUE	USAR-EPMS GROUP RECOMMENDATION CAREER DEVELOPMENT	RESPONSIBILITY ACTION/COORDINATION	IMPLEMENTATION SCHEDULE
b) USAR SCHOOLS	- Publish a supplement to US Army Formal Schools Catalogue (DA Pam 351-4) listing courses for use by USAR members. - Insure that MOS Qualification Training has been modified for export to USAR Schools. - Task USAR commanders to review MOS requirements to determine needs beyond unit capabilities, and submit requirements for development of additional classes by USAR Schools. - Upon receipt of new COL, USAR Schools will implement courses for local unit utilization. - Modify USAR School TDA to enlist NCOES Directorate with a field grade officer as Director and two E9s as Department Heads, MOS Department, and NCO Academy; E7 to MOS Department as additional instructor. - Establish program so that Training Divisions can be utilized to assist in upgrading training resources and provide MOS training. - Establish guidelines for commanders regarding certification of award of a new MOS. - Provide teams to assist in MOS training when valid requirements beyond unit resources have been identified and approved. - Insure that MOS producing courses are modified for use in the correspondence mode and are advertised widely.	TRADOC TRADOC FORSCOM FORSCOM/TRADOC FORSCOM/TRADOC/DAAR FORSCOM FORSCOM FORSCOM	1 Sep 76 to 1 Sep 78 according to CHF Implementation CHF Gp1611-1 Sep 77 Gp111-1 Jan 78 Gp14-1 Jul 78 GpV-1 Jan 79 Yearly NLT 1 Jun CHF Gp1-1 Sep 77 Gp11-1 Mar 78 Gp111-1 Sep 78 Gp14-1 Mar 79 GpV-1 Sep 79 GpV1-1 Mar 80 1 Sep 77 1 Sep 77 1 Sep 77 In Effect 1 Sep 76 to 1 Sep 78 according to CHF Imple
c) USAR TRAINING DIVISIONS			
d) OTHER METHODS			
1) UNIT/OJT			
2) MOBILE TRAINING TEAMS			
3) CORRESPONDENCE			

ISSUE	USAR-EPMS GROUP RECOMMENDATION CAREER DEVELOPMENT	RESPONSIBILITY ACTION/COORDINATION	IMPLEMENTATION SCHEDULE
C. MOS RECLASSIFICATION/MISMATCH			
	- Establish an individual training element at each CONUS Army to coordinate all Reserve resources for MOS training to alleviate the MOS Mismatch and imbalance caused by reorganization of units and enlistments of PS personnel.	FORSCOM/TRADOC	1 Sep 77
	- Strengthen guidelines to insure that review of DA form 1379 by Cdr to ascertain mismatch is accomplished for personnel whose duty MOS does not match PMOS. Immediate formal training be initiated to qualify personnel in DMOS.	FORSCOM	1 Sep 77
D. PRIORITY ISSUES			
1. PS PERSONNEL	- Establish guidelines to insure that commanders properly utilize available resource for MOS Qualification Training or Unit OJT.	FORSCOM/DAAR	1 Sep 77
	- Establish guidelines for USAR commanders on recruitment of prior service personnel and qualification procedures.	FORSCOM	1 Sep 77
2. CRITICAL MOS	- Service Schools must develop MOS Training Program geared to Reserve availability by structuring selected MOS Courses in IDT and ADT Segments taught by USAR Schools, with attendance for final phase at service school (Two week maximum).	TRADOC/FORSCOM	1 Sep 76 to 1 Sep 78 according to GMP Implementation
	- Develop guidelines so that only CASP personnel and NPS or PS personnel who can attend the appropriate school to become qualified in the MOS, be assigned or recruited to fill critical MOS vacancies; e.g., medical and ASA Units.	FORSCOM/DAAR	1 Sep 77
	- Establish contract training with civilian institutions to qualify personnel.	FORSCOM/DAAR	As required

ISSUE	USAR-EPMS GROUP RECOMMENDATION CAREER DEVELOPMENT	RESPONSIBILITY ACTION/COORDINATION	IMPLEMENTATION SCHEDULE
3. REORGANIZATION	- Upon reorganization of units reiterate guidelines on requirement for MOS Qualification of personnel within the prescribed time limitations (2 years).	FORSCOM	1 Sep 77
4. TEST FAILURE	- Whenever an individual fails to attain the minimum passing score on his/her SQT thrice consecutively, recommend loss of qualification and initiation of Bar to Reenlistment/Extension. The individual must be immediately reclassified into an appropriate MOS directed by higher headquarters, and become qualified in the new MOS or be released.	FORSCOM/RCPAC	1 Sep 77 Upon subsequent failure.

ISSUE	USAR-EPMS GROUP RECOMMENDATION QUALITATIVE MANAGEMENT	RESPONSIBILITY ACTION/COORDINATION	IMPLEMENTATION SCHEDULE
A. PROMOTIONS			
1. STANDARDIZE POLICY AND PROCEDURES			
	- Develop and monitor programs for USAR promotions and advise USAR-wide.	RCPAC/DAAR	1 Sep 77
	- "Time in Position" Tenure within all Career Management Fields (CMFs) must be established. Criteria must be established at appropriate levels, with review boards to consider requests and justifications carefully. Recommended Boards of Authority for appropriate grade levels must be established to enforce provisions: GRADE E7 thru E9 E5 and E6 AUTHORITY RCPAC ARCOM/GOCOM	RCPAC/DAAR	1 Sep 77
	- A criteria of 100% attendance at IDT/AT except for validly excused absences made up by ET for the 12 months preceding a waiver of Time in Service or Time in Grade requirements for promotions must be established. Unexcused absences should not be allowed.	RCPAC/FORSCOM	1 Sep 77
	- Openings within a geographic area must be advertised to members of all unit and to IRR members to afford each the opportunity to apply for consideration of assignments with promotion or potential advancement. All applicants must be considered to assure the "Best Qualified" individual is assigned to a vacancy. A review board, at local level may be utilized to judge the qualifications of applicants. (See Promotion Authority)	RCPAC	1 Sep 77 recurring
2. PROMOTION AUTHORITY			
a) CENTRALIZE	- Establish promotion authority at appropriate grade levels. - E8 and E9 at RCPAC. Promote best qualified of the fully qualified. Phase-in centralization starting with E9, then E8.	DAAR/RCPAC RCPAC/FORSCOM	1 Jul 77 E9-1 Sep 77 E8-1 Sep 78
b) SEMI-CENTRALIZE	- E5 through E7 to be authorized at ARCOM/GOCOM level.	RCPAC/FORSCOM	1 Jul 77
c) LOCAL COMMAND	- E2 through E4 to be authorized at unit level.	RCPAC/FORSCOM	1 Jul 77

ISSUE	USAR-EPMS GROUP RECOMMENDATION QUALITATIVE MANAGEMENT	RESPONSIBILITY ACTION/COORDINATION	IMPLEMENTATION SCHEDULE (COMPLETED)
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3. EDUCATIONAL REQUIREMENTS

- Require completion of NCOES courses or on-the-job-experience for each skill level IAW Active Army system, modified to constraints of USAR (See NCOES requirements in "Training & Evaluation Section")

DAAR/RCPAC

1 Jun 77

4. CASP PROGRAM

- Establish that individuals under CASP must complete Primary Leadership Course (PLC) or appropriate SL 2 leadership course to upgrade military leadership abilities before attaining grade E5 or above.

DAAR/FORSCOM/RCPAC

1 Jun 77

5. PROMOTION BOARDS

- Require the majority of enlisted promotion board members be NCO/Specialists, senior to those being considered for promotion.

DAAR/RCPAC

(1 Mar 77)

6. TIME IN SERVICE

- Establish Time-In-Service requirements for grades E2 through E7: Retain requirements for E8/E9.

DAAR/RCPAC/FORSCOM

1 Jun 77

GRADE	TIME IN SERVICE	WAIVERABLE TIS	PERCENTAGE
E2	6 months		
E3	12 months	IAW Active Army	20%
E4	24 months	18 months	20%
E5	36 months	18 months	10%
E6	7 years	3 years	10%
E7	11 years	5 years	10%
E8	16 years	8 years	10%
E9	19 years	9 years	10%

All grades will require completion of NCOES course or formal on-the-job-experience at each level.

Recommendation for waiver must include documentation of meritorious case; i.e., efficiency rating or commander's certification.

ISSUE	USAR-EPMs GROUP RECOMMENDATION QUALITATIVE MANAGEMENT	RESPONSIBILITY ACTION/COORDINATION	IMPLEMENTATION SCHEDULE
D. DETENTION	- Establish procedures and programs to enhance membership and provide incentives for members to continue their careers.	FOP/COM/DAAR	1 Sep 77
1. CAREER PROGRESSION	- Provide information to insure that each individual in a Troop Program Unit is aware of the specific career progression path and the requirements for promotion to include both training and experience factors.	FORS/COM/DAAR/RCFAC	1 Sep 77
	- Establish a program of "Merit Promotions" where an individual is performing duties in an outstanding manner, but is unable to advance in grade.	DAAR/RCFAC/FORS/COM	1 Jun 77
2. INCENTIVE PROGRAMS	- Support: Reserve Modernization Act Provisions for "Early Retirement" with full military benefits and pro-rated annuity at a lower age; Program Budget Enhancement Package.	DAAR	1 Apr 77
3. COMMANDER'S PROGRAMS	- Due to the relatively short tenure of commanders in various levels, emphasis must be placed on requirements for unit advancements. Commanders must insure members are receiving meaningful training, fringe/supplementary benefits, and adequate career counseling. Commanders will become involved in individual counseling where an exceptional problem arises and will work closely with all supervisory to assure major personnel problems do not develop or go unchecked.	FORS/COM	In Effect
4. EDUCATIONAL OPPORTUNITIES	- Publicity regarding military and civilian educational opportunities must be widely disseminated to assure all individuals are aware of programs. Commander's time can be utilized for promotion of educational opportunities. Posting of information in appropriate areas is essential.	FORS/COM	1 Sep 77

ISSUE

USAR-EPMS GROUP RECOMMENDATION QUALITATIVE MANAGEMENT

RESPONSIBILITY ACTION/COORDINATION

IMPLEMENTATION SCHEDULE

C. QUALITATIVE MANAGEMENT PROGRAMS

1. QUALITATIVE MANAGEMENT

- Establish programs for all grades (E1-E9) to assure retention of high quality personnel, and release of inadequate performers. Supervisors must be tasked to recommend a BTR/E in cases where counseling has failed to produce favorable progress, regardless of years of service.

RCPAC/DAAR
FORSCOM

1 Sep 77

- Establish review boards at critical tenure points, 5th, 9th, and 17th years for all personnel.

RCPAC

1 Sep 77

2. RECLASSIFICATION PROGRAMS

- Provisions for mandatory reclassification of soldiers who fail to progress must be established. Provisions for initiating a BTR/E, to be entered in the soldier's Form 20, or 2-1, must be a part of mandatory reclassification actions.

RCPAC

1 Sep 77

- Reassign personnel after counseling, if the commander and supervisor feel the individual is a viable member with potential. Initiate a BTR/E and enter it into the individual's file (Form 20) with the removal of the BTR contingent on the individual's progression in the new assignment. If individual fails to progress, BTR/E can be enforced. BTR/E provisions should be IAW Active Army Regulations.

RCPAC/FORSCOM

1 Oct 77

3. TIME-IN-GRADE

- Establish Time-In-Grade Tenure Retention Ineligibility Points, IAW AR 600-200, Chapter 4, utilizing waiver availability with stringent qualifications as follows:

RCPAC/DAAR

1 Sep 77

GRADE	TENURE	MAXIMUM WAIVER TIME
E1/E2*	3 yrs.	Up to 5 yrs.
E3 *	5 yrs.	Up to 10 yrs.
E4	10 yrs.	Up to 13 yrs.
E5	13 yrs.	Up to 20 yrs.
E6	20 yrs.	Up to 24 yrs.
E7	24 yrs.	Up to 30 yrs.
E8	27 yrs.	Up to 33 yrs.
E9	30 yrs.	Up to 35 yrs.

*except REP-63

ISSUE	USAR-EPMS GROUP RECOMMENDATION QUALITATIVE MANAGEMENT	RESPONSIBILITY ACTION/COORDINATION	IMPLEMENTATION SCHEDULE
	- The IRR should be used to accomplish career progression and retention, to a greater degree of efficiency.	RCPAC/FORSCOM	1 Jan 78
4. SECONDARY TRAINING PERIOD	- Establish requirements for initiating of BTRs or Bars-to-Ex-tensions to individuals who are failing to progress, particularly if they are in their initial enlistment period. If reclassification action is initiated at the same time as the BTR, close coordination and periodic reviews are needed to assure removal of the BTR if the soldier is progressing, or enforcement of the BTR at the soldier's ETS, if no progression is noted.	RCPAC/FORSCOM	1 Jan 78
5. QUALITATIVE RETENTION PROGRAMS	- Review the current Qualitative Retention Program to insure that the screening of the individual records provides a more rigid adherence to provisions governing retention or release. Strengthen provisions of the program. - Establish a Bi-annual requirement for Qualitative Retention screening. Provisions must be incorporated to permit commanders to forward records for screening of individuals whose performance should be reviewed prior to routine evaluation for qualitative retention. - Establish provisions for assignments to the IRR (MORDES) for personnel with over 20 years qualifying service, who wish to continue participation, cannot progress, and are considered viable assets to the USAR, to provide them with training participation and advancement opportunities. - Establish provisions for holding Qualitative Review Boards during the 1st and/or 4th quarters of the calendar year.	RCPAC/DAAR	1 Mar 77
		RCPAC/DAAR	1 Mar 77
		RCPAC/DAAR	1 Jan 78
		RCPAC/DAAR	1 Mar 77
6. CAREER MANAGEMENT ISSUES, USAR UNIQUE	1. Develop a program of career progression for personnel on ADT with HQDA, FORSCOM, TRADOC/DAAR/CONUS Armies, etc. 2. Remove the requirement for USAR Technicians to be dual status to hold these positions. Create an augmentation to TDA/MTOE to assign them in overstrength, or create military po-	RCPAC/DAAR	1 Jan 78
		RCPAC/DAAR	1 Jan 78
		RCPAC/DAAR	1 Jan 78

ISSUE	USAR-EPMS GROUP RECOMMENDATION QUALITATIVE MANAGEMENT	RESPONSIBILITY ACTION/COORDINATION	IMPLEMENTATION SCHEDULE
sitions (ADT or Statutory Tour positions) to be phased in over a period of time so as not to create any undue turbulence to the system or personnel involved.			
3.	Eliminate the 00E MOS below ARCOM/COCOM level.	FORSOOM/DAAR	1 Sep 77
4.	Recruiting personnel must be full time, in uniform. Remove "Recruiting Technicians" assignment, and assign personnel to recruiting only.	DAAR/FORSOOM	In Effect
5.	Require the parent unit to administratively promote individual after 6 months TIS from date of enlistment.	DAAR/RCPAC	In Effect. ADT USAR Recruiting Program.
6.	Establish a career program for IRR personnel.	RCPAC/DAAR	1 Jan 78
	Establish program to announce enlisted MORDES vacancies to all USAR personnel--unit as well as IRR.	RCPAC	1 Sep 77

ISSUE	USAR-EPMS GROUP RECOMMENDATION TRAINING & EVALUATION	RESPONSIBILITY ACTION/COORDINATION	IMPLEMENTATION SCHEDULE (COMPLETED)
A. NCOES-USAR			
1. SKILL QUALIFICATION			
	- Develop and establish overall policy for NCOES in the Army Reserve; e.g., Selection Criteria/Career Advancement.	DAAR/RCPAC FORSCOM/TRADOC	(1 Mar 77)
	- Establish Enlisted Schools position at OCAR-O&T to monitor programs.	DAAR	1 Sep 77
	- Develop plan for appropriate modification of NCOES to insure maximum utilization of courses in the Army Reserve.	TRADOC/DAAR/FORSCOM	1 Sep 77
	- Review and monitor support and equipment requirements for NCOES.	FORSCOM/DAAR	1 Jun 77
2. PNOCOC-CA	- Completion of course or OJE for combat arms MOS be required for award of Skill Level 2 and promotion to E5.	DAAR/RCPAC/FORSCOM	1 Sep 77
	- Develop modification for use in the USAR in the following modes: - IDT/AT or ADT combination availability for local implementation for combat arms MOS.	TRADOC/DAAR/FORSCOM	1 Sep 77
3. PNOCOC-CA	- Completion of course or OJE for combat arms MOS NLT sixth year of enlistment be required for award of Skill Level 3 and promotion to E6.	DAAR/RCPAC/FORSCOM	1 Sep 77
	- Develop modification for use in the USAR by non-resident/resident mode. - Part I--Non-resident correspondence, IDT or USAR schools. - Part II--Resident (minimum 2 weeks) at Service Schools or NCO Academy. (This could be done in lieu of or in addition to AT).	TRADOC/FORSCOM/DAAR	1 Jul 77 - Pilot Program 1 Sep 77 - Full Implementation
4. C/BTC	- Completion of PTC/BTC course or OJE for combat support or service support MOS be required at appropriate grade prior to award of Skill Level 3 or promotion to E6.	DAAR/RCPAC/FORSCOM	1 Jul 78

ISSUE	USAR-EPMS GROUP RECOMMENDATION TRAINING & EVALUATION	RESPONSIBILITY ACTION/COORDINATION	IMPLEMENTATION SCHEDULE (COMPLETED)
5. PLC	- Develop modification for use in the USAR at unit IDT or USAR Schools and in NCO Academies. (As appropriate for each MOS) - Completion of PLC for combat support or service support be required for those individuals needing additional leadership training, as determined by the unit commander. - Develop modification for use in the USAR at unit IDT or USAR Schools and in NCO Academies.	TRADOC DAAR/RCPAC/FORS COM TRADOC	1 Jul 78 1 Jul 78 1 Jan 78
6. ANCOG	- Completion of course or OJE for all MOS required for award of skill level 4 and promotion to E7. - Develop modification for use in the USAR by non-resident mode (as appropriate for each MOS). - Part I--Non-resident by correspondence, IDT, or USAR school. (Maximum 2 weeks) - Part II--Resident (maximum 2 weeks) at service school or NCO Academy. (This could be done in lieu of or in addition to AT).	DAAR/RCPAC/FORS COM TRADOC/FORS COM/DAAR	1 Jul 77 6 mos. after completion of initial TRADOC developed course but NLT 1 Jul 78
7. SNCOC	- Completion of course for appropriate MOS be required for award of skill level 5 and promotion to E8. - Insure that course material are available to USAR personnel.	DAAR/RCPAC/FORS COM TRADOC	1 Jun 78 3 mos. after completion of initial TRADOC developed courses, but NLT 1 Jun 77
B. SOLDIER'S MANUALS			
1. UTILIZATION	- Training publication to assist in MOS qualification and attaining higher skill level on passing the SQT.	DAAR/RCPAC	(1 Sep 76)
2. EQUIPMENT DIFFERENCES	- Army Readiness Regions (ARR) be requested to identify equipment differences for supplement to Soldier's Manual for USAR.	FORS COM/TRADOC	(22 Sep 76) (LOA)

ISSUE	USAR-EPMS GROUP RECOMMENDATION TRAINING & EVALUATION	RESPONSIBILITY ACTION/COORDINATION	IMPLEMENTATION SCHEDULE (COMPLETED)
3. SM ADMINISTRATIVE AND CONTENT REVIEW	- ARRs to provide administrative review and coordinate content review of Soldier's Manual by Reserve Component units, and return consolidated comments to TRADOC with information copies to FORSCOM and OCAR.	FORSCOM/DAAR/TRADOC	(22 Sep 76) (LOA)
4. DISTRIBUTION	- Manuals be distributed to units for individuals in Troop Program units by MOS as printed. - Manuals be distributed directly to career IRR members with other IRR members making request through card mailing.	TRADOC/FORSCOM/RCPAC	(As printed) (LOA)
C. SQT		TRADOC/RCPAC	As printed
1. UTILIZATION OF REVIEW PROCESS	- Skill Qualification Test (SQT) must be used to determine MOS qualification and skill level attainment for USAR personnel. - ARRs to provide administrative and coordinate content reviews of Skill Qualification Tests with comments provided directly to TRADOC with information copies to FORSCOM, OCAR.	DAAR	1 Apr 78
2. TEST FREQUENCY	- USAR members be tested every two years.	FORSCOM/DAAR/TRADOC	(22 Sep 76) (LOA)
3. TCO SYSTEM		DAAR/RCPAC	1 Apr 78
a. STAFFING	- Review USAR TCO staffing, duties, and responsibilities to determine best arrangement, and study feasibility for full time TCO at USAR General Officer Commands.	FORSCOM	1 Sep 77
b. SECURITY	- Develop security plan.	FORSCOM/TRADOC	1 Sep 77
c. FIELD VALIDATION	- Develop TCO manual supplement for Reserve Components. - Full time TCO be used during validation of test. Pilot Program of full time TCO vs present system in like units during AC test for record. - Develop SQT unit validation schedule.	TRADOC/FORSCOM	1 Sep 77
		FORSCOM/TRADOC DAAR	1 Sep 77
		FORSCOM/TRADOC/DAAR	1 Jul 77 (LOA)

ISSUE	USAR-EPMS GROUP RECOMMENDATION TRAINING & EVALUATION	RESPONSIBILITY ACTION/COORDINATION	IMPLEMENTATION SCHEDULE (COMPLETED)
d. ADP SUPPORT	- Develop program for utilization of ADP systems in support of SQT testing and reporting.	RCPAC/TRADOC	1 Jan 78
D. EER/SEER			
1. EVALUATION REQUIREMENTS	- Retain evaluation report for E's and above, but commence after one year in grade and for E4s upon transfer between units and reenlistment, to give commanders insight into individual's potential for retention and advancement.	FORSCOM/RCPAC	(1 Jul 76)
2. FERMA	- Establish FERMA for Army Reserve.	RCPAC/FORSCOM	1 Jan 78

PART TWO

RESEARCH REPORT

OF THE

UNITED STATES ARMY RESERVE

ENLISTED PERSONNEL MANAGEMENT SYSTEM

NONCOMMISSIONED OFFICER DEVELOPMENT GROUP

8 MARCH - 7 MAY 1976

PART TWO

SECTION 1

INTRODUCTION

I

INTRODUCTION

With the end of the draft, the Reserve Components have become the primary option available to the President of the United States for quickly expanding military forces in a national emergency. To accomplish this mission greater emphasis will have to be placed on integrating all components into a "Total Force" defense posture, one that relies on the planning and management of Active and Reserve Component forces blended into a coherent whole to prevent fragmentation during an actual or simulated national crisis.

As the Secretary of Defense has stated in the DoD Commander's Digest, January 29, 1976 "The reliance of our Nation on its citizen-military forces is as old as the American Republic. Today, greater dependence is placed on the National Guard and Reserve Forces to make our Total Force policy a national defense reality.

"A well trained Guard and Reserve with swift, responsive capability insures our Total Force credibility. . ."

It has to be made perfectly clear that the main purpose for the Army Reserve is to forge a strengthened fighting force, ready for integration with the Active Army force in the event of mobilization. Awareness is the key. We must realize that units will not have the luxury of time such as 60-90 or even 120 days to reach a readiness or deployment posture. They must be able to deploy with qualified personnel within the minimum amount of time. Our goal then becomes to establish a viable enlisted management system for the Army Reserve. This remains a critical task before us.

SCOPE OF EPMS FOR USAR

EPMS will be the most comprehensive personnel project yet developed for the USAR enlisted force because it will affect many programs. MOS structure, personnel classification, military education, training, testing and evaluation, promotion, enlistment, retention - the entire range of career development and personnel management will undergo changes.

The objectives will include modifications of authorized grade structure in each Career Management Field (CMF) and in each Military Occupational Specialty (MOS) within the CMF in such a manner as to:

1. Bring the total USAR authorized grade structure into line with the Enlisted Force Management Plan -- Reserve Components.
2. Provide equity in promotions by correcting grade structure bottle-necks in every MOS so that there is a viable progression and genuine opportunity to progress to grade E9.
3. Integrate into an overall Career Management System the various personnel management subsystems of training, evaluation, classification, reclassification, promotion, and career development. This will insure that each soldier will be qualified and evaluated in the next higher skill level before eligibility is established for promotion to the grade corresponding to that level of skill.

With development and implementation of EPMS-USAR, it will refine the personnel management and personnel administrative systems to provide a higher degree of personalized attention to each career Reservist.

EPMS also contains specific personnel management objectives. These objectives relate to the individual soldier and are designed to:

BACKGROUND

In February 1973, the Department of Defense directed that the Army and the other services develop a comprehensive enlisted personnel management program which expressed the qualitative and personnel management for the enlisted force. In compliance with the DoD Directive, the Chief of Staff directed that a major review of the Army system be conducted for the professional development of the enlisted force. The mission of the review was to mold existing programs of training, evaluation, classification, and promotion into an overall integrated system. After 18 months of study, the Chief of Staff, in August 1974 approved a revamped system called Enlisted Personnel Management System (EPMS) for the Army.

In compliance with the decision of the Vice Chief of Staff on January 6, 1976 and in coordination with the Deputy Chief of Staff, Personnel, Department of the Army (DCSPER), US Army Forces Command (FORSCOM), and US Army Training and Doctrine Command (TRADOC), actions were taken to establish an Enlisted Personnel Management System Study Group for the United States Army Reserve (USAR). On March 8, 1976, the Enlisted Personnel Management System, US Army Reserve (EPMS-USAR) Program Development Group consisting of nine senior NCOs began the EPMS Study. Two Reservists were selected from each major (CONUS) US Army area; one each was selected from HQ, FORSCOM, HQ, TRADOC, and Office, Chief Army Reserve.

The Development Group reviewed the USAR personnel management and career development policies, procedures, and regulations in order to determine what modification would be needed to implement approved EPMS features in the Army Reserve. In reviewing EPMS programs, the study drew heavily on the Objective Enlisted Force Management Plan for Reserve Components.

- Provide reasonable equity in promotion opportunity.
- Provide genuine and logical paths of job progression.
- Provide greater challenge and variety of experience to soldiers.
- Qualify the NCO to increase his supervisory skills.
- Insure Soldiers are qualified and evaluated in a higher level of skill before becoming eligible for promotion to a grade corresponding to the higher skill level.
- Provide progressive formal training throughout enlisted career progression.
- Increase professional satisfaction of career soldiers.

CAREER PROGRESSION

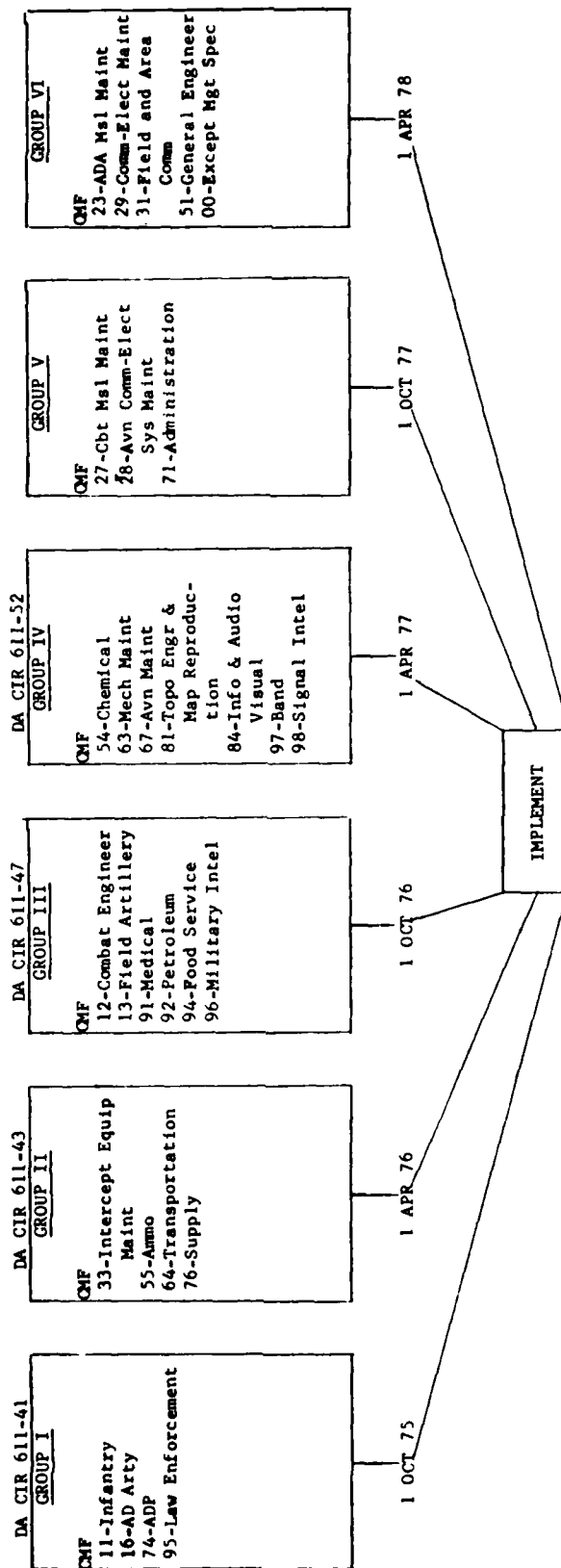
EPMS is designed to provide enlisted personnel with a more clearly defined, equitable, and rewarding career as a members of the USAR, and at the same time provide the impetus for a more professional Enlisted Force.

The USAR, along with the Army National Guard, was included in the Army's EPMS. However, the programs have to be modified to conform to the geographical, unit, training time, facilities, equipment, and other constraints within the Reserve Component environment.

The net effect of these changes will be to place greater emphasis on personnel management policies and practices to achieve higher retention of trained, quality Reservists, stabilize the strength and readiness posture, and provide a much more rewarding career for the men and women of the USAR.

MILPERCEN has continued progress toward restructuring every Career Management Field. Many MOS have been deleted, some added, and others have been combined. Still some other MOS have been designated only for Reserve Forces. The CMF changes will be implemented in six month intervals until all occupational specialties are completed. The MOS progression patterns are being redesigned for each career field and will affect the Reserve Components as well as the Active Army. (See Chart 2).

EPMS IMPLEMENTATION SCHEDULE



AS OF 11 March 1977

EPMS-USAR Critical Issues

Within the parameters of the Enlisted Force Management Plan and the Enlisted Personnel Management System objectives, the EPMS-USAR Group developed a list of issues critical to the establishment of enhanced career development and personnel management practices within the Army Reserve.

1. Career Development.
 - MOS Structure
 - MOS Qualification and Training
 - MOS Reclassification
 - Priority Issues in MOS Qualification
2. Qualitative Management
 - Promotions
 - Retention
 - Qualitative Management Programs
 - Career Management Issues
3. Training and Evaluation
 - NCO Education System (NCOES)
 - Soldier's Manuals
 - Skill Qualification Test (SQT)
 - Enlisted Evaluation System(EES)

EPMS-USAR MAJOR RECOMMENDATIONS

Based on the critical issues presented here, the Development Group further established specific recommendations for target completion dates and designated action agencies to address and modify EPMS for the USAR. The recommendations

generally follow the functions currently established for the major commands, US Army Forces Command (FORSCOM), US Army Training and Doctrine Command (TRADOC), US Army Reserve Components Personnel and Administration Center (RCPAC), and Office, Chief Army Reserve (OCAR). The following narrative lists the findings of the Development Group with specific recommended actions necessary for the establishment of EPMS in the USAR.

A summary of the recommendations with proposed completion dates for developing and implementing EPMS in the USAR has already been provided in Part One. The report in Part Two is structured by listing each critical issue, first, then by providing a narrative of the rationale for the recommendation and the position taken by the Group. Finally, the recommendations are identified with proposed action agencies responsible for implementing the program and the regulation changes needed to address the critical issue. It is felt that before EPMS can be a reality for the USAR, these recommendations, either in whole or in part, must be approved. Only by tying together the various subsystems of training, evaluation, classification, promotions, retention, and career development in a more effective personnel management system, can we realize the goals and objectives of EPMS.

OCAR Transition/Implementation Team

To assist planning for USAR-EPMS it is recommended that a transition/implementation team be established in OCAR Personnel Division to provide continuity from the Study Group recommendations to final implementation of EPMS.

The transition team would be established within the Personnel Division-Enlisted Branch and would consist of individual's planning and monitoring EPMS policy and development in the areas of:

- Career Development
CMF restructuring and documents, reclassification actions, MOS qualification
- Training and Education Programs
- Qualitative Management Programs
- Test and Evaluation Programs and Procedures

The Transition Team would monitor EPMS policy and implementation until October 1977 when the team policy functions would be phased into regular enlisted branch activities and implementation functions would be taken over entirely by the USAR-EPMS Directorate at RCPAC.

RECOMMENDATIONS:

OCAR Must:

1. Review current EPMS programs and determine appropriate detailed program requirements for the development and implementation of EPMS in the USAR.
2. Gain approval for proposed group recommendations.
3. Monitor development and implementation by all other support agencies.
4. Determine and program budgetary support requirements for EPMS.
5. Establish an Implementation/Transition Team in OCAR to finalize and monitor Group Recommendations and to provide continuity from the Study Group.
6. Establish permanent implementation functions for EPMS program activities.
7. Develop an Information Plan for disseminating EPMS Program activities to all USAR units.
8. Prepare briefing kit including visuals to be used by members of the Study Group to brief commanders (CONUSA, ARRs, MACOMs, and MUSARCs), provide information releases to command publications, updates in Army Reserve Magazine, CARNOTES.
9. Provide releases to media on EPMS implementation for USAR. As certain phases are implemented there should be periodic announcements made on progress of EPMS.

PART TWO

SECTION II

CAREER DEVELOPMENT

II

CAREER DEVELOPMENT

A. MOS Structure.

1. Career Management Field. The Career Management Fields (CMF) are being reviewed to achieve the objectives of enhanced career management and personnel management practices through EPMS programs. The U.S. Army Military Personnel Center (MILPERCEN) is restructuring the CMF's for career progression; implementing document changes keyed to MOS balance; reviewing individual management and unit structure, focusing on becoming familiar with each MOS; and checking on the commonality of functions, similarity of equipment used, and span of supervisory control for consolidation of specific MOS's. Restructuring will create better MOS and grade structure in the USAR and lead to a system of greater professional development of the enlisted force through more effective individual evaluation and classification.

It is envisioned that, with implementation of EPMS in the USAR, the soldier will be evaluated, classified, then promoted.

The present system works in reverse. The soldier usually is promoted, then classified, and finally evaluated, which is not compatible with the concepts of EPMS.

Effective management of USAR personnel resources is necessary for the successful accomplishment of the Army's mission. Implementation of EPMS in the USAR must be assigned TOP PRIORITY if the USAR is to be prepared to assume the role of backup for the Active Army and to achieve a smooth integration in the "Total Force" during mobilization. See Chart 2 - CMF Implementation Schedule.

RECOMMENDATION.

1. Implementation of the changes to Career Management fields must be accomplished when announced by DA Circulars so that USAR units operate with the most recent and up-to-date TOE series and grade structure.

2. FORSCOM and RCPAC must monitor and assure that the CMF implementation is maintained in schedule in USAR units, with respect to changes in TAADS/VTAADS and MOS conversions. RCPAC must prepare the necessary automated MOS changes.

2. DUTY MOS. Personnel in the Active Army are tested in their Primary MOS, which most often is the listed Duty MOS. Approximately 13-14% SMOSs are listed Duty MOS. USAR personnel are always tested in their Duty MOS, which is identified by the authorized manning table (MTOE/TDA) position to which individuals are assigned and in which they are performing when not assigned in their PMOS.

This procedure often creates problems through administrative error, whereby an individual is sometimes tested in the wrong MOS. The Active Army does not use the designed Duty MOS (DMOS) for testing. All soldiers are assigned a Primary MOS (PMOS), with skill level awards based on proficiency in their specialty. This procedure

eliminates any possibility of testing in the wrong MOS. If the USAR would eliminate the DMOS designation and assign soldiers in PMOS only, no administrative problems would be encountered in ordering correct tests. Incorrect testing further causes lack of MOS qualification and MOS mismatch.

RECOMMENDATIONS.

1. FORSCOM must task commanders to monitor duty assignment of personnel to be sure that individuals are tested in the correct MOS - the MOS in which the individual is performing duty according to the authorized MTOE/TDA position.

2. DAAR should establish change in designation of Duty MOS to Primary MOS in accordance with Active Army designations and procedures.

3. Secondary MOS. The Secondary MOS (SMOS) provides another way for a member of the USAR to obtain desired goals through assignment, utilization, and promotion in the USAR system by assuming duty in a secondary MOS. Due to constraints of geography of units, and because Reservists are civilians and cannot relocate or be reassigned as in the Active Army, USAR personnel remain in those units close to their home. This limits usefulness of the Secondary MOS in the USAR.

In the Active Army, all soldiers are required to possess a Secondary MOS after initial enlistment, except in grades E9 and E8, and those in grade E7 who have attained promotion list status to E8. It is now proposed that these soldiers be required to obtain SMOS upon award of skill levels to PMOS. Testing in the SMOS is

envisioned only once in a career; therefore, its use in the USAR becomes questionable.

RECOMMENDATIONS.

Office, Chief Army Reserve, must delete requirement that Secondary MOS be mandatory for members of the USAR. If an individual is qualified with an additional MOS, it should be entered in item 18, DA Form 2 and item 6, DA Form 2-1 as an additional MOS.

B. MOS Qualifications/Training

1. Awarding of MOS. Occupational qualifications for MOS award may be obtained through satisfactory completion of Advance Individual Training (AIT), Service School Training, supervised on-the-job training (SOJT), or on the basis of civilian education or work experience.

New MOS will be awarded upon:

(1) Attainment of a higher skill level in an MOS which is not the PMOS after passing the Skill Qualification Test; the new MOS then becomes the PMOS.

(2) Qualification in any MOS at same or higher grade.

(3) Successful completion of MOS training at a US Army Service School or a training activity, including other Armed Services, authorized to train Army personnel.

(4) Successful completion of supervised on-the-job training (SOJT) for a period of not less than 60 days.

(5) Lateral appointment as a non-commissioned officer or a specialist, if individual holds MOS compatible with new status.

(6) Change to MOS structure.

(7) Identification of civilian acquired skills having a direct MOS counterpart.

(8) Attaining a verified score in an MOS identified in AR 611-201 or AR 611-202 (C) as authorizing the use of the evaluation system as means for award of the MOS.

RECOMMENDATIONS.

1. Office, Chief Army Reserve, must establish overall policy for MOS training and qualifications for USAR personnel and establish an Enlisted Schools position in the Schools Branch of the Organization and Training Division.

2. TRADOC must develop a core of instruction (COI) for MOSs using the appropriate Service School Subject Schedule. COIs will, as far as practicable, be "hands-on", performance-oriented instruction, rather than lecture, to provide the basis for potential MOS qualifications in selected specialist training.

3. FORSCOM must emphasize to commanders that individuals be available for up to 96 hours of required training for qualifications, which can be authorized as equivalent training for unit members.

2. MOS Training. In view of limited training funds and time required to become MOS qualified, all avenues must be investigated to accomplish the required MOS qualification and training for enlisted personnel. As many alternatives as possible must be established. The current and proposed methods to effect MOS qualifications are as follows:

a) Army Service School. Service School MOS classes are organized and scheduled based on Active Army requirements. Usually they are taught on a resident basis and are open to USAR personnel. Service

Schools are the most costly alternative. Additionally, it is difficult for USAR personnel to attend in view of constraints relative to their civilian occupations. For these reasons, DA Pamphlet 351-4, US Army Formal Schools Catalogue must be used to judge purpose of the course and eligibility requirements based on stated prerequisites. TRADOC's yearly schedule for classes must be consulted for class dates. DA Form 1058 (Application for Active Duty) must be submitted through channels in accordance with AR 135-200, Active Duty Training for individual Members, and each CONUS Army's supplement to FORSCOM Regulation 350-2, US Army Reserve Component Training. Clearly, as many USAR personnel as possible should utilize this method of qualification. However, alternative methods must be available.

RECOMMENDATIONS.

1. TRADOC must modify MOS qualification training for appropriate utilization in a nonresident/resident mode, i.e. using correspondence, IDT group study or developed COIs for use by USAR schools with final segment done in resident at the particular service school.
2. TRADOC must publish a supplement to US Army Formal Schools Catalogue (DA Pamphlet 351-4) listing courses designed for use by USAR members in the Reserve Component environment.

b) US Army Reserve Schools. USAR schools are established and administered by Commander, FORSCOM. Their objective is to provide a means for USAR personnel to attain the necessary education and proficiency standards through the medium of nonresident instruction. The program of instruction closely parallels the resident course at Army service schools.

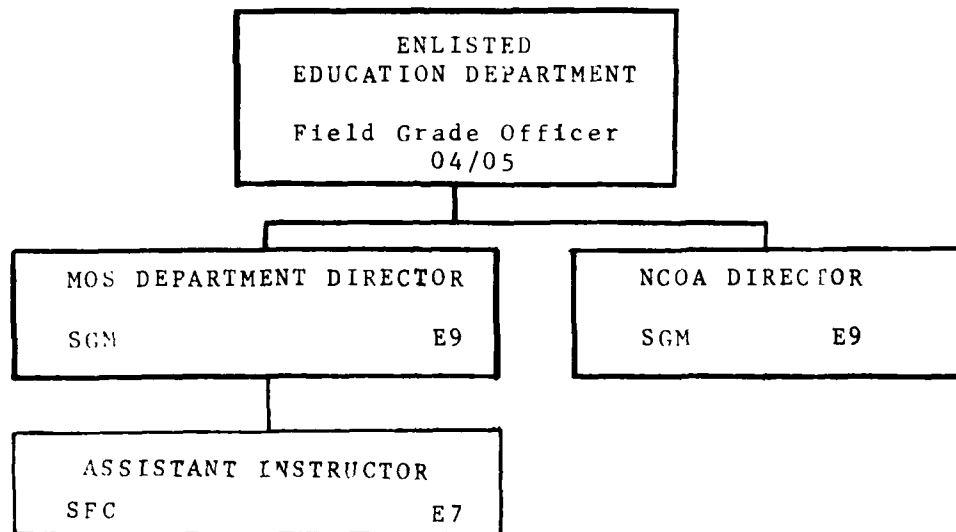
The necessary resources for conducting this training must be available on a continuing basis, i.e., instructors, study materials, TDY funds, immediate approval of TDA's and additional instructor personnel assigned as required to meet the needs of training and MOS qualification of USAR personnel.

RECOMMENDATIONS.

1. TRADOC must insure that MOS qualification training COIs are modified for use in USAR Schools and that USAR Schools be tasked with greater responsibilities in presenting MOS and NCO leadership instruction to enlisted personnel in Troop Program Units (TPU) and in the Individual Ready Reserve (IRR).
2. FORSCOM must task USAR commanders to constantly review MOS requirements to determine the need for MOS training beyond the unit's capabilities, and submit requirements in sufficient time for establishment of required classes by the appropriate USAR school, or Training Division where appropriate.
3. TRADOC must insure that upon receipt of new COIs developed by branch service schools, USAR schools will implement the courses for local unit utilization.
4. FORSCOM must change USAR schools' TDAs to establish an enlisted Education Department: a field grade officer as department head, Sergeants Major as heads of the MOS Department and the Noncommissioned Officer Academy, and an SFC assigned as an assistant instructor.

C H A R T 3

PROPOSED ENLISTED EDUCATION DEPARTMENT FOR USAR SCHOOLS



c) USAR Training Divisions. Training Divisions will be used, dependent upon their geographic availability, to assist in MOS and leadership training. The Combat Support Training (CST) brigade can assist in common specialty training, while the Basic Combat Training (BCT) brigade can assist in 11B and BCT level training.

RECOMMENDATIONS.

FORSCOM must task USAR Unit Commanders to provide a continual review of the best training resources available, to submit requirements for qualification methods to upgrade unit readiness, and to provide

assistance in MOS and leadership training as appropriate.

d) Other Methods of Qualification.

1) On-the-Job Training. TRADOC approved MOS Subject Schedules must be used as guides in determining the basis for the personal interview, taking into consideration the individual's previous military and civilian experience. A supervisor in a unit must prepare an appropriate plan, in accordance with FM 21-6, How to Prepare and Conduct Military Training, for each individual when formal instruction is needed to acquire the skill.

2) Mobile Training Teams. When a determination has been made for specific training requirements in a unit, consideration will have to be made regarding the best trainer resource: the Army Reserve unit, Army Readiness Regions, Readiness Groups, Active Army units, or Army Service Schools. The plan then must be submitted through channels for funding and coordination, as required.

3) Correspondence Courses. When determination of training requirements has been made, reference is made to nonresident catalogue from appropriate Army Service Schools for relevant correspondence course. Submission of application will be made to appropriate service school on DA Form 145, Enrollment Application for Army Correspondence Course, through channels.

RECOMMENDATIONS.

1. FORSCOM must establish guidelines for USAR commanders regarding certification of award of MOS resulting from formal OJT Training.
2. FORSCOM must insure that Mobile Training Teams are provided when valid requirements have been identified by USAR commanders which are beyond unit resources.

3. TRADOC must insure that MOS producing courses are modified for use in the correspondence mode.

C. Reclassification/MOS Mismatch.

The fact that a soldier has been awarded a PMOS does not preclude subsequent reclassification if conditions so warrant. There are a variety of reasons in the USAR which dictate a need for reclassification, among these are:

- Technological changes which make a specialty obsolete.
- Force structure changes which significantly reduce the needs of the USAR in a particular specialty.
- Individual needs for professional development and career progression, especially in those instances where the next higher rank in an MOS is not readily available to a Reservist due to geographical constraints of the unit.
- Individual circumstances which result in disqualification for a specialty, such as: failure to attain a minimum passing score on an SQT twice consecutively; loss of qualification for medical reasons; inefficiency; disciplinary actions; or loss of security clearance.

Voluntary Reclassification. The Department of Defense imposes manpower strength ceilings, therefore, the USAR must keep its enlisted force within numerical limitations by grade. It becomes an undesirable situation when soldiers are placed in excess status. To bring the grade structure into balance, immediate reclassification action must be initiated. Problems arise when an attempt is made to identify which soldiers are in an overstrength MOS and are considered excess.

Because these programs may require individuals to be reclassified, they are normally accomplished on a voluntary basis. When Reservists avail themselves of the opportunities for career progression through reclassification, they are not only satisfying their own objectives, but they are also creating a greater latitude for the USAR in the application of efficient personnel management.

Involuntary Reclassification. Only when there are insufficient voluntary actions, and the criticality escalates to a predetermined point, will involuntary measures be taken. As a last effort, letters would be sent to selected soldiers inviting them to respond to the announced programs. This could reduce the overstrength problems without resorting to involuntary measures.

When Reservists are reclassified, they will be awarded the skill level corresponding to their current grade in the new MOS. The MOS qualification remains at the same skill level until the individual qualifies for the award of the next higher skill level under SQT procedures.

The skill level and/or promotion eligibility will also be withdrawn under the following conditions:

- a. Failure to attain a higher passing score on a subsequent SQT in the same MOS. Promotion eligibility will be withdrawn.

b. Failure to attain a minimum passing score (verification) on a subsequent SQT in the same MOS. The skill level must be withdrawn to correspond to the current grade. Second consecutive failure to attain a minimum passing score requires mandatory reclassification and/or appropriate qualitative management action.

c. Reduction for Inefficiency: The skill level will be withdrawn to a level corresponding to the pay grade to which reduced.

d. Reduction for Misconduct: The skill level should be withdrawn to the level authorized for the grade to which reduced. However, as an exception, a commander may direct a skill level authorized for one grade higher than that to which reduced. Reduction for misconduct does not technically affect a Reservist's skill, but the individual should not be allowed to retain a level more than one skill above the grade to which reduced.

RECOMMENDATIONS.

1. FORSCOM should announce reclassification program guidelines to affected units and strongly encourage affected personnel to request voluntary reclassification.

2. FORSCOM must establish an individual training element at each CONUS Army to coordinate all USAR resources for MOS training to prevent MOS mismatch and MOS imbalance resulting from reclassification actions.

D. Priority Issues.

1. Prior Service Personnel (PS). The recruitment of PS personnel without regard to MOS and qualifications to fill MTOE/TDA positions, at pay grades E4 and above, has caused turbulence and morale problems

among personnel in various USAR units. This recruiting policy has created higher percentages in the top six paygrades, thereby causing promotion blockages for many junior grade career members. Although age is not a major factor for these PS personnel, they are on the average only two or three years older than the non-prior service (NPS) personnel. Turnover rates significantly increase as larger numbers of PS personnel enter and leave the USAR because of shorter enlistment contracts.

RECOMMENDATIONS.

1. FORSCOM must enforce guidelines for USAR commanders on recruitment of prior service personnel as outlined in the Enlisted Force Management Plan - RC, January 1976 to include: MOS qualification, time limits for qualification, and "bar to reenlistment" procedures against individuals who fail to become MOS qualified within prescribed time limits.
2. FORSCOM must emphasize to commanders the necessity of utilizing available resources for qualification training. Commanders must limit the percentage of enlistments in the PS category.

2. Critical MOS. A critical MOS is defined as a shortage of MOS qualified personnel where the need for personnel has higher priority and where training and qualification are difficult to achieve. For this reason, the number of critical MOS may vary from year to year. Such shortages have an adverse effect on the unit's operational readiness. A critical MOS position cannot be filled by personnel who have not had formal training.

Training for the critical MOS is difficult to accomplish due to existing security, physical, mental, educational, and logistical requirements. Medical, ASA, and Intelligence MOS's fall into this category. These MOS's are awarded only after completion of the required courses at a service school. Course lengths prevent USAR personnel attendance due to civilian employment constraints.

RECOMMENDATIONS.

1. TRADOC must develop COI's for MOS training programs geared to USAR members' availability, by structuring selected MOS courses in IDT segments for USAR schools, or units, with the final phase taken in-residence at the appropriate service school.

2. FORSCOM must develop guidelines for recruitment of:

a. NPS or PS personnel who would be able to attend a resident service school for qualification training.

b. Personnel with civilian acquired skills (CAS).

c. PS personnel who are MOS qualified to fill a critical vacancy.

3. FORSCOM must establish contract training with civilian institutions to qualify personnel in critical MOS's.

3. Reorganization. Periodically, changes in the force structure in the USAR dictate inactivation of units and activation of a different type of unit at its location. This causes personnel turbulence and grade and MOS mismatch for personnel remaining in the newly formed unit. Since these members cannot be transferred as is done in the Active Army when this occurs, provisions must be made for personnel to become qualified within the time limitation

prescribed by regulations.

RECOMMENDATION.

Upon reorganization of units, FORSCOM must reiterate guidelines to commanders on requirement for MOS qualification of personnel within the prescribed time limitation (two years).

4. Test Failure. From time to time it will become evident that individuals will have been assigned to positions in which they will not become qualified and will fail to pass the SQT. After counseling and retesting, personnel who fail for the third consecutive time will have a Bar to Reenlistment or Extension (BTR/BTE) and loss of qualification initiated, and will be reclassified to an appropriate MOS or released if the individual cannot become qualified in a new MOS.

RECOMMENDATIONS.

FORSCOM must insure that whenever an individual fails to attain the minimum passing score on the SQT thrice consecutively, the commander should recommend loss of qualification and initiation of BTR/BTE. The individual must be immediately reclassified into an appropriate MOS directed by higher headquarters, and become qualified in the new MOS or be released.

PART TWO

SECTION III

QUALITATIVE MANAGEMENT

III

QUALITATIVE MANAGEMENT

A. Promotions.

1. Standardize Policy and Procedures. The current "Promotion System" of the USAR has been abused due to lack of enforcement of promotion regulations, supplementation, and varied interpretations. The abuses have caused the assignment and promotion of unqualified personnel, disorganized progression, low morale, and poor retention percentages. Prior Service personnel have been brought in to assignments above established members based solely on the prior service member's rank without regard to qualifications. To compound the problem, qualification training may not be available, or pursued in many instances. Similarly, individuals are often assigned to unit vacancies based strictly on the need for a position in which to be promoted because their former position topped-out at a lower grade level. High quality personnel are lost at their Expiration of Term of Service (ETS) because of the lack of career progression, promotion blockages, and soldiers being promoted ahead of them through the "Good Old Boy" system.

EPMS-USAR would enhance the Total Force policy by facilitating integration with an Active Army force, especially during mobilization. Under EPMS, a definite Career Management Field (CMF) progression is established providing goals, requirements, and incentives for upgrading educational levels, both civilian and military. Furthermore, EPMS has provisions for release of unqualified soldiers, or their cross-training into other MOS's if commanders feel the individual has potential value to the USAR.

The present system allows for homesteading of positions for long periods without a requirement to advance. A soldier can attain a position in the NCO grades, then hold it until retirement. With no limit in how long Soldiers can hold a position, it is possible for them to homestead at E5 and above for over 20 years. Homesteading creates promotion blockages for the lower grades, which in turn causes less incentive to train or remain a member of the USAR. A definite tenure for positions would eliminate homesteading and allow patterns of progression to be maintained.

Current provisions allow a soldier up to four (4) unexcused absences in a 12 month period without disciplinary actions. Some members take advantage of this provision to miss training periods for unimportant occasions or just because they do not feel like attending that period. Absences cause a break in unit training capability.

Individuals who take advantage of these provisions are not aware of, or do not care about their responsibility to the unit and should not be granted special privileges, such as waivers.

RECOMMENDATIONS.

1. OCAR must develop and implement the Enlisted Personnel Management System Qualitative Management Programs based on the needs and constraints unique to the USAR.
2. RCPAC in conjunction with OCAR must develop overall policy concerning promotions, and advertise this policy USAR-wide.
3. OCAR must establish "Time in Position Tenure" within all Career Management Fields (CMFs). Criteria must be established at appropriate levels, while review boards must be tasked to consider requests and justifications carefully. Recommend review boards for tenure for appropriate grade levels must be established to enforce provisions.

GRADE

AUTHORITY

E7 thru E9

RCPAC

E5 and E6

ARCOM/GOCOM

4. RCPAC must establish a criteria of 100% attendance at IDT/AT with the exception of valid excused absences made up by ET for the 12 months preceding a waiver of Time in Service or Time in Grade requirements for promotions.
5. RCPAC must insure that openings within a geographic area are advertised to members of all units and to IRR members to afford each the opportunity to apply for consideration to positions of assignments with promotion or potential advancement. All applicants must be considered to assure the "best qualified of the fully qualified" individual is assigned to a vacancy. A review board, at local level must be utilized to judge the qualifications of applicants.

2. Promotion Authority. Establishment of a Promotion Authority at various grade levels would greatly improve the overall promotion system. Providing the selection of the "best qualified of the fully qualified" individual

for responsible positions through selection boards would enhance the quality of the middle and upper management NCO's and would eliminate promotions based on a patronage system.

Advertising of upper and middle management position vacancies throughout a geographic area would assure applications from a greater number of qualified members, thereby creating potential to assign a higher quality soldier.

RECOMMENDATIONS.

1. Promotion Authorities and review boards for grades E2 thru E9 at the following levels and agencies must be established:

<u>COMMAND RESPONSIBILITY</u>	<u>GRADE LEVEL</u>	<u>AUTHORITY</u>	<u>REMARKS</u>
RCPAC	E8 and E9	RCPAC *	* Phase in starting with E9, then E8 one year later.
RCPAC	E5 thru E7	ARCOM/ GOCOM	
RCPAC	E2 thru E4	Local Unit	

2. FORSCOM must require all USAR Troop Program Units (TPU) to advertise upper and middle-management position vacancies to all units within their geographic area, i.e., within reasonable travel limits.

3. Education Levels. There has been no requirement for upgrading educational levels beyond the qualifications for service entry. No requirements have been established for upgrading education to become eligible for promotion, thereby lessening incentives to do so. This results in poorly qualified soldiers occupying positions in which they have had little or no qualification training. Too often, training is neither available nor pursued. Unqualified and/or untrained individuals cast a low-quality shadow for the NCO grades and cause a loss of respect for the abilities of the NCO force overall. Grade E5 is considered the

first level of entry into NCO status with leadership requirements, and is usually awarded to individuals with careerist potential. Upgrading educational requirements will enhance the qualify of the soldier and strengthen the capabilities of the NCO force.

RECOMMENDATIONS.

1. OCAR must establish definite military educational requirements for promotion to grades E4 and above; i.e., completion of military courses for each skill level under the Non-Commissioned Officers Educational System (NCOES) modified for the USAR environment or on-the-job-experience (OJE) within the unit.
2. OCAR must establish, for implementation by RCPAC and FORSCOM, a requirement for at least a high school level education prior to promotion to grade E5 and above. Grant a status quo condition to current members in E5 or above, but require the completion of high school level before attaining promotable status for the next higher grade. Grant a one-time waiver to this provision where an individual is performing in an outstanding manner with an above average EER/SEER, and where personal or time constraints may have caused the requirement to be unattainable by the time the individual has completed all other promotion requirements.

4. Civilian Acquired Skills Program (CASP). Programs, such as the Civilian Acquired Skills (CAS) Program, have brought in individuals without regard to their potential to conform to military requirements. The CAS position calls for the grade E4, E5, or E6 after completion of BCT or a two-week basic training, and a 32-hour IDT phase with their unit. The award of a high grade to CAS enlistees has been a source of lowered morale and poor retention with members

brought in under standard-type enlistments. Having a new member promoted ahead of regular members in a very short time and with very little military training reduces the incentive of those members who have been with the unit for longer periods and are trying to upgrade their positions to qualify for promotion. If additional military training were accomplished by CAS members, prior to being awarded the contract grade, it would increase their ability to perform militarily, create within them a better understanding of how their position relates to their military requirements, and give them a better rapport with their peers through better military performance and leadership. On completion of BCT, or BT, and the 32-hour IDT period, they would be awarded grade E4. Completion of the NCOES Primary Leadership Course (PLC) or appropriate leadership course must be required before being awarded grade level E5 or above.

RECOMMENDATION. OCAR must establish policies for promotion of CASP enlistees to be promoted to grade E4 upon completion of BCT, or BT, and the 32-hour IDT period, with promotion to grade level E5, or above, contingent upon their completion of the NCOES Primary Leadership Course or appropriate leadership course, appropriate Time in Grade for E4 (12 months), and demonstration of military awareness and responsibility.

5. Promotion Boards. Under the current regulation. AR 140-158, "Composition of Selection Boards", the requirement is for the majority of the members to be commissioned officers. This requirement creates the impression the NCO force is not capable of judging an individual's qualifications for promotion. The senior grade NCO's are fully capable of determining the qualifications of those presented for promotion. Often, being directly connected with the soldier, and having a broader understanding of the enlisted force tasks, the NCO is in a

better position to judge the individual's ability to assume a position with respect to the inherent responsibility of the grade. Additionally, to enhance the Total Force policy, the Active Army Senior Enlisted Advisor should be present at the board meeting to act as policy coordinator.

RECOMMENDATION. OCAR must establish a requirement that the majority of promotion board members be senior NCO/specialist grades, with the following stipulations:

- a. Enlisted members will be senior in grade to those being considered for promotion.
- b. Selection boards will be composed of at least three, but no more than seven voting members, and a recorder without vote.

6. Time in Service. Under the current provisions for promotion, there is no "Time in Service" (TIS) requirement for promotion to grades E2 through E7 (see chart 4- TIS criteria). E8 and E9 have established TIS requirements. These requirements should be retained and fully utilized. Under this system an individual can attain grade E7 in a relatively short time, then not be eligible for promotion for several years. Too rapid advancement also lessens the importance of promotions to a higher grade and position. TIS requirements are needed to:

- a. Bring the USAR provisions in accordance with those of the Objective Force.
- b. Create a more manageable system of progression to upper grades.
- c. Make a soldier aware of the time-path for promotion.
- d. Require waivers to be earned instead of automatically given.
- e. Develop incentives for above-average performance of duties.

QMP PROMOTIONS, CHART 4 TIME IN SERVICE CRITERIA (TIS)

CURRENT ACTIVE ARMY

PROPOSED USAK/ARNG COMMITTEE
AS OF MARCH, 1976

USAR STUDY GROUP RECOMMENDATIONS

TO
GRADE

	TIS	WAIVABLE	TIS	WAIVABLE	TIS	WAIVABLE
E2	6 months	<u>Student Promotions</u> A. 2 months for top 15% of BCF class B. 1 month for top 15% of AIT class during 4th week of AIT. C. To date of entry on IADT.	6 months	<u>Student Promotions</u> IAW Active Army provisions.	6 months	IAW Active Army provisions/USAR & ARNG provisions. IIS starts at PEHD, counter to FORSCOM LIR* of interim CHG to AR 140-158, DTD 071905Z May 76.
E3	12 months	A. For outstanding individual--any TIS providing individual has 2 months Time in Grade (TIG), and not more than 20% of E3s in the command have less than 12 months service.	12 months If in Initial Active Duty for Training.	IAW Active Army provisions with provision for Initial Active Duty requirement.	12 months	IAW Active Army provisions, & USAR/ARNG Group.
E4	24 months	B. Up to 8 months for top 5% of AIT class.	18 months If not on Initial Active Duty for Training.	Up to 6 months for outstanding individual providing individual has 12 months TIG.	18 months	IAW Active Army provisions & USAR/ARNG Group.
		9 months--limited to 80% of Asgd E3 & E4 personnel having 15 or more, but less than 24 months TIS.	30 months	6 months --if 6 months was served on Active Duty.	24 months	6 months.

QMP PROMOTIONS: CHART 4 T11 IN SERVICE (TIS) CRITERIA

TO GRADE	CURRENT ACTIVE ARMY		PROPOSED USAR/ARNG COMMITTEE AS OF MARCH, 1976		USAR STUDY GROUP RECOMMENDATIONS	
	TIS	WAIVABLE	TIS	WAIVABLE	TIS	WAIVABLE
E5	36 months	Up to 12 months--limited 42 months to 10% of E5 authorization.	6 months--if six months was served on Active Duty.	36 months	6 months.	
E6	6 years	2 years	6 years	1 year	6 years	1 year
E7	By zone as established by HQDA.	Through establishment of primary and secondary zones.	10 years	2 years	12 years	2 years.
	10 years*** average 13.42	6 years***				
E8	By Zone as established by HQDA.	Through establishment of primary and secondary zones.	15 years**	4 years--8 years must have been on-listed service.	16 years	2 years--must have 8 years on-listed service.

QMP PROMOTIONS: CHART 4.1 IN SERVICE (TIS) CRITERIA

TO GRADE	CURRENT ACTIVE DUTY	PROPOSED USAR/ARNG COMMITTEE AS OF MARCH, 1976			USAR STUDY GROUP RECOMMENDATIONS	
		TIS	WAIVABLE	TIS	WAIVABLE	WAIVABLE
E8 cont	E8 14 years*** avg. 17.5					
E9	By zones as established by HQDA.	Through establishment of 18 years**	5 years--10 years must have been enlisted ser- vice.	20 years	2 years--10 years must have been enlisted service.	

18 years***
avg 21.14

NOTES:

* Effective 1 Oct 76.

** These TIS criteria are current criteria, not proposed

*** DOD imposed limitations.

**** E5 and above. To enhance the quality of the upper NCO structure, a High School (or equivalent) level of education must be established at this grade and above as a minimum requirement.

Where an individual has already attained the grade of E5 or higher, but does not have a high school or equivalent level education, he/she should be retained status quo, but be required to attain a high school level or equivalency before being promoted to the next higher grade.

For E3 and above, satisfactory attendance for the 12 months preceding recommendation for waiver of TIS or TIG promotion should be required. Individuals with one (1) or more "Unexcused" absences should not be granted the privilege of a waiver of TIS/TIG.

RECOMMENDATION

<u>GRADE</u>	<u>TIME IN SERVICE</u>	<u>WAIVERABLE TIS</u>	<u>REMARKS</u>
E2	6 months*		*See "Career Management Problems" #5 under Qualitative Management
E3	12 months	1AW Active Army	
E4	24 months	6 months	
E5	36 months	6 months	
E6	6 years	1 year	
E7	12 years	2 years	
E8	16 years	2 years	
E9	20 years	2 years	

See chart in supplements for details.

B. Retention.

1. Career Progression. A serious problem within the USAR is the failure to retain high quality personnel. Recruiting personnel spend countless hours finding and counseling prospects to help the USAR attain strength requirements. Recruiting Command spends millions of dollars on literature, displays, public relations, man-days, and processing and training soldiers to bring the Reserves to the requirements of the Total Force objectives. So much effort and money has been expended in trying to attain strength requirements that unfortunately, a void has developed in retention of individuals brought into the various programs, subsequent to their first enlistment. Without a definite retention program and definite programs to fulfill the expectations of incoming personnel, the total recruiting program may be deemed unjustified. Added income, training, educational benefits, and friendships are inducements too often lost in the shuffle. Members soon lose their initial enthusiasm and refuse to reenlist, and their lack of enthusiasm rubs off on others who may be desirable assets.

There has been a definite lack of clear progression paths in most MOS's, and no chance to advance above a middle management position in most career fields.

People who are recruited are often insufficiently trained. Mismanaged, they also complain of unproductive assignments and training sessions. Nonproductive members are retrained, while high quality soldiers choose to leave at their separation date or before. Some supervisors do not have the capabilities to provide MOS training in certain geographic areas due to lack of equipment and/or facilities. The net result is the supervisor becomes discouraged with trying to train members without adequate support. Eventually, the supervisor tries to ignore the problem and the individual, and the soldier begins to feel unneeded or unwanted. Many high quality soldiers do not reenlist because they feel a lack of training programs implies the mission of the USAR is unimportant.

There are some situations where an individual would not be able to progress due to USAR unit or geographic constraints, but is doing an excellent job in the position. Lack of an opportunity to progress or be promoted creates a feeling of unfair treatment. The result is lessened incentive. If they were to be given recognition for their accomplishments in the form of an incentive promotion, it would greatly increase their motivation to continue their membership and to seek opportunities to further their Reserve career.

RECOMMENDATIONS.

1. FORSCOM must establish procedures and programs to enhance membership and provide incentives for members to continue their careers.
2. OCAR, FORSCOM, and RCPAC must assure the provisions of EPMS, as modified for the USAR, are implemented and enforced within the time-schedules established. FORSCOM must emphasize requirements that all supervisory personnel are tasked

to assure that continuous upgrade training is being accomplished by subordinate personnel.

3. OCAR must establish a program of promotions for key enlisted personnel who are performing above average in duty positions where there is no chance to advance due to USAR constraints, maximum grade to E6.

2. Incentive Programs. Although some progress has been made in the incentive programs relative to career membership in the USAR, there are still some definite voids with regard to retirement and survivorship benefits. A soldier can enter the Reserve at age 18-20, perform exceptionally, relinquish family time, spend 30 years in various duties, then must wait until age 60 to draw benefits. If death occurs prior to age 60, no survivorship benefits are given. Compelling a member to wait until age 60 to draw benefits detracts from the retirement aspect of membership. This situation does not build a feeling of security or a desire to remain a member of the USAR. Additionally, equitable benefits for Reservists in their first and second term would assist in increasing retention of qualified personnel.

RECOMMENDATIONS. OCAR must support Incentive Programs to increase retention; i.e.,

- a. Provisions for retirement at an earlier age with full military benefits.
- b. Provisions for pro-rated monetary benefits and full fringe benefits at age 50 and completion of 25 satisfactory years of service.
- c. Full military benefits on completion of retirement qualification, regardless of age and period of time, before receiving full/pro-rated monetary benefits.
- d. Equitable benefits for Reservists with less than 20 years qualifying service.

e. Grant benefits to survivors when a member dies prior to retirement, to include:

- 1) Pro-rated monetary benefits based on the member's qualifying amounts.
- 2) Full PX and commissary privileges.
- 3) Medical benefits in accordance with their needs; i.e., pro-rated with private medical plans or Medicare.
- 4) Entitlement to all burial privileges for the deceased member.

3. Commander's Program. The short tenure of a commander can create a lack of continuity in training and unit readiness. It takes a relatively long period for a new commander to become familiar with the unit's mission, readiness status, training capability, and personnel. Preceding commander's policies, at times, are not in consonance with policies the new commander wants established. Some supervisors, realizing a commander will leave at a definite time, go along half-heartedly implementing requests and directives. A new commander is in a "Training to Command" status and must initially depend largely on his predecessor's programs. As the new commander gains knowledge of the unit's mission and capability, new procedures can be established and implemented as needed. A commander must learn to rely on the capabilities of his subordinates to accomplish the mission, particularly his senior NCO staff. Close contact and observance of individuals during training will give the commander the insight necessary to determine the needs and progression of the unit.

RECOMMENDATIONS.

FORSCOM must emphasize, more strongly than currently in effect, that commanders must:

- a. Continue training programs implemented by the preceding commander.
- b. Continually review methods, equipment, and facilities to determine if and what changes are necessary to attain and/or maintain unit readiness.

- c. Assure quality training is being accomplished.
- d. Assure military and supplementary benefits are available.
- e. Assure soldiers are receiving adequate career counseling.
- f. Work closely with enlisted supervisors to assure major problems do not develop or go unchecked.
- g. Become involved in individual counseling where exceptional problems arise.

4. Educational Opportunities. Many opportunities for upgrading military and civilian education go unused due to lack of publicity and promotion of programs available. Budgetary constraints are often used as an excuse for not making schools available. Lack of awareness of programs by key personnel has also caused many opportunities to be missed.

Educational opportunities, in addition to technical training and USAR support, will be a benefit to enhance continued membership. Educational upgrading will raise the overall abilities of members, provide incentives, and increase retention percentages.

RECOMMENDATION.

FORSCOM must insure that Troop Program Units and USAR schools advertise and make available military and civilian schooling. Publicity must be widely disseminated to assure all individuals have knowledge of educational programs. All educational publications and channels, including "Commander's Time" and bulletin board posting must be utilized to assure eligible personnel are aware of the opportunities.

C. Qualitative Management Programs.

1. Qualitative Management. Too often, unqualified personnel have been retained, while high quality personnel have not had the opportunity to progress because of inadequate career management. Supervisors, or Career Counselors have not had, or have not taken the time to properly counsel members with regard to performance and career progression. Attention to these areas are important to the individual and to the USAR. Most supervisors are not trained in the use of the management tools: counseling, achievement awards, disciplinary actions, reclassification actions, and bars to reenlistment.

It is of prime importance that individuals are reviewed at Critical Tenure Points of their career. These periods are just prior to the individual's sixth, tenth, and eighteenth years of service. A careful screening of the individual's records must be accomplished to determine value to the USAR, i.e. whether satisfactory progress is being made in relation to the term of service, and if individuals are considered a viable asset for retention. The sixth year review should be utilized to determine if the individual has "Careerist" potential and should be permitted to reenlist; the tenth year, when authority to review goes to a higher level of command; and the eighteenth year, when the member gets locked in for retirement, as after that regulations prohibit release until attainment of 20 years of service and eligibility for retirement.

RECOMMENDATIONS.

1. FORSCOM must establish training programs and refresher courses for supervisors to assure they have knowledge of the proper use of management tools for career management of subordinates, and for release of unqualified or untrainable

personnel through Bars to Reenlistment/Extension (BTR/E).

2. Programs must be established for all grades to incorporate requirements for review boards at Critical Tenure Points to assure retention of quality personnel in accordance with the following authorities:

<u>COMMAND RESPONSIBILITY</u>	<u>CRITICAL TENURE POINT</u>	<u>REVIEW AUTHORITY</u>
RCPAC	During the 5th Year	Local Command
RCPAC	During the 9th Year	ARCOM/GOCOM
RCPAC	During the 17th Year	RCPAC

2. Reclassification Programs. The immediate supervisors are in the best position to determine if members are progressing in their careers through schooling and on-the-job-experience (OJE). Inadequate counseling regarding career progression, and possibilities of reclassification or reassignment, is prevalent. Reclassification of soldiers with potential in other MOS is almost non-existent. Non-promotable individuals are ignored. BTR/E's are not used against soldiers to enforce training requirements and to document release procedures for failure to progress.

Bars to reenlistment or extension must be initiated where it is felt the retention of the soldier is not in the best interest of the USAR or when a reclassification action is implemented. In the event of reclassification, with satisfactory progress indicated by review, the BTR/E would be removed. If no progress is indicated, the BTR/E is enforced.

RECOMMENDATIONS.

1. RCPAC must establish provisions for mandatory reclassification of soldiers who fail to progress. Provisions for initiating a BTR/E, to be entered on the

soldiers Form 20, or 2-1, must be a part of mandatory reclassification actions.

2. RCPAC must establish and/or strengthen programs to reassign personnel after counseling if the commander and supervisor feel the individual is a viable member with potential; i.e. initiate a BTR/E and enter it into the individual's file (Form 2 with the removal of the BTR/E contingent on the individual's progression in the new assignment. If the individual fails to progress, BTR/E can be enforced. BTR/E provisions should be IAW Active Army Regulations.

3. Tenure: Time-In-Grade. Some soldiers progress to a mid-management grade then are content to remain in a status quo situation, or may be unable to progress due to USAR constraints. Where soldiers have no desire to progress and are creating career progression blockages, provisions must be established to require that they progress or be reclassified in order to maintain mobility in the paths of progression for the lower grades of the enlisted force. Where a soldier is unable to progress due to constraints of the USAR, a system of waivers and/or Merit Promotions would alleviate the situation, at least temporarily. The possibility of use of the Individual Ready Reserve (IRR) should also be considered to accomplish career progression and retention of unit and IRR members when promotion blockages occur.

RECOMMENDATIONS.

1. RCPAC must establish a Time in Grade (TIG) IAW AR 600-200, Retention Ineligibility Points, Chapter 4, Section II, Para 4-7 and 4-8 utilizing waiver availability qualifications as follows:

<u>GRADE</u>	<u>TENURE</u>	<u>MAXIMUM WAIVER TO</u>	<u>REMARKS</u>
E1/E2*	3 Yrs	Up to 5 years	*Except REP 63
E3*	5 Yrs	Up to 10 years	
E4	10 Yrs	Up to 13 years	
E5	13 Yrs	Up to 20 years	
E6	20 Yrs	Up to 24 years	
E7	24 Yrs	Up to 30 years	
E8	27 Yrs	Up to 33 years	
E9	30 Yrs	Up to 35 years	

2. RCPAC, in conjunction with FORSCOM, should study the use of the IRR to accomplish career progression and retention of unit and IRR members to a greater degree of efficiency.

4. Secondary Training Period. Members in their "secondary" period of training; i.e., over 180 days, but still within their initial enlistment time-frame, are not being given proper training and guidance. At this time, soldiers are involved with the use of the school training and tools of their position (OJT). This is the time the supervisor has the opportunity to observe and assist the soldier, and is in a position to evaluate performance and progress. It is of vital importance to the USAR and to the soldier that the supervisor make recommendations accordingly. The fifth year of the soldier's career is a "Critical Tenure Point". It is just prior to the period of the first USAR reenlistment that a determination as to whether to retain or bar the reenlistment has to be made. If the soldier does not have the potential for career membership, appropriate administrative actions must be initiated.

Personnel actions (use of the tools of management) of an unfavorable nature must be justified and discussed between the individual, supervisor, and the commander. If release or reclassification is determined necessary, appropriate

personnel actions, including the BTR/E, must be initiated.

RECOMMENDATION.

RCPAC must establish requirements for initiation of BTR/E's to individuals who are failing to progress, particularly if they are in their initial enlistment period. If reclassification action is initiated at the same time as the BTR/E, close coordination and periodic reviews are needed to assure removal of the BTR/E at the soldier's ETS, if progression is noted.

5. Qualitative Retention Programs. It is vital to the USAR that a thorough screening is accomplished to assure only highly motivated, top quality NCO members are retained beyond 20 years. This will require procedures be established to allow more time for screening individual records, and a more rigid adherence to provisions governing retention or release. Provisions should be reviewed to assure adequacy of screening, and where it is felt necessary, the provisions should be strengthened.

Commanders are reluctant to dismiss even a sub-performer because the loss in unit strength will reflect negatively on their ability to influence retention and maintain unit readiness. The current program must be reviewed by RCPAC to overcome the problems associated with a non-effective board system. Further study will be required for review of this program. It is felt, however, that the present Qualitative Retention Program is not adequate.

Most senior NCO's with over 20 years of service have proven their ability and the desire to serve with integrity. They have the qualifications and experience

commensurate with their position, are aware of the unit's mission and the necessity for unit readiness. Unfortunately, some members with over 20 years with their letter of qualification for retirement, feel they no longer have to keep abreast of changes or strive to maintain proficiency in their duties. They are also in a position to "pull the plug" in the event of mobilization, creating a break in the unit's readiness posture. Further, the attitude of the senior member has a direct effect on lower grade personnel, and the lack of effort can have a detrimental effect on unit readiness.

While it is important to retain the motivated senior personnel, a commander or supervisor who observes a negative change in an NCO's performance should provide counseling to determine the cause. If no favorable change is noted the soldier's file should be forwarded to the Qualitative Retention Review Board at the next meeting with appropriate comments.

Although it has been stated that the current Qualitative Retention Board System is inadequate, it is felt that effective, efficient procedures can be developed for Qualitative Retention Review of NCO's with over 20 years service once every two years. At present, their records are forwarded for review annually and are out of their parent unit personnel files for several months each year. This creates a problem maintaining continuity with their records because the unit will not have the file available for proper current updating. If a requirement for a greater period between reviews were to be established, it would assist administrative record-keeping. There would be no

problem regarding qualitative retention with high-quality personnel if the periods were extended between reviews. If a commander felt an individual's qualifications warranted a review sooner, due to a negative change in performance or attitude, the records could be forwarded with appropriate comments prior to the mandatory review period.

NCO's in certain situations are unable to progress after attaining an "Over 20 year" status, thereby creating the possibility they may be released under the Qualitative Retention program. When an NCO is considered to be a viable asset, but is unable to progress and has reached the maximum tenure for Time in Grade, it would be in the best interests of the USAR to utilize the IRR for promotion and retention. NCO's who are unable to advance create progression/promotion blockage for lower ranking soldiers. Use of the IRR with adequate training available would allow the NCO to continue career progression, remaining an asset to the USAR.

Current annual Qualitative Retention review of personnel with over 20 qualifying years service causes the individual's records to be out of the unit for periods during the 2nd and 3rd quarter of the calendar year. This means the records are out just prior to and during the Annual Training times, and are not available for unit coordination of requirements and annotations, as necessary. The break in accomplishment of administrative procedures is a cause for confusion and, occasionally, loss of/or failure to enter important information into the file. If the periods were to be changed to review the records during the first or fourth quarter, it would greatly assist unit administrative record keeping.

RECOMMENDATIONS.

1. RCPAC must review the current Qualitative Retention Program to insure that the screening of individual records provides a more rigid adherence to provisions governing retention or release. RCPAC must strengthen provisions of the program.
2. RCPAC must establish a Bi-Annual requirement for Qualitative Retention screening. Provisions must be incorporated to permit commanders to forward records for screening of individuals whose performance is subject to evaluation prior to scheduled qualitative retention review.
3. RCPAC must establish provisions for assignments to the IRR (MOBDES) for personnel with over 20 qualifying years service who wish to continue participation, cannot progress, and are considered viable assets to the USAR.
4. RCPAC must establish provisions for holding Qualitative Review Boards during the 4th quarter of the calendar year.

D. CAREER MANAGEMENT ISSUES, USAR

1. Career Progression - Special Tour. USAR members on special tours, Active Duty for Training, or Statutory tours with commands, such as HQDA, FORSCOM, TRADOC, CONUS Armies, or Recruiting assignments, lose the continuity of membership within their parent unit. This causes a loss of opportunity to progress and be promoted, and is detrimental to their career development and retention. Parent units are requiring members on longer periods of ADT to vacate their Troop Program Unit assignments in order to permit replacement with personnel available for training (i.e., absent members create a

break in training capability). Personnel on ADT/Stat Tours are usually members with special qualification of value to the organization requesting their tour of duty, and as such, are special assets to the USAR. Further study of this problem will have to be conducted.

RECOMMENDATIONS.

OCAR in conjunction with RCPAC must develop a program for Career Progression for personnel on ADT/Stat Tours with USAR or Active Army components.

2. USAR Technicians. Too large a percentage of the top-three grades are held by technicians (civilian employees) who are required to be in a dual status. As of January 31, 1977, the following information was received from Personnel Division, Chief, Army Reserve:

<u>GRADE</u>	<u>TOE/TIA POSITIONS AUTH</u>	<u>POSITIONS CURRENTLY DUAL STATUS</u>
E7	20,493	1,358
E8	5,247	773
E9	1,259	316

Overall, of the total technician population of 8,333 there are 6,707 presently in a dual status requirement. The dual status position creates an adverse effect on progression and promotion in the enlisted force, partially due to later retirement dates allowable for Civil Service personnel. There are also large numbers of retired active service members (Title 2) serving in technical positions in grades E7 through E9, creating further bottlenecks to promotion and progression. Not all dual status technicians are willing members of the USAR, but hold the military position because of their Civil Service position.

Constant changes of personnel in the Civil Service technician program are caused by personnel seeking promotion in the Civil Service grade, often in different geographic areas. These constant changes create a break in continuity in administrative functions and training for the unit. Availability of the dual status technician and/or the retired Title 2 personnel is questionable in the event of mobilization in some cases. These dual status positions create progression blockages and are a source of low retention of high quality soldiers because of their inability to advance. Filling these positions with full-time USAR personnel on ADT/Stat Tours would provide the continuity necessary to attain and maintain unit readiness, and create opportunities for progression and promotion through realistic training. Additionally, tenure of technicians throughout the whole system must be applied at each grade in order to minimize promotion restrictions, and to provide a uniform quality standard for all USAR enlisted personnel as the Objective Force has recommended.

RECOMMENDATIONS.

OCAR eliminate progression blockages caused by USAR technicians by:

- a) assignment of USAR technicians (Title 2 retirees), who are required to be in dual status, to the IRR and pre-mobilization positions with USAR units if they hold critical MOS's; or
- b) creation of full-time military positions (USAR personnel on ADT/Stat Tours), promoting personnel in line with TOE/TDA positions, TIS/TIG, educational requirements, and duty performance. Phase out the dual status personnel requirements over a reasonable period of time to avoid undue turbulence with the system or personnel, and not create an adverse effect on unit readiness.
- c) and enforce high year tenure IAW AR 600-200 Retention Ineligibility Point and the Objective Force Study recommendations.

3. Career Counselor - MOS OOE. The MOS OOE, Army Career Counselor/ Recruiter, has an extremely limited career progression potential below ARCOM/GOCOM level. As an additional duty assignment the counseling requirements are often neglected and proper recruiting practices not followed. From past experience it is obvious the individuals in OOE Retention positions have had little responsibility or made little effort aside from filling out periodic reports. The duties have been treated lightly and requirements often not accomplished. Evidence shows no improvement in retention percentages since the establishment of the Retention Officer/NCO duties; furthermore, required reports could be accomplished by unit administrative personnel. Retention begins with the first contact an individual has with the USAR and continues to be affected by examples of leadership exhibited by supervisors and by training received throughout an individual's career. Retention responsibilities are an integral part of the tasks of the first-line supervisor, who is responsible for the soldier's career progression through counseling and training supervision.

RECOMMENDATIONS.

OCAR must eliminate the requirement for the OOE MOS below ARCOM/GOCOM, and for Retention Officer/NCO, as an additional duty.

4. Recruiting Career Programs. Recruiting is a specialized field requiring a definite combination of abilities and appearance. The recruiter must be full-time in uniform, and present the best example of a high quality soldier. Operating under varied hours, recruiters make contact with all elements of civilian sources of prospects and must be a prime example of a good salesman. The recruiters are selling a long-range career program to individuals

in all walks of life. High-level grades in a recruiting force must be filled by highly-motivated, dedicated, career NCO's with commensurate experience for direction of high-quality recruiting personnel. They must be capable of assisting in development and implementation of programs, and in any area relative to recruiting. Consideration must be given to the career management of recruiters: i.e., how will they be promoted and remain MOS qualified? The current Recruiting Technician position does not allow for career progression. Technicians assigned to recruiting duties are required to work in their MTOE/TDA position during IDT and AT periods with their units. If they work in recruiting duties during the IDT periods their unit position suffers a break in training capability. Assignment of Recruiting Technicians are too often given to personnel who do not possess the ability or desire to perform the duties properly.

RECOMMENDATIONS.

OCAR must eliminate the Recruiting Technician positions and:

- a) establish full-time positions with a special category for career management of the recruiting personnel, or
- b) create full-time military positions (OOE command) with USAR personnel on ADT/Stat Tours for Recruiting.

5. USAR Advancement to E2. Effective 1 October 1976, non-prior service enlistees will be required to serve six months from their entry into Initial Active Duty for Training (IADT) before being promoted to pay grade E2, regardless of delay time prior to reporting to basic training. Non-prior service

personnel often train with their parent unit while waiting for vacancies in BT/BCT centers and AIT centers. Their attendance is usually within the section of their unit assignment, and they receive military training and experience. The period prior to entry into IADT could be as long as several months, and they would receive no Time In Service (TIS) credit toward promotion for this membership period.

This provision can have a detrimental effect on the enlistee's attitude, performance, and retention. Enlistees should not be penalized for the inability of the USAR to provide immediate entry into IADT. They are receiving meaningful military training with their unit by virtue of association with their supervisors and peers in their sections. The unit personnel association will be of considerable value to them when they do enter IADT. Non-prior service enlistees should be given TIS credit from the day they are sworn in and start participating in their unit's activities. This would give them a sense of belonging and would greatly increase their incentive to remain in the USAR. If their six-month TIS requirement is attained during BT/BCT, the parent unit must issue orders promoting the soldier to grade E2. This is strictly an administrative function, and serves to remind new members that the parent unit has not forgotten them, and is interested in their career progression. This would also enhance their prestige with their peers in the BT/BCT or AIT training center, and be a boost to their morale. If the individual is released through administrative action at the BT/BCT or AIT training center, the promotion order can be rescinded.

RECOMMENDATION.

OCAR must establish provisions for awarding Time in Service (TIS) credit to non-prior service enlistees starting with the date of assignment and training with the parent unit, while waiting for entry into IADT.

Parent units must be tasked to monitor the soldier's TIS to assure the individual is promoted on attainment of six months TIS, and issue orders to the soldier and training center accordingly.

6. Individual Ready Reserve. The objective of the Individual Ready Reserve (IRR) is to have previously trained non-unit individuals available for mobilization. They will be called to active duty as individuals to bring under-strength units of the Active Army and mobilized Reserve Components (USAR and NGB) to full MTOE strengths. With the rapidly declining strength in the IRR, however, command emphasis must be placed on maintaining strength levels. Upgrading IRR member training, educational, and promotional opportunities is essential.

The MOBDES program was reinstituted for enlisted members of the USAR in 1970. There are a total of 272 such positions authorized in DA, Staff Agencies, MUSARC, Service Schools, and installations. The fill for these positions stands at 54 -19.9%, as of 4 DEC 76. If utilized properly, this program will bring USAR expertise to agencies of the Active Army, and create vacancies in troop program units for career progression of USAR personnel. There is no motivation for personnel to transfer into the IRR, and once there to remain, because of the lack of incentives and programs for progression.

In order to revitalize the IRR, and make it a viable part of the mobilization plans, a career program for the IRR must be established. To accomplish this

a rotation plan must be established whereby IRR members can be transferred into troop program units for a specified period of time to upgrade their training. Selected individuals in troop program units must be transferred into the IRR with assurance that they will accrue a minimum number of paid drills per year; (35 paid for points and 15 for membership). They must be given a minimum of 21 training days per year in addition to their AT period which would account for up to 14 more points. This would give the members a chance to accrue the necessary 50 point requirement for a good retirement year. IRR will eventually become a valuable part of the USAR career management program. Continual evaluation of individuals remaining in the IRR system will eliminate unqualified personnel.

Individuals may transfer to the IRR upon request after completing their initial tour of enlistment. They may reenter troop program units after serving a minimum of one year in the IRR. The enlisted IRR program could be tailored along the lines of the USAR Officer Personnel Management System (OPMS).

RCPAC must also adopt a definite procedure to announce enlisted MOBDES vacancies. According to personnel at RCPAC, these vacancies are announced in the Army Reserve Magazine and mailed to individual members of the IRR. Announcements must be sent to units to be printed in their command publications.

There are unit members who are leaving their unit assignments because of job conflicts, movement to another area of the country, and inability to relocate with other USAR units because of limited vacancies for MOS and grade. These

members want to remain active, and have much to offer the program if IRR/MOBDES opportunities are made available.

RECOMMENDATIONS.

Promotion and educational opportunities must be afforded members of the IRR, the same as to personnel of troop program units. RCPAC must develop a career management program for IRR personnel. RCPAC must announce enlisted MOBDES vacancies to all USAR personnel.

PART TWO

SECTION IV

TRAINING AND EVALUATION

IV

TRAINING AND EVALUATION

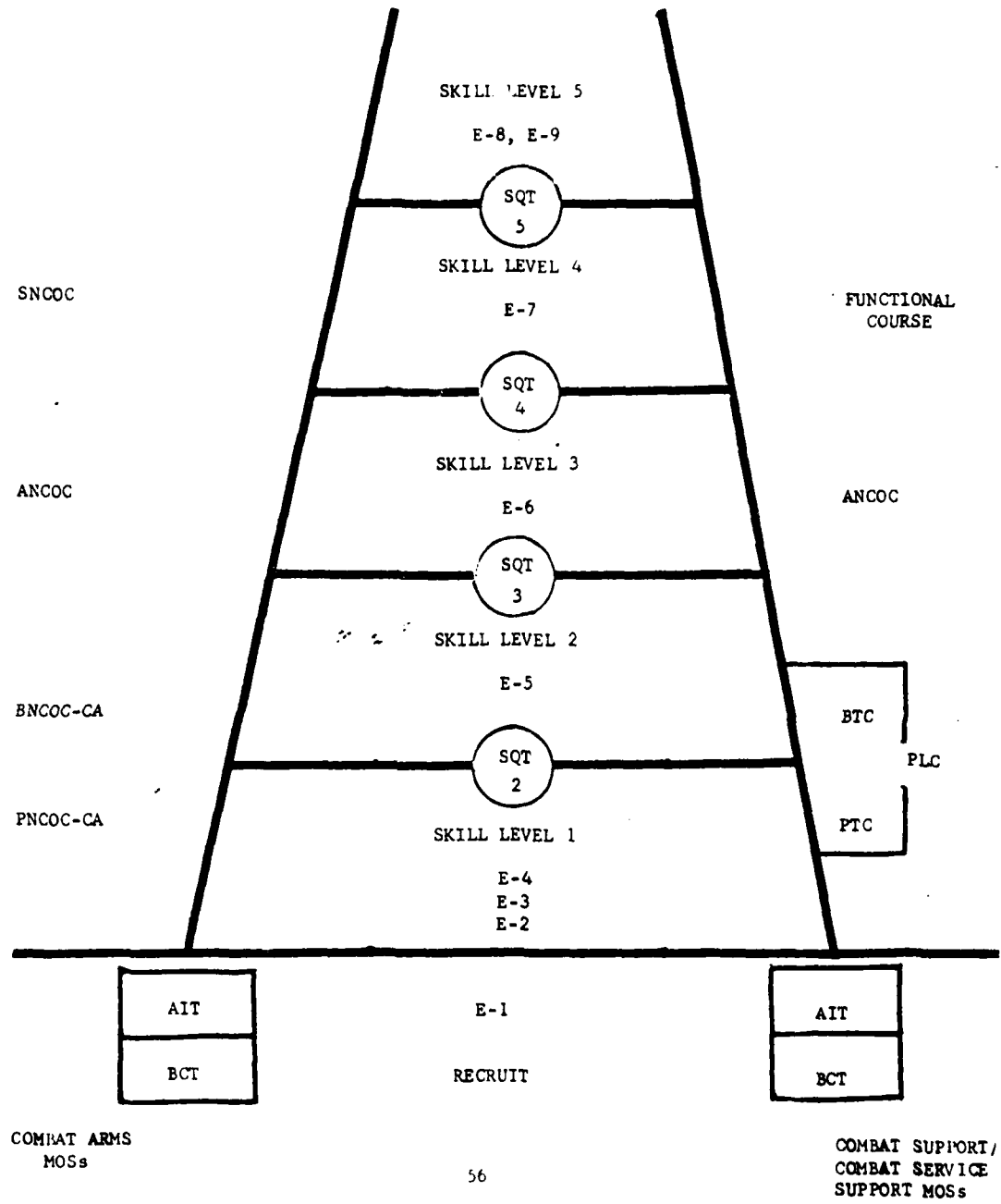
A. NON-COMMISSIONED OFFICER EDUCATION SYSTEM (NCOES-USAR)

1. Skill Qualification. A comprehensive system of organized education and formalized training should promote and support the skill level training required for appropriate career advancement, skill qualification, and leadership training. Under the concept of providing only that education and training needed at each skill level, an education system should be designed to prepare the soldier to perform at the next higher skill level and to provide the commander with trained and motivated individuals. The US Army Training and Doctrine Command (TRADOC) has developed the concepts for such a comprehensive Non-Commissioned Officer Education System (NCOES) to provide the necessary formal training at the appropriate level in a soldier's career. The courses of instruction that comprise the system were developed from data supplied by a task analysis of each skill level of a particular job speciality (see Chart 5). This analysis determines the tasks that are job critical. These tasks then become the basis for the program. NCOES courses can provide the Army Reserve with a comprehensive instructional base for enlisted career development that will not require the commander to divert valuable time from unit/collective training. Realizing it is difficult for Reservists to attend resident NCO schooling because of length, these courses, developed for use in the active Army environment, will need modification in order to meet time,

CHART 5

(FOR DESCRIPTION OF COURSES SEE PAGES 59-66)

NCOES-USAR



facilities and equipment constraints faced by some units. For this reason it would be advantageous to implement at the lowest level for existing courses and to develop and modify other courses as they become available at TRADOC. Course design should be modified by TRADOC in conjunction with the USAR to meet Reserve needs, once these needs have been established by a joint coordination committee. For an outline of the recommended milestones for modifying NCOES courses for the USAR, see Chart 6, page 58.

Since all designed courses depend heavily on Technical Extension Courses (TEC), a large portion of the lesson can be taught at the unit level which would readily lend itself to USAR use. However, more reliance would have to be placed on insuring that TEC supporting materials are available. Careful selection of candidates for resident/service school training is necessary. Rigid adherence to post-course testing and full utilization of non-resident training would assure commanders that the highest quality, most motivated, young soldiers were being trained, promoted and reenlisted. By establishing definite educational or SOJT requirements at each skill level as a prerequisite for promotion, the USAR would benefit from a better trained, more motivated force. To fulfill this requirement however, the NCOES courses must be modified in such a way that each course can be made available to the individual soldier. The professional Reserve NCO should not be forced to take these courses only by correspondence. Therefore, a quality NCOES program must be developed to give them exposure to active Army life through in-resident portions of the training.

Appendix

NCOS IMPLEMENTATION SCHEDULE

Active Component Milestones and Reserve Component Recommendations

	Jan 76	Apr 76	Jul 76	Oct 76	Jan 77	Apr 77	Jul 77	Oct 77	Jan 78	Apr 78
<u>Policy (DAAR)</u>										
<u>Development Program (TRADOC)</u>										
		/ Establish NCOS Policy								
		Develop Modification Plan / Establish Modification Plan / Review & Rpt to HQDA Review & Rpt to HQDA								
<u>Courses (TRADOC)</u>										
<u>PNOC-CA</u>										
		Active Army Development / Active Army Implementation / Reserve Component Development / RC Pilot Program / RC Implementation								
<u>BNOC-CA</u>										
		Active Army Development / Active Army Implementation / Reserve Component Development / RC Pilot Program / RC Implementation								
<u>PLC/BTC</u>										
		Active Army Development (Courses under development - Implementation dates unknown at this time)								
<u>PLC</u>										
		Active Army Development / Active Army Implementation / Reserve Component Development / RC Pilot Program / RC Implementation								
<u>ANOC</u>										
		Active Army (Current courses as available) Reserve Component Utilization until TRADOC redevelops basic concepts of course								
<u>SNOC</u>										
		Active Army Development / Active Army Implementation / Reserve Component Implementation								

RECOMMENDATIONS.

1. The Office, Chief, Army Reserve must develop and establish overall policy for a Non-Commissioned Officer Education System in the USAR. Pertinent issues to be determined would be: relationship of the educational system to career advancement; standardized selection criteria USAR wide; and close monitoring of the administration of the total education system for enlisted personnel.
2. A permanent position must be established in the Schools Branch of the Organization and Training Division, Office, Chief, Army Reserve to monitor, and become involved in, the education process for enlisted members of the USAR.
3. The Training and Doctrine Command must develop a proposed plan with milestone schedule for modifying the current and planned courses in NCOES to insure maximum utilization of courses for individuals in the USAR.
4. FORSCOM must review and monitor the support requirements for the NCOES-USAR to insure that appropriate material and equipment are available for USAR use.

SPECIFIC COURSES - NCOES

2. PRIMARY NCO COURSE - COMBAT ARMS (PNCOC-CA). This course has been developed by TRADOC as the initial NCO course for combat arms specialities (MOS) for E4 prior to obtaining skill level 2. Developed to be implemented in division or installation NCO academies, modification of the course would probably lend itself easily for use in Reserve NCO academies. Within the overall educational requirements for NCO supervisors in the USAR,

and because of the six year enlistment generally instead of three for non-prior service personnel, the initial NCO leadership course must be modified for use primarily within the local unit environment. Development of the first level NCO should be completed within the context of the total unit with emphasis on the vertical NCO command relationships, as well as, peer relationships. Development of the individual through PNCOC, while maintaining unit integrity, would strengthen the Reserve unit at a critical point in the individual's career. Additionally, the course would have to be modified so that it would be available to every promotable E4 or current E5 who has not had prior leadership training.

RECOMMENDATIONS.

1. The Office, Chief Army Reserve must establish requirements for completion of PNCOC course or a formal unit SOJT for combat arms specialties before award of skill level 2 and promotion to E5.
2. TRADOC must develop a modified Core of Instruction (COI) for PNCOC for use in the USAR in the following modes:

- Inactive Duty Training. As the basic method to complete PNCOC, the course must be modified so that each soldier can complete it.

- Inactive Duty Training/Annual Training or Active Duty for Training combination. When commanders have the unit training time or resources for ADT, they could provide a combination of training for obtaining skill qualification at a faster pace.

3. Basic NCO Course - Combat Arms (BNCOC-CA). This course prepares personnel in grade E-5 for duties at skill level 3 in

combat arms specialties. Training is patterned so as not to repeat skills that the individual already possesses, but to provide the necessary skills for job performance and preparation for the next level NCOES course. This training is conducted within the MOS and career management field context to qualify individuals in basic leadership and supervisory skills to manage relatively small groups of personnel of similiar MOS.

Within the Reserve environment, the proper education and training becomes critical for the individual and for unit readiness at the E4 and E5 level with 4-6 years of service. By this time, the unit socialization process should have taken place, and it becomes more important for the NCO to gain experience and awareness of the roles and duties expected from a peer relationship. More emphasis and resources placed on the BNCOC course at this level will enhance unit readiness and aid in retention of qualified individuals.

The course is presently being restructured by TRADOC for the active Army and is scheduled for full implementation in the Active Component by January 1977. A field test is planned to be conducted by the Texas National Guard in late Spring or Summer 1977 for Reserve Components. However, TRADOC must still assist in modifying the course according to the constraints of the USAR.

RECOMMENDATIONS.

1. The Office, Chief, Army Reserve must establish requirements for completion of BNCOC course or a formal unit SOIT for combat arms specialties before award of skill level 3 and promotion to E6.

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OFFICE OF THE CHIEF ARMY RESERVE WASHINGTON DC F/G 5/9
EPMS-USAR NCO DEVELOPMENT GROUP, 8 MARCH - 7 MAY 1976, RESEARCH--ETC(U)
JAN 77

F/G 5/9

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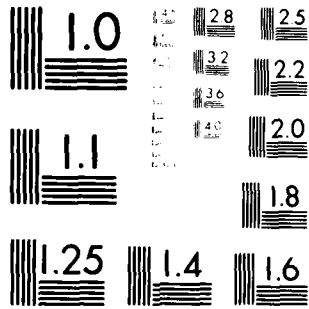
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2. TRADOC must develop a modified program of instruction for BNCOC in the USAR, using non-resident/resident combination for completion.

- Part I - Non-resident phase by correspondence, IDT, or USAR School classes.

- Part II - Resident phase of a maximum two weeks to be completed at an NCO Academy. This could be accomplished in lieu of, or in addition to, Annual Training (AT).

4. Primary Technical Course (PTC)

Basic Technical Course (BTC). Because the preponderance of occupational specialities in the USAR is combat support and service support, it becomes much more critical that formalized training and education be developed for the mid-level NCO ranks in these specialities.

In certain MOS's there may be no opportunity for advanced technical or non-combat leadership training available between Advanced Individual Training (AIT) and the Advanced or Senior NCO courses at the E6-E8 level.

Both the Primary Technical Course (PTC) and the Basic Technical Courses (BTC) for combat support and service support specialities are presently being developed and restructured by TRADOC for the active Army. The PTC and BTC will offer further technical training at the mid-level NCO supervisory ranks, E5 for PTC and E6 for BTC. Modification of these courses for use in the USAR becomes critical if equitable education opportunities, as they relate to promotion and retention, are to be available in all job specialities. The requirement must be established that all NCOs in the combat support

and service support MOS complete either a PTC or a BTC at some point in their careers between E4 and E6 as requirements are determined by TRADOC for each MOS. To require less formalized training and education in the more technical specialties at the critical mid-level NCO ranks could very well result in an overall decreased readiness posture. The full mission is to support the combat troops.

COIs must be modified or developed by TRADOC in conjunction with the USAR to support course completion in a Reserve training environment where possible. The non-resident/resident mode of training would provide the proper degree of training and education for members of the USAR.

RECOMMENDATIONS.

1. The Office, Chief, Army Reserve must establish that completion of either the PTC or BTC course or a formal unit SOJT for combat support and service support specialties be required after an individual has reached the E4 level, and prior to award of skill level 3 and promotion to E6.

2. TRADOC must develop a modified program of instruction for PTC and BTC in the USAR using a non-resident/resident combination for completion in those MOSs where training can be decentralized.

- Part I - Non-resident phase by correspondence, IDT or USAR School classes.

- Part II - Resident phase of a maximum two weeks to be completed at an NCO Academy or a service school. This could be accomplished in lieu of, or in addition to Annual Training (AT).

5. Primary Leadership Course (PLC). In addition to the technical skill training required by combat support and service support

occupational specialities through the mid-level NCO ranks, education in basic military leadership is also necessary to develop the fully qualified Reservist. In the past supervisory or leadership knowledge was acquired by a trial and error method in a unit rather than in a formalized training situation.

Because there has been no component-wide military leadership training for the non-combat arms MOS, there has been slow recognition to the fact that soldiers in other MOS's also require leadership training to develop NCO supervisory proficiency. In order to facilitate the need for additional formalized training, TRADOC has begun development of appropriate leadership courses for combat support and service support occupational specialities.

As stated earlier, once these courses have been finalized by TRADOC for the active Army, modification for use in the USAR becomes critical due to the preponderance of MOS and the need for leadership training in these specialities. Some commanders may have quality OJT programs for training their unit supervisors, however, if a formalized course of a maximum two weeks duration were available, it would give the commander more opportunity and more flexibility in providing the necessary education for his soldiers.

The requirement must be established that all NCO's in the combat support and service support MOS must complete a PLC between the grades E4 and E6 when the commander has so determined that additional training is necessary. The need for military supervisory training should be recognized as critical to proper development of our NCO force.

COIs and course material must be modified or developed by TRADOC in conjunction with the USAR to support education requirements in the Reserve Component environment.

RECOMMENDATIONS.

1. The Office, Chief, Army Reserve must establish that completion of a leadership course (PLC) for combat support and service support specialties be required between the grades E4 and E6 when the unit commander has determined that an individual needs additional leadership or supervisory training.
2. TRADOC must develop a modified core of instruction for PLC for use in the USAR either in the unit or in a USAR School NCO Academy for a maximum of two weeks. This could be accomplished in lieu of, or in addition to Annual Training (AT).

6. Advanced NCO Course (ANCOC).

The advanced course under the education system is conducted at designated service schools and is designed as upper-level technical training to prepare soldiers to perform duties at skill level 4. Training emphasis is placed in basic leadership skills and knowledge of military subjects required to effectively lead soldiers. at platoon or comparable level.

At skill level 4 in the USAR, continued training and education progress for each soldier remains important in the development of the overall force structure and enhancement of unit readiness. When Reserve soldiers reach this grade, it is generally more difficult for them to be released from their civilian commitments for lengthy formal schooling. For this reason, training should be restructured for use

in a non-resident/resident mode, where possible. At this level it becomes more important to gain a cross-related understanding from other NCOs (to include those in the Active Army) in order to see the full range of duties, responsibilities, and opportunities available to the NCO. Even with the training constraints in the USAR, the importance of allowing them to be integrated with Active Army, as well as other Reserve unit NCOs, should not be diminished. Phasing into the total force is the ultimate goal.

ANCOC should be reviewed and restructured as necessary in 1977, similar to the way BNCOC is being reviewed in 1976. After TRADOC has a developed product, it should be modified for export to the USAR as another important step in the education process for all MOSs.

RECOMMENDATIONS.

1. The Office, Chief, Army Reserve must establish requirements for completion of ANCOC or a formal unit SOJT for all MOS before award of skill level 4 and promotion to E7.
2. TRADOC must develop a modified program of instruction for ANCOC in the USAR using a non-resident/resident combination for completion.

- Part I - Non-resident phase by correspondence, IDT, or USAR School classes.

- Part II - Resident Phases of a maximum two weeks per year to be completed at an NCO Academy or service school. This could be accomplished in lieu of, or in addition to annual training (AT).

7. Senior NCO Course (SNCOC)

This training consists of a number of senior level correspondence

courses now being developed by the Adjutant General School at Ft Benjamin Harrison, jointly with the Air Defense School, Infantry School, Armor School and Artillery School. The emphasis on non-resident training remains. These courses are appropriate to the soldier's Career Management Field (CMF) in preparation for duties at the E8 level and skill level 5. Courses are scheduled for validation in 1977. Currently, the two courses under development are the 1st Sergeants Course and an Ops/Intel NCO course. The training and education of the USAR soldier at this level relates more to individual than to unit group training. Because of the stress is supervisory rather than in technical specialties, the correspondence mode of education for Reservists should equate to that which is conducted for the Active Component in content and form.

RECOMMENDATIONS.

1. The Office, Chief Army Reserve must establish requirements for completion of SNCOC course or SOJT for all MOSs before award of skill level 5 and promotion to E8 in appropriate MOS.
2. TRADOC must insure that course material is available to USAR personnel.

B. SOLDIER'S MANUALS

1. Utilization. Soldier's Manuals are being developed by TRADOC Service Schools from task analysis data which identifies critical job skills, pertinent MOSs and skill levels. The manual also serves as the sole reference for the soldier to prepare for MOS qualification tests. The manuals should be utilized in the

USAR, as in the Active Army, for preparation for the Skill Qualification Tests (SQT).

RECOMMENDATIONS.

The Office of the Chief, Army Reserve must establish HQDA policy for utilization of Soldier's Manuals and Skill Qualification Tests (SQT) in the USAR and must monitor the Implementation Schedule as closely as possible.

2. Equipment differences and MOS's unique to Reserve Components.

The Soldier's Manuals are written by the Service Schools based on equipment available to the Active Army inventory. Equipment differences may or may not have been taken into account. Logistic Division, OCAR has indicated that USAR equipment levels by type and number can be identified from data on hand. However, the equipment cannot be identified by unit and location. This data will be compiled from information furnished by MUSARC's. Soldier's Manual supplements will be required where critical tasks and equipment requirements in the manual are identified as being inappropriate for USAR Soldier's Manual use. The supplements should be written at the Service School utilizing Reserve members if required.

NCO's in the Individual Ready Reserve, with Mobilization Designation assignments to the proponent service schools, could be used to develop appropriate critical tasks during their Annual Training. As an alternative, unit members could be utilized in an ADT status. There are MOS's in the system which are unique to the USAR. Soldier's Manuals must be developed for those MOS's. TRADOC must be responsible

for insuring these manuals are developed using Reserve members, as outlined above to assist in the development of those manuals.

RECOMMENDATION:

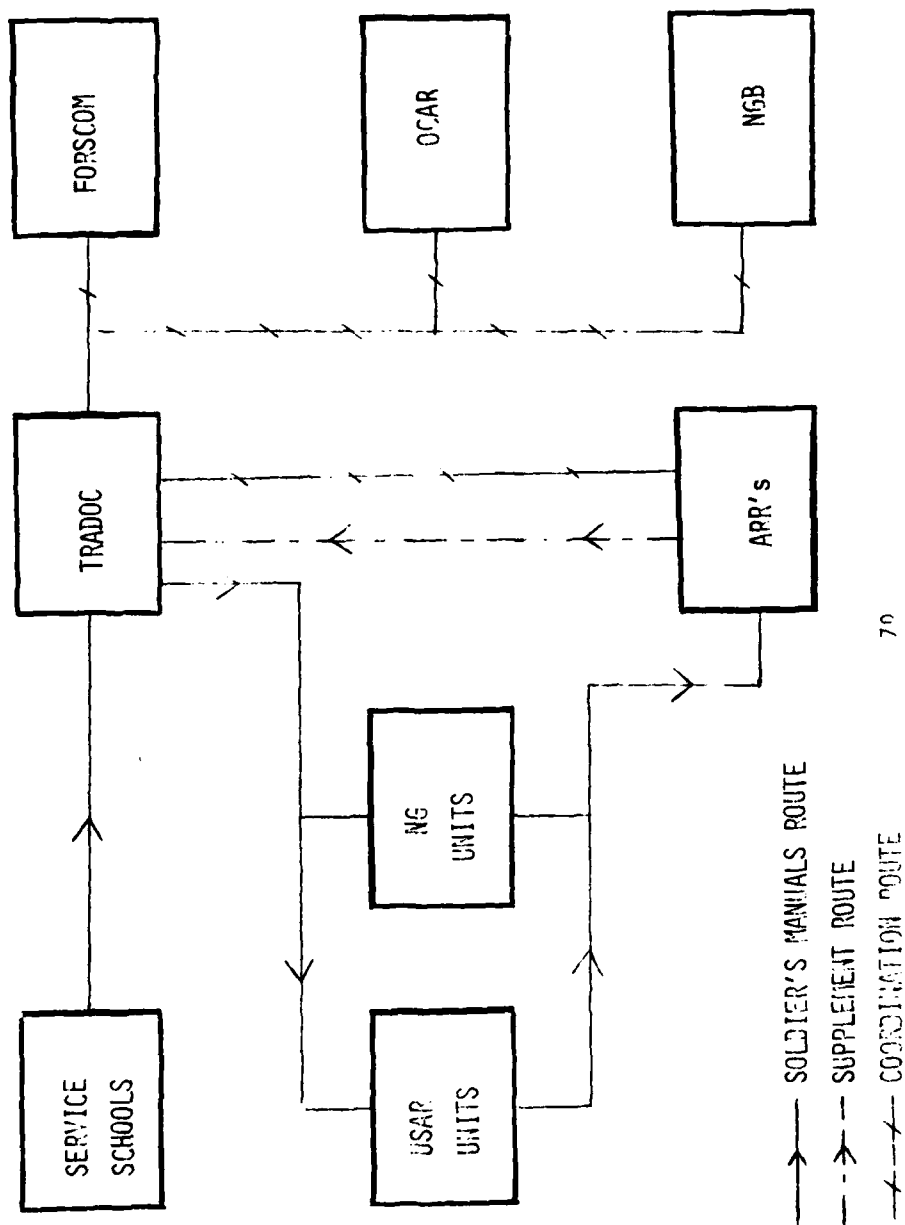
FORSCOM must task the Army Readiness Regions (ARR) to identify equipment differences for input to supplements to Soldier's Manuals in the USAR.

3. Soldier's Manual Administrative and Content Review. A process for validation of Soldier's Manuals must be afforded the USAR. Validation would be coordinated between TRADOC, FORSCOM, OCAR, NGB and ARR's. (See Chart 7).

The ARR's must be tasked to select and identify USAR units to participate in the validation. When a Soldier's Manual is ready for validation, TRADOC will forward copies simultaneously to FORSCOM, OCAR, NGB, ARR's and the selected Reserve Component units. The selected units will review the Soldier's Manual and then forward their comments and recommendations to the appropriate ARR. The ARR's will be responsible for consolidating comments and recommendations. The ARR will forward the consolidation to TRADOC with information copies going to OCAR, NGB, and FORSCOM. TRADOC will study comments and recommendations and identify those which require modification of or supplements to the Soldier's Manual. Proponent service schools must be tasked to prepare the necessary supplements.

The validation must receive close coordination and early suspense dates at each stop. Consequently, the validation must be given the highest priority at each level involved in the process.

CHART 7
SOLDIER'S MANUAL REVIEW PROCESS



RECOMMENDATION:

FORSCOM must task the ARR's to provide the administrative review, and coordinate the content review, of Soldier's Manuals by USAR Units. ARR's must return consolidated comments directly to TRADOC within the milestone review schedule established by TRADOC with information copies to FORSCOM, OCAR, and NGB.

4. Soldier's Manual Distribution. Soldier's Manual must be distributed to the individual soldier. Provisions must be made for distribution to both unit members and those assigned to the Individual Ready Reserve (IRR).

Unit Members. RCPAC has the capability to identify MOS by skill level and unit. They will prepare unit address labels by number of MOS, including skill level for each USAR unit. The labels will be forwarded to the Adjutant General Publication Center (USAAGPC), Baltimore. USAAGPC will bulk mail Soldier's Manuals to the units. The unit will issue each soldier a copy of the manual. A control system must be implemented which will require that each soldier acknowledges receipt of the manual and can be identified to receive subsequent changes to the manual.

IRR Members.

(1) RCPAC has identified those IRR members who are considered career Reservists. RCPAC has the capability to prepare individual address labels by PMOS and skill level. The labels will be forwarded to USAAGPC, Baltimore, allowing USAAGPC to make a direct mailing of Soldier's Manuals to the career IRR members.

(2) For non-career IRR members, RCPAC is prepared to query

them individually. Those indicating a desire to remain qualified in their PMOS will be issued a Soldier's Manual in the same manner as in (1) above.

RECOMMENDATIONS.

1. Soldier's Manuals must initially be distributed directly to individuals in Troop Program Units and, subsequently, through unit channels with acknowledgment of receipt for control purposes.
2. Soldier's Manuals must be distributed directly to career IRR members, with non-career IRR members requesting manuals through card mailings in reply to RCPAC inquiries.

5. Further Modifications. The following recommendations to modify the Soldier's Manual (SM) validation process described in "Reserve Component EPMS letter of Agreement," HQ TRADOC dated 13 April 1976. The modifications are seen as time savers which will allow Soldier's Manual supplemental input to return to the writers on a more timely basis.

- Start the validation process 10 to 12 months earlier by review of SM equipment lists which TRADOC would distribute. When the draft manuals have been prepared, HQ TRADOC will then ship the manuals to all concerned (FORSCOM, OCAR, NGB, ARR, and selected units) directly. Review comments, however, will return through the established chain, e.g., units to ARR's then back to TRADOC.

- The issue of Soldier's Manuals to selected (Career) members of the IRR is recommended as a training vehicle by which they can

maintain a level of proficiency. Career members can be identified by RCPAC.

- In addition, RCPAC will survey other members to determine if they desire to receive a Soldier's Manual. Complete mailing lists can then be forwarded to TRADOC.

- Individual accountability of Soldier's Manuals can be controlled by having the soldier sign for the manual as an existing form, e.g., clothing record.

- To assist TRADOC Service Schools in writing the Soldier's Manual supplements, it is recommended that selected senior enlisted personnel from USAR units be made available to the service schools. Some of the alternatives to this end are discussed below:

- (1) Transfer personnel from units into the MOBDES program to be assigned to the proponent service school for a limited tour. Points could be awarded for projects completed through the mail and during AT. Upon completion of the tour, the personnel would return to a unit.

- (2) Authorized ADT slots at the service schools to assist in writing the Soldier's Manual supplements.

- (3) Task units to provide enlisted personnel to prepare Soldier's Manual Supplements during IDT.

C. SKILL QUALIFICATION TEST (SQT)

- 1. Utilization. The Skill Qualification Test (SQT) is designed as a replacement for the present MOS test to measure the soldier's knowledge and ability to perform critical job

related tasks appropriate to the next higher skill level. SQT's are prepared from tasks included in the appropriate Soldier's Manual.

The SQT consists of three components: Written, Hands On, and Task Certification. The "written" component is a mandatory part of the test. The "hands on" component will be administered to all soldiers where applicable. Lack of equipment, inadequate facilities, or a shortage of support personnel may cause part of all of the "Hands On" tasks to be waived. Waiver to tasks will not reduce the soldier's SQT score. The "Task Certification" component allows the commander the opportunity to certify those tasks the soldier has satisfactorily completed during the course of normal duties.

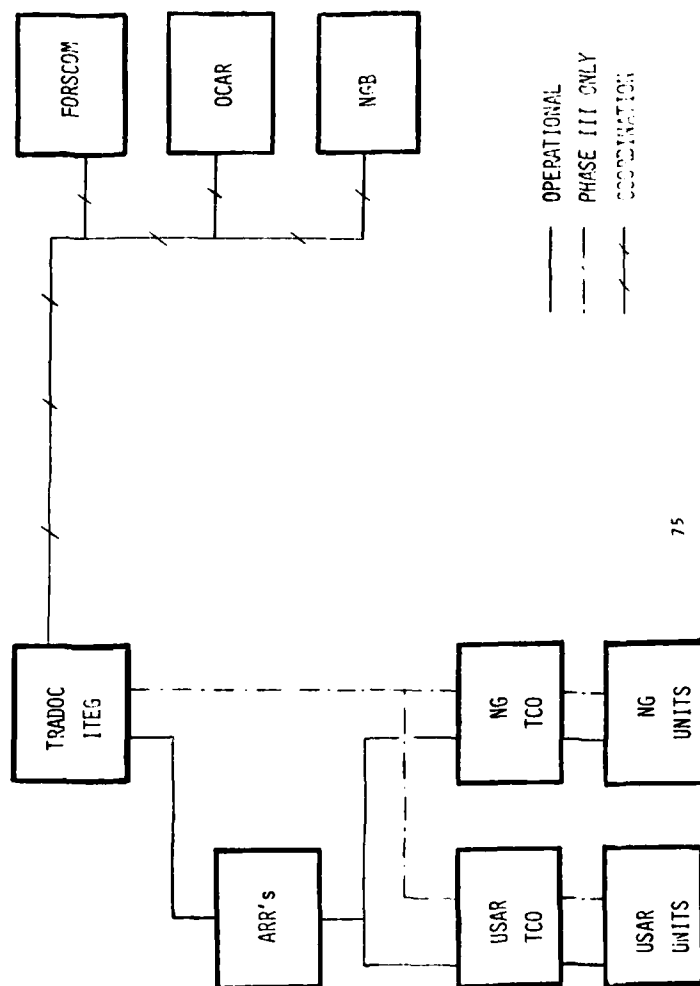
RECOMMENDATIONS.

1. The Skill Qualification Test (SQT) must be used to determine the skill level attainment for each soldier in the USAR. The skill level is directly related to promotions and Career Management.
2. FORSCOM should task the Army Readiness Region (ARR) to provide the administrative review, and coordinate the content review of Skill Qualification Tests. Comments must be provided directly to TRADOC with information copies to FORSCOM, OCAR, and NGB. (See Chart 8).

2. Test Frequency. Current requirements call for MOS testing every four years. Individual testing may be required due to promotions, MOS changes, or other personnel actions, which require

CHART 8

SQT REVIEW AND VALIDATION



a job evaluation. There will be some soldiers who received a "minimum passing score" during the previous test period. All of these personnel will be seeking retesting during the next test period to achieve the "higher passing score" required to attain promotable status. Therefore, many individuals are already testing more often than the four-year frequency.

The Active Army SQT frequency of testing is two years. The same frequency must be followed by the USAR. Justifications for a two year test frequency are:

- a. The soldier will be better qualified in the event of mobilization.
- b. The critical tasks related to an MOS will be subject to change and may have an adverse effect upon the soldier's qualifications.

There has been some apprehension encountered concerning use of the SQT in the USAR. The usual objection voiced is, that "SQT's take valuable training time away from the commander." The actual testing involves a maximum of eight (8) hours: four (4) hours for the written component, and four (4) hours for the hands on component. Testing is a valuable and necessary requirement in training. Preparation for the test will vary with each soldier and should be done outside of training hours, or during commander's time. The Soldier's Manual will be the reference utilized in preparation for the test. The time spent in taking the test is effective training as it consists of critical job related tasks. In addition, the time spent preparing for the test enhances the soldier's value to the unit.

RECOMMENDATION.

USAR members must be tested every two years.

3. Test Control Officer System. The Test Control Officer (TCO) requirement is a critical issue in the SQT system. The USAR TCO is normally established at ARCOM/GOCOM level as an additional duty. The TCO must be assisted in administering the SQT by Test Examiners at unit or center level. The TCO test Examiner will require support personnel to assist with scoring the "hands on" component.

A field validation of SQT will be run in October 1976 involving specific MOS. This field validation will provide a test of the current USAR TCO system as it applies to SQT's. The adequacy of the present system must be fully determined as a result of the findings of the validation. The nature of SQT, however, dictates a need for full time TCO's and technician support.

The TCO tasks involved with administering an SQT are numerous. Chart 9 contains a sample listing of the tasks. The tasks listed are for a manual system of identification of individuals eligible for testing. With the implementation of SIDPERS-RC, RCPAC will have the mechanical capability to identify those individuals eligible for testing.

Within the testing system, Automated Data Processing (ADP) by SIDPERS-RC, or other systems, will greatly facilitate the reporting of scores, and records maintenance. However, these programs must be redesigned or developed to either upgrade the current or projected systems, or establish new systems to support USAR needs.

CHART 9

ADMINISTRATION OF ONE SQT

1. Receive test schedule for Individual Testing and Evaluation Directorate (ITED) (Replaces EEC).
2. Request from DCSPA number of individuals eligible for testing.
3. Receive from DCSPA number of individuals eligible for testing (Personnel eligible for MOS Evaluation Part 2).
4. Send report to ITED indicating the number of test requirements. (Seven months prior/90%).
5. Receive from ITED test notifications. (3 months prior).
6. Request from DCSPA enlisted evaluation notification roster.
7. Receive enlisted evaluation notification roster RCPAC.
8. Send enlisted evaluation notification roster to unit commander.
9. Receive enlisted evaluation notification roster from unit commander indicating additions/deletions.
10. Receive administrative instructions from ITED.
11. Schedule SCORER school to include site, equipment, transportation, etc.
12. Schedule SCORERS. (Prior to test day for uniformity).
13. Schedule Test (Written).
14. Schedule Test (Hands-On).
15. Send notifications to unit commander indicating date of each test component.
16. Receive from unit commander test notification roster indicating additions/deletions and track the individual will take.
17. Up-date request for testing documents if new change exceeds 5% of the 7 month projection. (90 day minimum).
18. Request from DCSPA enlisted evaluation transmittal roster.
19. Receive from DCSPA enlisted evaluation transmittal roster.

20. Receive test booklets and answer sheets from ITED.
21. Secure test booklets.
22. Annotate enlisted evaluation transmittal roster with answer sheet serial number.
23. Annotate enlisted evaluation transmittal roster with test booklet number.
24. Send task certification component to unit commander.
25. Conduct SCORER School.
26. Conduct SQT (Written).
27. Conduct SQT (Hands-On).
28. Annotate enlisted evaluation transmittal roster with date written and hands-on component were administered.
29. Annotate wnlsted evaluation transmittal roster with date task certification component was returned.
30. Check all components for administrative accuracy.
31. Annotate enlisted evaluation transmittal roster with date test packet was forwarded to ITED.
32. Conduct all steps again for make-up test.
33. Annotate enlisted evaluation transmittal roster when score sheet is returned from ITED.

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FOR THE

RESEARCH REPORT

AND

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FOR

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IN THE

UNITED STATES ARMY RESERVE

APPENDIX A

DEPARTMENT OF DEFENSE

COMMANDERS DIGEST

JANUARY 29, 1976

"WHAT DOES TOTAL FORCE REALLY MEAN?"

The defense of the United States during the 1970's and 1980's is based on a "Total Force Program": a combination of Active National Guard and Reserve Military Forces which provides the security structure essential to the defense of the country.

Under this precept, future build-ups of military forces during nation crises will come from manpower and assets of the Guard and Reserve without immediate recourse to a Selective Service System.

The rationale for this concept is two-fold:

- First, the defense policy of the United States requires forces-in-being: forces manned with people already trained in modern equipment and ready to respond immediately.

- Second, markedly lower personnel and operating costs are involved: to get the most for the taxpayer's military manpower dollars, the Total Force is the best bargain.

The Department of Defense has three objectives for the Total Force Program:

-- Active - Reserve Force integration with elimination of the "peace-time only" organizations.

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The EER/SEER is the official evaluation of duty performance and estimate of the soldier's potential. The report has an effect on all personnel actions: assignments, promotions, reenlistments, and separations. The EER in its present form, with one exception, must be continued in the USAR. The exception being that the E4's should not be evaluated until their fourth year of service. By the fourth year of service, the soldier's potential value to the service should be made a matter of record. On a short term basis, it will give the commander an insight into the individual's value for retention and promotion. On a long term basis, it will begin the record for a valid Enlisted Efficiency Report Weighted Average (EERWA) at the individual's ninth year of service.

2. EERWA. The Enlisted Evaluation Report Weighted Average (EERWA) is the Active Components method of grouping EER/SEER's into an overall score for the most recent 60 months of rating. The 60 months are divided into 12 month rating periods which are weighted individually. The most recent 12 months is given the greatest weight, and the weight decreases by 12 month periods, with the oldest period given the least weight. The formula for computing EERWA is attached at Appendix F.

The EERWA can be mechanically computed at RCPAC from EER/SEER's, and filed in the Enlisted Master File (EMF). The EERWA is an important tool for measuring the soldier's value to the service, and is related to promotion potential, retention, and qualitative management.

RECOMMENDATIONS.

1. Enlisted Efficiency Reports must be provided for every soldier, E4 and above, to commence NLT the beginning of the fourth year of total service, for those who have attained the rank of E4.

a. E4 - An EER prepared for all E4s on reenlistment and/or transfer between units.

b. E5 - An EER for all E5s who have completed as of annual preparation date one year in grade.

2. RCPAC must develop and implement the necessary ADP systems to support the establishment of the Weighted Average with the Enlisted Efficiency Report to include computing, reporting, and recording.

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The Total Force Program has had significant success in recent years in shaping American military forces. Further progress in the area of the Reserve will continue to require that:

- It be recognized that the needs of deterrence, peacetime presence, and immediate response demand that major portions of the force be Active.

- Essential missions must be identified within the capabilities of the Reserve and honed to perfection.

- Specific missions must be assigned to the Reserve, and their capabilities tested.

- The Reserve must be continued to be supplied with modern equipment so that no force is maintained for which there is not useful equipment, and no equipment maintained for which there is no useful force.

The success of total integration of the Active and Reserve Forces is also contingent on greater responsibility being placed on the Active Force for improved, more realistic training of the Reserve--and their training as actual elements of the Active Force.

The planning and management of Active and Reserve Component Forces must be blended into a coherent whole to prevent fragmentation during actual or simulated national crisis.....

Total Force planning is not new to the United States. Concepts to make the Reserve Components useful adjuncts to the standing Active Force are as old as the Republic.

But, modern technology demands more of the citizen-soldier than we required during the first 200 years of the Nation. Today's soldier:

- must be trained in modern technology,
- must be equipped with up-to-date-~~weapons~~,
- must be ready to respond immediately to a contingency situation, and
- must be able to identify with the Active Force chain-of-command.

The Total Force? It is the US Army, Navy, Air Force, Marine Corps merged with the National Guard, Air National Guard, US Army, Navy, Air Force, and Marine Corps Reserve, and, during wartime, the US Coast Guard and Coast Guard Reserve blended into a single cohesive body which responds to total Department of Defense management.

EXECUTIVE SUMMARY

RESERVE COMPONENT ENLISTED CAREER PROGRAM STUDY

1. General. This study was conducted in response to CSM 72-135-25, 8 February 1972, subject: Reserve Component Enlisted Career Program.
2. Problem. Conduct a study in depth to determine the most efficient means of developing a progressive career management program for enlisted personnel of the Reserve Components which will provide better opportunities for career advancement in all enlisted grades and which will enhance professionalism and leadership particularly within the noncommissioned officer (NCO) ranks.
3. Background.
 - a. The Reserve Components have not had a meaningful enlisted career management program for a number of years. Enlisted career advancement has been painfully slow and unit promotions can only be made when TOE vacancies occur. This system has limited the opportunities for promotion for progressive advancement through the ranks, particularly in grades E5 through E7, and has adversely affected the retention of young reservists who are nearing completion of their obligated period of military service. The absence of an adequate enlisted management program is a long-standing deficiency that is of particular significance in the current and projected environment. This problem appears to exist throughout the Reserve Components.
 - b. On 25 February 1972, the Office of Reserve Components conducted the initial planning conference for the enlisted career program study.
4. Objectives.
 - a. To isolate key problems that adversely affect and limit Reserve Component enlisted career opportunities.
 - b. To develop alternative courses of action for each problem area which can be followed in resolving the problems in the best interest of the Army.
 - c. To propose to the Chief of Staff policies which will provide for career development of Reserve Component enlisted members that are adequate and comparable to career opportunities available to enlisted men of the Active Army.

5. Scope. This study examines the following areas:

- a. Hindrances and delays to career progression of Reserve Component enlisted personnel.
- b. Promotion systems of the Reserve Components, Active Army and other services.
- c. Reserve Component unit structures (MTOE/TDA).
- d. Technician program.
- e. Reserve Component education opportunities/requirements for enlisted personnel.
- f. Quality control in the Reserve Components.
- d. Administration of enlisted personnel management.

6. Method. The study was conducted in the following manner.

a. Conducted basic research and established a data base in the areas as indicated below:

(1) Past and on-going studies concerning Reserve Component enlisted personnel.

(2) Current statutes, directives, Army Regulations, and National Guard Regulations establishing Reserve Component personnel management procedures.

(3) Reserve Component personnel management procedures of the other Services.

b. Based upon research, isolated key problem areas that affect advancement opportunities and professionalism of Reserve Component enlisted personnel.

c. Analyzed the problem areas.

d. Made field trips to selected Reserve Component units to interview and administer questionnaires to enlisted members of these units.

e. Developed and analyzed feasible courses of action.

f. Determined appropriate conclusions and recommendations.

7. Discussion. The major problems that adversely impact on advancement opportunities and professionalism and leadership of Reserve Component

enlisted personnel were isolated through detailed research and are identified in Annexes A through F. Development and analysis of alternatives to resolve the problems are at Section III of the Main Report. Conclusions and detailed recommendations are found at Section I of the Main Report. A summary of the problems, conclusions and recommendations are shown below and are grouped under the headings ADVANCEMENT and PROFESSIONALISM and LEADERSHIP. The impact and recommended action agency for each recommendation are summarized at TABS A and B.

8. Problems, Conclusions and Recommendations.

a. PART I - ADVANCEMENT

(1) Retirement.

(a) Problem. Provisions of Title 10, USC, Sections 1331-1337, require that the Reserve Component enlisted man have reached age 60 before retirement benefits are authorized. As a result, a sizeable number of senior enlisted men are assigned to unit MTOE/TDA positions for long periods of time, thereby blocking vertical movement of enlisted men in lower grades.

(b) Conclusions. Passage of a bill that would permit retirement with full benefits at age 55 with 25 years of creditable service would provide a more attractive inducement to retire and result in a higher turnover of enlisted men in the higher grades than one which would permit retirement at age 50 with an actuarially computed annuity and with additional benefits at age 60. This should result in more opportunities for advancement for those Reserve Component enlisted men in lower grades.

(c) Recommendation. That DA support any legislative proposal to provide full retirement benefits for Reserve Component personnel at age 55 with 25 years of creditable service.

(2) Reserve Component Force Structure and Geographical Dispersion.

(a) Problem. The necessity for unit MTOE/TDA vacancies as a requirement for promotion compounded by geographical dispersion of units restricts opportunities for advancement of Reserve Component enlisted men. This is particularly true in those career fields which are not the predominant career fields in detachment/company/battalion size units.

(b) Conclusion. That unfilled positions in grades E5, E6, and E7 currently available to the Reserve Components can be utilized to provide some relief to this problem.

(c) Recommendation. That DA annually allocate a percentage of the shortfall between authorized and assigned E5, E6, and E7, to permit merit promotion in career fields not predominant in Reserve Component units without regard to unit vacancy.

(3) Dual-status Technicians.

(a) Problem. Dual-status technicians occupying MTOE/TDA unit enlisted positions limit the opportunities for advancement of other Reserve Component enlisted men in the grades of E7, E8, and E9, particularly in the ARNG.

(b) Conclusions. There is need for a provision permitting selected technicians to be assigned in a managerial overstrength-in-grade status and to remain in such status until promoted or retired in order to provide advancement opportunities for enlisted men in the lower grades.

(c) Recommendation. That managerial overstrength be utilized to assign selected enlisted dual-status technicians in Reserve Component MTOE/TDA positions to an overstrength-in-grade status upon approval of the appropriate authority with retention in parent unit in event of mobilization.

(4) Promotion and Transfer to the Individual Ready Reserve (IRR).

(a) Problem. An effective means for voluntarily inducing vertical movement of senior NCOs with limited promotion opportunity does not exist. As a result, those personnel with over 20 years of creditable service remain active in troop program units, thus blocking the career progression of subordinates.

(b) Conclusions. A program is needed that would permit promotion upon transfer to the IRR Control Group (MOBDES). A program of this nature would benefit senior Reserve Component unit members who are blocked from promotion due to the lack of a unit vacancy and are in turn blocking other unit members from advancing.

(c) Recommendation. That transfer and promotion to grades E7, E8, and E9 be authorized for qualified individuals into the IRR Control Group (MOBDES) upon acceptance by RCPAC.

(5) Transfer between Components and Units for Purposes of Advancement.

(a) Problem. Transfer between components and units of enlisted members of the Reserve Components for purposes of advancement are rare even though vacancies within commuting distance may exist. Information regarding these vacancies is not readily available to the enlisted man.

(b) Conclusion. The most appropriate means of providing this information is through the newly authorized Reserve Component unit career counselors.

(c) Recommendation. That appropriate regulations be revised to specify duties of newly authorized career counselors to include responsibility to maintain listing of unit vacancies and to furnish such information to enlisted personnel in units for which he has counseling responsibility.

(6) Individual Counseling.

(a) Problem. Many Reserve Component enlisted men are not aware of the opportunities for advancement and military schooling available.

(b) Conclusions. Many Reserve Component unit commanders do not provide adequate individual counseling to their enlisted personnel.

(c) Recommendations. That the appropriate regulations be revised to require counseling of Reserve Component enlisted members concerning advancement and military schooling opportunities at time the enlisted efficiency reports are rendered.

b. PART II - PROFESSIONALISM AND LEADERSHIP

(1) Promotion System.

(a) Problem. Enlisted promotion authority in the Reserve Components is generally delegated to the lowest possible level and there is very little promotion selection standardization between the two components.

(b) Conclusion. That the current Reserve Component enlisted promotion system does not insure that the best qualified individual is selected nor does it insure that all eligibles are considered for promotion.

(c) Recommendation. That appropriate regulations be revised to require establishment of promotion selection boards at State AG/ARCOM/separate GOCOM level for all E7, E8, and E9 promotions and at battalion or higher level for all E5 and E6 promotions; and that a standardized 1000 point scoring system for promotion be used by the boards.

(2) Commander's Evaluation.

(a) Problem. The Reserve Components do not have an enlisted efficiency reporting system except for grade E9 and the command sergeant major program.

(b) Conclusion. There is a requirement for an enlisted efficiency reporting system in the Reserve Components that will provide performance and efficiency indices for quality control and promotion board actions.

(c) Recommendations. That the appropriate regulation be revised to require annual enlisted efficiency report (DA Form 2166-4) be prepared on all Reserve Component enlisted personnel in grades E6 through E9.

(3) Education Requirements.

(a) Problem. The Reserve Components do not prescribe military or civilian education requirements as prerequisites for promotion.

(b) Conclusions.

(1) That adopting the 1000 point standardized promotion criteria and encouraging commanders to grant equivalent training for attendance at USAR schools will provide the necessary impetus to the individual to enroll in and complete career development courses.

(2) That a requirement for the attainment of given levels of civilian education as required by the Active Army is needed and that the Reserve Components can establish civilian educational prerequisites for promotion without disrupting their program.

(c) Recommendation. That the Reserve Components adopt the same civilian education requirements for promotion as required for Active Army personnel.

(4) Education Opportunities.

(a) Problem. Reserve Component enlisted members do make maximum use of the military education opportunities offered by the Active Army and USAR schools.

(b) Conclusion. Enlisted members are not fully informed of the available education opportunities provided by the Active Army and USAR schools.

(c) Recommendations.

(1) That USAR schools be required to present an orientation on programs and opportunities to enlisted members in units of both components within their area of influence.

(2) That Reserve Component unit commanders be encouraged to grant equivalent training for purpose of attending USAR school courses when training is in best interest of unit and need clearly exists for such training.

(3) That CONARC be requested to expedite development of nonresident course options, particularly for the basic and advanced NCOES courses.

(5) Enlisted Evaluation System (MOS Testing).

(a) Problem. Reserve enlisted men are required to undergo MOS testing every four years after initial qualification although the results are not effectively used.

(b) Conclusions.

(1) That the enlisted evaluation system (MOS testing) serves a useful purpose to objectively measure individual proficiency.

(2) That the enlisted evaluation system (MOS testing) is not effectively managed in many units of the Reserve Components.

(3) Use of the MOS test scores for promotional purposes is not standard between the ARNG and USAR. The Active Army requires a score of 110 waivable to 100 for promotion; the ARNG requires a score of 110 waivable to 70 for promotion; the USAR requires only that the enlisted man have demonstrated technical proficiency in his MOS in order to be promoted.

(4) That delays caused by the administrative process from the time the test is taken until the results are received can cause delays of promotion and quality control actions.

(c) Recommendations.

(1) That the appropriate regulation be revised to change responsibility for controls to insure all eligible personnel are reported for testing from the Test Control Officer to State AGs and CGs of ARCOM/separate GOCOM.

(2) That the USAR promotion regulation be revised to require as a prerequisite for promotion to pay grades E5 through E9 an evaluation score of 110 that may be waived to a passing score of 70.

(3) That the Reserve Component MOS test scoring receive equal priority with the Active Army after the establishment of mean score parameters by USEEC. (Note: During staff coordination of the study, DCSPER indicated that equal scoring time with the Active Army will be provided to the ARNG and USAR effective 1 July 1972).

(6) Quality Control.

(a) Problem. The Reserve Components lack the entire spectrum of quality control measures available to the Active Army.

(b) Conclusions.

(1) Lack of an adequate quality control program within the Reserve Components leads to retention of enlisted men in higher grades who are marginal in their job performance and have little or no potential for promotion. This results in decreased unit efficiency and causes resentment and lack of support for the Reserve Component program by enlisted men in lower grades.

(2) That effectively managed annual screening and selective retention programs would produce the results required, and together with an effective selective retention program would accomplish the same results as an "up or out" program and cause less resentment on the part of career Reserve Component enlisted men.

(3) An effectively managed quality control program would improve opportunities for advancement of members of the Reserve Components.

(c) Recommendation. That appropriate regulations be revised to require establishment of boards at State AG/ARCOM/separate GOCOM level to conduct annual review of records of Reserve Component enlisted personnel in grades E7 through E9 with 20 years or more creditable years for retirement and make recommendations as to retention or separation from active status of these individuals; and to require the establishment of a permanent selective retention board for the purpose of reviewing and making recommendations for approval/disapproval of request for reenlistment/extension of enlistment of all enlisted personnel with 20 or more creditable years of service for retirement.



APPENDIX C

DEPARTMENT OF THE ARMY
OFFICE OF THE CHIEF, ARMY RESERVE
WASHINGTON, D.C. 20310

REPLY TO
ATTENTION OF:

DAAR-PE

31 MAR 1976

MEMORANDUM FOR: SEE DISTRIBUTION

SUBJECT: EPMS - USAR Development Group - Agenda and Milestones

1. The EPMS-USAR Program Development Group consisting of senior enlisted personnel established 8 March 1976 completed the orientation and initial EPMS review process as background for development, modification, and implementation of the approved EPMS features for the Army Reserve.

2. The development group has been organized into three committees with task and sub-task goals set for the duration of the study. Although members of the group must be familiar with all EPMS programs, each committee will review one major management area and will provide comments and recommendations in that area. The committees will review USAR policies concerning Career Development, Qualitative Management, and Individual Training and Evaluation. The entire group will also review these management programs as they pertain to the Individual Ready Reserve (IRR), and concurrently, as the IRR impacts on management policies in the Troop Program Units.

3. Based on further discussions a tentative outline of the group objectives and agenda has been developed and is attached. An initial IPR will be scheduled to provide information for HQDA staff. Subsequent and final IPR's are projected to include major commands as well (FORSCOM, TRADOC, RCPAC).

FOR THE CHIEF, ARMY RESERVE:

Incl
as

WILLIAM C. GLISSON
Colonel, GS
Executive Officer

DISTRIBUTION:

HQDA (DACS-ZB)
HQDA (DACS-SMA)
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HQDA (DAAR-ZB)
HQDA (DAAR-PE)
HQDA (DAAR-O&T)
HQDA (DAAR-IO)



DAAR-PE

31 March 1976

SUBJECT: EPMS _ USAR Development Group - Agenda and Milestones

DISTRIBUTION:

HQDA (NGB-ARP-E) Maj Squier
COMMANDERS

US ARMY FORCES COMMAND
(AFPR-RC) Maj Barnhill
(AFCM)

US ARMY TRAINING & DOCTRINE COMMAND
(ATTNG-ITD-ES) LTC Cockrell

RESERVE COMPONENTS PERSONNEL & ADMINISTRATION CENTER
(AGUZ-PMT-GC) Lt Ansehl

FIRST US ARMY
FIFTH US ARMY
SIXTH US ARMY

US ARMY RESERVE EPMS DEVELOPMENT GROUP
AGENDA/MILESTONES

SUBJECT	22-26 Mar	29 Mar/1 Apr	5-9 Apr	12-16 Apr	19-23 Apr	26-30 Apr	3-6 May
A. Career Development							
1. MOS Structure	←→						
2. MOS Training		←→					
3. MOS Qualification			←→				
4. MOS Reclassification		←→			←→		
B. Qualitative Management							
1. Promotions	←→						
2. Retention			←→				
3. Qualitative Management Program					←→		
C. Training and Evaluation							
1. SM	←→						
2. SQT	←→						
3. NCOES				←→			
4. EES			←→				
D. Individual Ready Reserve						←→	
E. In Process Reviews			←→			←→	

EPMS-US ARMY RESERVE DEVELOPMENT GROUP

PROGRAM

OBJECTIVES

- | | |
|---------------------------------------|---|
| a. Career Development and Progression | Review overall career development patterns and insure availability of positive progression goals under Objective Force & EPMS supported by improved MOS training and qualification. |
| 1. MOS Structure | Review MOS structure as a basis for improved management of enlisted career progression. |
| 2. MOS Training | Evaluate formal training and On-The Job-Experience (OJE) concepts and additional In-Career Service School or other training. |
| 3. MOS Qualification | Evaluate the educational requirements for training and qualification. |
| 4. MOS Reclassification | Evaluate reclassification requirements and recommend methods to improve its implementation. |
| b. Qualitative Management | Develop qualitative standards and management tools throughout the entire range of enlisted career progression. |
| 1. Promotions | Establish an effective promotion system which will insure positive career progression within the USAR. |
| 2. Retention | Establish a retention program to retain qualified and productive members of the USAR. |
| 3. Qualitative Management Program | Establish a review system for individuals throughout their entire career to determine retention potential in the USAR. |
| c. Training & Evaluation | Develop programs which support promotion, qualitative management, retention, and visible career progression goals of Objective Force and EPMS. |

EPMS-US ARMY RESERVE DEVELOPMENT GROUP (CONTINUED)

PROGRAM AREA

OBJECTIVES

- | | |
|-------------------------------------|--|
| 1. Soldier's Manuals | Determine requirements for modification, based on equipment differences, RC review, and distribution. |
| 2. Skill Qualification Test (SQT) | Determine test frequency, test utilization procedures and control of test materials, and MOS tested. |
| 3. NCO Education System (NCOES) | Determine level of command responsibility for administration of NCOES, TRADOC support requirements, and education requirements for career advancement. |
| 4. Enlisted Evaluation System (EES) | Evaluate Enlisted Efficiency Report-weighted average for USAR use. |
| d. Individual Ready Reserve | Review related policies regarding career development and progression, promotions, educational requirements, and qualitative management of IRR members. |
| e. In-process reviews | Provide a formal review of the progress made at appropriate points in the study process while looking toward final recommendations. |

APPENDIX D



DEPARTMENT OF THE ARMY HEADQUARTERS UNITED STATES ARMY TRAINING AND DOCTRINE COMMAND FORT MONROE, VIRGINIA 23651

13 NOV 1975

ATTNG-AS-ITA

SUBJECT: EPMS Implementation Schedule

1. Reference letter, ATTNG-TMI, HQ TRADOC, 23 October 1975, subject: EPMS Implementation Guidance and Milestones.
2. During the HQ TRADOC EPMS Implementation Meeting of 12-14 August 1975, the DA EPMS Implementation Schedule and the TRADOC Milestone Schedule for each MOS were issued. Referenced letter provided detailed guidance for Skill Qualification Test and Soldier's Manual and refined general EPMS milestone schedule. This letter officially establishes the milestones for each MOS for which your school is proponent. Inclosure 1 lists the suspense dates for each of your MOS. Suspense dates are subject to negotiation. However, adjustments to EPMS suspense dates must be compatible with the two milestones which drive the EPMS process, the CMF effective date and the conduct of the first SQT for each MOS.
3. The near milestone is the EPMS effective date for career management fields.

EPMS Implementation Group	CMF	EPMS Effective Date
I	11, 16, 63, 74, 95	1 Oct 75
II	33, 55, 64, 76	1 Apr 76
III	12, 13/15, 17, 27, 51/52, 84, 91, 92, 94, 96	1 Oct 76
IV	21, 29, 26, 31, 32, 35, 36, 54, 57, 67, 71, 72, 81, 97, 98, 99	1 Apr 77
V	21, 23, 27, 31, 32, 36, 71, 72, 99	1 Oct 77

On the EPMS effective date for each CMF, the soldiers are reclassified into their new MOS and skill levels and training programs, resident and extension, begin. Therefore, the revision of the CMF, the job/task analysis, and the individual training program suspenses are keyed on the EPMS effective date.

ATTNG-AS-IT

SUBJECT: EPMS Implementation Schedule

4. The far milestone is the conduct of the first Skill Qualification Tests for each MOS. Skill Qualification Tests must be validated, printed, and distributed in time to plan for administration of the SQT beginning the first day of the quarter in which MOS tests are administered per DA Circular 611-37. Accordingly, the suspense actions for Soldier's Manuals and Skill Qualification Tests are keyed on the first day of the SQT quarter (column I of Inclosure 1).

5. Additional guidance will be provided in TRADOC Regulation 351-3 when republished.

FOR THE COMMANDER:

1 Incl
as


W. L. HINSESTER
LTC, AGC
Asst AG

31 Oct 75

US ARMY INSTITUTE OF ADMINISTRATION
EPMS IMPLEMENTATION MILESTONE SCHEDULE

MOS	Title	Impl Group	Skill Levels	Recm Cmp to TRADOC	(A)		(B)		(C)		(D)		(E)		(F)		(G)		(H)		(I)	
					Pwd	TRADOC	Pwd Draft ITP to	TRADOC	Tog. Begin	TRADOC	Pwd Draft SM to	TRADOC	Pwd Camera-Ready Cy of SM to	TRADOC	Pwd SQT Plan to	TRADOC	Ph II Validation Results + Draft SQT & SQT Notice	TRADOC	Pwd SQT Plan to	TRADOC	Ph II Validation Results + Draft SQT & SQT Notice	TRADOC
74P	Programmer/Analyst	74	1 2 3 4	1 Jul 74	1 Jul 74	1 Jul 74	1 Jul 74	1 Jul 74	1 Oct 75	1 Oct 75	1 Sep 75	1 Sep 75	1 Dec 75	1 Dec 75	1 Apr 75	1 Apr 75	1 Nov 75	1 Jan 76	1 Apr 75	1 Apr 75	1 Nov 75	1 Jan 76
74D	Computer/Machine Opr	74	1 2 3 4	1 Jul 74	1 Jul 74	1 Jul 74	1 Jul 74	1 Jul 74	1 Oct 75	1 Oct 75	1 Dec 75	1 Dec 75	1 Mar 76	1 Mar 76	1 Jul 75	1 Jul 75	1 Jan 76	1 Apr 76	1 Jul 75	1 Jul 75	1 Jan 76	1 Apr 76
74Z	Data Processing MCO	74	1 2 3 4	1 Jul 74	1 Jul 74	1 Jul 74	1 Jul 74	1 Jul 74	1 Oct 75	1 Oct 75	1 Dec 75	1 Dec 75	1 Mar 76	1 Mar 76	1 Jul 75	1 Jul 75	1 Jan 76	1 Apr 76	1 Jul 75	1 Jul 75	1 Jan 76	1 Apr 76
74B	Card & Tape Writer	74	1 2	1 Jul 74	1 Jul 74	1 Jul 74	1 Jul 74	1 Jul 74	1 Oct 75	1 Oct 75	1 Jun 76	1 Jun 76	1 Sep 76	1 Sep 76	1 Jan 75	1 Jan 75	1 Jul 76	1 Oct 76	1 Jan 75	1 Jan 75	1 Jul 76	1 Oct 76
75C	Pers Mgt Spec	71	1 2	1 Jan 76	1 Jan 76	1 Jan 76	1 Jan 76	1 Jan 76	1 Apr 77	1 Apr 77	1 Mar 77	1 Mar 77	1 Jun 77	1 Jun 77	1 Oct 76	1 Oct 76	1 Apr 77	1 Jul 77	1 Oct 76	1 Oct 76	1 Apr 77	1 Jul 77
03B	Performing Arts Spec	71	3 4 5	1 Jan 76	1 Jan 76	1 Jan 76	1 Jan 76	1 Jan 76	1 Apr 77	1 Apr 77	1 Mar 77	1 Mar 77	1 Jun 77	1 Jun 77	1 Oct 76	1 Oct 76	1 Apr 77	1 Jul 77	1 Oct 76	1 Oct 76	1 Apr 77	1 Jul 77
71C	Stenographer	71	1 2	1 Jan 76	1 Jan 76	1 Jan 76	1 Jan 76	1 Jan 76	1 Apr 77	1 Apr 77	1 Jun 77	1 Jun 77	1 Sep 77	1 Sep 77	1 Jan 77	1 Jan 77	1 Jul 77	1 Oct 77	1 Jan 77	1 Jan 77	1 Jul 77	1 Oct 77
71P	Postal Clk	71	1 2 3 4	1 Jan 76	1 Jan 76	1 Jan 76	1 Jan 76	1 Jan 76	1 Apr 77	1 Apr 77	1 Jun 77	1 Jun 77	1 Sep 77	1 Sep 77	1 Jan 77	1 Jan 77	1 Jul 77	1 Oct 77	1 Jan 77	1 Jan 77	1 Jul 77	1 Oct 77
75B	Unit Clk	71	1 2	1 Jan 76	1 Jan 76	1 Jan 76	1 Jan 76	1 Jan 76	1 Apr 77	1 Apr 77	1 Jun 77	1 Jun 77	1 Sep 77	1 Sep 77	1 Jan 77	1 Jan 77	1 Jul 77	1 Oct 77	1 Jan 77	1 Jan 77	1 Jul 77	1 Oct 77
75E	Pers Actions Spec	71	1 2	1 Jan 76	1 Jan 76	1 Jan 76	1 Jan 76	1 Jan 76	1 Apr 77	1 Apr 77	1 Jun 77	1 Jun 77	1 Sep 77	1 Sep 77	1 Jan 77	1 Jan 77	1 Jul 77	1 Oct 77	1 Jan 77	1 Jan 77	1 Jul 77	1 Oct 77
75D	Pers Records Spec	71	1 2 3 4	1 Jan 76	1 Jan 76	1 Jan 76	1 Jan 76	1 Jan 76	1 Apr 77	1 Apr 77	1 Jun 77	1 Jun 77	1 Sep 77	1 Sep 77	1 Jan 77	1 Jan 77	1 Jul 77	1 Oct 77	1 Jan 77	1 Jan 77	1 Jul 77	1 Oct 77
03C	Recreation Spec	71	1 2 3 4	1 Jan 76	1 Jan 76	1 Jan 76	1 Jan 76	1 Jan 76	1 Apr 77	1 Apr 77	1 Jun 77	1 Jun 77	1 Sep 77	1 Sep 77	1 Jan 77	1 Jan 77	1 Jul 77	1 Oct 77	1 Jan 77	1 Jan 77	1 Jul 77	1 Oct 77
71L	Admin Spec	71	1 2 3 4 5	1 Jan 76	1 Jan 76	1 Jan 76	1 Jan 76	1 Jan 76	1 Apr 77	1 Apr 77	1 Jun 77	1 Jun 77	1 Sep 77	1 Sep 77	1 Jan 77	1 Jan 77	1 Jul 77	1 Oct 77	1 Jan 77	1 Jan 77	1 Jul 77	1 Oct 77
73D	Accounting Spec	71	1 2 3 4 5	1 Jan 76	1 Jan 76	1 Jan 76	1 Jan 76	1 Jan 76	1 Apr 77	1 Apr 77	1 Jun 77	1 Jun 77	1 Sep 77	1 Sep 77	1 Jan 77	1 Jan 77	1 Jul 77	1 Oct 77	1 Jan 77	1 Jan 77	1 Jul 77	1 Oct 77
03D	Arts & Crafts Spec	71	1 2	1 Jan 76	1 Jan 76	1 Jan 76	1 Jan 76	1 Jan 76	1 Apr 77	1 Apr 77	1 Jun 77	1 Jun 77	1 Sep 77	1 Sep 77	1 Jan 77	1 Jan 77	1 Jul 77	1 Oct 77	1 Jan 77	1 Jan 77	1 Jul 77	1 Oct 77
00E	Recruiter & Career Counselor	00	3 4 5	1 Jan 76	1 Jan 76	1 Jan 76	1 Jan 76	1 Jan 76	1 Apr 77	1 Apr 77	1 Sep 77	1 Sep 77	1 Dec 77	1 Dec 77	1 Apr 77	1 Apr 77	1 Oct 77	1 Jan 78	1 Apr 77	1 Apr 77	1 Oct 77	1 Jan 78
00U	Race Relations/Equal Opportunity Spec	00	2 3 4 5	1 Jan 76	1 Jan 76	1 Jan 76	1 Jan 76	1 Jan 76	1 Apr 77	1 Apr 77	1 Sep 77	1 Sep 77	1 Dec 77	1 Dec 77	1 Apr 77	1 Apr 77	1 Oct 77	1 Jan 78	1 Apr 77	1 Apr 77	1 Oct 77	1 Jan 78
01K	Pers Psychology Spec	00	1 2	1 Jan 76	1 Jan 76	1 Jan 76	1 Jan 76	1 Jan 76	1 Apr 77	1 Apr 77	1 Sep 77	1 Sep 77	1 Dec 77	1 Dec 77	1 Apr 77	1 Apr 77	1 Oct 77	1 Jan 78	1 Apr 77	1 Apr 77	1 Oct 77	1 Jan 78

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31 Oct 75

US ARMY AIR DEFENSE SCHOOL
EPHS IMPLEMENTATION MILESTONE SCHEDULE

POS	Title	Impl	Grp	CMF	Skill Levels	(A) Pod Recm CMF to TRADOC	(B) Pod Draft ITP to TRADOC	(C) Ing. Baseline	(D) Pod Draft SM to TRADOC	(E) Pod Camera- Ready Cy of SM to TRADOC	(F) Pod SQT Plan to TRADOC	(G) Ph II Validation Results + Draft SQT & SQT Notice	(M) Final Draft SQT to TRADOC	(I) First SQT
16J	Defense Acquisition Radar Crewman	16	I		1 2 3	1 Jul 74	1 Dec 75	1 Oct 75	1 Sep 75	1 Dec 75	1 Nov 75	1 Nov 75	1 Jan 76	1 Oct 76
16C	Hercules Fire Control Crewman	16	I		1 2 3	1 Jul 74	1 Dec 75	1 Oct 75	1 Dec 75	1 Mar 76	1 Dec 75	1 Jan 76	1 Apr 76	1 Jan 77
16P	Chaparral Crewman	16	I		1 2 3	1 Jul 74	1 Dec 75	1 Oct 75	1 Dec 75	1 Mar 76	1 Dec 75	1 Jan 76	1 Apr 76	1 Jan 77
16R	Short Range Area AD/A Crewman	16	I		1 2 3 4	1 Jul 74	1 Dec 75	1 Oct 75	1 Mar 76	1 Jun 76	1 Jan 75	1 Jan 76	1 Apr 76	1 Jan 77
16Z	AD/A Sr Sgt	16	I		1 2 3 4	1 Jul 74	1 Dec 75	1 Oct 75	1 Mar 76	1 Jun 76	1 Jan 75	1 Apr 76	1 Jul 76	1 Apr 77
16S	Light AD/A Crewman	16	I		1 2 3 4	1 Jul 74	1 Dec 75	1 Oct 75	1 Mar 76	1 Jun 76	1 Jan 75	1 Apr 76	1 Jul 76	1 Apr 77
16H	AD/A Ops & Intel Asst	16	I		1 2 3 4	1 Jul 74	1 Dec 75	1 Oct 75	1 Jun 76	1 Sep 76	1 Mar 76	1 Jul 76	1 Oct 76	1 Jul 77
16B	Hercules Missile Crewman	16	I		1 2 3 4	1 Jul 74	1 Dec 75	1 Oct 75	1 Jun 76	1 Sep 76	1 Mar 76	1 Jul 76	1 Oct 76	1 Jul 77
16D	Hawk Missile Crewman	16	I		1 2 3 4	1 Jul 74	1 Dec 75	1 Oct 75	1 Jun 76	1 Sep 76	1 Mar 76	1 Jul 76	1 Oct 76	1 Jul 77
16E	Hawk Fire Control Crewman	16	I		1 2 3	1 Jul 74	1 Dec 75	1 Oct 75	1 Jun 76	1 Sep 76	1 Mar 76	1 Jul 76	1 Oct 76	1 Jul 77
24N	Vulcan System Mechanic	27	III		1 2 3 4	1 Jul 75	1 Jan 76	1 Oct 76	1 Sep 76	1 Dec 76	1 Apr 76	1 Oct 76	1 Jan 77	1 Oct 77
24W	Chaparral System Mechanic	27	III		1 2 3 4	1 Jul 75	1 Jan 76	1 Oct 76	1 Jun 77	1 Sep 77	1 Jan 76	1 Jul 77	1 Oct 77	1 Jul 78
24U	Hercules Electronics Mech	23	IV		1 2 3 4	1 Jan 76	1 Jul 76	1 Apr 77	1 Sep 76	1 Dec 76	1 Apr 76	1 Oct 76	1 Jan 77	1 Oct 77
24D	Hawk Missile-Launcher Mechanic	23	IV		1 2 3 4	1 Jan 76	1 Jul 76	1 Apr 77	1 Sep 76	1 Dec 76	1 Apr 76	1 Oct 76	1 Jan 77	1 Oct 77
24C	Improved Hawk Firing Section Mech	23	IV		1 2 3 4	1 Jan 76	1 Jul 76	1 Apr 77	1 Sep 76	1 Dec 76	1 Apr 76	1 Oct 76	1 Jan 77	1 Oct 77
25K	AN/TSQ-51 System Rpm	23	IV		1 2 3 4	1 Jan 76	1 Jul 76	1 Apr 77	1 Sep 76	1 Dec 76	1 Apr 76	1 Oct 76	1 Jan 77	1 Oct 77
24E	Improved Hawk Fire Control Mech	23	IV		1 2 3 4	1 Jan 76	1 Jul 76	1 Apr 77	1 Dec 76	1 Mar 77	1 Jul 76	1 Jan 77	1 Apr 77	1 Jan 78
24G	Improved Hawk Info Coord Control Mech	23	IV		1 2 3 4	1 Jan 76	1 Jul 76	1 Apr 77	1 Dec 76	1 Mar 77	1 Jul 76	1 Jan 77	1 Apr 77	1 Jan 78
24B	Hawk Continuous Wave Radar Mech	23	IV		1 2 3 4	1 Jan 76	1 Jul 76	1 Apr 77	1 Mar 77	1 Jun 77	1 Oct 76	1 Jan 77	1 Apr 77	1 Jan 78
24P	Hawk Fire Control Mech	23	IV		1 2 3 4	1 Jan 76	1 Jul 76	1 Apr 77	1 Mar 77	1 Jun 77	1 Oct 76	1 Jan 77	1 Apr 77	1 Jan 78
28M	Anti-Ballistic Missile Maint Spec	23	IV		1 2 3 4 5	1 Jan 76	1 Jul 76	1 Apr 77	1 Mar 77	1 Jun 77	1 Oct 76	1 Jan 77	1 Apr 77	1 Jan 78
25D	Birdie Rpm	23	IV		1 2 3 4	1 Jan 76	1 Jul 76	1 Apr 77	1 Mar 77	1 Jun 77	1 Oct 76	1 Jan 77	1 Apr 77	1 Jan 78
25J	Ops Control Rpm	23	IV		1 2 3 4	1 Jan 76	1 Jul 76	1 Apr 77	1 Mar 77	1 Jun 77	1 Oct 76	1 Jan 77	1 Apr 77	1 Jan 78
24Q	Mike Hercules Fire Control Mech	23	IV		1 2 3 4	1 Jan 76	1 Jul 76	1 Apr 77	1 Jun 77	1 Sep 77	1 Jan 77	1 Jul 77	1 Oct 77	1 Jul 78
25G	Mobile ADCP Monitor Rpm	23	IV		1 2 3 4	1 Jan 76	1 Jul 76	1 Apr 77	1 Jun 77	1 Sep 77	1 Jan 77	1 Jul 77	1 Oct 77	1 Jul 78
25H	Radar Data Processing Equip Rpm	23	IV		1 2 3	1 Jan 76	1 Jul 76	1 Apr 77	1 Jun 77	1 Sep 77	1 Jan 77	1 Jul 77	1 Oct 77	1 Jul 78
25Z	Fire Distribution Systems Maint Ch23	23	IV		5	1 Jan 76	1 Jul 76	1 Apr 77	1 Jun 77	1 Sep 77	1 Jan 77	1 Jul 77	1 Oct 77	1 Jul 78
24P	Defense Acquisition Radar Mech	26	IV		1 2 4	1 Jan 76	1 Jul 76	1 Apr 77	1 Dec 77	1 Mar 78	1 Jul 77	1 Jan 78	1 Apr 78	1 Jan 79
26H	Air Defense Radar Rpm	26	IV		1 2 3	1 Jan 76	1 Jul 76	1 Apr 77	1 Dec 77	1 Mar 78	1 Jul 77	1 Jan 78	1 Apr 78	1 Jan 79

* Reserve Forces Only.

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31 Oct 75

US ARMY ARMOR SCHOOL
EPMS IMPLEMENTATION MILESTONE SCHEDULE

EO	Title	Impl Group	Skill Levels	(A) Recm CNP to TRADOC	(B) Fud Draft ITP to TRADOC	(C) TDR Begins	(D) Fud Draft SM to TRADOC	(E) Fud Camera- Ready Cy of SM to TRADOC	(F) Fud SQT Plan to TRADOC	(G) Ph II Validation Results + Draft SQT & SQT Notice	(H) Final Draft SQT to TRADOC	(I) First SQT
11D	Armor Reconnaissance Spec	11	1 2 3 4	1 Jul 74	1 Dec 75	1 Oct 75	1 Mar 76	1 Jun 76	1 Nov 75	1 Apr 76	1 Jul 76	1 Apr 77
11E	Armor Crewman	11	1 2 3 4 5	1 Jul 74	1 Dec 75	1 Oct 75	1 Jun 76	1 Sep 76	1 Jan 76	1 Jul 76	1 Oct 76	1 Jul 77
55H	Tank Turret Mechanic	63	1 2	1 Jul 74	1 Dec 75	1 Oct 75	1 Sep 75	1 Dec 75	1 Nov 75	1 Nov 75	1 Jan 76	1 Oct 76
55P	Sheridan Turret Mechanic	63	1 2	1 Jul 74	1 Dec 75	1 Oct 75	1 Sep 75	1 Dec 75	1 Nov 75	1 Nov 75	1 Jan 76	1 Oct 76
55R	Missile Tank Turret Mechanic	63	1 2	1 Jul 74	1 Dec 75	1 Oct 75	1 Sep 75	1 Dec 75	1 Nov 75	1 Nov 75	1 Jan 76	1 Oct 76

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31 Oct 75

US ARMY AVIATION CENTER
EPMS IMPLEMENTATION MILESTONE SCHEDULE

MSG	Title	CMT	Impl Group	Skill Levels	(A) Fwd Recm CMF to TRADOC	(B) Fwd Draft ITP to TRADOC	(C) Twr Begins	(D) Fwd Draft SM to TRADOC	(E) Fwd Camera-Ready Cy of SM to TRADOC	(F) Ph II Validation Results + Draft SQT & SQT Notice	(G) Final Draft SQT to TRADOC	(H) First SQT
71P	Flight Ops Coordinator	64	II	1 2 3 4 5	1 Jan 75	1 Dec 75	1 Apr 76	1 Mar 76	1 Jun 76	1 Apr 76	1 Jul 76	1 Apr 77
93B	ATC Tower Opr	64	II	1 2 3 4	1 Jan 75	1 Dec 75	1 Apr 76	1 Sep 76	1 Dec 76	1 Oct 76	1 Jan 77	1 Oct 77
93J	ATC Radar Controller	64	II	1 2 3 4 5	1 Jan 75	1 Dec 75	1 Apr 76	1 Sep 76	1 Dec 76	1 Oct 76	1 Jan 77	1 Oct 77

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- Final Draft SQT to TRADOC - 3 copies
- First SQT - 3 copies

31 Oct 75

US ARMY CHAPLAIN CENTER AND SCHOOL
EPMS IMPLEMENTATION MILESTONE SCHEDULE

POS	Title	CMZ	Impl Group	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)
				Pwd Recm CMP to TRADOC	Pwd Draft ITP to TRADOC	Tng Begins	Pwd Draft SM to TRADOC	Pwd Camera-Ready Cy of SM to TRADOC	Pwd SQT Plan to TRADOC	Ph II Validation Results + Draft SQT & SQT Notice	Final Draft SQT to TRADOC	First SQT
				Skill Levels								
71M	Chaplain's Assistant	71	IV	1 Jan 76	1 Jul 76	1 Apr 77	1 Mar 77	1 Jun 77	1 Oct 76	1 Apr 77	1 Jul 77	1 Apr 78

NOTE:
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31 Oct 75

US ARMY DEFENSE INFORMATION SCHOOL
EPMS IMPLEMENTATION MILESTONE SCHEDULE

MOS	Title	CMT	Impl Group	Skill Levels	(C)						(H)	(I)
					(A)	(B)	(C)	(D)	(E)	(F)		
					Pod Recm CHP to TRADOC	Pod Draft ITP	Pod Draft ITP	Pod Draft SM to TRADOC	Pod Camera-Ready Cy of SM to TRADOC	Pod SQT Plan to TRADOC	Final Draft SQT to TRADOC	First SQT
210	Information Specialist	84	III	1 2 3 4	1 Oct 75	1 Dec 75	1 Oct 76	1 Dec 76	1 Mar 77	1 Jul 76	1 Apr 77	1 Jan 78
71R	Broadcast Specialist	84	III	1 2 3 4	1 Oct 75	1 Dec 75	1 Oct 76	1 Mar 77	1 Jun 77	1 Oct 76	1 Jul 77	1 Apr 78

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IAW Above suspense dates are as follows:

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- First SQT - 3 copies

31 Oct 75

US ARMY ENGINEER S
EPMS IMPLEMENTATION MILESTONE SCHEDULE

NO	Task	Imp	CH	CH	CH	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)
						Recd CHW	Prod Draft	ITP to	Prod Draft	Ready Cy of	Prod SQT	Validation	Final Draft	First
						to TRADOC	TRADOC	TRADOC	TRADOC	SM to	Plan to	Results +	SQT to	SQT
												SQT Notice	TRADOC	
628	Eng Equip Rpm	63	1	1	2	3	4	1 Jul 74	1 Dec 75	1 Jan 76	1 Oct 76	1 Oct 76	1 Jan 77	1 Jul 77
128	Chg Engr	12	111	1	2	3	4	1 Jul 75	1 Jan 76	1 Jan 76	1 Oct 76	1 Oct 76	1 Jan 77	1 Jul 77
129	Bridge Spec	12	111	1	2	3	4	1 Jul 75	1 Jan 76	1 Jan 76	1 Oct 76	1 Oct 76	1 Jan 77	1 Jul 77
128	Atomic Bomb Munitions Spec	12	111	1	2	3	4	1 Jul 75	1 Jan 76	1 Jan 76	1 Oct 76	1 Oct 76	1 Jan 77	1 Jul 77
122	Chg Engr Sr Sgt	12	111	1	2	3	4	1 Jul 75	1 Jan 76	1 Jan 76	1 Oct 76	1 Oct 76	1 Jan 77	1 Jul 77
538	Industrial Gas Production Spec	51/52	111	1	2	3	4	1 Jul 75	1 Jan 76	1 Jan 76	1 Oct 76	1 Oct 76	1 Jan 77	1 Jul 77
627	Lifting & Loading Equip Opr	51/52	111	1	2	3	4	1 Jul 75	1 Jan 76	1 Jan 76	1 Oct 76	1 Oct 76	1 Jan 77	1 Jul 77
520	Heating & Cooling Spec	51/52	111	1	2	3	4	1 Jul 75	1 Jan 76	1 Jan 76	1 Oct 76	1 Oct 76	1 Jan 77	1 Jul 77
520	Tactical Power Production Spec	51/52	111	1	2	3	4	1 Jul 75	1 Jan 76	1 Jan 76	1 Oct 76	1 Oct 76	1 Jan 77	1 Jul 77
522	Prime Power Production Spec	51/52	111	1	2	3	4	1 Jul 75	1 Jan 76	1 Jan 76	1 Oct 76	1 Oct 76	1 Jan 77	1 Jul 77
510	Materials Quality Spec	51/52	111	1	2	3	4	1 Jul 75	1 Jan 76	1 Jan 76	1 Oct 76	1 Oct 76	1 Jan 77	1 Jul 77
622	Heavy Construction Equip Opr	51/52	111	1	2	3	4	1 Jul 75	1 Jan 76	1 Jan 76	1 Oct 76	1 Oct 76	1 Jan 77	1 Jul 77
622	General Construction Equip Opr	51/52	111	1	2	3	4	1 Jul 75	1 Jan 76	1 Jan 76	1 Oct 76	1 Oct 76	1 Jan 77	1 Jul 77
622	Construction Equip Supv	51/52	111	1	2	3	4	1 Jul 75	1 Jan 76	1 Jan 76	1 Oct 76	1 Oct 76	1 Jan 77	1 Jul 77
520	Utilities Engr Supv	51/52	111	1	2	3	4	1 Jul 75	1 Jan 76	1 Jan 76	1 Oct 76	1 Oct 76	1 Jan 77	1 Jul 77
518	Carpentry & Masonry Spec	51/52	111	1	2	3	4	1 Jul 75	1 Jan 76	1 Jan 76	1 Oct 76	1 Oct 76	1 Jan 77	1 Jul 77
510	Structures Spec	51/52	111	1	2	3	4	1 Jul 75	1 Jan 76	1 Jan 76	1 Oct 76	1 Oct 76	1 Jan 77	1 Jul 77
510	Construction Engr Supv	51/52	111	1	2	3	4	1 Jul 75	1 Jan 76	1 Jan 76	1 Oct 76	1 Oct 76	1 Jan 77	1 Jul 77
620	Quarryman	51/52	111	1	2	3	4	1 Jul 75	1 Jan 76	1 Jan 76	1 Oct 76	1 Oct 76	1 Jan 77	1 Jul 77
620	Plant Equip Opr	51/52	111	1	2	3	4	1 Jul 75	1 Jan 76	1 Jan 76	1 Oct 76	1 Oct 76	1 Jan 77	1 Jul 77
510	Surveyor	51/52	111	1	2	3	4	1 Jul 75	1 Jan 76	1 Jan 76	1 Oct 76	1 Oct 76	1 Jan 77	1 Jul 77
510	Tech Engr Supv	51/52	111	1	2	3	4	1 Jul 75	1 Jan 76	1 Jan 76	1 Oct 76	1 Oct 76	1 Jan 77	1 Jul 77
510	Drafting Spec	51/52	111	1	2	3	4	1 Jul 75	1 Jan 76	1 Jan 76	1 Oct 76	1 Oct 76	1 Jan 77	1 Jul 77
520	Electrician	51/52	111	1	2	3	4	1 Jul 75	1 Jan 76	1 Jan 76	1 Oct 76	1 Oct 76	1 Jan 77	1 Jul 77
520	Water & Sewage Spec	51/52	111	1	2	3	4	1 Jul 75	1 Jan 76	1 Jan 76	1 Oct 76	1 Oct 76	1 Jan 77	1 Jul 77
512	Engr Sr Sgt	51/52	111	1	2	3	4	1 Jul 75	1 Jan 76	1 Jan 76	1 Oct 76	1 Oct 76	1 Jan 77	1 Jul 77
510	Firefighter	51/52	111	1	2	3	4	1 Jul 75	1 Jan 76	1 Jan 76	1 Oct 76	1 Oct 76	1 Jan 77	1 Jul 77
510	Diver	51/52	111	1	2	3	4	1 Jul 75	1 Jan 76	1 Jan 76	1 Oct 76	1 Oct 76	1 Jan 77	1 Jul 77
818	Illustrator	84	111	1	2	3	4	1 Oct 75	1 Jan 76	1 Jan 76	1 Oct 76	1 Oct 76	1 Jan 77	1 Jan 78
358	Spec Electrical Devices Rpm	35	1V	1	2	3		1 Jan 76	1 Jul 76	1 Jul 76	1 Apr 77	1 Apr 77	1 Jul 77	1 Apr 78
810	Cartographic Spec	81	1V	1	2	3	4	1 Jan 76	1 Jul 76	1 Jul 76	1 Apr 77	1 Apr 77	1 Jul 77	1 Apr 78
820	Rodman & Topman	81	1V	1	2	3	4	1 Jan 76	1 Jul 76	1 Jul 76	1 Apr 77	1 Apr 77	1 Jul 77	1 Apr 78
418	Topographic Instrument Rpm	81	1V	1	2	3	4	1 Jan 76	1 Jul 76	1 Jul 76	1 Apr 77	1 Apr 77	1 Jul 77	1 Apr 78
822	Topographic Computer	81	1V	1	2	3	4	1 Jan 76	1 Jul 76	1 Jul 76	1 Apr 77	1 Apr 77	1 Jul 77	1 Apr 78
837	Offset Pressman	81	1V	1	2	3	4	1 Jan 76	1 Jul 76	1 Jul 76	1 Apr 77	1 Apr 77	1 Jul 77	1 Apr 78
418	Reproduction Equip Rpm	81	1V	1	2	3	4	1 Jan 76	1 Jul 76	1 Jul 76	1 Apr 77	1 Apr 77	1 Jul 77	1 Apr 78
820	Topographic Surveyor	81	1V	1	2	3	4	1 Jan 76	1 Jul 76	1 Jul 76	1 Apr 77	1 Apr 77	1 Jul 77	1 Apr 78
810	Terrain Intel Analyst	81	1V	1	2	3	4	1 Jan 76	1 Jul 76	1 Jul 76	1 Apr 77	1 Apr 77	1 Jul 77	1 Apr 78
810	Process Photographer	81	1V	1	2	3	4	1 Jan 76	1 Jul 76	1 Jul 76	1 Apr 77	1 Apr 77	1 Jul 77	1 Apr 78
832	Platemaker	81	1V	1	2	3	4	1 Jan 76	1 Jul 76	1 Jul 76	1 Apr 77	1 Apr 77	1 Jul 77	1 Apr 78
832	Photolithography	81	1V	1	2	3	4	1 Jan 76	1 Jul 76	1 Jul 76	1 Apr 77	1 Apr 77	1 Jul 77	1 Apr 78

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US ARMY FIELD ARTILLERY SCHOOL
EPMS IMPLEMENTATION MILESTONE SCHEDULE

31 Oct 75

MOS	Title	Impl Group	Skill Levels	Recm Cmp to TRADOC	Pod Draft ITP to TRADOC	Ing. Begins	Pod Draft SM to TRADOC	Pod Camera- Ready Gy of SM to TRADOC	(F)	(G) Ph II Validation Results + Draft SQT & SQT Notice	(H) Final Draft SQT to TRADOC	(I) First SQT
17B	Field Artillery Radar Crewman	13	1 2 3 4	1 Jul 75	1 Jan 76	1 Oct 76	1 Sep 76	1 Dec 76	1 Dec 75	1 Oct 76	1 Jan 77	1 Oct 77
13W	Field Artillery Target Acquisition Sr Sgt	13	5	1 Jul 75	1 Jan 76	1 Oct 76	1 Sep 76	1 Dec 76	1 Dec 75	1 Oct 76	1 Jan 77	1 Oct 77
82C	Field Artillery Surveyor	13	1 2 3 4	1 Jul 75	1 Jan 76	1 Oct 76	1 Dec 76	1 Mar 77	1 Jul 76	1 Jan 77	1 Apr 77	1 Jan 78
13B	Cannon Crewman	13	1 2 3 4	1 Jul 75	1 Jan 76	1 Oct 76	1 Dec 76	1 Mar 77	1 Jul 76	1 Jan 77	1 Apr 77	1 Jan 78
13V	Cannon/Missile Sr Sgt	13	5	1 Jul 75	1 Jan 76	1 Oct 76	1 Dec 76	1 Mar 77	1 Jul 76	1 Jan 77	1 Apr 77	1 Jan 78
13E	Fire Direction/Target Support Spec	13	1 2 3 4	1 Jul 75	1 Jan 76	1 Oct 76	1 Dec 76	1 Mar 77	1 Jul 76	1 Jan 77	1 Apr 77	1 Jan 78
13Z	Field Artillery Sr Sgt	13	5	1 Jul 75	1 Jan 76	1 Oct 76	1 Dec 76	1 Mar 77	1 Jul 76	1 Jan 77	1 Apr 77	1 Jan 78
17C	Field Artillery Target Acquisition Spec	13	1 2 3 4	1 Jul 75	1 Jan 76	1 Oct 76	1 Mar 77	1 Jun 77	1 Oct 76	1 Apr 77	1 Jul 77	1 Apr 78
15J	Lance/Monster John Fire Opns/Pire Direction Spec	13	1 2 3 4	1 Jul 75	1 Jan 76	1 Oct 76	1 Dec 76	1 Mar 77	1 Jul 76	1 Jan 77	1 Apr 77	1 Jan 78
15B	Sgt Missile Crewman	13	1 2 3	1 Jul 75	1 Jan 76	1 Oct 76	1 Mar 77	1 Jun 77	1 Oct 76	1 Apr 77	1 Jul 77	1 Apr 78
15D	Lance Missile Crewman	13	1 2 3 4	1 Jul 75	1 Jan 76	1 Oct 76	1 Mar 77	1 Jun 77	1 Oct 76	1 Apr 77	1 Jul 77	1 Apr 78
15P	Honest John Rocket Crewman	13	1 2 3	1 Jul 75	1 Jan 76	1 Oct 76	1 Mar 77	1 Jun 77	1 Oct 76	1 Apr 77	1 Jul 77	1 Apr 78
93F	Field Artillery Ballistic Meteorolo- gical Crewman	13	1 2 3 4	1 Jul 75	1 Jan 76	1 Oct 76	1 Jun 77	1 Sep 77	1 Jan 77	1 Jul 77	1 Oct 77	1 Jul 78
15E	Perishing Missile Crewman	13	1 2 3 4	1 Jul 75	1 Jan 76	1 Oct 76	1 Jun 77	1 Sep 77	1 Jan 77	1 Jul 77	1 Oct 77	1 Jul 78
26B	Weapons Spt Radar Bpmn	26	1 2	1 Jan 76	1 Jul 76	1 Apr 77	1 Dec 77	1 Mar 78	1 Jul 77	1 Jan 78	1 Apr 78	1 Jan 79
21C	Perishing Electronics Material Spec	21	1 2 3 4	1 Jan 76	1 Jul 76	1 Apr 77	1 Jun 77	1 Sep 77	1 Jan 77	1 Jul 77	1 Oct 77	1 Jul 78
31D	Perishing Communications Spec	31	2 3 4	1 Jan 76	1 Jul 76	1 Apr 77	1 Sep 77	1 Dec 77	1 Apr 76	1 Oct 77	1 Jan 78	1 Oct 78
35D	Meteorological Equip Bpmn	00	1 2	1 Jan 76	1 Jul 76	1 Apr 77	1 Mar 77	1 Jun 77	1 Oct 76	1 Apr 77	1 Jul 77	1 Apr 78
93E	Meteorological Observer	00	1 2 3 4 5	1 Jan 76	1 Jul 76	1 Apr 77	1 Mar 77	1 Jun 77	1 Oct 76	1 Apr 77	1 Jul 77	1 Apr 78

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31 Oct 75

US ARMY INFANTRY SCHOOL
EPMIS IMPLEMENTATION MILESTONE SCHEDULE

POS	Title	CHP	Impl Group	Skill Levels	Recm CHP to TRADOC	Pvd Draft ITP to TRADOC	Ph II Validation Results + Draft SQT & SQT Notice	Ph II Validation Results + Draft SQT & SQT Notice	First SQT
118	Infantryman	11	I	1 2 3 4 5	1 Jul 74	1 Dec 75	1 Sep 75	1 Nov 75	1 Oct 76
119	Indirect Fire Infantryman	11	I	1 2 3 4	1 Jul 74	1 Dec 75	1 Mar 76	1 Apr 76	1 Apr 77
112	Maneuver Combat Arms Sergeant	11	I	5	1 Jul 74	1 Jan 76	1 Oct 75	1 Nov 75	1 Apr 77
000	Dog Trainer	00	IV	1 2 3 4	1 Jan 76	1 Jul 76	1 Jun 77	1 Jul 77	1 Jul 78

NOTE:
Number of copies to be forwarded to HQ TRADOC IAW
above suspension dates are as follows:

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US ARMY INTELLIGENCE CENTER AND SCHOOL

EPMS IMPLEMENTATION MILESTONE SCHEDULE

NOI	Title	Imp1 Group	Skill Levels	(A) Pod Retm OMF to TRADOC	(B) Pod Draft ITP to TRADOC	(C) Pod Begins TRADOC	(D) Pod Draft SH to TRADOC	(E) Pod Camera- Ready Cy of SH to TRADOC	(F) Pod SQT Plan to TRADOC	(G) Ph II Validation Results + Draft SQT & SQT Notice	(H) Final Draft SQT TO TRADOC	(I) First SQT
96H	Aerial Sensor Spec	96	1 2 3 4	1 Jul 75	1 Dec 75	1 Oct 76	1 Sep 76	1 Dec 76	1 Apr 76	1 Oct 76	1 Jan 77	1 Oct 77
96G	Unattended Ground Sensor Spec	96	1 2 3	1 Jul 75	1 Dec 75	1 Oct 76	1 Sep 76	1 Dec 76	1 Apr 76	1 Oct 76	1 Jan 77	1 Oct 77
96C	Interrogator	96	1 2 3 4	1 Jul 75	1 Dec 75	1 Oct 76	1 Sep 76	1 Dec 76	1 Apr 76	1 Oct 76	1 Jan 77	1 Oct 77
96F	Ground Surveillance Radar Crewman	96	1 2 3 4 5	1 Jul 75	1 Dec 75	1 Oct 76	1 Mar 77	1 Jun 77	1 Oct 76	1 Apr 77	1 Jul 77	1 Apr 78
97B	Intelligence Agent	96	1 2 3 4 5	1 Jul 75	1 Dec 75	1 Oct 76	1 Mar 77	1 Jun 77	1 Oct 76	1 Apr 77	1 Jul 77	1 Apr 78
96D	Image Interpreter	96	1 2 3 4 5	1 Jul 75	1 Dec 75	1 Oct 76	1 Jun 77	1 Sep 77	1 Jan 77	1 Jul 77	1 Oct 77	1 Jul 78
17L	Aerial Sensor Specialist	96	1 2 3 4	1 Jul 75	1 Dec 75	1 Oct 76	1 Sep 76	1 Dec 76	1 Jan 77	1 Oct 76	1 Jan 77	1 Oct 77
96B	Intelligence Analyst	96	1 2 3 4 5	1 Jul 75	1 Dec 75	1 Oct 76	1 Dec 76	1 Mar 77	1 Jul 76	1 Jan 77	1 Apr 77	1 Jan 78
97C	Area Intelligence Specialist	96	1 2 3 4 5	1 Jul 75	1 Dec 75	1 Oct 76	1 Mar 77	1 Jun 77	1 Oct 76	1 Apr 77	1 Jul 77	1 Apr 78
96Z	Surveillance Photo Equip Rpm	26	1 2	1 Jan 76	1 Jul 76	1 Apr 77	1 Mar 77	1 Jun 77	1 Oct 76	1 Apr 77	1 Jul 77	1 Apr 78
41C	Electronic Warfare Equip Rpm	26	1 2 3	1 Jan 76	1 Jul 76	1 Apr 77	1 Jun 77	1 Sep 77	1 Jan 77	1 Jul 77	1 Oct 77	1 Jul 78
26C	Combat Area Surveillance Radar Rpm	26	1 2	1 Jan 76	1 Jul 76	1 Apr 77	1 Dec 77	1 Mar 78	1 Jul 77	1 Jan 78	1 Apr 78	1 Jan 79
26M	Airborne Surveillance Radar Rpm	26	1 2 3	1 Jan 76	1 Jul 76	1 Apr 77	1 Dec 77	1 Mar 78	1 Jul 77	1 Jan 78	1 Apr 78	1 Jan 79
26N	Surveillance Infrared Rpm	26	1 2	1 Jan 76	1 Jul 76	1 Apr 77	1 Dec 77	1 Mar 78	1 Jul 77	1 Jan 78	1 Apr 78	1 Jan 79

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31 Oct 75

US ARMY MILITARY POLICE SCHOOL

EPMS IMPLEMENTATION MILESTONE SCHEDULE ***

NO	Title	Impl Group	Skill Levels	Pod Recm CNY to TRADOC	Pod Draft ITP to TRADOC	Pod Draft SM to TRADOC	Pod Camera- Ready Cy of SM to TRADOC	Pod SQT Plan to TRADOC	Ph II Validation Results + Draft SQT & SQT Notice	Final Draft SQT to TRADOC	(I)
				(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)
95D	Assistant Special Agent	95	1	1 Jul 74	1 Dec 75	1 Jan 76**	1 Nov 75	1 Jan 76	1 Oct 75	1 Nov 75	1 Feb 76
95C	Correctional Spec	95	1	1 Jul 74	1 Dec 75	1 Jul 76*	1 Jan 76	1 Mar 76	1 Dec 75	1 Jan 76	1 Apr 76
95B	Military Police	95	1	1 Jul 74	1 Dec 75	1 Jul 76*	1 Jun 76	1 Sep 76	1 Feb 76	1 Jul 76	1 Oct 76
			2	1 Jul 74	1 Dec 75	1 Jan 76**	1 Nov 75	1 Jan 76	1 Oct 75	1 Nov 75	1 Feb 76
			3	1 Jul 74	1 Dec 75	1 Jul 76*	1 Jan 76	1 Mar 76	1 Dec 75	1 Jan 76	1 Apr 76
			4	1 Jul 74	1 Dec 75	1 Jul 76*	1 Jun 76	1 Sep 76	1 Feb 76	1 Jul 76	1 Oct 76
			5	1 Jul 74	1 Dec 75	1 Jul 76*	1 Jun 76	1 Sep 76	1 Feb 76	1 Jul 76	1 Oct 76
			6	1 Jul 74	1 Dec 75	1 Jul 76*	1 Jun 76	1 Sep 76	1 Feb 76	1 Jul 76	1 Oct 76

* Skill Level 1 training 95B, 95C began 1 Jul 75.

** Individual Training Program will reflect only 1 level of training for 95D.

*** Dates coordinated with USAMPS on 6 Oct 75.

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31 Oct 75

US ARMY MISSILE AND MUNITIONS CENTER AND SCHOOL

ZPHS IMPLEMENTATION MILESTONE SCHEDULE

(G)

EMHS IMPLEMENTATION MILESTONE SCHEDULE																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																								
MOS	Title	CMT	Impl Group	Skill Levels	(A) %		(B)		(C)		(D)		(E)		(F)		(H)		(I)																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																					
					Recm	Pud	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC		TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	TRADOC	T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- First SQT - 3 copies

NOS	Title	Impl Group	Skill Levels	(A)		(B)		(C)	(D)		(E)		(F)	(G)	(H)	(I)
				Pod Recm CKP	Pod TO TRAINOC	Fwd Draft ITP to	Fwd Draft TO TRAINOC		Fwd Draft SM to	Fwd Draft TO TRAINOC	Fwd Camera-Ready Cy of SM to	Fwd Camera-Ready Cy of SM to				
028	Special Bandman	IV	1 2 3 4 5	1 Jan 76	1 Jan 76	1 Jul 76	1 Jul 76	1 Apr 77	1 Sep 77	1 Dec 77	1 Dec 77	1 Dec 77	1 Apr 77	1 Oct 77	1 Jan 78	1 Oct 78
028	Cornet or Trumpet Player	IV	1 2 3	1 Jan 76	1 Jan 76	1 Jul 76	1 Jul 76	1 Apr 77	1 Dec 77	1 Dec 77	1 Dec 77	1 Dec 77	1 Apr 77	1 Jan 78	1 Apr 78	1 Jan 79
02C	Baritone or Euphonium Player	IV	1 2 3	1 Jan 76	1 Jan 76	1 Jul 76	1 Jul 76	1 Apr 77	1 Dec 77	1 Dec 77	1 Dec 77	1 Dec 77	1 Apr 77	1 Jan 78	1 Apr 78	1 Jan 79
02D	French Horn Player	IV	1 2 3	1 Jan 76	1 Jan 76	1 Jul 76	1 Jul 76	1 Apr 77	1 Dec 77	1 Dec 77	1 Dec 77	1 Dec 77	1 Apr 77	1 Jan 78	1 Apr 78	1 Jan 79
02E	Trombone Player	IV	1 2 3	1 Jan 76	1 Jan 76	1 Jul 76	1 Jul 76	1 Apr 77	1 Dec 77	1 Dec 77	1 Dec 77	1 Dec 77	1 Apr 77	1 Jan 78	1 Apr 78	1 Jan 79
02F	Tuba Player	IV	1 2 3	1 Jan 76	1 Jan 76	1 Jul 76	1 Jul 76	1 Apr 77	1 Dec 77	1 Dec 77	1 Dec 77	1 Dec 77	1 Apr 77	1 Jan 78	1 Apr 78	1 Jan 79
02F	Brass Group Leader	IV	1 2 3 4	1 Jan 76	1 Jan 76	1 Jul 76	1 Jul 76	1 Apr 77	1 Dec 77	1 Dec 77	1 Dec 77	1 Dec 77	1 Apr 77	1 Jan 78	1 Apr 78	1 Jan 79
02G	Flute or Piccolo Player	IV	1 2 3	1 Jan 76	1 Jan 76	1 Jul 76	1 Jul 76	1 Apr 77	1 Dec 77	1 Dec 77	1 Dec 77	1 Dec 77	1 Apr 77	1 Jan 78	1 Apr 78	1 Jan 79
02H	Oboe Player	IV	1 2 3	1 Jan 76	1 Jan 76	1 Jul 76	1 Jul 76	1 Apr 77	1 Dec 77	1 Dec 77	1 Dec 77	1 Dec 77	1 Apr 77	1 Jan 78	1 Apr 78	1 Jan 79
02J	Clarinet Player	IV	1 2 3	1 Jan 76	1 Jan 76	1 Jul 76	1 Jul 76	1 Apr 77	1 Dec 77	1 Dec 77	1 Dec 77	1 Dec 77	1 Apr 77	1 Jan 78	1 Apr 78	1 Jan 79
02K	Bassoon Player	IV	1 2 3	1 Jan 76	1 Jan 76	1 Jul 76	1 Jul 76	1 Apr 77	1 Dec 77	1 Dec 77	1 Dec 77	1 Dec 77	1 Apr 77	1 Jan 78	1 Apr 78	1 Jan 79
02L	Saxophone Player	IV	1 2 3	1 Jan 76	1 Jan 76	1 Jul 76	1 Jul 76	1 Apr 77	1 Dec 77	1 Dec 77	1 Dec 77	1 Dec 77	1 Apr 77	1 Jan 78	1 Apr 78	1 Jan 79
02Q	Woodwind Group Leader	IV	1 2 3 4	1 Jan 76	1 Jan 76	1 Jul 76	1 Jul 76	1 Apr 77	1 Dec 77	1 Dec 77	1 Dec 77	1 Dec 77	1 Apr 77	1 Jan 78	1 Apr 78	1 Jan 79
02M	Percussion Player	IV	1 2 3	1 Jan 76	1 Jan 76	1 Jul 76	1 Jul 76	1 Apr 77	1 Dec 77	1 Dec 77	1 Dec 77	1 Dec 77	1 Apr 77	1 Jan 78	1 Apr 78	1 Jan 79
02N	Piano Player	IV	1 2 3	1 Jan 76	1 Jan 76	1 Jul 76	1 Jul 76	1 Apr 77	1 Dec 77	1 Dec 77	1 Dec 77	1 Dec 77	1 Apr 77	1 Jan 78	1 Apr 78	1 Jan 79
02M	Guitar Player	IV	1 2 3	1 Jan 76	1 Jan 76	1 Jul 76	1 Jul 76	1 Apr 77	1 Dec 77	1 Dec 77	1 Dec 77	1 Dec 77	1 Apr 77	1 Jan 78	1 Apr 78	1 Jan 79
02K	Percussion Group Leader	IV	1 2 3 4	1 Jan 76	1 Jan 76	1 Jul 76	1 Jul 76	1 Apr 77	1 Dec 77	1 Dec 77	1 Dec 77	1 Dec 77	1 Apr 77	1 Jan 78	1 Apr 78	1 Jan 79
02Z	Enlisted Band Leader	IV	1 2 3 4 5	1 Jan 76	1 Jan 76	1 Jul 76	1 Jul 76	1 Apr 77	1 Dec 77	1 Dec 77	1 Dec 77	1 Dec 77	1 Apr 77	1 Jan 78	1 Apr 78	1 Jan 79

NOTE: Number of copies to be forwarded to HQ TRAINOC

1. IAW above instructions.

NOTE: Number of copies to be forwarded to HQ TRADOC
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 Final Draft SQT to TRADOC - 3 copies
 Final SQT - 3 copies

31 Oct 75

US ARMY ORDNANCE CENTER AND SCHOOL
EPAS IMPLEMENTATION MILESTONE SCHEDULE

EPAS IMPLEMENTATION MILESTONE SCHEDULE														
MOS	Title	CHP	Impl Group	Skill Levels	(A)		(B)	(C)	(D)	(E)	(F)	(G)		(I)
					Recm CMP to TRADOC	Pod Draft ITP to TRADOC						Pod Draft SQT to TRADOC	Pod Camera-Ready Cy of SQT to TRADOC	
632	Mech Maint Supv	63	I	5	1 Jul 74	1 Nov 75	1 Oct 75	1 Mar 76	1 Mar 76	1 Jun 76	1 Nov 75	1 Apr 76	1 Jul 76	1 Apr 77
43K	Tank Turret Rpm	63	I	1 2 3	1 Jul 74	1 Nov 75	1 Jul 76	1 Dec 75	1 Dec 75	1 Mar 76	1 Jan 76	1 Jan 76	1 Apr 76	1 Jan 77
45L	Artillery Rpm	63	I	1 2 3	1 Jul 74	1 Nov 75	1 Jul 76	1 Sep 75	1 Sep 75	1 Dec 75	1 Oct 75	1 Nov 75	1 Jan 76	1 Oct 76
34G	Fire Control Computer Rpm	63	I	1 2 3	1 Jul 74	1 Nov 75	1 Jul 76	1 Dec 75	1 Dec 75	1 Mar 76	1 Jan 76	1 Jan 76	1 Apr 76	1 Jan 77
63C	Track Vehicle Mech	63	I	1 2 3 4	1 Jul 74	1 Nov 75	1 Jul 76	1 Jun 76	1 Jun 76	1 Sep 76	1 Jan 76	1 Jul 76	1 Oct 76	1 Jul 77
63J	QM Equip Rpm	63	I	1 2 3	1 Jul 74	1 Nov 75	1 Jul 76	1 Dec 75	1 Dec 75	1 Mar 76	1 Jan 76	1 Jan 76	1 Apr 76	1 Jan 77
45Z	Armament Maint Foreman	63	I	5	1 Jul 74	1 Nov 75	1 Oct 75	1 Sep 76	1 Jun 76	1 Sep 76	1 Jan 76	1 Jul 76	1 Oct 76	1 Jul 77
44B	Metal Worker	63	I	1 2 3 4	1 Jul 74	1 Nov 75	1 Jul 76	1 Mar 76	1 Mar 76	1 Jun 76	1 Apr 76	1 Apr 76	1 Jul 76	1 Apr 77
44E	Machinist	63	I	1 2 3	1 Jul 74	1 Nov 75	1 Jul 76	1 Dec 75	1 Dec 75	1 Mar 76	1 Jan 76	1 Apr 76	1 Jul 76	1 Jan 77
63B	Wheel Vehicle Mech	63	I	1 2 3	1 Jul 74	1 Nov 75	1 Jul 76	1 Mar 76	1 Mar 76	1 Jun 76	1 Apr 76	1 Apr 76	1 Jul 76	1 Apr 77
63F	Recovery Spec	63	I	1 2 3	1 Jul 74	1 Nov 75	1 Jul 76	1 Mar 76	1 Mar 76	1 Jun 76	1 Apr 76	1 Apr 76	1 Jul 76	1 Apr 77
63G	Fuel & Electrical Sys Rpm	63	I	1 2	1 Jul 74	1 Nov 75	1 Jul 76	1 Jun 76	1 Jun 76	1 Jun 76	1 Apr 76	1 Apr 76	1 Jul 76	1 Apr 77
63H	Automotive Rpm	63	I	1 2 3 4	1 Jul 74	1 Nov 75	1 Jul 76	1 Sep 75	1 Sep 75	1 Dec 75	1 Oct 75	1 Nov 75	1 Jan 76	1 Oct 76
45B	Small Arms Rpm	63	I	1 2 3	1 Jul 74	1 Nov 75	1 Jul 76	1 Sep 75	1 Sep 75	1 Dec 75	1 Oct 75	1 Nov 75	1 Jan 76	1 Oct 76
41C	Fire Control Instrument Rpm	63	I	1 2 3	1 Jul 74	1 Nov 75	1 Jul 76	1 Jun 76	1 Jun 76	1 Sep 76	1 Jul 76	1 Jul 76	1 Oct 76	1 Jul 77
35B	Calibration Spec	35	IV	1 2 3	1 Jan 76	1 Jul 76	1 Apr 77	1 Dec 77	1 Dec 77	1 Mar 78	1 Jul 77	1 Jan 78	1 Apr 78	1 Jan 79
54C	Smoke & Flame Spec	54	IV	1 2	1 Jan 76	1 Jul 76	1 Apr 77	1 Mar 77	1 Mar 77	1 Jun 77	1 Oct 76	1 Apr 77	1 Jul 77	1 Apr 78
92D	Chemical Lab Spec	54	IV	1 2 3 4	1 Jan 76	1 Jul 76	1 Apr 77	1 Mar 77	1 Mar 77	1 Jun 77	1 Oct 76	1 Apr 77	1 Jul 77	1 Apr 78
54D	Chemical Equip Rpm	54	IV	1 2 3	1 Jan 76	1 Jul 76	1 Apr 77	1 Sep 77	1 Jun 77	1 Jan 78	1 Jan 77	1 Jul 77	1 Oct 77	1 Jul 78
54E	Chemical Staff Spec	54	IV	1 2 3 4 5	1 Jan 76	1 Jul 76	1 Apr 77	1 Sep 77	1 Sep 77	1 Jan 78	1 Apr 77	1 Oct 77	1 Jan 78	1 Oct 78

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31 Oct 75

US ARMY QUARTERMASTER SCHOOL

EPHS IMPLEMENTATION MILESTONE SCHEDULE

MOE	Title	Impl Group	SKILL Levels	(A) Fud Recm CNF to TRADOC	(B) Fud Draft ITP to TRADOC	(C) Ing Begins	(D) Fud Draft SM to TRADOC	(E) Fud Camera- Ready Cy of SM to TRADOC	(F) Fud SQT Plan to TRADOC	(G) Ph II Validation Results + Draft SQT & SQT Notice	(H) Final Draft SQT to TRADOC	(I) First SQT
41J	Office Machine Rpm	63	1 2 3 4	1 Jul 74	1 Dec 75	1 Oct 75	1 Jun 76	1 Sep 76	1 Jan 76	1 Jul 76	1 Oct 76	1 Jul 77
76V	Storage Supplyman	76	1 2 3 4	1 Jan 75	1 Jan 76	1 Apr 76	1 Mar 76	1 Jun 76	1 Mar 76	1 Apr 76	1 Jul 76	1 Apr 77
76Z	Sr Supply Supv	76	1 2 3 4	1 Jan 75	1 Jan 76	1 Apr 76	1 Mar 76	1 Jun 76	1 Mar 76	1 Apr 76	1 Jul 76	1 Apr 77
76P	Stock Control & Accounting Spec	76	1 2 3 4	1 Jan 75	1 Jan 76	1 Apr 76	1 Sep 76	1 Dec 76	1 Apr 76	1 Oct 76	1 Jan 77	1 Apr 77
76D	Material Supplyman	76	1 2 3 4	1 Jan 75	1 Jan 76	1 Apr 76	1 Sep 76	1 Dec 76	1 Apr 76	1 Oct 76	1 Jan 77	1 Apr 77
76X	Substance Supplyman	76	1 2 3 4	1 Jan 75	1 Jan 76	1 Apr 76	1 Sep 76	1 Dec 76	1 Apr 76	1 Oct 76	1 Jan 77	1 Apr 77
76Y	Unit & Orgn Supplyman	76	1 2 3 4	1 Jan 75	1 Jan 76	1 Apr 76	1 Dec 76	1 Mar 77	1 Jul 76	1 Jan 77	1 Apr 77	1 Jan 78
94B	Food Service Spec	94	1 2 3 4 5	1 Nov 75	1 Mar 76	1 Oct 76	1 Mar 77	1 Jun 77	1 Oct 76	1 Apr 77	1 Jul 77	1 Apr 78
76W	Petroleum Supply Spec	92	1 2 3 4 5	1 Nov 75	1 Apr 76	1 Oct 76	1 Jun 77	1 Sep 77	1 Jan 77	1 Jul 77	1 Oct 77	1 Jul 78
92C	Petroleum Laboratory Spec	92	1 2 3 4	1 Nov 75	1 Apr 76	1 Oct 76	1 Jun 77	1 Sep 77	1 Jan 77	1 Jul 77	1 Oct 77	1 Jul 78
57G	Duty Foreman	57	1 2 3 4 5	1 Jan 76	1 Jul 76	1 Apr 77	1 Jun 77	1 Sep 77	1 Jan 77	1 Jul 77	1 Oct 77	1 Jul 78
43J	Textile Rpm	57	1 2	1 Jan 76	1 Jul 76	1 Apr 77	1 Jun 77	1 Sep 77	1 Jan 77	1 Jul 77	1 Oct 77	1 Jul 78
43K	Canvas Rpm	57	1 2	1 Jan 76	1 Jul 76	1 Apr 77	1 Jun 77	1 Sep 77	1 Jan 77	1 Jul 77	1 Oct 77	1 Jul 78
57E	Laundry & Bath Spec	57	1 2 3 4 5	1 Jan 76	1 Jul 76	1 Apr 77	1 Jun 77	1 Sep 77	1 Jan 77	1 Jul 77	1 Oct 77	1 Jul 78
43M	Fabric & Leather Repair Foreman	57	3 4	1 Jan 76	1 Jul 76	1 Apr 77	1 Sep 77	1 Dec 77	1 Apr 77	1 Oct 77	1 Jan 78	1 Oct 78
57F	Memorial Activities Spec	57	1 2 3 4 5	1 Jan 76	1 Jul 76	1 Apr 77	1 Dec 77	1 Mar 78	1 Jul 77	1 Jan 78	1 Apr 78	1 Jan 79
00J	Club Manager	00	5	1 Jan 76	1 Jul 76	1 Apr 77	1 Mar 77	1 Jun 77	1 Oct 76	1 Apr 77	1 Jul 77	1 Apr 78
43E	Parachute Rigger	00	1 2 3 4 5	1 Jan 76	1 Jul 76	1 Apr 77	1 Jun 77	1 Sep 77	1 Jan 77	1 Jul 77	1 Oct 77	1 Jul 78

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31 Oct 75

US ARMY SERGEANTS MAJOR ACADEMY

EPMS IMPLEMENTATION MILESTONE SCHEDULE

BPMIS IMPLEMENTATION MILESTONE SCHEDULE															
					(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)		

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US ARMY SIGNAL SCHOOL

EPMS IMPLEMENTATION MILESTONE SCHEDULE

EPW IMPLEMENTATION MILESTONE SCHEDULE										(G)			
				(A)	(B)	(C)	(D)	(E)	(F)	PH II	(H)	(I)	
		Impl		Pod	Pod Draft		Pod Draft	Pod Camera-	Pod SQT	Results +	Final Draft		
NOI	Title	Group	Skill Levels	Recd CNP to TRADOC	ITP to TRADOC	The Baseline	SN to TRADOC	Ready Cy of SN to TRADOC	Plan to TRADOC	Validation SQT to SQT Notice	SQT to TRADOC	First SQT	
34E	ISM 360 Rpm	74	I	2 3 4	1 Jul 74	1 Dec 75	1 Oct 75	1 Sep 75	1 Dec 75	1 Nov 75	1 Nov 75	1 Oct 76	
34H	SDS 920 Equip Rpm	74	I	2 3 4	1 Jul 74	1 Dec 75	1 Oct 75	1 Sep 75	1 Dec 75	1 Nov 75	1 Nov 75	1 Oct 76	
34I	NCR 500 Computer Rpm	74	I	2 3 4	1 Jul 74	1 Dec 75	1 Oct 75	1 Mar 76	1 Jun 76	1 Dec 75	1 Apr 76	1 Apr 77	
34J	DSTE Rpm	74	I	2 3 4	1 Jul 74	1 Dec 75	1 Oct 75	1 Mar 76	1 Jun 76	1 Dec 75	1 Apr 76	1 Apr 77	
34K	URIVAC 1004/1005, DCT 9000 Sys Rpm	74	I	2 3 4	1 Jul 74	1 Dec 75	1 Oct 75	1 Mar 76	1 Jun 76	1 Dec 75	1 Apr 76	1 Apr 77	
34L	ADMS Peripheral Equip Rpm	74	I	2 3 4	1 Jul 74	1 Dec 75	1 Oct 75	1 Mar 76	1 Jun 76	1 Dec 75	1 Apr 76	1 Apr 77	
34M	ADMS Rpm	74	I	2 3 4	1 Jul 74	1 Dec 75	1 Oct 75	1 Jun 76	1 Sep 76	1 Dec 75	1 Jul 76	1 Jul 77	
34B	Tabulating Equipment Rpm	74	I	1 2 3 4	1 Jul 74	1 Dec 75	1 Oct 74	1 Jun 76	1 Sep 76	1 Dec 75	1 Jul 76	1 Oct 76	
34Z	ADW Maintenance Supv	74	I	5	1 Jul 74	1 Dec 75	1 Oct 75	1 Jun 76	1 Sep 76	1 Dec 75	1 Jul 76	1 Jul 77	
26T	TV Equip Rpm	84	III	1 2 3 4	1 Oct 75	1 Jan 76	1 Oct 76	1 Sep 76	1 Dec 76	1 Apr 76	1 Oct 76	1 Oct 77	
84B	Still Photographer	84	III	1 2 3 4	1 Oct 75	1 Jan 76	1 Oct 76	1 Mar 77	1 Jun 77	1 Oct 76	1 Apr 77	1 Apr 78	
84C	Motion Picture Photographer	84	III	1 2	1 Oct 75	1 Jan 76	1 Oct 76	1 Mar 77	1 Jun 77	1 Oct 76	1 Apr 77	1 Apr 78	
41E	Camera Rpm	84	III	1 2 3 4	1 Oct 75	1 Jan 76	1 Oct 76	1 Mar 77	1 Jun 77	1 Oct 76	1 Apr 77	1 Apr 78	
84V	TV Production Spec	84	III	1 2 3 4	1 Oct 75	1 Jan 76	1 Oct 76	1 Sep 77	1 Dec 77	1 Apr 77	1 Oct 77	1 Oct 78	
84Z	Information Audio-Visual Chief	84	III	5	1 Oct 75	1 Jan 76	1 Oct 76	1 Sep 77	1 Dec 77	1 Apr 77	1 Oct 77	1 Oct 78	
26D	Ground Control Approach Radar Rpm	26	IV	1 2 3	1 Jan 76	1 Jul 76	1 Apr 77	1 Dec 77	1 Mar 78	1 Jul 77	1 Jan 78	1 Jan 79	
26H	Radar Maint Supv-Inspector	26	IV	3 4 5	1 Jan 76	1 Jul 76	1 Apr 77	1 Dec 77	1 Mar 78	1 Jul 77	1 Jan 78	1 Jan 79	
31L	Multichannel Comm Equip Rpm	31	IV	1 2 3 4	1 Jan 76	1 Jul 76	1 Apr 77	1 Mar 77	1 Jun 77	1 Oct 76	1 Apr 77	1 Apr 78	
31H	Tactical Circuit Controller	31	IV	1 2 3 4	1 Jan 76	1 Jul 76	1 Apr 77	1 Mar 77	1 Jun 77	1 Oct 76	1 Apr 77	1 Apr 78	
31M	Area Communications Spec	31	IV	5	1 Jan 76	1 Jul 76	1 Apr 77	1 Mar 77	1 Jun 77	1 Oct 76	1 Apr 77	1 Apr 78	
31G	Tactical Communications Chief	31	IV	3	1 Jan 76	1 Jul 76	1 Apr 77	1 Jun 77	1 Sep 77	1 Jan 77	1 Jul 77	1 Jul 78	
31U	Tactical COMSEC Maint Chief	31	IV	4 5	1 Jan 76	1 Jul 76	1 Apr 77	1 Jun 77	1 Sep 77	1 Jan 77	1 Jul 77	1 Jul 78	
31B	Field Comm-Elec Equip Mech	31	IV	1 2 3	1 Jan 76	1 Jul 76	1 Apr 77	1 Sep 77	1 Dec 77	1 Apr 77	1 Oct 77	1 Oct 78	
31R	Field Radio Rpm	31	IV	1 2 3	1 Jan 76	1 Jul 76	1 Apr 77	1 Sep 77	1 Dec 77	1 Apr 77	1 Oct 77	1 Oct 78	
26L	Tactical Microwave Sys Rpm	31	IV	1 2 3 4	1 Jan 76	1 Jul 76	1 Apr 77	1 Sep 77	1 Dec 77	1 Apr 77	1 Oct 77	1 Oct 78	
31S	Field General COMSEC Rpm	31	IV	1 2 3 4	1 Jan 76	1 Jul 76	1 Apr 77	1 Sep 77	1 Dec 77	1 Apr 77	1 Oct 77	1 Oct 78	
31T	Field Sys Rpm	31	IV	2 3	1 Jan 76	1 Jul 76	1 Apr 77	1 Sep 77	1 Dec 77	1 Apr 77	1 Oct 77	1 Oct 78	
31J	Teletypewriter Rpm	31	IV	1 2 3	1 Jan 76	1 Jul 76	1 Apr 77	1 Dec 77	1 Mar 78	1 Jul 77	1 Jan 78	1 Jan 79	
31	Tactical Elec Maint Chief	31	IV	4 5	1 Jan 76	1 Jul 76	1 Apr 77	1 Dec 77	1 Mar 78	1 Jul 77	1 Jan 78	1 Jan 79	
31	Multichannel Comm Equip Opr	31	IV	1 2 3 4	1 Jan 76	1 Jul 76	1 Apr 77	1 Dec 77	1 Mar 78	1 Jul 77	1 Jan 78	1 Jan 79	
32G	Fixed Cryptographic Equip Rpm	32	IV	2 3 4	1 Jan 76	1 Jul 76	1 Apr 77	1 Mar 77	1 Jun 77	1 Oct 76	1 Apr 77	1 Apr 78	
26V	Satellite Comm Ground Station Equip Rpm	32	IV	2 3 4	1 Jan 76	1 Jul 76	1 Apr 77	1 Jun 77	1 Sep 77	1 Jan 77	1 Jul 77	1 Jul 78	
32D	Fixed Station Tech Controller	32	IV	2 3 4 5	1 Jan 76	1 Jul 76	1 Apr 77	1 Sep 77	1 Dec 77	1 Apr 77	1 Oct 77	1 Oct 78	
32H	Fixed Station Radio Rpm	32	IV	1 2 3 4	1 Jan 76	1 Jul 76	1 Apr 77	1 Sep 77	1 Dec 77	1 Apr 77	1 Oct 77	1 Oct 78	
32I	Fixed Station Chief	32	IV	5	1 Jan 76	1 Jul 76	1 Apr 77	1 Sep 77	1 Dec 77	1 Apr 77	1 Oct 77	1 Oct 78	
26V	Strategic Microwave Sys Rpm	32	IV	1 2 3 4 5	1 Jan 76	1 Jul 76	1 Apr 77	1 Sep 77	1 Dec 77	1 Apr 77	1 Oct 77	1 Oct 78	
32E	Fixed Plant Carrier Repairman	32	IV	1 2 3 4	1 Jan 76	1 Jul 76	1 Apr 77	1 Dec 77	1 Mar 78	1 Jul 77	1 Jan 78	1 Jan 79	
26P	Radio Propagation Spec	32	IV	1 2 3 4 5	1 Jan 76	1 Jul 76	1 Apr 77	1 Dec 77	1 Mar 78	1 Jul 77	1 Jan 78	1 Jan 79	
32F	Fixed Ciphony Rpm	32	IV	1 2 3 4	1 Jan 76	1 Jul 76	1 Apr 77	1 Dec 77	1 Mar 78	1 Jul 77	1 Jan 78	1 Jan 79	
35B	Electronics Instrument Rpm	35	IV	1 2	1 Jan 76	1 Jul 76	1 Apr 77	1 Jun 77	1 Sep 77	1 Jan 77	1 Jul 77	1 Oct 77	
35K	Avionics Mechanic	35	IV	1	1 Jan 76	1 Jul 76	1 Apr 77	1 Dec 77	1 Mar 78	1 Jul 77	1 Jan 78	1 Apr 78	
35L	Avionics Comm Equip Rpm	35	IV	1 2	1 Jan 76	1 Jul 76	1 Apr 77	1 Dec 77	1 Mar 78	1 Jul 77	1 Jan 78	1 Jan 79	
35M	Avionics Navigation Equip Rpm	35	IV	1 2	1 Jan 76	1 Jul 76	1 Apr 77	1 Dec 77	1 Mar 78	1 Jul 77	1 Jan 78	1 Jan 79	
35N	Avionics Flight Control Equip Rpm	35	IV	1 2 3	1 Jan 76	1 Jul 76	1 Apr 77	1 Dec 77	1 Mar 78	1 Jul 77	1 Jan 78	1 Jan 79	
35R	Avionics Radar Equip Rpm	35	IV	1 2	1 Jan 76	1 Jul 76	1 Apr 77	1 Dec 77	1 Mar 78	1 Jul 77	1 Jan 78	1 Jan 79	
35P	Avionics Equip Maint Supv	35	IV	3 4	1 Jan 76	1 Jul 76	1 Apr 77	1 Dec 77	1 Mar 78	1 Jul 77	1 Jan 78	1 Jan 79	
36C	Telephone Installer & Lineman	36	IV	1 2 3 4	1 Jan 76	1 Jul 76	1 Apr 77	1 Mar 77	1 Jun 77	1 Oct 76	1 Apr 77	1 Apr 78	
36D	Antennaman	36	IV	1 2 3 4 5	1 Jan 76	1 Jul 76	1 Apr 77	1 Mar 77	1 Jun 77	1 Oct 76	1 Apr 77	1 Apr 78	
36E	Cable Splicer	36	IV	1 2 3 4	1 Jan 76	1 Jul 76	1 Apr 77	1 Jun 77	1 Sep 77	1 Jan 77	1 Jul 77	1 Jul 78	
36H	Dial Central Office Rpm	36	IV	1 2 3 4	1 Jan 76	1 Jul 76	1 Apr 77	1 Jun 77	1 Sep 77	1 Jan 77	1 Jul 77	1 Jul 78	
36K	Tactical Wire Opns Spec	36	IV	1 2 3	1 Jan 76	1 Jul 76	1 Apr 77	1 Sep 77	1 Dec 77	1 Apr 77	1 Oct 77	1 Oct 78	
36G	Manual Central Office Rpm	36	IV	1 2	1 Jan 76	1 Jul 76	1 Apr 77	1 Dec 77	1 Mar 78	1 Jul 77	1 Jan 78	1 Jan 79	
72C	Control Office Switchboard Opr	72	IV	1 2 3 4	1 Jan 76	1 Jul 76	1 Apr 77	1 Jun 77	1 Sep 77	1 Jan 77	1 Jul 77	1 Oct 77	
72B	Telecommunications Center Spec	72	IV	1 2 3 4	1 Jan 76	1 Jul 76	1 Apr 77	1 Jun 77	1 Sep 77	1 Jan 77	1 Jul 77	1 Oct 77	
72D	Data Comm Switching Ctr Spec	72	IV	1 2 3 4 5	1 Jan 76	1 Jul 76	1 Apr 77	1 Jun 77	1 Sep 77	1 Jan 77	1 Jul 77	1 Oct 77	
72H	Control Office Opns Spec	72	IV	1 2 3 4	1 Jan 76	1 Jul 76	1 Apr 77	1 Jun 77	1 Sep 77	1 Jan 77	1 Jul 77	1 Oct 77	
05B	Radio Opr	72	IV	1 2	1 Jan 76	1 Jul 76	1 Apr 77	1 Sep 77	1 Dec 77	1 Apr 77	1 Oct 77	1 Oct 78	
05C	Radio Teletype Operator	72	IV	1 2 3 4	1 Jan 76	1 Jul 76	1 Apr 77	1 Sep 77	1 Dec 77	1 Apr 77	1 Oct 77	1 Oct 78	

NOTE: Number of copies to be forwarded to HQ TRADOC IAW above suspense dates are as follows:

Pod Draft ITP to TRADOC - 3 copies
 Pod Draft SN to TRADOC - 10 copies
 Pod SQT Plan to TRADOC - 2 copies
 Ph II Validation Results + Draft SQT & SQT Notice - 3 copies
 Final Draft SQT to TRADOC - 3 copies
 First SQT - 3 copies

* Reserve Forces only.

NOTE: Number of copies to be forwarded to HQ TRADOC LAW
suspense dates above are as follows:

Final Draft ITP to TRADOC - 3 copies
Final Draft SN to TRADOC - 10 copies
Final SQT Plan to TRADOC - 2 copies
Final Validation Results + Draft SQT & SQT Notice - 2 copies
Final Draft SQT to TRADOC - 3 copies
Final SQT - 3 copies



APPENDIX E

DEPARTMENT OF THE ARMY
HEADQUARTERS UNITED STATES ARMY TRAINING AND DOCTRINE COMMAND
FORT MONROE, VIRGINIA 23651

ATTNG-ITD-ES

18 APR 1976

SUBJECT: Reserve Component EPMS Letter of Agreement (LOA)

HQDA (NGB-ARP-E) WASH DC 20310

• HQDA (DAAR-PE) WASH DC 20310

Commander, Reserve Component Personnel Administration Center,

ATTN: AGUZ-PMT-GC, 9700 Page Boulevard, St Louis, MO 63132

Commander, U. S. Army Forces Command, ATTN: AFPR-RC, Ft McPherson, GA 30330

1. As a result of a recent Reserve Component EPMS coordination meeting at TRADOC at which representatives from FORSCOM, NGB, OCAR and RCPAC were present, the inclosed Letter of Agreement (LOA) was drafted for approval by all addressees.
2. The purpose of this LOA is to enable Reserve Component review of Soldier's Manuals and to incorporate the Reserve Components into Phase III validation of Skill Qualification Tests (SQT) concurrent with the Active Army.
3. Soldier's Manuals and SQT presently being developed for the Active Army may require certain refinements to make them applicable to the Reserve Component soldier. A comprehensive review of each Soldier's Manual by the Reserve Components will have a direct bearing on the relevance and credibility of the Soldier's Manual and on the quality of the feedback provided by the SQT. Inclosure 1 to the LOA is guidance for review of Soldier's Manuals by Reserve Components.
4. Request subject LOA be signed by all concerned and a copy be forwarded to this headquarters, ATTN: ATTNG-ITD-ES. Questions or comments should be directed to MAJ Gilman Pelletier or SGM Jerry Jensen, AUTOVON 680-3772/4137.

FOR THE COMMANDER:

ROBERT C. HIXON
Major General, GS
Chief of Staff

1 Incl
as

CF:

HQDA (DCSPER-DAPE-ZA) WASH DC 20310

SUBJECT: Reserve Component EPMS Letter of Agreement

1. PURPOSE.

To establish and formalize lines of coordination to enable Reserve Components (RC) Review of Soldier's Manuals and to incorporate the Reserve Components into Phase III validation of Skill Qualification Tests (SQT).

2. BACKGROUND.

a. The Reserve Component Objective Force Plan was developed by representatives from DA Deputy Chief of Staff for Personnel (DCSPER), Chief, National Guard Bureau (CNGB), and Chief, Army Reserve (CAR). Its aims were to:

(1) Improve the readiness of the Reserve Components by better management techniques.

(2) Develop a Reserve Components enlisted force management model similar to the Active Army to support the DCSPER in his role as the top personnel manager for all components of the Army.

(3) Develop an objective force which can serve as a defensible rationale to support management actions in procurement, training, classification, promotion, separation and retirement.

(4) Narrow personnel management differences of the Army Reserve Components and the Active Army.

(5) Facilitate the full integration of the Army National Guard (ARNG) and the US Army Reserve (USAR) into the Enlisted Personnel Management System (EPMS) and other follow-on enlisted force management projects, as appropriate.

b. As a result of a HQ TRADOC presentation at the Army Reserve Forces Policy Board (ARFPB) Meeting on 10 December 1975, it was determined that it is desirable to implement the SQT for Reserve Components concurrent with the Active Army. Accordingly, HQ TRADOC convened a meeting of representatives from FORSCOM, NGB, OCAR, and Reserve Component Personnel Administration Center (RCPAC) to draft this letter of agreement.

c. Soldier's Manuals and SQT are presently being developed for Active Army soldiers. These documents require certain refinements to

make them applicable to the Reserve Component soldiers with consideration given to the differences in equipment, training time, and facilities available to the Reserve Component.

d. The most significant departure from past practice will occur with the implementation of the SQT. It will change from norm-referenced to criterion-referenced MOS tests that will measure a soldier's demonstrated performance against specific standards. The ultimate goal is to motivate soldiers to practice the skills that have the highest pay-off in combat and on the job. Careful task analysis leads to improved training and testing techniques that can result in increased training effectiveness. Improved methods for simulating job conditions, equipment and performance are the keys to progress in this area. In addition to serving the needs of personnel management, the SQT is being developed to measure the professional competence of the soldier, to provide feedback to trainers and commanders, and to be perceived by the soldier as being fair, equitable and relevant to job performance. The qualitative development of the SQT is directly related to meticulous development of the Soldier's Manual since the tasks to be tested will be selected from those found in the Soldier's Manual. The careful preparation of the Soldier's Manual will have a direct bearing on the quality of SQT development. A comprehensive review of each Soldier's Manual by the Reserve Components is essential to insure relevance and face validity with the Reserve Component soldier and his commander.

3. COORDINATION.

a. FORSCOM in coordination with the Chief, National Guard Bureau, and Chief, Army Reserve, will select Army Readiness Regions to review Soldier's Manuals and Skill Qualification Tests for both the Army National Guard and the US Army Reserve. The ARR will coordinate the primary review, refinement, and recommended changes to Soldier's Manuals and SQT for the Reserve Components. The ARR will be authorized direct communications with HQ TRADOC for purposes of coordinating Reserve Component input to the Soldier's Manuals and SQT. The ARR may be authorized direct coordination with the proponent agency. The input developed by the ARR will be provided directly to HQ TRADOC with information copies furnished HQ FORSCOM, NGB and OCAR. If FORSCOM, NGB and OCAR agree with comments, no further coordination is necessary; however, if there is disagreement, HQ FORSCOM will forward corrections to the ARR Review in coordination with NGB and OCAR.

b. Selected ARR will be tasked by HQ FORSCOM to review specific Soldier's Manuals and SQT. In turn, the ARR will be authorized to task selected Readiness ~~Regions~~ ^{Groups} and Reserve Component units to assist in the review. The ARR, Readiness Groups, and Reserve Component units reviewing the Soldier's Manuals will also be tasked to review the corresponding SQT plan, the draft SQT, and to participate in the Phase III validation of the SQT.

c. Prior to staffing of Phase II and III SQT drafts, HQ FORSCOM will provide HQ TRADOC with an SOP for control and safeguarding of SQT materials.

4. PROCEDURES FOR REVIEWING SOLDIER'S MANUALS (SM).

a. Selection of ARR to coordinate Soldier's Manual reviews for Reserve Component units will be accomplished as follows:

(1) Reserve Component Personnel Administration Center (RCPAC) will provide information regarding ARR in which the preponderance of affected MOS are located. Units will be selected by FORSCOM.

(2) NGB, in coordination with HQ FORSCOM, will select and provide to FORSCOM the units which contain affected MOS.

(3) HQ TRADOC will provide HQ FORSCOM with the Soldier's Manual Review Schedule.

(4) HQ FORSCOM will select ARR to review each Soldier's Manual, task ARR to conduct the review and provide HQ TRADOC with a list of Soldier's Manuals to be reviewed by selected ARR.

b. TRADOC will forward Soldier's Manuals in four copies for each MOS to selected ARR with information copy to FORSCOM, NGB and OCAR.

c. ARR, in coordination with Readiness Groups (RG), will perform initial Soldier's Manual Review, and forward Soldier's Manual to selected ARNG and USAR units for a user review.

d. Selected units will conduct a review of Soldier's Manual to identify differences in equipment or procedures from those presented for the Active Components (considering the time element) and provide recommended changes, if any, on DA Form 2028, Recommended Changes to Publications and Blank Forms, to the ARR for consolidation. Comments will be specified by task number and page number, stating exactly what words must be deleted and the exact wording that should appear in its place.

e. ARR will evaluate unit comments and will forward final consolidated Reserve Component comments to HQ TRADOC, with information copies to HQ FORSCOM, NGB and OCAR.

f. NGB, OCAR and HQ FORSCOM will monitor the ARR review and provide additional comments and recommendations to HQ TRADOC as necessary.

g. Detailed guidance on Soldier's Manual review is at Inclosure 1.

5. PROCEDURES FOR RESERVE COMPONENT REVIEW OF SKILL QUALIFICATION TESTS (SQT).

a. SQT Plan: Immediately upon receipt of an SQT test plan for an MOS the Individual Training Evaluation Group (ITEG) will send a copy to the designated ARR.

(1) The ARR, reviewing the Soldier's Manual, will review the SQT Plan for applicability of tasks and appropriateness of equipment for ARNG and USAR testing, and will inform ITEG of problem areas within 30 days. (HQ TRADOC, ATTNG-TMI-ITEG, Ft Eustis, VA)

(2) Where problems are found the following procedure will be used: the ARR will coordinate with the ITEG. If the necessary subject matter expertise exists at the Test Development Agency (TDA), that agency will incorporate the changes agreed to by ARR and ITEG. Where the TDA does not have the proper subject matter expertise, the ARR will provide a point of contact for subject matter expertise. Where possible, this Subject Matter Expert (SME) will correspond by telephone and mail with the TDA. When no alternative exists, the SME will be made available to the TDA for a two to six week period of temporary duty.

b. Phase II (Test Component) SQT Draft: Upon receipt, from the TDA, the Phase II SQT draft will be forwarded to the designated ARR by ITEG.

(1) The Phase II draft will be reviewed and revisions will be made in accordance with paragraph 5a above.

(2) FORSCOM (ARR), in conjunction with OCAR and NCB, will determine the units possessing the appropriate number of incumbents in the specialty in which to conduct Phase III validation of the test in the Reserve Components.

c. Phase III (Final Draft) SQT: ITEG will send Phase III draft to designated ARR upon receipt from TDA.

(1) ARR will review the Phase III draft in-house to determine appropriateness for conducting Phase III validation. Appropriate number of tests will be provided by ITEG and sent to the TCO of the unit designated to conduct Phase III validation.

(2) Based upon results of the Phase III validation ARR and ITEG will determine whether alternatives/additional revisions will be required.

(3) When FORSCOM, in coordination with NCB and OCAR, is satisfied that the test is appropriate for administration to RC personnel, the final draft with comments will be forwarded to ITEG.

d. ITEG or the proponent agency will be responsible for printing and distributing all final SQT materials to Reserve Component personnel. NGB and OCAR will be responsible for furnishing the necessary funds to the TRADOC for SQT printing.

e. Due to the fact that the Active Army Phase III validation has been conducted on several SQT, and because it will be impossible to conduct RC Phase III validations until necessary procedures are approved, the following procedures will be used for early SQT:

(1) ITEG, OCAR and FORSCOM will review the tests to determine possible problem areas in administration.

(2) If it is determined by NGB, OCAR and FORSCOM that the SQT as written should be administered to Reserve Component personnel, they will so advise the ITEG.

(3) The test will be administered without revision and will be scored by the ITEG. However, the results from the first administration will not be used for personnel management purposes. Administration of early SQT is for training feedback and test evaluation purposes only.

(4) Revision of the test for subsequent administration will be accomplished in accordance with the procedures in paragraphs a, b and c above.

6. RESPONSIBILITIES.

a. HQ TRADOC is responsible for:

(1) Developing of Soldier's Manuals and SQT.

(2) Completing initial staffing and forwarding Soldier's Manuals for review and recommended refinements to ARR selected by FORSCOM in coordination with NGB and OCAR.

(3) Establishing milestones for completion of Reserve Component review of Soldier's Manuals.

(4) Reviewing and incorporating Reserve Component changes to Soldier's Manuals for Reserve Components.

(5) Coordinating SQT validation in Reserve Components.

(6) Furnishing required reports to soldiers and unit commanders on test results.

(7) Insuring that changes to Soldier's Manuals tasks are coordinated with ITEG for inclusion in Reserve Component SQT.

(8) Providing TDY and per diem funds for necessary coordinating activities for TRADOC Personnel.

b. HQ FORSCOM will be responsible for:

- (1) Coordinating with NGB and OCAR and selecting ARR to review Soldier's Manuals.
- (2) Coordinating SQT validation with ARR, NGB and OCAR.
- (3) Reviewing ARR and Reserve Component unit comments for validity and notifying TRADOC if unresolved issues arise.
- (4) Providing TDY and per diem funding for necessary coordinating activities for FORSCOM personnel.

c. Chief, National Guard Bureau, is responsible for:

- (1) Coordinating with FORSCOM in selecting ARR for ARNG Soldier's Manuals and SQT review.
- (2) Reviewing recommended changes to Soldier's Manuals and SQT for validity and notifying HQ TRADOC if unresolved issues arise.
- (3) Coordinating recommended changes with OCAR.
- (4) Coordinating SQT validation in ARNG with FORSCOM.
- (5) Determining the type of SQT reports required for personnel management and training management in ARNG.
- (6) Determining how often SQT will be administered to ARNG soldiers to enable personnel management and training management.
- (7) Furnishing necessary funds for printing of Soldier's Manuals.
- (8) Furnishing SME to TRADOC schools, if necessary, to assist schools where expertise is not available and where equipment and mission differences exist.
- (9) Providing TDY and per diem funds for necessary coordinating activities by ARNG personnel.

d. Chief, USAR Army Reserve, is responsible for:

- (1) Coordinating with FORSCOM in the selection of ARR for Soldier's Manuals review.
- (2) Coordinating with NGB recommended changes to Soldier's Manuals.

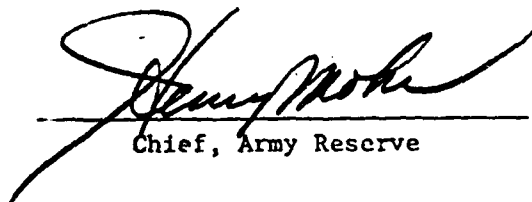
- (3) Coordinating with FORSCOM on SQT validation in USAR.
 - (4) Coordinating with FORSCOM and RCPAC to determine the type reports required for personnel and training management for USAR.
 - (5) Coordinating with FORSCOM and RCPAC to determine how often SQT will be administered to USAR soldiers to enable personnel management and training management.
 - (6) Furnishing necessary funds for printing of Soldier's Manuals.
 - (7) Furnishing SME to TRADOC schools, if necessary, to assist schools where expertise is not available and where equipment and mission differences exist.
 - (8) Providing TDY and per diem funding for necessary coordinating activities by USAR personnel.
- e. RCPAC is responsible for:
- (1) Providing information to FORSCOM regarding ARR in which a preponderance of affected MOS are located.
 - (2) Coordinating regulation changes concerning personnel management with FORSCOM, TRADOC, NGB and OCAR.
 - (3) Providing TDY and per diem funding for necessary coordinating activities by RCPAC personnel.



Chief of Staff
HQ TRADOC

Chief of Staff
HQ FORSCOM

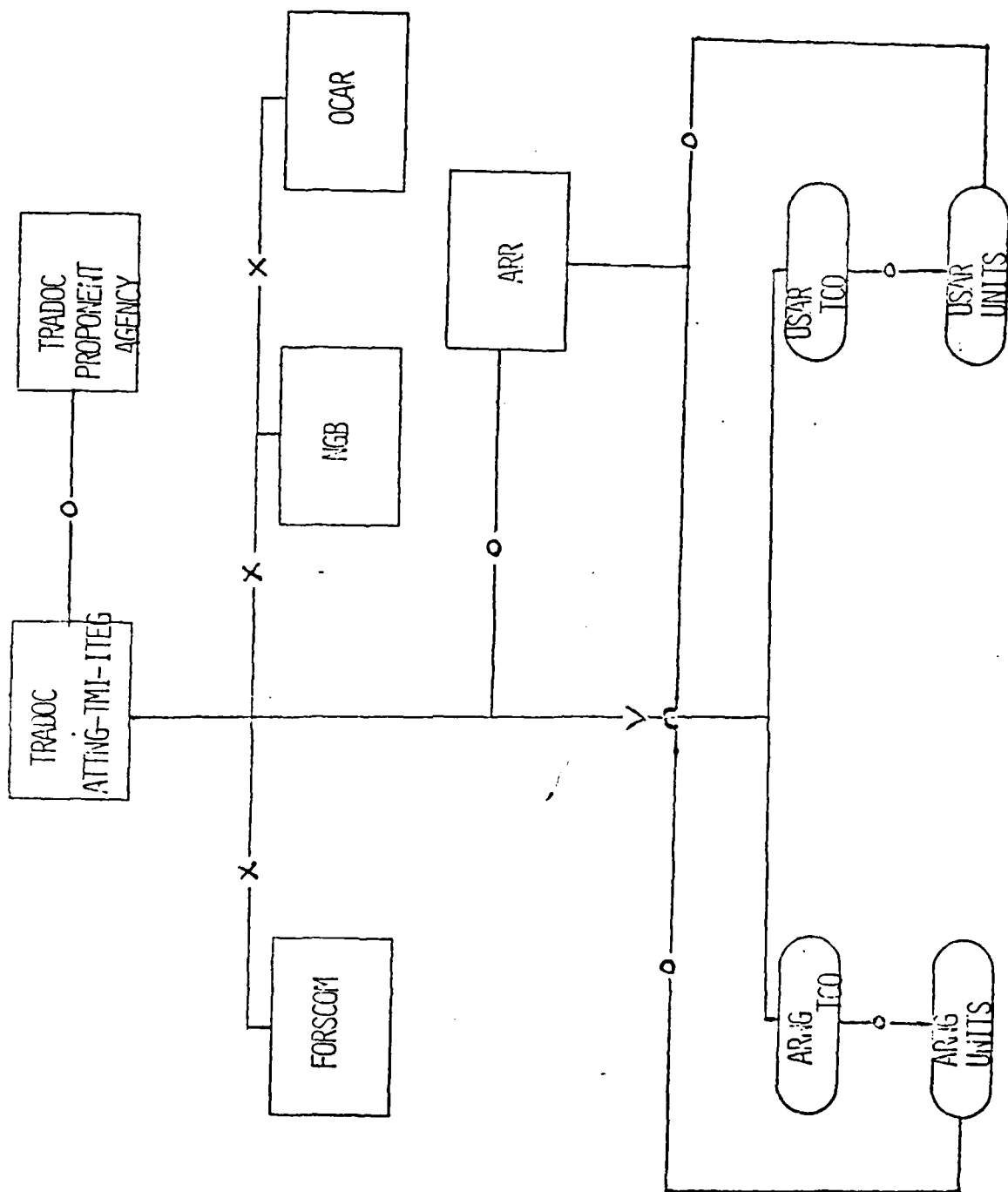
Chief, National Guard Bureau



Chief, Army Reserve

Commander, Reserve Component
Personnel Administration Center

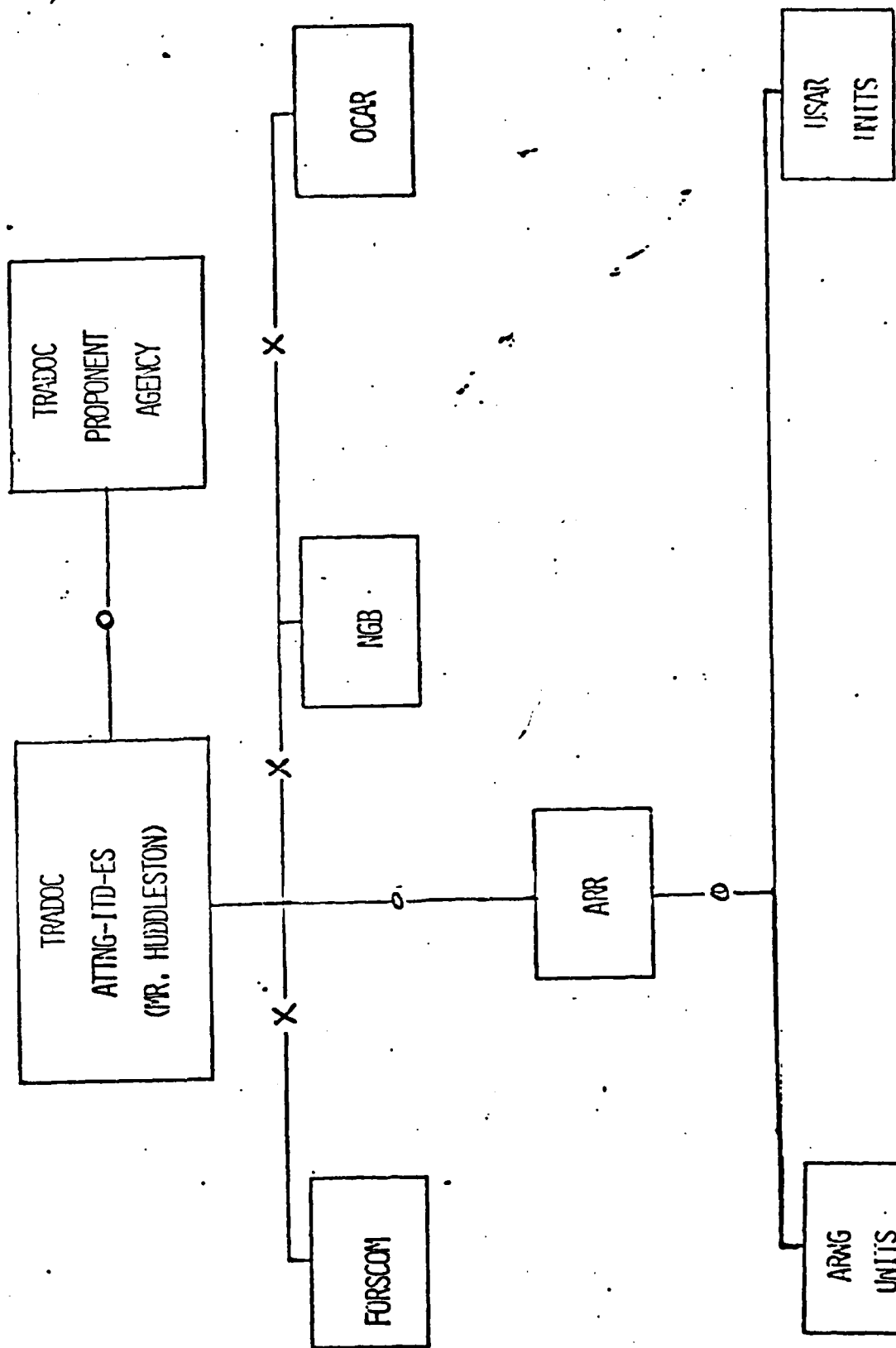
PROCEDURES FOR REVIEWING SKILL QUALIFICATION TEST



LEGEND
OPERATIONAL
COORDINATION

Discussion: III Variation of γ

PROCEDURES FOR REVIEWING JLDIER'S MANUALS



LEGEND
 —○— OPERATIONAL
 —X— ADMINISTRATION

GUIDANCE FOR REVIEW OF SOLDIER'S MANUALS BY RESERVE COMPONENTS

1. Reference: TRADOC Circular 351 - (), Soldier's Manuals, Policy and Procedure (TBP).

2. The review of each soldier's manual should be concentrated on Section I, Introduction and the tasks found in Section II and III.

3. Introduction.

The purpose and scope of the Introduction is contained in referenced circular, but that guidance is relatively open ended to give each MOS proponent latitude to include in the Introduction any clarifying instructions and remarks which may encourage and assist the proper use of the Soldier's Manual, almost every Introduction will contain career development guidance based upon Active Army Enlisted Personnel Management policy found in AR 600-200 and AR 611-201. Many of the policies which relate to the award of higher skill levels and promotions are not yet ratified by NGB, OCAR and DA, DCSPER for Reserve Components. Since the introduction for each manual is unique it will be necessary for the designated reviewing agencies to accomplish one of the following options:

a. Write a new Introduction which provides information unique to Reserve Components.

b. Approve the Introduction as written.

4. Tasks.

The Soldier's Manual contains those critical tasks which are applicable to all MOS holders at the given skill level. Section III of the Soldier's Manual contains those critical tasks which are unique to specific duty positions within the MOS at the given skill level. Not all duty positions will be found in Soldier's Manual. In some MOS the task contained in Section II will embody one or more duty positions. Only those duty positions which have a high density of the MOS population or provide a high combat payoff will be included in the Soldier's Manual. Likewise, only those critical tasks which have a high combat payoff are included in the Soldier's Manual. The critical tasks which are found in the Soldier's Manual are the result of an analysis which reduced the number of tasks to a minimum. That analysis was based upon Active Army mission and requirements. It is therefore reasonable that some of the tasks are not appropriate for Reserve Components. Accordingly, the following guidelines are provided for reviewing each task.

a. Tasks in Soldier's Manual may be written on one of two formats: Performance Test or Training and Evaluation Outline. The Performance Test format is best suited for tasks which can be precisely drawn by the written

Incl 1

word. The Training and Evaluation Outline is better suited to "soft skills" which are more difficult to define in writing. A comparison of the two formats and several examples are appended to this guidance.

b. The Task Statement (Performance Test) describes a single discrete action or activity by using an action verb, and object and, when necessary a qualifier. The task must be observable and measurable - then it must be possible to categorize, scale, or otherwise quantify the desired process or product. The question which the reviewer of Soldier's Manuals must answer is:

QUESTION

DOES THE TASK STATEMENT DESCRIBE A JOB PERFORMANCE WHICH A RESERVE COMPONENT SOLDIER CAN BE EXPECTED TO MASTER IN A PREMOBILIZATION STATUS?

If the answer to the above question is, "No" then the reviewing agency should recommend that the task be annotated: "POST MOBILIZATION TASK FOR RESERVE COMPONENTS". This annotation will only appear in the Soldier's Manuals issued to Reserve Components and when such tasks are summed they will comprise "first priority training" for units when they are mobilized. A decision for a "Post Mobilization" task should be predicated upon the training environment (facilities, training materials, equipment, time and mission) available during the Reserve Component training year. The decision to select "Post Mobilization" tasks should embrace the same level of objectivity for individual training as that used when the decision was made to focus collective training at the platoon, company and battalion level in the Reserve Components.

c. CONDITIONS. The "Condition" paragraph in a task enables a standard performance across the army. The "Conditions" describe physical limitations for the task performance in sufficient detail to permit duplication or simulation of a training/testing situation.

QUESTIONS

HAVE ALL CONDITIONS OF THE TASK PERFORMANCE BEEN COMPLETELY AND ACCURATELY DESCRIBED?

DO THE CONDITIONS DESCRIBE A TRAINING/TESTING SITUATION WHICH A RESERVE COMPONENT UNIT CAN REASONABLY BE EXPECTED TO DUPLICATE/SIMULATE DURING A NORMAL TRAINING YEAR?

d. STANDARDS. The "standards" paragraph in a task infers how well, completely, or accurately the soldier must be able to perform a specific task in a given situation. The "standards" informs the soldier exactly what is expected of him in the stated situation. The reviewing agency must determine if the performance standards are equitable to the Reserve Component Soldier when considering training time, facilities and equipment.

QUESTION

DOES THE STATED STANDARD DESCRIBE A LEVEL OF MASTERY OF THE TASK WHICH THE RESERVE COMPONENT SOLDIER CAN BE EXPECTED TO ATTAIN PRIOR TO MOBILIZATION?

The standard was drawn for the Active Army soldier who has an average of 300 working days in his assigned MOS during the average training year. In addition to having 5 to 6 times the number of days for skill practice the active duty soldier has the added advantage of job continuity, i.e.: his training and skill practice does not occur in concentrated intervals every month. If the answer to the above question is, "No", the reviewing agency should recommend a standard which reflects a level of task mastery which is attainable in the normal Reserve Component training year.

e. REFERENCES. Training references directs the trainer or soldier to the publications or training extension material which cover the subject in detail. Since training references are continually updated and rewritten, changes to many field manuals, technical manuals, etc may occur frequently and on short notice. Reviewing agency must insure that the references listed in the Soldier's Manual are applicable to the equipment in the Reserve Components. If not, submit a list of applicable references to be used with the Reserve Component version of the task(s).

APPENDIX F

ANF Release 19-5

EERWA Computation Explained

WASHINGTON (ANF)--The method of computing weighted averages (EERWA) for the enlisted efficiency/senior enlisted efficiency reports (EER/SEER) introduced Oct. 1, 1975 has been released by MILPERCEN. It just takes a bit of grade school arithmetic to compute an EERWA, although the method at first glance may appear complex.

It's simple if soldiers keep in mind that their most recent efficiency report (evaluation score) will always count more in computing an EERWA than previous ones--eventually those stretching back over five years. Non-rated periods, such as for school attendance, will not be counted in the computation. These periods are "zeroed out" and have no effect on the EERWA.

Grab a pencil--or a pocket calculator--and follow through on this exercise.

Each efficiency report is weighted in terms of the number of months it covers--and how recent a period it covers. A weight factor of "8" is given to each report during the most recent 12-month period--called "year 1"

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EERWA Computation Explained 2-2-2-2-2

for computation purposes. Lower weight factors for older EER/SEER scores will be assigned to previous 12 calendar month periods:

<u>YEAR</u>		<u>WEIGHT FACTOR</u>
1	(12 months immediately preceding ending date of most recent EER/SEER)	8
2	(12 months immediately preceding Year 1)	5
3	(12 months immediately preceding Year 2)	3
4	(12 months immediately preceding Year 3)	2
5	(12 months immediately preceding Year 4)	1

Actual EERWA computation is based on (1) the EER/SEER score (2) report period length and (3) the weight factor for the specific 12-month calendar period. From this data, a simple fraction problem produces the EERWA.

To see how it works, assume it's Oct. 1, 1978 and that over the past 36 months the soldier's scores and rated/non-rated period were as follows:

<u>EER SCORE</u>	<u>PERIOD</u>	<u>MONTHS COVERED</u>
120	March 1, 1978-Sept. 30, 1978	7
110	Oct. 1, 1977-Feb. 28, 1978	5
100	Oct. 1, 1976-Sept. 30, 1977	12
Non-rated (school)	May 1, 1976-Sept. 30, 1976	5
90	Oct. 1, 1975-April 30, 1976	7

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EERWA Computation Explained 3-3-3-3-3

For year 1, the most recent twelve-month period (Oct 1, '77-Sept. 30, '78) in our example,

(1) multiply each report score (120 and 110) by the number of months (7 and 5) each report covers and add the results.

$$120 \times 7 + 110 \times 5 = 840 + 550 = 1,390$$

(2) multiply the total by the year 1 weight factor "8"

$$1,390 \times 8 = 11,120$$

This figure is part of the top half of the fraction problem--whizzes may call it the numerator.

Next, multiply the year 1 weight factor "8" by the total number of rated months during the last 12 calendar months.

$$8 \times 12 = 96$$

This goes into the bottom half of the fraction--the denominator.

For year 2, repeat the steps above, substituting the appropriate scores and using the year 2 weight factor of "5" in computation.

(1) $100 \times 12 = 1,200$

(2) $1,200 \times 5 = 6,000$ (the year 2 numerator value)

(3) $5 \times 12 = 60$ (the year 2 denominator value)

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EERWA Computation Explained 4-4-4-4-4

For year 3, the weight factor decreases to "3" and there is a five month non-rated period that has to be "zeroed out." Otherwise, the steps are the same.

- (1) 0×5 (non-rated period) + $90 \times 7 = 630$
- (2) $630 \times 3 = 1890$ (the year 3 numerator value)
- (3) $3 \times 7 = 21$ (the year 3 denominator value)

Now that you have all the numerator and denominator values figured, you're ready to compute the final EERWA score as of Oct. 1, 1978.

- (1) Add the year 1, year 2 and year 3 numerator values:
 $11,120 + 6,000 + 1,890 = 19,010$
- (2) Add the year 1, year 2 and year 3 denominator values:
 $96 + 60 + 21 = 177$
- (3) Divide the sum of the numerator values by the sum of the denominator values:
$$\frac{19,010}{177} = 107.4 = \text{EERWA}$$

A soldier can compare his EERWA with the quarterly averages published by MILPERCEN for each enlisted grade.

The new EERWA computation applies only to EER/SEERs received after Oct. 1, 1975. For soldiers receiving only one EER/SEER before Sept. 30, 1976, their EER/SEER will be treated as their EERWA.

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EERWA Computation Explained 5-5-5-5-5

If more than one EER/SEER is received during the first year--say three reports covering four, five and three months--an EERWA will be computed using the three reports weighted in proportion to the number of months it covers. No year 1 factor will be applied.

As the transition period goes beyond the first full year under the new EER/SEERs, the formula will use the other weight factors until five years have elapsed and the cycle is established. Then, reports older than five years will be deleted automatically from the computations.

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