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THE QUANTIFICATION OF CAREER PROGRESSION STATUS
IN THE OFFICER PERSONNEL MANAGEMENT SYSTEM

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20. ABSTRACT (Continue on reverse side if necessary and identify by block number) The purpose of the study was to describe, in metric terms, the degree to which the various duty assignments within specialties and the various combinations of specialties vary in the opportunities they provide Army officers for professional growth, skill acquisition, and leadership experience. Questionnaires were sent to 2242 Colonels and Lt. Colonels in 32 OPMS specialties. The 1609 (72%) respondents rated the duty assignments within their specialties according to their career progress value. They also rated all specialties according		

20. to how helpful each would be as an additional specialty. Ratings were standardized within raters and means, standard deviations and Coefficients of Variation were computed.

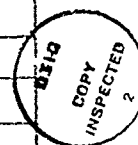
The results provide comparable data on the probable helpfulness of within-specialty assignments and of specialty pair combinations. These data can be helpful as a management tool for assignment officers and as a device for career monitoring.

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THE QUANTIFICATION OF CAREER PROGRESSION STATUS IN THE OFFICER PERSONNEL MANAGEMENT SYSTEM

This report describes the results of the first phase of a study designed to determine the importance of within-specialty assignments and additional specialty options to the career progression needs of individual officers within each Army specialty. From the beginning of this study it has been understood that Army career progression is a complex process which is influenced by a variety of variables, perhaps the most influential of which is the duty performance of the officer. However, it has been assumed that the actual duty assignments held by the officer also contribute to career success. That is, if all duty assignments were filled by officers of equal ability, they would vary in their relative value as opportunities for professional growth, skill acquisition, and leadership experience.

The central question of this study is: All other things being equal, what is the relative importance of assignment options to the Army officer's career progression. In order to answer this question, the first phase of the study was devoted to developing and identifying the career progress value for within-specialty assignments and additional specialty options to the career progression of officers in each specialty. Following a brief review of related literature, this report will describe the methods used in conducting the study, the

results, and the practical and theoretical implications of the findings.

Review of the Literature

If a career is "a sequence of positions occupied by a person during the course of a lifetime" (Super, Crites, Hummel, Overstreet, & Warnath, 1957, p. 58), it is nonetheless observable that for most people careers take place in organizational settings. Yet, despite recent interest, this remains one of the most neglected aspects of research on careers (Van Maanen & Schein, 1977). For the military officer, the impact of an organization may be greater than for any other professional since no organization is comparable in size, complexity, and geographical dispersion. Thus, it is important that both the individual officer and the military organization learn more about the external characteristics that provide shape and pattern to the military career. This review of the literature examines theory and research related to those properties of the external environment, primarily the organization itself, which have been thought to influence career patterns and career mobility. The review includes literature that deals with both the civilian and the military sectors.

Background and Theory

In his classic study of bureaucratic organization Max Weber (1947) observed that the occupational structure of an organization is a function of: (1) the type of organization--

its purpose and function in relation to the economy; and (2) the extent to which the organization is modern (rational). The less dependent on the irrational vicissitudes of the economy, the more rational the organization's occupational structure, which for Weber meant the continuing differentiation of work into its numerous specialities and subspecialties and the separation of management from technical functions under these conditions. He believed that the leadership of rational organizations would not reside in the charismatic personality who dominated in an authoritarian manner, but would pass outward and downward through the organization among those with technical and managerial competence. Advancement through the bureaucracy would depend on seniority and/or achievement, and promotion would be dependent on the judgment of superiors.

Recent descriptions of the organizational career have elaborated on some of Weber's themes, such as function determining structure, differentiation of occupations occurring with increased technological complexity, and leadership becoming more a function of skills and delegated authority than of charisma. Weber is the progenitor of the sociological approach to careers, where differences in careers are believed to be a function of the size, stability, technology, and administrative methods of the organization. His influence is evident among the sociologists and economists who have described the impact of economic conditions and technological change on career patterns within organizations. The prevailing construct here is the internal labor market, that is, the organizational unit

within which the market functions of pricing, allocating, and training of labor occur (Doeringer, 1967; Slocum, 1974).

A broader perspective on the concept of career patterns has emerged with the increased attention devoted to career mobility within the society. For a number of researchers, mobility presupposes a measure of social status. It is important to note that in the United States occupational status has displaced other determinants of social status, such as religious or political affiliation, and/or ancestry; therefore, movement from one occupational level to another is equivalent to a change in social status (Hall, 1969).

Several investigators have recognized the need for integrating different perspectives on career development. Schein (1980) observed the absence of "good taxonomies of various external careers" as well as "well-elaborated conceptual structures that would link the concept of career to other organizational and/or social variables" (p. 359). Anderson, Milkovich, and Tsui (1981) called for research that would determine the relative contribution to career opportunity of different characteristics of the environment, the organization, and the work force. Several initial attempts to synthesize various perspectives in career development have been made, mostly in the form of proposing theoretical models. One such model was described by Super (1980) in which he identified "situational determinants" of occupational careers, including social structure and economic conditions, historical change, and socioeconomic organizations as "remote determinants"

which influence the stages of career development. However, Super had little to say about the methods of research and analysis that would be appropriate for the model and, as a result, it remains virtually untested.

Vardi (1980) proposed a model which was more elaborate than Super's, incorporating all psychological, sociological, administrative, and economic factors affecting careers. Each of these could be perceived along either of two dimensions--the perceptual (subjective) and/or actual (objective)--and could be examined from either an individual or organizational perspective. The model could be envisioned as a four cell diagram with the columns labelled perceptual and actual and the rows labelled individual and organizational. Within this framework, organizational career mobility is viewed as "all actual intraorganizational job mobility experienced by members, and the perceptions, attitudes, and behaviors associated with the experience" (p. 347). The central hypothesis to be tested using this model is that the percentage of variance in amount and rate of mobility explained by individual characteristics will be significantly increased by taking into account organizational variables such as technology, size, and degree of unionization.

Rosenbaum (1979), in his review of the Markov-model literature, concluded that this method for investigating careers is inadequate where only current occupational position is used to predict future status. He called the approach ahistorical because it assumes that all individuals in a

particular status (1) got there by equivalent paths, and (2) have the same transition possibilities. His own view was that early career positions are related to subsequent mobility and are strong predictors of career ceiling, career floor, and promotion possibilities. He tested his hypothesis by examining the career patterns of employees of a single organization over 13 years of employment. Using a multiple regression analysis, he found support for his hypothesis by taking into account the career status of each employee at approximately three year intervals. The results led him to propose what he called a "tournament model" of career progression, conceived of as a sequence of competitions in which many compete for few rewards. Each competition has implications for the future: winners are never secure in their victories since they must compete again and again while losers are shunted off the promising career paths, usually for good. Rosenbaum described his findings as supporting the view that the corporation is a social Darwinist culture.

Finally, Anderson, Milkovich, and Tsui (1981) observed that little work had been done to describe organizational characteristics that influence career paths. They proposed a model in which environmental, organizational, and workforce characteristics would all be accounted for by using structural equation or path analytic techniques. They were particularly concerned that an organization's criteria for movement, as well as the rate, direction, and pattern of movement be calculated. However, this model is as yet untested.

Studies of Organizational Characteristics

Investigators have found that the size, shape, technology, and structure of an organization influences career paths and career mobility. Though these characteristics are usually regarded as functionally linked (Katz & Kahn, 1978), they have been examined as possible correlates of the organizational career.

Organizational size has received limited attention. In studying succession (replacement) rates of high-level corporate positions, Grusky (1961) found a positive relationship between a firm's size and frequency of succession. Kriesberg (1962) found that succession to top administrative offices in public health organizations was more frequent in larger organizations. Martin and Strauss (1956) observed that corporate executives on the way to high level posts were usually placed in charge of the company's larger plants.

Considerably more research has been done investigating the relationship between organizational structure and career mobility. One of the most extensive and impressive studies, conducted by Grinker, Cooke, and Kirsch (1970), examined non-supervisory personnel in 11 basic industries. The findings indicated that structure was determined by technology, that is, the method of production. Where numerous operations were required to produce goods, as in the steel industry, work roles were distinct and numerous. Departments of the organization were sharply differentiated and the resulting job structure was a steep pyramid with numerous gradations between lower-

level and higher-level jobs. The tire, banking, air transport, and insurance industries all had similarly complex structures. However, the apparel and hotel industries, which required easily obtainable skills to produce their goods or provide their services, were characterized by flat opportunity structures; i.e., there were simply few highly skilled jobs available.

Grinker, Cooke, and Kirsch postulated that the greater the transferability of skills from one job to another, the greater the capability to move to another sector of the organization's operation and the less the opportunity for upgrading. Gitelman's (1966) study of skilled and unskilled workers at a watch manufacturer found that the horizontal mobility of lower level workers was greater than that of more highly skilled workers but vertical mobility was not. Vardi and Hammer (1977) classified workers in a utilities company as "long-linked" (production workers), "mediating" (client-linked), or "intensive" (skilled). They found that long-linked workers had lateral but not vertical mobility. In contrast, mediating and intensive workers had upward mobility, though little opportunity to move horizontally.

There is, on the other hand, the paradoxical situation that many, if not most, technically skilled professional workers find that their highly specialized jobs may be dead ends (Martin & Strauss, 1956). Kornhauser (1962) found that the highest rewards in industry go to those who seek administrative responsibility. Specialists who shied away from administration had lower ceilings on their careers. These findings suggested

that at blue collar levels, upward mobility and higher ceilings were available to more skilled workers. Yet among white collar workers, though rewards were significant for the technically skilled, the greatest rewards, including promotion to the top echelons, were reserved for administrators.

Finally, career mobility patterns have been studied in relation to the administrative policies and general cultural climate of the organization. Mills (1956) argued that the selection process in industry was a matter of "clique choice," that social background and compatibility of views were the determining criteria for promotion to corporate leadership. A closely aligned view is that workplace politics are critical to promotion chances. Madison, Allen, Porter, Renwick, and Mayes (1980) and Tannenbaum, Kavcic, Rosner, Vianello, and Wieser (1974) found this perception to be commonplace among workers at different levels. Kanter (1977) studied the mores, biases, and policies that effect career mobility. She found that success in the organization was defined strictly in terms of upward mobility, though the pathways were not explicated clearly, were subject to constant change, and that the majority of pathways turned out to be blocked. Therefore a significant implication of these findings was that the vast majority of employees must find ways to deal with the frustration at having "lost."

A somewhat less normative approach to similar phenomena is the notion of "the career game," where employees are players whose task is to find out the rules of the game before they can play it. Van Maanen (1980) describes three kinds of rules of

the career game promulgated by organizations: formal, contextual, and operational. Formal rules are codified and manifest; they are "the book." Contextual rules are the unspoken communications that tell the employee what are the approved and disapproved forms of behavior. Operational rules determine the concrete activities and practices of work. What makes the game interesting is that, though the rules are not fully apparent, the worker is generally given sufficient cues to be able to sort them out.

Bray, Campbell, and Grant (1974) incorporated multiple perspectives in their study of the career progress of management trainees in five AT&T companies. They found that progress in an organization was a product of employee characteristics as they interacted with the opportunity structure of the organization. The authors conceived of opportunity structure as a function, not only of job openings at higher levels, but also of the chance to display ability, supervisor's characteristics, promotion policy, and organizational climate. Thus, job assignment was significant in determining chances for promotion. For example, 75% of trainees in one company moved up to middle management level, while only 4% of trainees assigned to another company were promoted. Assignment to department was important as well: trainees assigned to accounting were promoted at significantly greater rates, and more quickly, than those assigned to plant operations or engineering.

The Military Organizational Career

There is little published literature on the external correlates or characteristics of the military officer's career. Hendrix and Ward (1975) studied the relationship between assignment to preferred specialty and job satisfaction of Air Force personnel, but they did not examine the effect of perception of promotion possibilities. Thie and Lorbeer (1976), acknowledging that the new recruit required assurance that opportunity for promotion is equitable regardless of his chosen specialty, addressed themselves to the problem of roadblocks to promotion existing because of problems of supply and demand in the different specialties and in different ranks.

The most extensive studies of the military officer's career were conducted by Janowitz (1964, 1971, 1974). He organized his analysis around issues of strain and conflict within the military, the origins of which are to be found in the increasing bureaucratization that has occurred since World War II, and the impact of an increasingly complex technology on the skills requirements and the skills structure of the armed forces. His analysis used Weber's concepts by linking function and technology to structure.

Two conflicts in particular were noted. The first is the struggle between the heroic combat ideals of military leadership versus the increasing demand for technical and managerial competence at high levels. Combat and command remain central military values, but the military is required to develop incentives so that needed specialists can be developed and retained.

Since promotion in the military is as highly valued as in any other organization, the armed services increasingly must hold out high reward as inducement to the specialist officer, without degrading more traditional concepts of leadership. The compromise, Janowitz argues, has been to place increasing emphasis on the managerial generalist who is capable of coordinating technical activities and developing teamwork. In a study of the career patterns of 475 elite generals and admirals he found that, contrary to the model of the "idealized career " (combat, command, operations), a significant portion had prepared for leadership by developing communication, negotiation, and political skills and by introducing innovative perspectives. Such specialties as liaison with foreign governments, liaison with Congress, military attache, language officer, intelligence, and public relations were critically important to their career development. He concluded that the "prescribed career," i.e., the ideal path, is something of a myth, at least when movement to the highest levels is considered. He called these more unconventional career patterns "adaptive." However, in the Prologue to the 1971 reissuing of The Professional Soldier, Janowitz noted that the adaptive pattern has now in fact become the new prescribed career, and that unconventional pathways upward are no longer so rewarding. He attributes the change to the diminished importance of innovation. He cites a number of reasons for this. First, formerly innovative assignments, such as weapons development, and skills, such as language acquisition, have been institutionalized or routinized. Innovators are more

recently those who resist the development of new weapons systems, a negative position not much rewarded within the military. Second, the innovators of the Vietnam War period, those who advocated unconventional warfare, were discarded because the war was perceived as a failed military effort.

Janowitz contends that increases in bureaucratization and central control have once again made the conventional career the prescribed route to the top, though such a route is now best augmented by politico-military involvement, a Pentagon assignment, combat duty, and a graduate degree. Military organization parallels civilian organization in that the overall tendency is toward the bureaucratized, the predictable, and the conventional, a view of the military shared by Grusky (1964) and Zald and Simon (1964) who also reported increasingly bureaucratic tendencies in the military since the Second World War.

The second source of strain, in Janowitz's view, and one with profound impact on military career patterns, is the transformation of the shape of the military hierarchy because of increased demand for skilled personnel, who must be accommodated at the middle ranks, but who also create a perceptible 'bulge' in the rank system. No longer pyramidal, the hierarchy is now more "flask-like." This distribution has further undermined traditional notions of authority and therefore contributed to the managerial ideal: technicians are not responsive to authoritarian control--they respond to group management techniques.

Janowitz's observations regarding military career pathways are strikingly similar to those reviewed earlier pertaining to the civilian sector: career mobility patterns are created by a complex of external forces, foremost among them economic and technological, forces which create internal labor markets and associated patterns of skill differentiation and distribution. These patterns, in turn, are mediated by the organization's culture, tradition, and administrative style.

Summary

The specific focus of the current study was to determine the relative importance of within-specialty assignments and additional specialty options to the career progression of Army officers. In part, the impetus for this investigation came from the desire to respond to conventional Army folklore. Janowitz (1971) and others have discussed the pervasive concept of "idealized career" as it relates to getting ahead in the Army, i.e., that there are specific assignments and additional specialty options that an officer must receive in order to succeed. In the view of many officers, the most desirable assignments are those involving a command. Other "beliefs" are held regarding least valuable assignments and the importance of various specialty combinations. No known investigations, however, had attempted to quantify career importance in the manner of this study. The following section describes in detail the method undertaken to derive these career importance values. The next section reports the

results, providing the opportunity to determine the extent to which existing myths about the value of various assignments and additional specialties is supported by the data collected in this investigation.

Methods

This section includes a description of the questionnaire used in the study, the subjects, procedures, and techniques for analyzing the data.

Construction of the Questionnaire

In order to quantify the career progression values of within-specialty assignments and additional specialty alternatives for officers within each Army specialty, an appropriate instrument had to be conceived, developed, and pilot-tested. The initial version of the instrument, a questionnaire, was developed for three specialties (FIELD ARTILLERY, INFANTRY, COUNTERINTELLIGENCE/HUMINT) and pilot-tested with a small sample of three colonels and one major, representing the three specialties. Each respondent was queried after completion of the instrument pertaining to his specialty. On the basis of these interviews, minor revisions were undertaken to make the instrument more readable and to clarify differences between some of the within-specialty assignments. In general, however, the respondents found the format adequate and the instructions clear.

Guided by these findings, the instrument was revised and developed for all specialties. To determine the inclusiveness of the lists of assignments for each specialty and to check further on the adequacy of format and clarity of instructions, the project team sought the assistance of specialty monitors at MILPERCEN. Each monitor was asked to review the instrument corresponding to his specialty and determine if the list of assignments and designated officer grades was accurate and inclusive. Following this procedure a second revision of the instrument was undertaken taking into account the comments made by specialty monitors.

The second revision of the instrument also required combining some specialties which at an earlier time had been independent. For example, Supply Management, Logistics Services Management, and General Troop Support Materiel Management were combined and entitled Materiel and Services Management. Moreover, Education, listed as a specialty in DA Pamphlet 600-3, was eliminated. The instrument was then revised taking into account a total of 38 specialties.

The final version of the instrument included a set of instructions and two parts to be completed by the respondent. Part I covered within-specialty assignments and required respondents within each specialty to rate, using a five-point Likert-type scale ("least helpful" to "most helpful"), the career progress value for each assignment in his specialty according to separate officer grades (LT, CPT, MAJ, LTC, COL). This part of the instrument varied according to the specialty

of the respondent. Part II consisted of a list of all Army specialties. The respondent was asked to consider each one and rate it, again on a five-point scale, according to how important he thought having that additional specialty would be to the professional growth, skill acquisition, and leadership experience of officers in his specialty. On the basis of the pilot study, it was estimated that respondents would need about 20 minutes to complete their ratings. (See Appendix A - Infantry Questionnaire).

Subjects and Procedures

In order to insure an adequate sample size, the research team determined that, where possible, the instrument should be sent to a minimum of 70 respondents in each specialty. Initially, only Colonels who would rate assignments in their own primary specialty were to be included in the sample. However, it quickly became clear that this would not be possible in every case since some specialties were comprised of fewer than 70 Colonels. This led to the following decision rule for selecting respondents from each specialty: Wherever possible, respondents were randomly selected first from among Colonels for whom the specialty was their primary, and second from among Colonels for whom it was their additional specialty. If the total was still less than 70, further selections were made from among Lt. Colonels in precisely the same manner, that is, from among those for whom the specialty was their primary and then from among those for whom it was additional. In

no case were respondents selected from grades lower than Lt. Colonel even if this resulted in fewer than 70 potential respondents in a specialty. A final total of 31 specialties were comprised of enough Colonels and Lt. Colonels to warrant inclusion in the study. Finally, five specialties (Infantry, Armor, Field Artillery, Aviation, and Engineer) were deliberately oversampled.

Table 1 provides a profile of the entire sample by specialty. In each case the number of potential and actual respondents are indicated according to grade and whether the specialty was their primary or additional. Thus, for example, of the 44 Colonels with Personnel Management as a primary specialty who were sent the questionnaire, 28 returned it with complete and usable responses. Of the 26 Colonels for whom it was an additional specialty, 21 returned them. This resulted in a response rate of 70% for that specialty. Summary figures are provided at the end of Table 1. It is worth noting that the overall response rate for all specialties was 71.8%.

Data Analysis

The first analysis conducted with the data involved individual respondents' ratings. In order to adjust for possible tendencies of respondents to rate assignments consistently high or low, each respondent's ratings were standardized to a mean of 50 and a standard deviation of 10, thus permitting meaningful comparisons across raters. This proce-

TABLE 1

Number & Percentage of Respondents by Specialty

SPECIALTY	CODE	COL		LTC		TOTAL	RESPONSE RATE
		Pri	Alt	Pri	Alt		
Infantry	11	$\frac{116}{151}$				$\frac{116}{151}$	76.8%
Armor	12	$\frac{69}{104}$				$\frac{69}{104}$	66.3%
Field Artillery	13	$\frac{125}{152}$				$\frac{125}{152}$	82.2%
Air Defense Artillery	14	$\frac{53}{70}$				$\frac{53}{70}$	75.7%
Aviation	15	$\frac{66}{97}$				$\frac{66}{97}$	68.0%
Engineer	21	$\frac{76}{102}$				$\frac{76}{102}$	74.5%
Combat Communications Electronics	25	$\frac{59}{70}$				$\frac{59}{70}$	84.3%
Communications Electronics Engineering	27	$\frac{11}{12}$	$\frac{23}{30}$	$\frac{3}{5}$	$\frac{3}{6}$	$\frac{40}{53}$	75.5%
Instructional Technology & Management	28	$\frac{2}{3}$	$\frac{31}{52}$	$\frac{1}{1}$	$\frac{7}{15}$	$\frac{41}{71}$	57.7%
Law Enforcement	31	$\frac{30}{46}$	$\frac{3}{3}$	$\frac{5}{9}$		$\frac{38}{58}$	65.5%
Tactical/Strategic Intelligence	35	$\frac{33}{61}$	$\frac{8}{17}$			$\frac{41}{78}$	52.6%
Counterintelligence/Human intelligence	36	$\frac{23}{30}$	$\frac{16}{19}$	$\frac{11}{19}$	$\frac{2}{2}$	$\frac{52}{70}$	74.3%
Personnel Management	41	$\frac{28}{44}$	$\frac{21}{26}$			$\frac{49}{70}$	70.0%

TABLE 1 CONTINUED

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SPECIALTY	CODE	COL		LTC		TOTAL	RESPONSE RATE
		Pri	Alt	Pri	Alt		
Personnel Admin. and Administration Management	42	$\frac{15}{21}$	$\frac{11}{19}$	$\frac{9}{14}$	$\frac{10}{17}$	$\frac{45}{71}$	63.4%
Finance	44	$\frac{26}{36}$		$\frac{8}{8}$		$\frac{34}{44}$	77.3%
Comptroller	45	$\frac{5}{6}$	$\frac{48}{55}$	$\frac{0}{2}$	$\frac{5}{8}$	$\frac{58}{71}$	81.7%
Public Affairs	46	$\frac{5}{8}$	$\frac{22}{32}$	$\frac{2}{5}$	$\frac{9}{12}$	$\frac{38}{57}$	66.7%
Foreign Area Officer	48	$\frac{1}{5}$	$\frac{43}{66}$			$\frac{44}{71}$	62.0%
Operations Research & Systems Analysis	49	$\frac{4}{5}$	$\frac{44}{61}$		$\frac{4}{5}$	$\frac{52}{71}$	73.2%
Research & Development	51	$\frac{6}{6}$	$\frac{44}{64}$			$\frac{50}{70}$	
Atomic Energy	52	$\frac{3}{5}$	$\frac{25}{37}$	$\frac{1}{1}$	$\frac{5}{7}$	$\frac{34}{50}$	68.0%
Automatic Data Processing	53	$\frac{5}{7}$	$\frac{27}{43}$	$\frac{3}{3}$	$\frac{9}{19}$	$\frac{44}{72}$	61.1%
Operations & Force Dev.	54	$\frac{51}{69}$				$\frac{51}{69}$	73.9%
Aviation Materiel Management	71	$\frac{25}{37}$	$\frac{0}{1}$	$\frac{10}{17}$	$\frac{2}{2}$	$\frac{37}{57}$	64.9%
Missile Materiel Management	73	$\frac{13}{15}$	$\frac{9}{12}$	$\frac{5}{6}$	$\frac{1}{1}$	$\frac{28}{34}$	82.4%
Chemical	74	$\frac{34}{44}$	$\frac{3}{3}$	$\frac{12}{15}$		$\frac{49}{62}$	79.0%
Munitions Materiel Management	75	$\frac{28}{36}$	$\frac{4}{4}$	$\frac{8}{11}$	$\frac{2}{3}$	$\frac{42}{54}$	77.8%
Maintenance Management	91	$\frac{47}{56}$	$\frac{6}{10}$	$\frac{1}{4}$		$\frac{54}{70}$	77.1%

TABLE 1 CONTINUED

SPECIALTY	CODE	COL		LTC		TOTAL	RESPONSE RATE
		Pri	Alt	Pri	Alt		
Materiel & Services Management	92	$\frac{37}{54}$	$\frac{12}{22}$			$\frac{49}{76}$	64.5%
Transportation Management	95	$\frac{45}{55}$		$\frac{9}{10}$		$\frac{54}{65}$	83.1%
Procurement	97	$\frac{8}{12}$	$\frac{7}{13}$	$\frac{3}{3}$	$\frac{3}{4}$	$\frac{21}{32}$	65.6%
Total returned		998	458	91	62	1609	
Total sent		<u>1350</u>	<u>658</u>	<u>131</u>	<u>101</u>	<u>2242</u>	71.8%
Return rate		73.9%	69.6%	68.4%	61.4%		

dure was performed independently for each respondent's ratings for Part I, involving within-specialty assignments, and then for Part II, ratings involving additional specialty assignments.

Means and standard deviations of respondents' standardized ratings were then calculated first for each assignment in each Army specialty according to separate officer grades and second, for additional specialty alternatives. These two sets of ratings were also standardized. Again using a mean of 50 and a standard deviation of 10, respondents' ratings were standardized separately for within-specialty assignment and additional specialty alternatives. In addition, a coefficient of variation was calculated for each within-specialty assignment and additional specialty alternative. This statistic, a measure of relative rather than absolute variation, permits an assessment of the confidence level for the mean rating of respondents, i.e., the lower the coefficient the greater the agreement among respondents on the career progression value of assignments and/or additional specialties. The following section presents the findings of the study.

Results

This section of the report presents the results of respondents' ratings for within-specialty assignments and additional specialty alternatives for 31 Army specialties. An initial objective was to find a concise method for

describing such a large data set. It was decided that rather than attempt to describe respondents' ratings for each of 31 specialties, the results pertaining to only one specialty would be selected and described in detail as an example of how the results for each of the other specialties could be interpreted.

The specialty which was selected for detailed description here was Infantry. The ratings of 116 Colonels whose primary specialty is Infantry are divided into two areas; first, ratings of duty assignments available to Infantry officers and second, ratings of additional specialty alternatives.

Within-Specialty Assignment Ratings

Table 2 presents the results of Colonels' ratings of present within-specialty assignments. These results indicate that there are considerable differences in the perceived career progression value of various assignments. In order to begin to understand these results, imagine, hypothetically, an officer whose career follows a "perfect track," that is, an officer who has been given what the ratings indicate are the most valuable assignments from the time he was a Lieutenant until he obtained the rank of Colonel. His career would begin by being assigned to Platoon Leader ($\bar{x} = 62.4$) as a Lieutenant, continue by being assigned to Company Commander ($\bar{x} = 62.4$) as a Captain, Brigade Staff Officer ($\bar{x} = 58.3$) as a Major, Battalion Commander ($\bar{x} = 62.4$) as a Lieutenant Colonel, and finally, having achieved the rank of Colonel, this hypothetical officer would be assigned to Brigade Group Com-

TABLE 4

Means, Standard Deviations, and Coefficients of Variation
for Infantry Officer Ratings of Specialty Duty Assignments

ASSIGNMENTS	$\bar{x}$	$\frac{LT}{sd}$	$\bar{C}$	$\bar{x}$	$\frac{CPT}{sd}$	$\bar{C}$	$\bar{x}$	$\frac{MAJ}{sd}$	$\bar{C}$	$\bar{x}$	$\frac{LTC}{sd}$	$\bar{C}$	$\bar{x}$	$\frac{COL}{sd}$	$\bar{C}$
Aide de camp	46.7	10.4	220	53.1	8.6	160	49.0	8.9	180	42.9	9.3	220	37.4	10.6	280
Basic Training Platoon Leader	53.5	7.3	140												
Platoon Leader	62.4	2.8	40												
Company Executive Officer	58.6	6.3	110												
Division Staff Officer				47.1	7.3	160	58.0	5.3	90	57.7	6.1	110			
Inspector General							47.8	7.6	160	49.4	8.0	160	44.7	8.9	200
Advisor, Foreign Government				37.6	6.7	180	42.0	6.8	160	47.0	7.0	150	47.1	8.4	180
Advisor, Other				39.1	7.4	190	43.4	6.9	160	44.4	7.0	160	43.8	8.1	190
Instructor, USMA				47.4	8.2	170	50.4	7.7	150	46.1	7.8	170	40.5	7.1	170
Instructor, Other				47.4	7.5	160	50.0	6.3	130	45.0	7.2	160	39.5	6.6	170
Recruiting				41.5	8.6	210	41.6	7.5	180	41.4	7.4	180	38.9	8.2	210
Commander, Special Forces Unit				52.6	8.4	160	52.0	7.4	140	51.7	8.8	170			
MAAG & Mission Advisor				41.9	6.9	170	46.2	6.1	130	47.0	7.0	150			
Brigade Staff Officer				53.8	6.4	120	58.3	5.3	90	51.0	8.9	170			

ANALYSIS OF ASSIGNMENTS

ASSIGNMENTS	LT		C	CPT		Z	MAJ		C	LTC		Z	COL	
	$\bar{x}$	$\frac{sd}{\bar{x}}$		$\bar{x}$	$\frac{sd}{\bar{x}}$		$\bar{x}$	$\frac{sd}{\bar{x}}$		$\bar{x}$	$\frac{sd}{\bar{x}}$		$\bar{x}$	$\frac{sd}{\bar{x}}$
Battalion Staff Officer	59.1	4.3	7%											
Company Commander	62.4	2.8	4%											
Corps or Higher Staff Officer				50.6	6.2	12%				6.0	11%	54.1	7.0	13%
Battalion Commander										2.8	4%			
Post Commander										7.1	14%	52.2	8.5	16%
Brigade Group Commander												62.2	3.1	5%
Division Chief of Staff												61.3	3.5	6%
Service School Department Head												53.4	6.7	12%
Chief MAAG or Mission												52.0	6.3	12%
Division Chief HQDA, JCS, OSD												55.8	6.9	12%

mander ($\bar{x} = 62.2$). Although other assignments are nearly as enhancing, these are the most highly valued. It is also worth noting that there appeared to be considerable agreement among raters about their value. The high level of agreement is indicated by the small coefficients of variation derived for each of these assignments, in most cases only 4% or 5%.

However, since the number of officers who will be able to follow such a "track" is undoubtedly small, perhaps a more important result in trying to map Infantry officers' opportunity structure is the identification of the range of potentially valuable assignments within each grade. Using a rating of 55 or higher as a cutoff, there appear to be at least two or three assignments within each grade which are viewed as important to career progression. In addition to those assignments mentioned above, i.e., those receiving the highest overall rating within each grade, the following were also highly rated: Company Executive Officer ($\bar{x} = 58.6$) for Lieutenants; Battalion Staff Officer ($\bar{x} = 59.1$) for Captains; Division Staff Officer ($\bar{x} = 58.0$) for Majors; Division Staff Officer ($\bar{x} = 57.7$) and Corps or Higher Staff Officer ($x = 55.2$) for Lt. Colonels; and, finally, Division Chief of Staff ($\bar{x} = 61.3$), Division Chief HQDA, JCS, OSD ($\bar{x} = 55.8$), and Brigade Group Commander ($\bar{x} = 62.2$) for Colonels.

The results in Table 2 also provide an opportunity for examining differences in assignment ratings according to officer grade. This information is useful since, in addition to whether or not an officer obtains a particular assignment,

when he obtains that assignment is also important. The results indicate that the ratings for some assignments do differ according to grade. A good example of this is Division Staff Officer. While rated only moderately helpful for a Captain ($\bar{x} = 47.1$), this assignment is viewed as much more helpful for a Major ($\bar{x} = 58$) and/or a Lt. Colonel ($\bar{x} = 57.1$). As another example, to be assigned as an Instructor at the U.S. Military Academy as a Major ($\bar{x} = 50$) is perceived as being moderately helpful to career progression, but the same assignment as a Colonel ($\bar{x} = 40.5$) appears to have little if any value. In contrast, there are other assignments which are rated similarly regardless of the officer grade. An example of this type of assignment is Commander of a Special Forces Unit which is rated virtually the same for Captains, Majors, and Lt. Colonels.

Finally, the coefficients of variation in Table 2 provide an indication of how much agreement there was among respondents for each assignment rating. And agreement about the value of certain assignments differed considerably. For example, on the one hand it would appear that the majority of respondents believe that assignment to Company Commander while a Captain is valuable to an Infantry officer's career ($C = 4\%$). On the other hand, there appear to have been differences regarding the value of being an aide de camp as a Lieutenant ($C = 22\%$). This suggests that each assignment rating must be examined in conjunction with respondents' overall level of agreement on the value of that assignment.

Description of the results for within-specialty assignment ratings has been limited to Infantry. The even numbered tables 4 - 62 provide the results for ratings of the other specialties included in the study (See Appendix B).

Additional Specialty Assignment

Part II of the questionnaire listed all Officer specialties. Instructions to the raters asked them to consider each specialty and rate it according to how helpful having that alternate would be in contributing to the professional growth, skill acquisition and leadership experience of an officer in their (the rater's) specialty. A five-point scale was used in which 5 = most helpful and 1 = least helpful. Ratings were solicited for all combinations of specialties including those which are not possible within OPMS, e.g. Armor and Infantry.

As in Part I, all ratings were standardized for individual raters to control for the variance expected to arise from rater response set and characteristic difference in scale use. Displayed in the accompanying tables (odd numbered tables from 3 to 63) are the means of the individualized standard scores for all ratings, the standard deviations of those distributions and Coefficients of Variation for each distribution.

To illustrate the use of these data, let us focus on Table 3 having to do with Infantry Officers. To answer the question, "Which alternate specialties are considered most career enhancing for an Infantry Officer?" one need only con-

Means, Standard Deviations, and Coefficients of Variation
for Infantry Officer Ratings of Additional Specialties

ADDITIONAL SPECIALTY	<u>x</u>	<u>sd</u>	<u>c</u>
Air Defense Artillery	50.1	9.2	18%
Armor	65.0	10.0	15%
Atomic Energy	43.9	6.5	15%
Automatic Data Processing	50.0	7.5	15%
Aviation	55.1	7.6	14%
Aviation Materiel Management	44.6	6.0	13%
Chemical	48.1	7.6	16%
Club Management	38.7	4.6	12%
Combat Communications Electronics	52.9	7.1	13%
Communications Electronics Engineering	44.1	4.9	11%
Communications Electronics Materiel Management	43.2	4.6	11%
Comptroller	53.4	9.0	17%
Counterintelligence/Human Intelligence	52.0	7.0	13%
Electronic Warfare/Cryptology	48.2	6.2	13%
Engineer	55.1	7.4	14%
Field Artillery	59.9	8.8	15%
Finance	42.7	5.8	14%
Food Management	41.8	5.3	13%
Foreign Area Officer	50.8	9.3	18%
Highway & Rail Operations	41.5	4.8	12%
Infantry			
Instructional Technology & Management	49.5	8.5	17%
Law Enforcement	46.4	5.3	11%
Maintenance Management	56.4	7.8	14%

ADDITIONAL SPECIALTY	<u>x</u>	<u>sd</u>	<u>C</u>
Marine & Terminal Operations	40.8	3.8	9%
Materiel & Services Management	46.4	7.2	16%
Missile Materiel Management	40.8	4.0	10%
Munitions Materiel Management	42.0	4.8	16%
Operations & Force Development	66.0	7.4	11%
Operations Research and Systems Analysis	57.4	8.2	14%
Personnel Administration & Administrative Management	56.3	8.0	14%
Personnel Management	61.1	7.8	13%
Petroleum Management	41.1	4.6	11%
Procurement	45.6	6.9	15%
Public Affairs	47.5	7.2	15%
Research & Development	52.2	8.4	16%
Tactical/Strategic Intelligence	56.0	6.5	12%
Transportation Management	44.1	5.4	12%

sult the Column of means from the various specialties to arrive at the following list.

Operations and Force Development	66.0
Armor	65.0
Personnel Management	61.1
Field Artillery	59.9

Since neither Armor nor Field Artillery is possible as an alternate specialty, a longer list of possibilities would be desired both by assignment officers in deciding upon alternative specialty assignments and for individual Officers in expressing a preference for alternate specialties. Lengthening the list would produce the following.

ORSA	57.4
Maintenance	56.4
Personnel Admin. & Admin. Mgt.	56.3
Tactical/Strategic Intelligence	56.0

In all cases listed, the Coefficients of Variation are sufficiently small to suggest considerable rater agreement on the helpfulness of each alternate specialty.

Another use of the tables would arise when an Infantry Officer who was preparing to express his preferences for an alternate specialty recognized in himself an interest and some capability in Finance. His question might be, "If I seek and get Finance as an alternate, how helpful would that be to my career progress as an Infantry Officer?" Consulting Table 3 would reveal that Finance ($\bar{x} = 42.7$) is not considered to be very enhancing for the careers of Infantry Officers and,

should his interest in pursuing that alternate persist, it should be weighed against that fact. Further inquiry into the table might, however, be guided by a question such as, "If Finance is not very helpful, are there similar specialties which are?" One might then search for specialties which bear some similarity to Finance and learn that Comptroller ($\bar{x} = 53.4$) is indeed moderately helpful.

Table 64 (See Appendix B) combines the ratings from all the tables having to do with alternate specialties and permits the viewing of all pairs of specialties together. An assignment officer might approach Table 64 with a question such as, "If I must assign X officers to the alternate specialty of Materiel Services Management, from which specialties should those officers come in order to maximize career progress for all?" The answers might take the following forms.

1. It would be most enhancing to select from officers whose specialties are:

Procurement	64
Maintenance Management	61
Transportation Management	61
Aviation Materiel Management	60

2. In the interest of maximizing career progress, one should not select officers whose specialties are:

Counterintelligence/Humint	42
Tactical/Strategic Intelligence	43
Public Affairs	44

3. If there is a choice, one should assign officers with specialties in

Comptroller	53
-------------	----

or

Engineering	52
-------------	----

rather than officers whose specialties are

Counterintelligence/Humint	42
----------------------------	----

or

Public Affairs	44
----------------	----

Uses

In general these data on the probable helpfulness of within-specialty assignments and specialty pair combinations define a general picture of the entire officer career system as it is likely to be influenced by the OPMS requirements. As such they provide a means for identifying regularities and idiosyncracies within the entire system. Furthermore the data provide a management tool for within-specialty assignments and the assignment of additional specialties which should assist MILPERCEN in blending the manpower needs of the Army with the growth and development of individual officers, as OPMS prescribes. Indeed, such a management tool might well lead to decision rules to assist in the construction of an algorithm for both within-specialty assignments and for additional specialty assignment. Finally, the data could provide a valuable tool for individual officers as they (a) prepare to express their preferences for additional specialties and (b) monitor the progress of their own careers.

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Appendix A

Infantry Questionnaire

CAREER PROGRESS

QUESTIONNAIRE

INFANTRY

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RATING THE CAREER PROGRESS VALUE OF ARMY OFFICER ASSIGNMENTS

In the pages which follow, you are asked to rate various duty assignments according to how much you think each assignment would help an officer toward a high level of professional qualification in his specialty. Though we are aware that most of career progress depends on an officer's personal characteristics and duty performance, this exercise is an attempt to evaluate how duty assignments, in and of themselves, contribute to career progress by providing for professional growth, skill acquisition, and leadership experience. Therefore we ask you to assume a frame of reference based on "all other things being equal" as you do your ratings.

Part I asks you to rate specific duty assignments within your specialty according to how helpful they are for officers at each grade.

Part II asks you to rate all other specialties besides your own according to how helpful they would be as additional specialties for officers within your specialty.

The ratings should take about 20 minutes to complete.

In this part you are asked to rate the career progress value of assignments within the specialty of INFANTRY.

The left hand column of the rating form lists the within-specialty assignments and officer grades are listed across the top. Please note that each assignment is not relevant for all officer grades (see example below).

Using the following 5-point scale, rate each assignment according to separate officer grades (LT, CAPT, MAJ, LTC, COL) in the spaces provided:

1	2	3	4	5
Least Helpful				Most Helpful

Each point on the scale may be used as many times as you see fit. We recommend that you use a pencil in completing this form since previous experience has shown that respondents sometimes change their initial ratings of some assignments.

EXAMPLE: If you believe that Division Staff Officer is minimally helpful for a Captain, maximally helpful for a Major, and somewhat less helpful for a Lieutenant Colonel, you would rate this assignment as follows:

Within-Specialty Assignment	Officer Grade				
	LT	CAPT	MAJ	LTC	COL
Division Staff Officer		2	5	4	

In this example Lieutenants and Colonels are not normally assigned as Division Staff Officers, thus no rating is required.

INFANTRY

41

1 2 3 4 5
Least Most
Helpful Helpful

Within-Specialty Assignment	Officer Grade				
	LT	CAPT	MAJ	LTC	COL
Aide de Camp					
Basic Training Platoon Leader					
Platoon Leader					
Company Executive Officer					
Division Staff Officer					
Inspector General					
Advisor, Foreign Government					
Advisor, Other					
Instructor, USMA					
Instructor, Not USMA					
Recruiting					
Commander, Special Forces Unit					
MAAG & Mission Advisor					
Brigade Staff Officer					
Battalion Staff Officer					
Company Commander					
Corps or Higher Staff Officer					
Battalion Commander					
Post Commander					
Brigade Group Commander					

42

2

3

1

Most

Helpful

4

Under the procedures of OPMS, every officer with a specialty in

INFANTRY

must eventually have an additional specialty. Following is a list of all Army specialties. Consider each one and rate it according to how much you think having that additional specialty would contribute to the professional growth, skill acquisition and leadership experience of a(n) _____

INFANTRY officer. For each specialty ask yourself:

How helpful would having it (each specialty) as an additional specialty be for enhancing the professional qualification of a (n)

INFANTRY officer?

Use the same five-point scale you used in Part I.

1	2	3	4	5
Least				Most
Helpful				Helpful

Specialty	Rating
Air Defense Artillery	
Armor	
Atomic Energy	
Automatic Data Processing	
Aviation	
Aviation Materiel Management	
Chemical	
Club Management	
Combat Communications-Electronics	
Communications-Electronics Engineering	
Communications-Electronics Materiel Management	
Comptroller	
Counterintelligence/HUMINT	

Part II: Additional Specialties

1 2 3 4 5
 Least Most
 Helpful Helpful

Specialty	Rating
Electronic Warfare/Cryptology	
Engineer	
Field Artillery	
Finance	
Food Management	
Foreign Area Officer	
Highway and Rail Operations	
Instructional Technology and Management	
Law Enforcement	
Maintenance Management	
Marine and Terminal Operations	
Materiel and Services Management	
Missile Materiel Management	
Munitions Materiel Management	
Operations and Force Development	
Operations Research/Systems Analysis	
Personnel Administration & Administrative Management	
Personnel Management	
Petroleum Management	
Procurement	
Public Affairs	
Research and Development	
Tactical/Strategic Intelligence	
Transportation Management	

Appendix B

Tables 4 - 64

TABLE 4

Means, Standard Deviations, and Coefficients of Variation
for Armor Officer Ratings of Specialty Duty Assignments

ASSIGNMENTS	$\bar{X}$	LT sd	C	$\bar{X}$	CPT sd	C	$\bar{X}$	MAJ sd	C	$\bar{X}$	LTC sd	C	$\bar{X}$	COL sd	C
Battalion Staff Officer	45.8	8.9	19%												
Assistant Training Officer	47.9	7.0	15%												
Platoon Leader	63.1	2.8	4%												
Troop/Company Executive Officer	61.1	4.8	8%												
Advisor, Foreign Government				38.2	6.6	17%	45.7	6.4	14%	49.9	7.1	14%	50.5	8.0	16%
Advisor, Other				39.1	6.1	16%	44.6	7.2	16%	47.0	6.6	14%	45.9	7.3	16%
Instructor, USMA				45.6	8.5	19%	50.3	8.3	17%	45.4	7.1	16%	40.0	6.8	17%
Instructor, Other				48.6	8.0	16%	51.4	7.6	15%	46.6	7.3	16%	40.7	7.5	19%
Aide de Camp	48.8	9.1	19%	52.3	8.2	16%	49.7	8.2	17%	44.7	11.0	25%	43.6	11.0	25%
Recruiting				40.1	6.7	17%	41.8	6.9	16%	41.4	6.6	16%	39.2	6.5	17%
Commander, Special Forces Unit				47.4	9.6	20%	47.0	8.8	19%	47.0	10.0	21%			
Staff Officer, Battalion or Higher				54.9	6.0	11%	59.4	4.9	8%						
Troop/Company Commander				63.0	3.0	5%									
Inspector General							49.6	8.0	16%	49.9	7.2	14%	47.2	7.6	10%

TABLE 4 CONTINUED

ASSIGNMENTS	$\bar{x}$	LT $\frac{sd}{\bar{x}}$	C	$\bar{x}$	CPT $\frac{sd}{\bar{x}}$	C	$\bar{x}$	MAJ $\frac{sd}{\bar{x}}$	C	$\bar{x}$	LTC $\frac{sd}{\bar{x}}$	C	$\bar{x}$	COL $\frac{sd}{\bar{x}}$	C
Staff Officer, Brigade or Higher							56.9				6.0	11%			
Post Commander							50.2				6.6	13%	51.6	7.7	15%
Squadron/Battalion Commander							63.0				2.9	5%			
Dept. Head, Service School													53.6	6.9	13%
Staff Officer, Corps or Higher													53.6	6.9	13%
Division Chief, HQDA, JCS, OSD													55.0	6.4	12%
Division Chief of Staff													56.0	6.2	11%
Brigade/Group Commander													62.1	3.4	5%
													62.8	3.3	5%

Means, Standard Deviations, and Coefficients of Variation
for Armor Officer Ratings of Additional Specialties

ADDITIONAL SPECIALTY	$\bar{x}$	<u>sd</u>	<u>C</u>
Air Defense Artillery	46.5	7.3	16%
Armor			
Atomic Energy	44.1	6.4	15%
Automatic Data Processing	50.6	6.8	14%
Aviation	59.3	7.7	13%
Aviation Materiel Management	48.7	7.3	15%
Chemical	46.5	7.4	16%
Club Management	38.7	6.2	16%
Combat Communications Electronics	52.2	7.5	14%
Communications Electronics Engineering	45.6	5.0	11%
Communications Electronics Materiel Management	45.0	5.3	12%
Comptroller	51.4	7.9	15%
Counterintelligence/Human Intelligence	48.8	6.5	13%
Electronic Warfare/Cryptology	47.2	6.5	14%
Engineer	52.3	9.2	18%
Field Artillery	52.7	9.6	18%
Finance	41.5	6.2	15%
Food Management	39.4	5.4	14%
Foreign Area Officer	51.2	8.8	17%
Highway & Rail Operations	42.4	5.9	14%
Infantry	58.0	11.0	19%
Instructional Technology & Management	50.8	7.7	15%
Law Enforcement	43.3	6.2	14%
Maintenance Management	62.9	7.0	11%

TABLE 5 CONTINUED

ADDITIONAL SPECIALTY	<u>$\bar{x}$</u>	<u>sd</u>	<u>C</u>
Marine & Terminal Operations	40.6	4.3	11%
Materiel & Services Management	49.7	8.1	16%
Missile Materiel Management	41.9	4.9	12%
Munitions Materiel Management	47.0	7.4	16%
Operations & Force Development	65.5	6.8	10%
Operations Research and Systems Analysis	59.0	9.0	15%
Personnel Administration & Administrative Management	55.7	7.8	14%
Personnel Management	59.1	7.7	13%
Petroleum Management	42.5	5.1	12%
Procurement	48.1	8.1	17%
Public Affairs	46.7	7.2	15%
Research & Development	59.7	8.5	14%
Tactical/Strategic Intelligence	53.3	8.3	16%
Transportation Management	45.1	6.5	14%

TABLE 6

Means, Standard Deviations, and Coefficients of Variation
for Field Artillery Officer Ratings of Specialty Duty Assignments

ASSIGNMENTS	$\bar{x}$	LT $\frac{sd}{\bar{x}}$	$\bar{c}$	$\bar{x}$	CPT $\frac{sd}{\bar{x}}$	$\bar{c}$	$\bar{x}$	MAJ $\frac{sd}{\bar{x}}$	$\bar{c}$	$\bar{x}$	LTC $\frac{sd}{\bar{x}}$	$\bar{c}$	$\bar{x}$	COL $\frac{sd}{\bar{x}}$	$\bar{c}$
Assistant Staff Officer, Battalion	44.2	8.9	20%												
Recon/Survey Officer	51.0	9.0	18%												
Forward Observer	57.1	6.8	12%												
Platoon Leader	57.1	5.8	10%												
Fire Direction Officer	60.6	3.9	6%												
Battery Executive Officer	61.8	3.1	5%												
Inspector General				46.1	9.3	20%	47.5	8.7	18%	44.8	9.3	21%			
Instructor, USMA				43.4	8.9	21%	43.5	7.0	16%	39.5	7.1	18%			
Instructor, ROTC				42.4	7.7	18%	42.3	6.0	14%	38.3	6.8	18%			
Instructor, Army Schol				49.6	7.6	15%	46.8	6.5	14%	41.5	8.6	21%			
Advisor, Foreign Government				37.7	6.9	18%	46.4	7.8	17%	46.9	9.0	19%			
Advisor, Army Readiness Region				41.3	7.4	18%	46.0	6.9	15%	45.0	7.8	17%			
Recruiting, USARECOM Staff				37.7	5.7	15%	39.6	6.0	15%	39.1	6.4	16%			
Recruiting, District/Area Commander				39.6	7.0	18%	43.9	8.0	18%	41.5	7.7	19%			

TABLE 5 CONTINUED

ASSIGNMENTS	$\bar{x}$	$\frac{LT}{sd}$	$\bar{C}$	$\bar{x}$	$\frac{CPT}{sd}$	$\bar{C}$	$\bar{x}$	$\frac{MAJ}{sd}$	$\bar{C}$	$\bar{x}$	$\frac{LTC}{sd}$	$\bar{C}$	$\bar{x}$	$\frac{COL}{sd}$	$\bar{C}$
Fire Support Officer				56.9	5.9	10%									
MAAG or Mission Duty				41.5	6.1	15%									
Staff Officer, Battalion Staff				54.9	5.0	9%	57.9	5.0	9%						
Staff Officer, Brigade/Group				50.5	5.9	12%	55.9	4.7	8%	54.6	6.7	12%			
Staff Officer, Division Staff				45.4	6.4	14%	54.7	5.6	10%	57.6	5.1	9%			
Battalion Executive Officer							60.4	4.0	7%						
Staff Officer Corps Staff										52.7	6.6	13%			
Battery/Company/ Detachment Commander	59.0	8.1	14%	61.4	5.4	9%									
Pershing Battery Commander							59.2	6.2	10%						
DIVARTY/Group/ Brigade Executive Officer										56.7	5.3	9%			
Battalion Commander										62.0	2.7	4%			
Aide de Camp	48.6	9.0	19%	50.1	8.1	16%	47.5	8.7	18%	46.0	9.4	21%	44.9	11.0	24%
Group/DIVARTY Commander										62.0	2.7	4%	62.0	2.7	4%

TABLE 6 CONTINUED

ASSIGNMENTS	$\bar{x}$	$\frac{LT}{sd}$	C	$\bar{x}$	$\frac{CPT}{sd}$	C	$\bar{x}$	$\frac{MAJ}{sd}$	C	$\bar{x}$	$\frac{LTC}{sd}$	C	$\bar{x}$	$\frac{COL}{sd}$	C
Corps Artillery Executive Officer										54.8	5.5	10%			
Post Commander										52.9	7.3	14%			
Brigade Commander										61.2	3.7	6%			
Division Chief of Staff										60.6	4.1	7%			
Division Chief HQDA, JCS, OSD										56.1	5.9	11%			
Service School Dept. Head										54.3	5.5	10%			
Corps Artillery Deputy Commander										55.8	5.5	10%			
Staff Officer MACOM Staff				41.1	6.8	16%	48.3	5.8	12%	52.0	5.9	11%	49.4	7.5	15%
Staff Officer DA Staff				42.0	9.3	22%	54.2	7.3	13%	58.0	6.0	10%	52.6	8.3	16%

TABLE 7

Means, Standard Deviations, and Coefficients of Variation
for Field Artillery Officer Ratings of Additional Specialties

ADDITIONAL SPECIALTY	<u>$\bar{x}$</u>	<u>sd</u>	<u>C</u>
Air Defense Artillery	52.3	9.4	18%
Armor	57.3	10.2	18%
Atomic Energy	53.8	8.8	16%
Automatic Data Processing	55.8	7.4	13%
Aviation	52.0	9.6	18%
Aviation Materiel Management	44.4	6.9	16%
Chemical	47.6	7.0	15%
Club Management	37.1	5.1	14%
Combat Communications Electronics	54.9	6.7	12%
Communications Electronics Engineering	47.4	6.6	14%
Communications Electronics Materiel Management	45.9	6.5	14%
Comptroller	52.1	8.4	16%
Counterintelligence/Human Intelligence	47.4	6.9	15%
Electronic Warfare/Cryptology	47.1	7.1	15%
Engineer	49.6	7.4	15%
Field Artillery			
Finance	41.7	6.2	15%
Food Management	40.5	6.0	15%
Foreign Area Officer	46.7	8.4	18%
Highway & Rail Operations	39.4	4.6	12%
Infantry	58.3	10.1	17%
Instructional Technology & Management	49.0	7.8	16%
Law Enforcement	41.9	5.1	12%
Maintenance Management	58.0	7.6	13%

TABLE 7 CONTINUED

ADDITIONAL SPECIALTY	<u>$\bar{x}$</u>	<u>sd</u>	<u>C</u>
Marine & Terminal Operations	40.0	4.6	11%
Materiel & Services Management	47.9	7.9	17%
Missile Materiel Management	51.9	8.2	16%
Munitions Materiel Management	53.2	7.2	13%
Operations & Force Development	63.4	7.8	12%
Operations Research and Systems Analysis	57.5	7.9	14%
Personnel Administration & Administrative Management	55.1	8.0	14%
Personnel Management	58.9	7.3	12%
Petroleum Management	40.5	4.9	12%
Procurement	47.9	8.8	18%
Public Affairs	43.4	6.9	16%
Research & Development	56.8	8.5	15%
Tactical/Strategic Intelligence	51.5	7.5	15%
Transportation Management	42.9	5.8	13%

TABLE 8

Means, Standard Deviations, and Coefficients of Variation
for Air Defense Artillery Officer Ratings of Specialty Duty Assignments

ASSIGNMENTS	$\bar{x}$	LT sd	C	$\bar{x}$	CPT sd	C	$\bar{x}$	MAJ sd	C	$\bar{x}$	LTC sd	C	$\bar{x}$	COL sd	C
Battery Executive Officer	59.0	6.6	11%												
Maintenance Officer	51.5	7.0	14%												
Assistant Platoon Leader	44.0	11.1	25%												
Platoon Leader	61.9	3.3	5%												
Supply Officer	9.1	8.1	17%												
Training Officer	49.6	7.8	16%												
Tactical Control Officer	55.3	7.4	13%												
Battery/Detachment or Company Commander	56.2	7.8	14%	62.2	2.8	5%									
Battalion Staff Officer	39.4	9.4	24%	56.1	6.6	12%	58.1	6.0	10%						
Commander, Special Forces Unit				47.5	10.0	21%	48.1	9.8	20%	47.8	10.0	21%			
Instructor, ROTC				44.0	7.0	16%	46.9	6.6	14%	43.3	6.1	14%	40.8	6.7	16%
Instructor, USMA				46.9	6.3	13%	50.2	7.0	14%	45.8	7.6	17%	42.5	8.4	20%
Instructor, Army School				49.9	6.6	13%	51.8	6.0	12%	46.4	7.2	16%	39.6	6.9	17%

TABLE 8 CONTINUED

ASSIGNMENTS	$\bar{X}$	$\frac{LT}{sd}$	$\underline{C}$	$\bar{X}$	$\frac{CPT}{sd}$	$\underline{C}$	$\bar{X}$	$\frac{MAJ}{sd}$	$\underline{C}$	$\bar{X}$	$\frac{LTC}{sd}$	$\underline{C}$	$\bar{X}$	$\frac{COL}{sd}$	$\underline{C}$
Recruiting, USARECOM Staff				38.9	5.3	14%	39.8	5.6	14%	40.4	7.1	18%	39.2	7.2	18%
Recruiting, District/ Area Commander				41.6	6.2	15%	42.6	6.3	15%	44.5	8.0	18%	41.4	8.6	21%
Division Staff Officer				47.3	8.3	18%	57.1	5.2	9%	57.9	4.7	8%	51.2	9.1	18%
Staff Officer MACOM Staff				43.4	7.4	17%	52.0	7.5	14%	53.9	7.6	14%	51.6	8.4	16%
Staff Officer DA Staff				41.5	10.2	24%	57.5	6.0	10%	60.5	3.8	6%	56.5	6.6	12%
Advisor, Foreign Government				39.0	9.3	24%	44.5	7.6	17%	48.7	8.3	17%	50.7	9.2	18%
Advisor, Army Readiness Region				39.4	7.9	20%	44.4	8.2	19%	45.1	8.8	20%	43.9	9.0	20%
Brigade/Group Staff Officer				49.9	8.4	17%	56.6	5.6	10%	55.7	7.4	13%			
Inspector General							47.9	7.1	15%	50.0	8.0	16%	48.1	8.7	18%
Battalion Commander										62.2	2.9	5%			
Post Commander										53.4	7.3	14%	54.0	7.4	14%
Division Chief of Staff													61.7	3.4	6%
Service School Department head													55.1	6.1	11%
Staff Officer Corps Staff													52.8	4.5	9%

TABLE 8 CONTINUED

ASSIGNMENTS	$\bar{X}$	Lt $\frac{\text{sd}}{\text{sd}}$	C	$\bar{X}$	CPT $\frac{\text{sd}}{\text{sd}}$	C	$\bar{X}$	MAJ $\frac{\text{sd}}{\text{sd}}$	C	$\bar{X}$	LTC $\frac{\text{sd}}{\text{sd}}$	C	$\bar{X}$	COL $\frac{\text{sd}}{\text{sd}}$	C
Brigade/Group Commander															
Aide de Camp	50.6	10.4	21%	53.1	9.4	18%	52.2	9.0	17%	49.0	10.2	21%	45.4	13.1	29%

TABLE 9

Means, Standard Deviations, and Coefficients of Variation
for Air Defense Artillery Officer Ratings of Additional Specialties

ADDITIONAL SPECIALTY	$\bar{x}$	<u>sd</u>	<u>C</u>
Air Defense Artillery			
Armor	52.3	10.4	20%
Atomic Energy	54.9	8.6	16%
Automatic Data Processing	56.5	6.7	12%
Aviation	47.5	8.2	17%
Aviation Materiel Management	44.1	5.5	12%
Chemical	43.3	5.8	13%
Club Management	36.4	4.1	11%
Combat Communications Electronics	54.4	6.1	11%
Communications Electronics Engineering	53.1	8.5	16%
Communications Electronics Materiel Management	50.6	6.7	13%
Comptroller	51.3	8.5	17%
Counterintelligence/Human Intelligence	45.1	5.1	11%
Electronic Warfare/Cryptology	49.6	8.5	17%
Engineer	49.6	8.1	16%
Field Artillery	56.2	8.7	15%
Finance	43.4	5.8	13%
Food Management	39.2	6.8	17%
Foreign Area Officer	46.8	8.3	18%
Highway & Rail Operations	39.1	6.2	16%
Infantry	51.8	9.7	19%
Instructional Technology & Management	47.2	7.3	15%
Law Enforcement	42.3	5.3	13%
Maintenance Management	57.2	7.4	13%

TABLE 9 CONTINUED

ADDITIONAL SPECIALTY	<u>$\bar{x}$</u>	<u>sd</u>	<u>C</u>
Marine & Terminal Operations	38.4	4.6	12%
Materiel & Services Management	48.0	7.7	16%
Missile Materiel Management	59.8	7.1	12%
Munitions Materiel Management	52.5	8.0	15%
Operations & Force Development	60.5	7.7	13%
Operations Research and Systems Analysis	60.3	.7	13%
Personnel Administration & Administrative Management	54.7	7.2	13%
Personnel Management	58.2	6.4	11%
Petroleum Management	40.5	6.8	17%
Procurement	51.1	7.3	14%
Public Affairs	44.6	7.7	17%
Research & Development	61.3	6.0	10%
Tactical/Strategic Intelligence	49.6	6.3	13%
Transportation Management	40.5	4.4	11%

TABLE 10

Means, Standard Deviations, and Coefficients of Variation
for Aviation Officer Ratings of Specialty Duty Assignments

ASSIGNMENTS	$\bar{X}$	LT $\frac{sd}{\bar{X}}$	C	$\bar{X}$	CPT $\frac{sd}{\bar{X}}$	C	$\bar{X}$	MAJ $\frac{sd}{\bar{X}}$	C	$\bar{X}$	LTC $\frac{sd}{\bar{X}}$	C	$\bar{X}$	COL $\frac{sd}{\bar{X}}$	C
Nontactical Aviation Unit Officer	41.4	9.3	23%												
Combat Support Aviation Unit Leader	52.0	6.7	13%												
Combat Service Support Avia- tion Unit Leader	49.8	7.9	16%												
Combat Aviation Unit Leader	57.9	5.4	9%												
Aide de Camp	44.3	10.9	25%												
Instructor, USMA				48.9	9.3	19%	47.1	9.5	20%	42.2	9.8	23%	38.7	10.4	27%
Instructor, Other				40.8	8.0	20%	45.1	9.2	20%	42.3	9.4	22%	37.4	10.1	27%
Experimental Test Pilot				42.2	8.3	20%	45.2	6.8	15%	41.3	7.6	13%	37.0	8.2	22%
Aviation Detach- ment Commander				48.8	10.5	21%	47.2	10.3	22%	40.7	11.2	27%	35.4	8.8	25%
Aviation Battalion/ Group Staff Officer				55.3	5.5	10%	54.4	6.4	12%						
Assault Support/ Company XO, Platoon Leader				52.6	6.3	12%									
				55.5	5.3	10%									

TABLE 10 CONTINUED

ASSIGNMENTS	$\bar{x}$	LT $\frac{sd}{\bar{x}}$	C	$\bar{x}$	CPT. $\frac{sd}{\bar{x}}$	C	$\bar{x}$	MAJ $\frac{sd}{\bar{x}}$	C	$\bar{x}$	LTC $\frac{sd}{\bar{x}}$	C	$\bar{x}$	COL $\frac{sd}{\bar{x}}$	C
Assault Helicopter Co/Air Cavalry Troop XO or Platoon Leader	58.3		7%		4.2										
Aerial Surveillance Co/ATC Unit Ops Officer or Platoon Leader	52.2		12%		6.1										
Advisor, Foreign Government	38.1		16%	42.8	6.2	16%	46.0	6.3	15%	46.0	7.4	16%	46.5	9.0	19%
Advisor, Other	37.6		17%	41.7	6.3	17%	42.7	6.3	15%	42.7	7.2	17%	42.0	8.3	20%
Research & Development Coordinator				17.7	6.6	14%	50.5	6.7	13%						
Nontactical Aviation Unit Commander				53.2	5.6	11%									
MAAG & Mission Duty				43.6	5.9	14%	44.3	6.3	14%						
Heavy Lift Helicopter Co. Commander				57.8	5.4	9%									
Aviation Staff Officer Division or Higher				54.0	4.7	9%	53.8	5.6	10%						
ATC Detachment Commander				49.5	7.2	15%									
Attach Helicopter Company Commander				60.2	3.0	5%									
Assault Helicopter Company Commander				60.0	3.0	5%									

TABLE 10 CONTINUED

ASSIGNMENTS	$\bar{x}$	$\frac{LT}{sd}$	$\bar{x}$	$\frac{CPT}{sd}$	$\bar{x}$	$\frac{MAJ}{sd}$	$\bar{x}$	$\frac{LTC}{sd}$	$\bar{x}$	$\frac{COL}{sd}$	$\bar{x}$
Airfield Commander						47.9	6.6	14%	47.9	8.1	17%
Aerial Surveillance Company Commander						55.7	5.5	10%			
Training Battalion Commander									51.6	7.5	14%
Combat Aviation Battalion Commander									60.1	2.7	4%
Branch Chief, HQDA, JCS, OSD									55.9	5.1	9%
Attack Helicopter Battalion Commander									60.3	2.8	5%
Assault Support Helicopter Batta- lion Commander									59.4	3.2	5%
Air Traffic Control Aviation Commander									52.5	6.3	12%
Air Cavalry Squadron Commander									60.3	2.8	5%
Staff Officer Major Command									52.1	5.9	11%
Service School Department Head									50.4	6.0	12%
Project Manager									56.8	5.7	10%
Post Commander									49.2	8.5	17%
Division Chief, HQDA, JCS, OSD									56.0	5.5	10%

TABLE 10 CONTINUED

ASSIGNMENTS	$\bar{x}$	LT $\frac{sd}{\bar{x}}$	C	$\bar{x}$	CPT $\frac{sd}{\bar{x}}$	C	$\bar{x}$	MAJ $\frac{sd}{\bar{x}}$	C	$\bar{x}$	LTC $\frac{sd}{\bar{x}}$	C	$\bar{x}$	COL $\frac{sd}{\bar{x}}$	C
Chief, MAAG or Mission										49.8	6.7	13%			
Aviation Group Commander										60.1	3.1	5%			
Air Cavalry Troop Commander							60.3	2.8	5%						
Assault Support Helicopter Com- pany Commander							59.2	3.4	6%						

Means, Standard Deviations, and Coefficients of Variation
for Aviation Officer Ratings of Additional Specialties

ADDITIONAL SPECIALTY	$\bar{x}$	<u>sd</u>	<u>C</u>
Air Defense Artillery	56.7	8.5	15%
Armor	64.4	6.4	10%
Atomic Energy	41.7	6.1	15%
Automatic Data Processing	46.8	6.4	14%
Aviation			
Aviation Materiel Management	64.1	7.3	11%
Chemical	42.1	5.7	14%
Club Management	35.8	6.4	18%
Combat Communications Electronics	52.1	6.1	12%
Communications Electronics Engineering	49.7	6.7	13%
Communications Electronics Materiel Management	50.0	6.7	13%
Comptroller	46.9	7.0	15%
Counterintelligence/Human Intelligence	48.3	5.8	12%
Electronic Warfare/Cryptology	47.2	6.5	14%
Engineer	49.9	7.5	15%
Field Artillery	61.3	6.8	11%
Finance	39.7	5.8	15%
Food Management	37.3	5.6	15%
Foreign Area Officer	43.8	6.7	15%
Highway & Rail Operations	42.0	5.1	12%
Infantry	63.8	6.5	10%
Instructional Technology & Management	48.4	6.4	13%
Law Enforcement	41.8	5.3	13%
Maintenance Management	59.7	6.2	10%

TABLE 11 CONTINUED

ADDITIONAL SPECIALTY	<u>$\bar{x}$</u>	<u>sd</u>	<u>C</u>
Marine & Terminal Operations	42.4	5.3	13%
Materiel & Services Management	49.9	7.8	16%
Missile Materiel Management	46.6	6.2	13%
Munitions Materiel Management	46.3	5.7	12%
Operations & Force Development	59.4	6.9	12%
Operations Research and Systems Analysis	55.0	6.5	12%
Personnel Administration & Administrative Management	51.0	7.0	14%
Personnel Management	51.3	7.4	14%
Petroleum Management	44.6	5.5	12%
Procurement	50.7	6.3	12%
Public Affairs	42.1	6.0	14%
Research & Development	57.7	6.8	12%
Tactical/Strategic Intelligence	51.4	6.6	13%
Transportation Management	51.2	7.0	14%

TABLE 12

Means, Standard Deviations, and Coefficients of Variation
for Engineer Officer Ratings of Specialty Duty Assignments

ASSIGNMENTS	$\bar{x}$	LT sd	C	$\bar{x}$	CPT sd	C	$\bar{x}$	MAJ sd	C	$\bar{x}$	LTC sd	C	$\bar{x}$	COL sd	C
Training Officer	51.2	8.5	17%												
Topographic Engineer	43.8	6.0	14%	47.5	6.8	14%	46.4	6.9	15%	44.1	8.0	18%	41.2	8.1	20%
Engineer Staff Officer	45.6	8.5	17%	54.2	5.8	11%	60.4	4.3	7%	56.0	5.6	10%	50.5	8.0	16%
Company Executive Officer	57.7	6.1	11%												
Platoon Leader	63.9	3.2	5%												
Recruiting				39.0	5.9	15%	39.0	6.0	15%	38.1	5.7	15%	36.6	6.0	16%
Advisor, Foreign Government				44.6	5.8	13%	46.8	5.3	11%	46.1	6.9	15%	43.8	6.8	16%
Advisor, Other				42.7	6.3	15%	45.2	5.8	13%	44.9	6.4	14%	42.2	6.0	14%
Instructor, USMA				51.7	8.1	16%		7.2	14%	47.0	6.8	14%	42.0	6.5	15%
Instructor, PMS										47.8	5.4	11%	44.9	6.5	14%
Instructor, Other				50.0	7.1	14%		6.3	13%	44.4	5.7	13%	40.6	5.8	14%
Pipeline Engineer				46.2	6.9	15%									
Civil Engineer				55.4	5.8	10%									
Facilities Engineer				52.6	7.2	14%		6.0	11%	59.3	5.4	9%	59.1	6.1	10%
Company Commander				64.3	2.9	5%									

TABLE 12 CONTINUED

ASSIGNMENTS	$\bar{x}$	LT $\frac{sd}{}$	C	$\bar{x}$	CPT $\frac{sd}{}$	C	$\bar{x}$	MAJ $\frac{sd}{}$	C	$\bar{x}$	LTC $\frac{sd}{}$	C	$\bar{x}$	COL $\frac{sd}{}$	C
Inspector General							44.9	6.6	15%	45.5	7.3	16%	42.9	7.4	17%
Resident Engineer							58.8	5.1	9%						
Area Engineer										59.2	5.1	9%			
Battalion Commander										64.3	2.9	5%			
District Engineer													63.8	3.0	5%
Brigade/Group Commander													63.9	2.9	5%
Aide de Camp	52.3	8.9	17%	52.8	8.6	16%	49.1	9.3	19%	44.8	9.5	21%	42.1	10.2	24%

Means, Standard Deviations, and Coefficients of Variation
for Engineer Officer Ratings of Additional Specialties

ADDITIONAL SPECIALTY	<u>$\bar{x}$</u>	<u>sd</u>	<u>C</u>
Air Defense Artillery	42.7	6.0	14%
Armor	49.4	8.3	17%
Atomic Energy	58.6	7.3	12%
Automatic Data Processing	60.1	7.0	12%
Aviation	43.7	6.5	15%
Aviation Materiel Management	42.1	6.1	14%
Chemical	44.3	7.0	16%
Club Management	36.8	4.8	13%
Combat Communications Electronics	47.2	6.3	13%
Communications Electronics Engineering	51.0	7.3	14%
Communications Electronics Materiel Management	45.7	6.1	13%
Comptroller	58.5	8.7	15%
Counterintelligence/Human Intelligence	43.1	5.8	13%
Electronic Warfare/Cryptology	42.0	5.5	13%
Engineer			
Field Artillery	46.3	7.3	16%
Finance	44.6	6.9	16%
Food Management	38.4	7.1	19%
Foreign Area Officer	48.7	7.5	15%
Highway & Rail Operations	53.5	9.3	17%
Infantry	49.6	8.7	18%
Instructional Technology & Management	50.2	6.9	14%
Law Enforcement	39.1	5.3	13%
Maintenance Management	56.4	6.7	12%

TABLE 13 CONTINUED

ADDITIONAL SPECIALTY	<u>$\bar{x}$</u>	<u>sd</u>	<u>C</u>
Marine & Terminal Operations	51.2	7.1	14%
Materiel & Services Management	52.3	7.5	14%
Missile Materiel Management	43.7	5.7	13%
Munitions Materiel Management	44.4	5.3	12%
Operations & Force Development	61.0	7.0	11%
Operations Research and Systems Analysis	64.7	6.6	10%
Personnel Administration & Administrative Management	51.3	8.2	16%
Personnel Management	54.2	8.1	15%
Petroleum Management	48.8	6.3	13%
Procurement	60.3	6.3	11%
Public Affairs	45.9	8.1	18%
Research & Development	63.8	5.8	9%
Tactical/Strategic Intelligence	48.9	8.0	16%
Transportation Management	49.2	6.3	13%

TABLE 14

Means, Standard Deviations, and Coefficients of Variation
for Combat Communications Electronics Officer Ratings
Of Specialty Duty Assignments

ASSIGNMENTS	$\bar{x}$	LT sd	C	$\bar{x}$	CPT sd	C	$\bar{x}$	MAJ sd	C	$\bar{x}$	LTC sd	C	$\bar{x}$	COL sd	C
Communications Center Officer	52.4	6.9	13%												
Platoon Leader/ Detachment Commander	62.2	3.6	6%												
Telephone Digital Communications Officer	50.8	7.9	16%												
Troop Training Officer	47.4	6.6	14%												
Instructor, USMA	34.8	6.2	18%	44.2	6.7	15%	48.3	7.6	16%	45.6	7.6	17%	39.0	7.0	18%
Instructor, Other	36.2	6.3	18%	46.2	6.9	15%	49.3	6.5	13%	44.6	6.4	14%	38.0	6.8	18%
Recruiting	33.4	5.5	17%	39.7	5.8	15%	42.1	8.0	19%	40.5	8.2	20%			
Assistant S-3, Battalion				58.8	5.0	9%									
C-E Fixed Telephone Communications Officer				50.8	6.8	13%									
Communications Center Officer				48.5	5.9	12%									
Company Commander				62.6	3.2	5%									
Radio Systems Officer, Battalion Company				55.6	5.9	11%									

TABLE 14 CONTINUED

ASSIGNMENTS	$\bar{x}$	$\frac{LT}{sd}$	$\bar{C}$	$\bar{x}$	$\frac{CPT}{sd}$	$\bar{C}$	$\bar{x}$	$\frac{MAJ}{sd}$	$\bar{C}$	$\bar{x}$	$\frac{LTC}{sd}$	$\bar{C}$	$\bar{x}$	$\frac{COL}{sd}$	$\bar{C}$
Telephone Digital Communications Officer	53.8				5.9	11%									
Advisor, Foreign Government	42.6			47.4	6.7	16%	48.8	6.6	14%	49.1	6.6	14%	49.1	8.0	16%
Advisor, Other	41.8			45.6	5.1	12%	46.2	6.3	14%	46.0	6.9	15%	46.0	7.5	16%
C-E Staff Officer Major Command	47.7			52.4	6.5	14%		6.5	12%						
Inspector General				47.6				7.3	15%						
Executive Officer, Battalion, Center Facility, Center				58.7				6.3	11%						
Operations and Training Officer				52.4				5.8	11%						
Post C-E Officer Army Garrison				48.6				6.4	13%						
Battalion Commander							62.8			62.8	2.9	5%			
C-E Dept. Chief							56.0			56.0	5.6	10%			
C-E Staff Officer, Major Command							58.6			58.6	4.8	8%			
Operations and Training Officer HQDA							53.0			53.0	6.4	12%			
Post Commander							52.4			52.4	8.1	16%			
Signal Battalion Commander							62.9			62.9	2.8	4%			

TABLE 14 CONTINUED

ASSIGNMENTS	$\bar{x}$	$\frac{LT}{sd}$	$\bar{C}$	$\bar{x}$	$\frac{CPT}{sd}$	$\bar{C}$	$\bar{x}$	$\frac{MAJ}{sd}$	$\bar{C}$	$\bar{x}$	$\frac{LTC}{sd}$	$\bar{C}$	$\frac{COL}{sd}$	$\bar{C}$
Staff/Faculty, CGSC				50.4	6.3	12%								
C-E Staff Officer							56.8	6.0	11%					
Commander; Signal Group, Signal Brigade							62.6	3.2						
Commander, USACC Group							61.0	4.6	8%					
Corps or Higher Signal Officer							60.4	4.4	7%					
Military College Faculty Member							47.2	5.6	12%					
Professor of Military Science							47.4	6.0	13%					
White House Communications Agency							58.8	5.5	9%					
Aide de Camp	49.9	10.7	21%	52.0	8.5	16%	47.9	8.7	18%	44.7	9.3	21%	11.1	26%

TABLE 15

Means, Standard Deviations, and Coefficients of Variation
for Combat Communications Electronics Officer Ratings
of Additional Specialties

ADDITIONAL SPECIALTY	$\bar{x}$	<u>sd</u>	<u>C</u>
Air Defense Artillery	52.5	7.3	14%
Armor	51.6	7.3	14%
Atomic Energy	45.3	6.2	14%
Automatic Data Processing	66.6	7.1	11%
Aviation	48.3	6.1	13%
Aviation Materiel Management	45.2	6.5	14%
Chemical	41.2	4.8	12%
Club Management	37.9	3.9	10%
Combat Communications Electronics			
Communications Electronics Engineering	68.5	5.7	8%
Communications Electronics Materiel Management	65.1	5.8	9%
Comptroller	52.5	7.5	14%
Counterintelligence/Human Intelligence	48.0	7.4	15%
Electronic Warfare/Cryptology	60.9	7.2	12%
Engineer	50.1	6.6	13%
Field Artillery	51.3	7.1	14%
Finance	42.6	5.5	13%
Food Management	38.6	4.1	11%
Foreign Area Officer	46.9	6.7	14%
Highway & Rail Operations	40.7	3.8	9%
Infantry	50.1	8.1	16%
Instructional Technology & Management	49.3	7.3	15%
Law Enforcement	41.1	2.7	6%
Maintenance Management	56.6	6.0	11%

TABLE 15 CONTINUED

ADDITIONAL SPECIALTY	<u>$\bar{x}$</u>	<u>sd</u>	<u>C</u>
Marine & Terminal Operations	40.8	3.4	8%
Materiel & Services Management	48.5	7.4	15%
Missile Materiel Management	43.0	5.9	14%
Munitions Materiel Management	41.5	4.7	11%
Operations & Force Development	56.3	6.1	11%
Operations Research and Systems Analysis	57.6	5.7	10%
Personnel Administration and Administrative Management	51.9	6.6	13%
Personnel Management	52.3	6.5	12%
Petroleum Management	40.2	3.9	10%
Procurement	54.3	6.6	12%
Public Affairs	44.1	5.8	13%
Research & Development	58.5	6.6	11%
Tactical/Strategic Intelligence	51.2	5.8	11%
Transportation Management	41.2	4.1	10%

TABLE 16

Means, Standard Deviations, and Coefficients of Variation
for Communications Electronics Engineering Officer Ratings of Specialty Duty Assignments

ASSIGNMENTS	$\bar{x}$	LT $\frac{sd}{\bar{x}}$	C	$\bar{x}$	CPT $\frac{sd}{\bar{x}}$	C	$\bar{x}$	MAJ $\frac{sd}{\bar{x}}$	C	$\bar{x}$	LTC $\frac{sd}{\bar{x}}$	C	$\bar{x}$	$\frac{sd}{\bar{x}}$	C
Recruiting	36.7	3.9	11%	37.9	3.7	10%	38.2	4.5	12%	38.6	5.4	14%	37.2	4.2	11%
Instructor, USMA	41.8	6.3	15%	49.8	7.7	16%	51.6	7.5	14%	45.7	6.6	14%	42.5	5.5	13%
Instructor, Other	42.1	6.2	15%	48.6	5.7	12%	49.0	6.6	14%	44.1	5.0	11%	41.9	5.0	12%
Troop Training Officer	45.6	8.5	19%												
Platoon Leader, Signal Company	60.6	5.4	9%												
Telephone Digital Communications Officer, Signal Battalion	59.5	5.1	9%												
Radio, Electrical, Electronic Engineer	59.4	6.7	11%												
Advisor, Foreign Government				44.3	5.8	13%	47.0	6.1	13%	47.3	6.7	14%	46.7	8.1	17%
Advisor, Other				44.1	5.8	13%	44.9	5.4	12%	43.9	4.9	11%	42.7	5.8	14%
Aide de Camp	44.8	8.0	18%	44.7	6.6	15%	41.8	6.0	14%	40.0	5.9	15%	39.5	6.0	15%
Electrical/Electronics Engineer				61.6	4.3	7%	61.9	3.7	6%						
Frequency Engineer; Group, Brigade				54.4	5.3	10%	54.3	5.9	11%						

TABLE 16 CONTINUED

ASSIGNMENTS	$\bar{x}$	$\frac{LT}{sd}$	C	$\bar{x}$	$\frac{CPT}{sd}$	C	$\bar{x}$	$\frac{MAJ}{sd}$	C	$\bar{x}$	$\frac{LTC}{sd}$	C	$\bar{x}$	$\frac{COL}{sd}$
Radio Engineer, Signal School Group				54.5	6.1	11%								
C-E Systems Engineer; Group, Battalion, Bri- gade, USACC Facility, Center				59.7	4.9	8%	60.8	4.1	7%					
C-E Design Engineer, USATCOM				59.3	5.4	9%								
Inspector General							42.5	5.3	12%	42.2	5.9	14%	40.8	6.7
Radio Engineer, INSCOM							56.0	5.1	9%					16%
Electrical/Elec- tronics Engineer, ARADCOM, INSCOM, USACC, DARCOM, HQDA, OSD							60.2	4.9	8%					
Executive Officer, USACC Battalion							54.0	7.9	15%					
Staff/Faculty, CGSC										48.8	6.1	13%		
Radio Engineer; OSF, INSCOM										57.8	4.4	8%		
Electrical/Elec- tronics Engineer; OSD, HQDA, DARCOM										60.0	4.4	7%		
C-E Systems Engi- neer; OSD, USACC										60.3	4.3	7%		

TABLE 16 CONTINUED

ASSIGNMENTS

	$\bar{x}$	LT <u>sd</u>	C	$\bar{x}$	CPT <u>sd</u>	C	$\bar{x}$	MAJ <u>sd</u>	C	$\bar{x}$	LTC <u>sd</u>	C	$\bar{x}$	COL <u>sd</u>	C
Deputy Commander, USACC/CEELA							59.7				5.3				9%
Frequency Engineer, OSD													53.3	7.1	13%
Electrical/Elec- tronics Engineer, OSD													58.9	6.0	10%
C-E Systems Engi- neer; USACC, OSD, HQDA													59.1	5.8	10%
Commander, USACC (Europe/Pacific)													60.8	5.8	10%

Means, Standard Deviations, and Coefficients of Variation
for Communications Electronics Engineering Officer Ratings
of Additional Specialties

ADDITIONAL SPECIALTY	$\bar{x}$	sd	C
Air Defense Artillery	48.8	6.9	14%
Armor	45.8	4.7	10%
Atomic Energy	52.5	8.2	16%
Automatic Data Processing	70.1	6.8	10%
Aviation	46.1	4.9	11%
Aviation Materiel Management	45.4	5.3	12%
Chemical	43.2	3.2	7%
Club Management	42.1	4.4	10%
Combat Communications Electronics	71.6	5.4	8%
Communications Electronics Engineering			
Communications Electronics Materiel Management	63.4	7.3	11%
Comptroller	49.3	7.7	16%
Counterintelligence/Human Intelligence	47.2	5.8	12%
Electronic Warfare/Cryptology	61.6	5.7	9%
Engineer	50.9	8.7	17%
Field Artillery	48.6	6.0	12%
Finance	42.4	2.4	6%
Food Management	41.5	3.0	7%
Foreign Area Officer	46.5	5.8	13%
Highway & Rail Operations	42.6	2.9	7%
Infantry	44.4	4.4	10%
Instructional Technology & Management	51.1	7.4	14%
Law Enforcement	42.0	2.7	6%
Maintenance Management	51.7	7.1	14%

TABLE 17 CONTINUED

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ADDITIONAL SPECIALTY	<u>$\bar{x}$</u>	<u>sd</u>	<u>C</u>
Marine & Terminal Operations	42.2	2.9	7%
Materiel & Services Management	44.9	5.0	11%
Missile Materiel Management	44.6	4.4	10%
Munitions Materiel Management	42.6	2.0	5%
Operations & Force Development	52.2	6.9	13%
Operations Research and Systems Analysis	60.6	6.5	11%
Personnel Administration & Administrative Management	46.7	6.3	13%
Personnel Management	46.7	6.0	13%
Petroleum Management	41.7	2.9	7%
Procurement	55.9	8.5	15%
Public Affairs	43.1	3.6	8%
Research & Development	66.3	6.8	10%
Tactical/Strategic Intelligence	52.3	8.4	16%
Transportation Management	42.9	2.9	7%

TABLE 18

Means, Standard Deviations, and Coefficients of Variation
for Instructional Technology and Management Officer Ratings of Specialty Duty Assignments

ASSIGNMENTS	$\bar{x}$	LT $\frac{sd}{\bar{x}}$	C	$\bar{x}$	CPT $\frac{sd}{\bar{x}}$	C	$\bar{x}$	MAJ $\frac{sd}{\bar{x}}$	C	$\bar{x}$	LTC $\frac{sd}{\bar{x}}$	C	$\bar{x}$	COL $\frac{sd}{\bar{x}}$	C
Aide de Camp	49.6	14.0	28%	50.7	12.4	25%	47.6	11.0	23%	44.0	11.6	26%	42.7	12.3	29%
Recruiting	37.8	7.3	19%	43.2	8.2	19%	43.0	6.6	15%	41.2	7.0	17%	37.8	6.3	17%
Instructor, USMA	48.3	10.4	22%	58.8	7.0	12%	60.8	5.4	9%	55.9	8.0	14%	48.4	11.3	23%
Instructor, Other	47.0	9.7	21%	58.0	6.8	12%	58.7	7.2	12%	53.9	8.7	16%	48.4	11.1	23%
Troop Training Officer	57.1	9.8	17%												
Staff at Military Institution	49.2	8.7	18%												
Motion Picture TV Director/Writer/Detachment, Company	48.5	8.7	18%												
Pictorial Unit Officer, Company	45.8	8.5	19%												
Pictorial Unit Commander, Detachment Commander	49.0	7.9	16%												
Advisor, Foreign Government				43.7	6.5	15%	49.1	7.5	15%	50.2	8.1	16%	48.0	9.2	19%
Advisor, Other				44.7	8.2	18%	47.0	7.5	16%	47.6	8.0	17%	46.4	8.5	18%
Station Commander Armed Forces Network				48.6	8.4	17%									

TABLE 13 CONTINUED

ASSIGNMENTS	$\bar{x}$	$\frac{LT}{sd}$	$\underline{C}$	$\bar{x}$	$\frac{CPT}{sd}$	$\underline{C}$	$\bar{x}$	$\frac{MAJ}{sd}$	$\underline{C}$	$\bar{x}$	$\frac{LTC}{sd}$	$\underline{C}$	$\bar{x}$	$\frac{COL}{sd}$	$\underline{C}$
Assistant AVIT Officer, Branch School				49.4	8.2	17%									
Broadcast Officer Armed Forces Network				46.5	7.4	16%									
Pictorial Unit Commander, Company, Photography Detachment				48.5	7.9	16%									
Inspector General				50.0	9.9	20%	48.9	10.2	21%	46.1	9.5	21%			
Staff/Faculty; Service School, USMA, ROTC				59.6	5.8	10%									
AVIT Officer; Service School, Training Center				53.8	6.2	12%									
Motion Picture TV Director/Writer				48.3	7.7	16%									
Pictorial Officer, Army				46.8	7.7	17%									
Staff/Faculty; Command and General Staff College, Armed Forces Staff College							60.5	6.8	11%						
Pictorial Unit Commander							51.5	7.8	15%	50.2	9.0	18%			
Training Officer Service School							55.3	6.5	12%						

TABLE 18 CONTINUED

ASSIGNMENTS	$\bar{x}$	LT $\frac{sd}{}$	C	$\bar{x}$	CPT $\frac{sd}{}$	C	$\bar{x}$	MAJ $\frac{sd}{}$	C	$\bar{x}$	LTC $\frac{sd}{}$	C	$\bar{x}$	COL $\frac{sd}{}$	C
AVIT Officer, Service School							51.8				7.6	15%			
Broadcast Officer							46.4				7.8	17%			
Writer, OSD, Service School							51.8				7.4	14%			
Motion Picture TV Director							48.9				8.0	16%			
Pictorial Officer, TRADOC							48.4				7.4	15%			
Commander, Student Battalion							50.7				10.9	22%			
Commander, Training Aids Management Agency										54.2	8.0	15%			
AVIT Officer, HDQA										53.2	7.6	14%			
Commander, Student Brigade										52.6	11.0	21%			

TABLE 19

Means, Standard Deviations, and Coefficients of Variation
for Instructional Technology and Management Officer Ratings
of Additional Specialties

ADDITIONAL SPECIALTY	$\bar{x}$	sd	C
Air Defense Artillery	53.8	9.9	18%
Armor	55.4	10.7	19%
Atomic Energy	45.3	9.3	21%
Automatic Data Processing	57.5	10.3	18%
Aviation	52.0	9.4	18%
Aviation Materiel Management	47.4	8.1	17%
Chemical	47.1	8.5	18%
Club Management	40.2	11.1	27%
Combat Communications Electronics	50.7	8.0	16%
Communications Electronics Engineering	52.8	8.7	16%
Communications Electronics Materiel Management	51.4	10.0	19%
Comptroller	49.4	9.1	18%
Counterintelligence/Human Intelligence	47.2	8.4	18%
Electronic Warfare/Cryptology	46.6	8.1	17%
Engineer	53.4	8.8	17%
Field Artillery	54.4	8.9	16%
Finance	46.6	8.5	18%
Food Management	40.9	7.6	18%
Foreign Area Officer	50.1	10.7	21%
Highway & Rail Operations	40.4	5.1	13%
Infantry	55.8	10.3	19%
Instructional Technology & Management			
Law Enforcement	48.3	9.2	19%
Maintenance Management	49.7	7.4	15%

TABLE 19 CONTINUED

ADDITIONAL SPECIALTY	<u>$\bar{x}$</u>	<u>sd</u>	<u>C</u>
Marine & Terminal Operations	43.9	6.2	14%
Materiel & Services Management	46.1	7.0	15%
Missile Materiel Management	45.1	6.2	14%
Munitions Materiel Management	45.3	6.5	14%
Operations & Force Development	54.1	8.5	16%
Operations Research and Systems Analysis	58.5	8.3	14%
Personnel Administration & Administrative Management	55.8	8.9	16%
Personnel Management	55.3	9.2	17%
Petroleum Management	42.5	7.0	16%
Procurement	46.1	7.5	16%
Public Affairs	57.4	11.7	20%
Research & Development	52.3	9.1	17%
Tactical/Strategic Intelligence	47.2	7.9	17%
Transportation Management	45.5	6.1	13%

TABLE 20

Means, Standard Deviations, and Coefficients of Variation
for Law Enforcement Officer Ratings of Specialty Duty Assignments

ASSIGNMENTS	$\bar{x}$	LT sd	C	$\bar{x}$	CPT sd	C	$\bar{x}$	MAJ sd	C	$\bar{x}$	RTC sd	C	$\bar{x}$	COL sd	C
Provost Marshal	37.6	7.6	20%	47.3	7.5	16%	54.4	4.5	8%	59.2	3.0	5%			
Recruiting	33.4	4.8	14%	40.0	8.7	22%	40.1	7.0	18%	42.5	8.5	20%	41.2	8.8	21%
Instructor, USMA	35.1	6.1	18%	45.6	8.8	19%	40.7	7.2	14%	47.5	8.5	18%	43.5	9.3	21%
Instructor, Other	35.2	6.0	17%	48.9	6.0	12%	53.9	5.2	10%	48.6	8.0	16%	41.8	8.3	20%
Advisor, Foreign Government				40.5	4.8	12%	47.4	6.0	11%	52.1	6.0	11%	52.5	8.0	15%
Advisor, Other				39.8	4.8	12%	43.7	6.5	15%	47.3	8.4	18%	47.5	7.6	16%
Aide de Camp	49.2	8.7	18%	52.2	8.4	16%	47.0	9.5	10%	44.3	9.2	21%	41.1	9.6	23%
MP Investigations Officer	47.7	9.0	19%												
PLT LDR, MP Co	59.3	4.7	8%												
XO, MP Co	56.2	5.4	10%												
MP Operations Officer				56.1	5.0	9%	57.6	5.0	9%						
Assistant S-3, MP BN				56.5	5.5	10%									
Commander, MP Co				60.3	2.1	4%									
Assistant Correctional Officer							49.5	6.4	13%	46.3	8.3	18%			

TABLE 20 CONTINUED

ASSIGNMENTS

	$\bar{x}$	LT $\frac{sd}{}$	C	$\bar{x}$	CPT $\frac{sd}{}$	C	$\bar{x}$	MAJ $\frac{sd}{}$	C	$\bar{x}$	LTC $\frac{sd}{}$	C	$\bar{x}$	COL $\frac{sd}{}$	C
Staff Officer, HQ, USACIDC				57.1				6.2	13%						
Staff Officer, HQ, DA Battalion Commander				57.1				6.1	11%	57.1	5.7	10%			
Provost Marshal, Army										60.2	2.6	4%			
Commander, USACIDC Region													53.3	7.4	14%
Chief Law Enforcement													56.9	5.0	9%
Commandant USDB													57.6	5.0	9%
Deputy Commandant USAMPS													55.5	5.8	10%
Commander, Bde/GP													55.9	5.5	10%
Provost Marshal, Div.													60.0	2.6	4%
XO, MP Battalion				57.0				4.2	8%	60.1	2.0	3%			

Means, Standard Deviations, and Coefficients of Variation
for Law Enforcement Officer Ratings of Additional Specialties

ADDITIONAL SPECIALTY	<u>$\bar{x}$</u>	<u>sd</u>	<u>C</u>
Air Defense Artillery	45.6	9.0	20%
Armor	54.1	9.6	18%
Atomic Energy	44.6	10.4	23%
Automatic Data Processing	59.7	8.0	13%
Aviation	46.2	8.4	18%
Aviation Materiel Management	42.2	5.3	12%
Chemical	44.1	8.8	20%
Club Management	41.2	10.7	26%
Combat Communications Electronics	49.4	7.0	14%
Communications Electronics Engineering	44.7	6.6	15%
Communications Electronics Materiel Management	41.9	4.5	11%
Comptroller	58.2	8.6	15%
Counterintelligence/Human Intelligence	57.3	7.3	13%
Electronic Warfare/Cryptology	44.4	5.8	13%
Engineer	48.5	7.4	15%
Field Artillery	51.3	9.7	19%
Finance	46.0	6.9	15%
Food Management	38.6	6.2	16%
Foreign Area Officer	51.8	8.5	16%
Highway & Rail Operations	53.0	7.3	14%
Infantry	55.2	10.2	18%
Instructional Technology & Management	51.7	9.5	18%
Law Enforcement			
Maintenance Management	51.1	7.9	15%

TABLE 21 CONTINUED

ADDITIONAL SPECIALTY	<u>$\bar{x}$</u>	<u>sd</u>	<u>C</u>
Marine & Terminal Operations	48.6	7.0	14%
Materiel & Services Management	45.6	6.4	14%
Missile Materiel Management	41.7	5.7	14%
Munitions Materiel Management	42.2	5.6	13%
Operations & Force Development	62.9	6.8	11%
Operations Research and Systems Analysis	59.4	7.2	12%
Personnel Administration & Administrative Management	55.1	9.7	18%
Personnel Management	54.2	10.1	19%
Petroleum Management	42.4	5.9	14%
Procurement	51.9	8.2	16%
Public Affairs	49.8	9.6	19%
Research & Development	54.2	8.7	16%
Tactical/Strategic Intelligence	52.0	8.2	16%
Transportation Management	51.4	7.6	15%

TABLE 22

Means, Standard Deviations, and Coefficients of Variation
for Tactical/Strategic Intelligence Officer Ratings of Specialty Duty Assignments

ASSIGNMENTS	$\bar{x}$	LT sd	C	$\bar{x}$	CPT sd	C	$\bar{x}$	MAJ sd	C	$\bar{x}$	LTC sd	C	$\bar{x}$	COL sd	C
XO, MI Company	57.2	5.6	10%												
MI Company, Tac- tical Intelli- gence Officer	56.6	6.2	11%												
Instructor, USMA	37.4	7.3	20%	44.4	7.5	17%	48.2	7.1	15%	44.3	7.0	16%	41.5	8.7	21%
Instructor, Other	36.2	5.4	15%	44.1	7.5	17%	46.0	6.1	13%	42.4	6.1	14%	38.4	5.8	15%
Recruiting	34.2	4.2	12%	38.9	5.7	15%	40.3	6.5	16%	38.4	4.1	11%	37.0	4.5	12%
Assistant Bri- gade S-2	54.2	7.2	13%												
Battalion S-2	54.6	6.7	12%	57.5	5.6	10%									
Division G2 Staff				56.8	5.0	9%									
Staff Intelli- gence Officer				53.5	5.0	9%									
Commander, MI Company				61.0	2.9	5%									
Advisor, Foreign Government				46.8	5.9	13%	50.9	5.9	12%	53.1	6.1	12%	53.0	8.3	16%
Advisor, Other				43.5	4.8	11%	45.9	4.7	10%	46.1	6.3	14%	46.3	8.0	17%
Aide de Camp	46.6	8.9	12%	48.4	7.8	16%	44.7	7.2	16%	41.8	8.8	21%	40.9	8.2	20%
XO, MI Battalion							57.1	4.9	9%						

TABLE 22 CONTINUED

ASSIGNMENTS	$\bar{x}$	LT $\frac{sd}{}$	C	$\bar{x}$	CPT $\frac{sd}{}$	C	$\bar{x}$	MAJ $\frac{sd}{}$	C	$\bar{x}$	LTC $\frac{sd}{}$	C	$\bar{x}$	COL $\frac{sd}{}$	C
Assistant, Division G2							58.4	4.5	8%						
Brigade S-2							58.2	5.7	10%						
DLA/DA Staff							57.9	5.0	9%	58.7	4.7	8%			
Commander MI Battalion										61.4	2.6	4%			
Division G2										61.8	2.0	3%			
Assistant Attache										52.4	6.3	12%			
Platoon Leader, MI Company	58.0	5.2	9%										55.6	6.2	11%
J2 or J2 Staff													60.6	3.9	6%
Commander, MI Group													54.4	6.2	11%
Division Chief, DLA													55.7	6.8	12%
DA Staff Attache													53.0	7.5	14%

Means, Standard Deviations, and Coefficients of Variation
for Tactical/Strategic Intelligence Officer Ratings
of Additional Specialties

ADDITIONAL APECIALTY	$\bar{x}$	<u>sd</u>	<u>C</u>
Air Defense Artillery	50.3	7.2	14%
Armor	57.0	7.6	13%
Atomic Energy	48.8	5.4	11%
Automatic Data Processing	58.3	6.5	11%
Aviation	51.3	7.7	15%
Aviation Materiel Management	43.3	5.5	13%
Chemical	49.0	6.4	13%
Club Management	38.3	4.4	12%
Combat Communications Electronics	58.4	6.3	11%
Communications Electronics Engineering	52.3	7.2	14%
Communications Electronics Materiel Management	48.1	6.6	14%
Comptroller	47.0	7.3	15%
Counterintelligence/Human Intelligence	62.9	8.2	13%
Electronic Warfare/Cryptology	65.6	6.3	10%
Engineer	50.6	6.1	12%
Field Artillery	54.4	6.5	12%
Finance	41.2	4.3	11%
Food Management	38.3	4.4	12%
Foreign Area Officer	68.8	8.3	12%
Highway & Rail Operations	42.2	4.2	10%
Infantry	58.5	7.2	12%
Instructional Technology & Management	48.5	6.8	14%
Law Enforcement	46.7	6.6	14%
Maintenance Management	42.9	5.1	12%

TABLE 23 CONTINUED

ADDITIONAL SPECIALTY	<u>$\bar{x}$</u>	<u>sd</u>	<u>C</u>
Marine & Terminal Operations	41.7	4.1	10%
Materiel & Services Management	42.5	4.3	10%
Missile Materiel Management	43.2	5.2	12%
Munitions Materiel Management	42.8	4.6	11%
Operations & Force Development	58.5	5.9	10%
Operations Research and Systems Analysis	58.9	6.1	10%
Personnel Administration & Administrative Management	48.3	7.6	16%
Personnel Management	49.5	7.9	16%
Petroleum Management	41.0	3.9	10%
Procurement	43.0	5.1	12%
Public Affairs	44.1	7.2	16%
Research & Development	53.9	7.5	14%
Tactical/Strategic Intelligence			
Transportation Management	42.2	3.9	9%

TABLE 24

Means, Standard Deviations, and Coefficients of Variation
for Counterintelligence/Human Intelligence Officer Ratings of Specialty Duty Assignments

ASSIGNMENTS	$\bar{x}$	$\frac{LT}{sd}$	$\underline{C}$	$\bar{x}$	$\frac{CPT}{sd}$	$\underline{C}$	$\bar{x}$	$\frac{MAJ}{sd}$	$\underline{C}$	$\bar{x}$	$\frac{LTC}{sd}$	$\underline{C}$	$\bar{x}$	$\frac{COL}{sd}$
CI Officer	57.6	6.7	12%											
Security Officer	49.4	9.4	19%											
CI Officer, MI Company	57.0	6.5	11%											
Instructor, USMA	37.8	7.3	19%	45.0	8.1	18%	49.3	8.0	16%	46.6	8.1	17%	41.2	7.0
Instructor, Other	40.5	7.6	19%	49.5	6.6	13%	50.7	5.7	11%	45.1	7.2	16%	40.3	7.4
Recruiting	36.1	5.9	16%	40.5	7.6	19%	40.1	6.6	16%	38.8	6.3	16%	36.1	6.7
CI Staff Officer				54.2	6.7	12%	55.2	7.3	13%					19%
Area Intelligence Officer				54.7	7.0	13%								
Advisor, Foreign Government				48.5	7.0	14%	53.0	6.1	11%	53.0	5.7	11%	50.6	8.2
Advisor, Other				44.9	6.6	15%	47.4	5.4	11%	47.1	7.2	15%	45.8	8.4
Commander, Field Office				59.8	5.0	8%								
Aide de Camp	47.2	10.3	22%	50.0	9.4	19%	49.0	8.2	17%	46.0	8.6	19%	43.0	9.6
Staff Officer, MI Battalion/Group							56.2	5.9	11%					
Commander, MI Company							60.0	4.8	8%					
Assistant Attache							54.7	5.2	9%	54.2	5.9	11%		

TABLE 24 CONTINUED

ASSIGNMENTS

	$\bar{x}$	$\frac{LT}{sd}$	$\bar{C}$	$\bar{x}$	$\frac{CPT}{sd}$	$\bar{C}$	$\bar{x}$	$\frac{MAJ}{sd}$	$\bar{C}$	$\bar{x}$	$\frac{LTC}{sd}$	$\bar{C}$	$\bar{x}$	$\frac{COL}{sd}$	$\bar{C}$
Commander, MI Group							62.0						62.0	3.3	5%
CI Staff Officer, DA Staff							58.3				5.6	10%			
Commander, MI Battalion							61.8				3.4	6%			
J2 or J2 Staff													56.8	5.7	10%
Department Direc- tor, Shape													54.6	6.2	11%
Commander, DIS District													48.7	9.8	20%
Defense or Army Attache													57.3	5.4	9%

Means, Standard Deviations, and Coefficients of Variation
for Counterintelligence/Human Intelligence Officer Ratings
of Additional Specialties

ADDITIONAL SPECIALTY	<u>$\bar{x}$</u>	<u>sd</u>	<u>C</u>
Air Defense Artillery	48.0	7.2	15%
Armor	51.5	8.2	16%
Atomic Energy	51.2	7.3	14%
Automatic Data Processing	60.1	7.2	12%
Aviation	48.2	7.6	16%
Aviation Materiel Management	42.8	4.3	10%
Chemical	46.6	6.4	14%
Club Management	39.3	4.7	12%
Combat Communications Electronics	54.5	7.1	13%
Communications Electronics Engineering	52.8	8.4	16%
Communications Electronics Materiel Management	47.4	6.4	13%
Comptroller	49.9	8.2	16%
Counterintelligence/Human Intelligence			
Electronic Warfare/Cryptology	66.9	7.0	10%
Engineer	49.6	6.3	13%
Field Artillery	50.9	7.6	15%
Finance	45.1	6.6	15%
Food Management	39.0	4.6	12%
Foreign Area Officer	68.3	5.8	8%
Highway & Rail Operations	42.5	5.2	12%
Infantry	51.8	8.7	17%
Instructional Technology & Management	47.3	6.1	13%
Law Enforcement	57.8	8.3	14%
Maintenance Management	43.7	4.3	10%

TABLE 25 CONTINUED

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ADDITIONAL SPECIALTY	<u>$\bar{x}$</u>	<u>sd</u>	<u>C</u>
Marine & Terminal Operations	42.0	4.0	10%
Materiel & Services Management	42.4	3.3	8%
Missile Materiel Management	42.8	3.1	7%
Munitions Materiel Management	42.4	3.2	7%
Operations & Force Development	55.2	6.1	11%
Operations Research and Systems Analysis	56.4	5.8	10%
Personnel Administration & Administrative Management	50.0	7.1	14%
Personnel Management	49.9	6.2	12%
Petroleum Management	40.8	4.1	10%
Procurement	44.9	5.5	12%
Public Affairs	46.5	7.4	16%
Research & Development	52.6	7.3	14%
Tactical/Strategic Intelligence	69.1	7.5	11%
Transportation Management	41.9	3.4	8%

TABLE 26

Means, Standard Deviations, and Coefficients of Variation
for Personnel Management Officer Ratings of Specialty Duty Assignments

ASSIGNMENTS	$\bar{x}$	LT $\frac{sd}{}$	C	$\bar{x}$	CPT $\frac{sd}{}$	C	$\bar{x}$	MAJ $\frac{sd}{}$	C	$\bar{x}$	LTC $\frac{sd}{}$	C	$\bar{x}$	COL $\frac{sd}{}$	C
Battalion S-1	53.6	8.6	16%												
Personnel Management Officer, Installation or Division	45.2	10.6	24%	53.9	7.0	13%	56.6	6.0	11%	50.3	10.5	21%	40.2	10.6	26%
Race Relations, Equal Opportunity Officer	36.7	8.1	22%												
S-1				56.5	6.2	11%									
Advisor, Reserve Component				42.1	6.3	15%									
Recruiting/Induction Officer				43.2	5.9	14%									
Reenlistment Officer				43.0	5.8	13%									
Personnel Officer				55.5	6.0	11%									
Commander, Personnel Services Company				55.0	7.1	13%	53.7	7.0	13%						
Instructor, Service School				47.2	7.3	16%	48.1	8.0	17%						
Aide de Camp	44.7	11.9	26%	46.5	9.5	21%	42.2	8.5	20%	39.7	7.9	20%	37.7	8.3	22%
Manpower Analyst							47.8	7.0	15%						

TABLE 26 CONTINUED

ASSIGNMENTS

	$\bar{x}$	LT $\frac{sd}{}$	C	$\bar{x}$	CPT $\frac{sd}{}$	C	$\bar{x}$	MAJ $\frac{sd}{}$	C	$\bar{x}$	LTC $\frac{sd}{}$	C	$\bar{x}$	COL $\frac{sd}{}$	C
Chief, Administration Team, Readiness Group				45.0	6.9	15%									
Chief, Personnel Services Division				56.8	5.9	10%									
Recruiting District Commander							49.4	8.4	17%						
AC of S, G-1/ ACSPER							60.4	3.2	5%						
Adjutant General							60.0	4.2	7%						
Personnel Staff Officer							55.3	5.0	9%						
Labor Relations, Management Officer							43.2	6.2	14%						
Organizational Effectiveness Staff Officer							42.7	7.2	17%						
HQDA Division Chief							57.7	6.0	10%						
Department Director, Service School							49.1	6.7	14%						
Inspector General, Major Command							48.8	7.6	16%						
Director, Personnel and Administration							57.4	5.7	10%						

TABLE 26 CONTINUED

ASSIGNMENTS	$\bar{x}$	LT $\frac{sd}{}$	C	$\bar{x}$	CPT $\frac{sd}{}$	C	$\bar{x}$	MAJ $\frac{sd}{}$	C	LTC $\frac{sd}{}$	$\bar{x}$	COL $\frac{sd}{}$	C
AG Readiness Coordinator											46.0	6.2	14%
Adjutant General, Major Command											58.6	5.0	8%
J-1 DCSPER, Direc- tor Personnel											57.4	6.0	10%

TABLE 27

Means, Standard Deviations, and Coefficients of Variation for
Personnel Management Officer Ratings of Additional Specialties

ADDITIONAL SPECIALTY	<u>$\bar{x}$</u>	<u>sd</u>	<u>C</u>
Air Defense Artillery	55.6	8.5	15%
Armor	57.6	8.7	15%
Atomic Energy	41.5	5.3	13%
Automatic Data Processing	62.9	11.0	18%
Aviation	47.8	7.0	15%
Aviation Materiel Management	42.9	4.7	11%
Chemical	43.8	5.0	12%
Club Management	55.6	9.1	16%
Combat Communications Electronics	46.0	5.8	13%
Communications Electronics Engineering	44.3	5.0	11%
Communications Electronics Materiel Management	44.7	5.3	12%
Comptroller	57.7	8.5	15%
Counterintelligence/Human Intelligence	44.1	4.5	10%
Electronic Warfare/Cryptology	42.5	4.1	10%
Engineer	53.5	9.1	17%
Field Artillery	57.7	9.3	16%
Finance	55.1	8.3	15%
Food Management	45.9	6.0	13%
Foreign Area Officer	46.8	8.2	18%
Highway & Rail Operations	42.5	4.6	11%
Infantry	59.0	9.3	16%
Instructional Technology & Management	52.3	8.8	17%
Law Enforcement	53.1	7.3	14%
Maintenance Management	45.8	5.6	12%

TABLE 27 CONTINUED

ADDITIONAL SPECIALTY	<u>$\bar{x}$</u>	<u>sd</u>	<u>C</u>
Marine & Terminal Operations	43.4	5.1	12%
Materiel & Services Management	46.0	5.8	13%
Missile Materiel Management	43.4	4.5	10%
Munitions Materiel Management	43.4	4.5	10%
Operations & Force Development	54.4	8.3	15%
Operations Research and Systems Analysis	57.2	10.0	18%
Personnel Administration & Administrative Management	69.8	8.6	12%
Personnel Management			
Petroleum Management	42.0	4.0	10%
Procurement	46.0	6.6	14%
Public Affairs	55.1	7.7	14%
Research & Development	45.9	7.0	15%
Tactical/Strategic Intelligence	42.2	4.6	11%
Transportation Management	45.3	6.4	14%

TABLE 28

Means, Standard Deviations, and Coefficients of Variation
for Personnel Administration and Administrative Management Officer Ratings of Specialty Duty Assignments

ASSIGNMENTS	$\bar{x}$	$\frac{LT}{sd}$	C	$\bar{x}$	$\frac{CPT}{sd}$	C	$\bar{x}$	$\frac{MAJ}{sd}$	C	$\bar{x}$	$\frac{LTC}{sd}$	C	$\bar{x}$	$\frac{COL}{sd}$	C
Installation Adjutant	54.5	8.5	16%												
Classified Documents Control Officer	41.9	10.5	25%												
Administrative Staff Officer	51.3	7.6	15%												
Processing Officer, Armed Forces Examining and Entrance Station	39.2	6.5	17%												
Recreation Services Officer	37.7	7.1	19%	39.8	7.9	20%									
Postal Officer	41.7	8.2	20%	39.9	6.7	17%									
Personnel Actions Officer	55.7	7.8	14%												
Aide de Camp	45.4	10.3	23%	48.3	8.7	18%	46.7	10.4	22%	44.9	11.4	25%	42.7	13.1	31%
Instructor USMA				47.7	9.5	20%	48.8	8.2	17%						
Instructor, Other				45.8	6.5	14%	46.3	6.5	14%						
Chief, Administrative Services Branch, Division or Installation				55.1	6.8	12%									

TABLE 28 CONTINUED

ASSIGNMENTS	$\bar{x}$	$\frac{LT}{sd}$	$\bar{C}$	$\bar{x}$	$\frac{CPT}{sd}$	$\bar{C}$	$\bar{x}$	$\frac{MAJ}{sd}$	$\bar{C}$	$\bar{x}$	$\frac{LTC}{sd}$	$\bar{C}$	$\bar{x}$	$\frac{COL}{sd}$	$\bar{C}$
Reserve Component Advisor				40.9	6.3	15%	43.8	6.2	14%	44.5	7.8	17%	43.7	8.7	20%
Commander, Army Courier Station				43.7	8.7	20%	43.4	7.2	17%						
Commander, Adjutant General Company				57.3	6.8	12%									
Commander, Replacement Detachment				54.4	7.1	13%									
Personnel Staff Officer				55.7	5.3	9%									
Personnel Services Officer				53.4	7.0	13%									
Secretary General Staff							57.1	5.4	10%						
Deputy Inspector General							48.0	6.8	14%						
Postal Staff Officer, Major Command, Division or Installation							43.7	7.1	16%						
Recreation Services Officer, Major Command, Division or Installation							43.3	7.3	17%	41.1	7.7	19%			

TABLE 28 CONTINUED

ASSIGNMENTS	$\bar{x}$	$\frac{LT}{sd}$	$\bar{x}$	$\frac{CPT}{sd}$	$\bar{x}$	$\frac{MAJ}{sd}$	$\bar{x}$	$\frac{LTC}{sd}$	$\bar{x}$	$\frac{COL}{sd}$	$\bar{x}$
Administrative Staff Officer, Major Command, Division or Installation	53.4		6.3	12%							
Personnel Staff Officer, Major Command, HQDA, JCS	57.2		5.3	9%							
Inspector General											
Administrative Staff Officer, Major Command, HQDA, JCS											
Personnel/Admin-istration Combat Development Staff Officer											
Commander, Army Courier Service											
Service School Dept. Director											
Commander, P & A Battalion											
Director, Personnel and Community Affairs/Activities											
HQDA Division Chief											

TABLE 28 CONTINUED

ASSIGNMENTS	$\bar{x}$	$\frac{LT}{sd}$	C	$\bar{x}$	$\frac{CPT}{sd}$	C	$\bar{x}$	$\frac{MAJ}{sd}$	C	$\bar{x}$	$\frac{LTC}{sd}$	C	$\bar{x}$	$\frac{COL}{sd}$	C
TAGCEN Director													59.7	4.0	7%
Corps MACOM													61.1	4.1	7%
Adjutant General															

Means, Standard Deviations, and Coefficients of Variation for
Personnel Administration & Administrative Management Officer Ratings of
Additional Specialties

ADDITIONAL SPECIALTY	<u>$\bar{x}$</u>	<u>sd</u>	<u>C</u>
Air Defense Artillery	46.8	6.7	14%
Armor	47.9	7.7	16%
Atomic Energy	42.9	5.3	12%
Automatic Data Processing	68.7	7.7	11%
Aviation	43.5	6.2	14%
Aviation Materiel Management	43.5	5.7	13%
Chemical	41.9	4.2	10%
Club Management	58.0	10.2	18%
Combat Communications Electronics	46.5	5.6	12%
Communications Electronics Engineering	45.7	5.4	12%
Communications Electronics Materiel Management	46.3	5.3	11%
Comptroller	62.2	6.5	10%
Counterintelligence/Human Intelligence	47.0	5.3	11%
Electronic Warfare/Cryptology	44.0	5.4	12%
Engineer	47.2	6.5	14%
Field Artillery	48.3	7.4	15%
Finance	58.1	7.3	13%
Food Management	47.9	8.0	17%
Foreign Area Officer	49.5	8.7	18%
Highway & Rail Operations	41.9	3.9	9%
Infantry	49.2	7.9	16%
Instructional Technology & Management	53.5	8.7	16%
Law Enforcement	48.3	6.4	13%
Maintenance Management	45.5	3.2	7%

TABLE 29 CONTINUED

ADDITIONAL SPECIALTY	<u>x̄</u>	<u>sd</u>	<u>C</u>
Marine & Terminal Operations	42.9	3.8	9%
Materiel & Services Management	45.6	5.1	11%
Missile Materiel Management	43.4	3.7	9%
Munitions Materiel Management	44.5	6.4	14%
Operations & Force Development	57.1	8.3	15%
Operations Research and Systems Analysis	59.3	10.3	17%
Personnel Administration & Administrative Management			
Personnel Management	72.0	9.9	14%
Petroleum Management	44.3	5.7	13%
Procurement	51.8	8.0	15%
Public Affairs	58.0	6.8	12%
Research & Development	50.1	6.2	12%
Tactical/Strategic Intelligence	44.7	5.0	11%
Transportation Management	45.6	4.3	9%

TABLE 30

Means, Standard Deviations, and Coefficients of Variation
for Finance Officer Ratings of Specialty Duty Assignments

ASSIGNMENTS	$\bar{x}$	$\frac{LT}{sd}$	$\underline{C}$	$\bar{x}$	$\frac{CPT}{sd}$	$\underline{C}$	$\bar{x}$	$\frac{MAJ}{sd}$	$\underline{C}$	$\bar{x}$	$\frac{LTC}{sd}$	$\underline{C}$	$\bar{x}$	$\frac{COL}{sd}$	$\underline{C}$
Finance & Accounting Officer	48.6	12.8	26%												
Staff Officer	41.1	9.1	22%												
Fund Custodian	42.3	8.5	20%												
Cdr/Supervisor Finance & Accounting Activity	51.4	10.8	21%												
Auditing/Accounting Officer	52.1	7.2	14%												
Central Accounting Officer NAF	49.3	7.8	16%												
Disbursing Officer	58.7	5.3	9%												
PLT Leader	49.7	11.0	22%												
CH, Pay/Exam Division	57.9	6.5	11%												
Instructor (USMA)				42.9	8.0	19%	48.4	8.6	18%	46.2	9.2	20%			
Instructor Other				48.1	8.1	17%	52.6	7.8	15%	46.5	8.1	18%			
Advisor (Foreign Government)				38.4	6.2	16%	43.7	8.3	19%	46.8	7.3	16%	47.6	9.7	20%
Advisor (Other)				47.6	9.7	20%	39.4	5.3	13%	43.8	7.2	16%	44.8	10.6	24%
Disbursing Officer				55.7	6.0	11%	47.9	8.3	17%	42.0	9.6	23%			

TABLE 30 CONTINUED

ASSIGNMENTS	$\bar{x}$	$\frac{LT}{sd}$	$\underline{C}$	$\bar{x}$	$\frac{CPT}{sd}$	$\underline{C}$	$\bar{x}$	$\frac{MAJ}{sd}$	$\underline{C}$	$\bar{x}$	$\frac{STC}{sd}$	$\underline{C}$	$\bar{x}$	$\frac{COL}{sd}$	$\underline{C}$
Ch Pay/Exam Division	58.1			58.1	6.7	12%									
Supervisor Public Finance Team	46.2			46.2	7.6	16%	49.4	8.4	17%						
Auditing/Accounting Officer Central NAF	52.1 52.1			52.1 52.1	7.6 7.6	15% 15%									
Auditing/Accounting Officer	53.3			53.3	6.5	12%	52.1	7.6	15%						
Fund Custodian	41.0			41.0	7.4	18%									
Cdr/Supervisor, Finance and Accounting Activity	56.0			56.0	6.0	11%	59.4	5.3	9%						
Assistant Finance and Accounting Officer	58.1			58.1	5.3	9%									
Finance and Accounting Officer	54.2			54.2	7.7	14%	60.1	4.9	8%	61.0	3.9	6%	50.2	9.7	19%
Staff Officer	47.6			47.6	6.7	14%	57.2	5.5	10%	58.7	4.1	7%	58.3	7.1	12%
Inspector General							45.2	8.3	18%	45.8	8.9	19%	43.0	9.4	22%
School Department Chairman										55.9	7.0	13%			
Chairman, Auditing Division										53.0	5.6	11%			

ASSIGNMENTS

Military Assistant

School Department

Director

Aide de Camp

TABLE 31

Means, Standard Deviations, and Coefficients of Variation
for Finance Officer Ratings of Additional Specialties

ADDITIONAL SPECIALTY	$\bar{x}$	sd	C
Air Defense Artillery	46.3	6.4	14%
Armor	46.5	6.6	14%
Atomic Energy	43.3	4.8	11%
Automatic Data Processing	70.9	5.4	8%
Aviation	42.1	3.4	8%
Aviation Materiel Management	47.4	5.2	11%
Chemical	41.3	3.8	7%
Club Management	51.8	8.5	16%
Combat Communications Electronics	44.3	3.2	7%
Communications Electronics Engineering	45.0	4.0	9%
Communications Electronics Materiel Management	48.0	7.4	15%
Comptroller	74.4	5.8	8%
Counterintelligence/Human Intelligence	42.4	4.4	10%
Electronic Warfare/Cryptology	41.4	3.7	9%
Engineer	48.3	6.8	14%
Field Artillery	47.0	6.9	15%
Finance			
Food Management	44.8	4.9	11%
Foreign Area Officer	49.2	6.3	13%
Highway & Rail Operations	43.6	3.7	8%
Infantry	46.7	6.1	13%
Instructional Technology & Management	53.8	8.0	15%
Law Enforcement	45.2	4.5	10%
Maintenance Management	47.0	5.7	12%

TABLE 31 CONTINUED

ADDITIONAL SPECIALTY	<u>$\bar{x}$</u>	<u>sd</u>	<u>C</u>
Marine & Terminal Operations	43.0	3.3	8%
Materiel & Services Management	49.7	7.5	15%
Missile Materiel Management	46.8	4.8	10%
Munitions Materiel Management	47.1	5.4	11%
Operations & Force Development	55.0	9.4	17%
Operations Research and Systems Analysis	64.9	7.1	11%
Personnel Administration & Administrative Management	59.2	6.2	11%
Personnel Management	59.7	6.0	10%
Petroleum Management	47.4	6.5	14%
Procurement	62.7	7.7	12%
Public Affairs	45.8	5.6	12%
Research & Development	50.1	8.0	16%
Tactical/Strategic Intelligence	41.7	2.9	7%
Transportation Management	46.8	5.6	12%

TABLE 32

Means, Standard Deviations, and Coefficients of Variation
for Comptroller Officer Ratings of Specialty Duty Assignments

ASSIGNMENTS	$\bar{x}$	$\frac{LT}{sd}$	C	$\bar{x}$	$\frac{CPT}{sd}$	C	$\bar{x}$	$\frac{MAJ}{sd}$	C	$\bar{x}$	$\frac{LTC}{sd}$	C	$\bar{x}$	$\frac{COL}{sd}$	C	
Installation/Depot/ Activity/Unit																
Cost Analyst	47.0	9.8	21%													
Management Officer	47.0	9.1	19%													
Budget Officer	55.1	10.3	19%													
MACOM/Installation/ Depot/Activity/Unit																
Instructor, USMA				41.0	7.0	17%										
Instructor, Other				41.3	5.7	14%										
Cost Analyst				48.9	6.6	14%										
Budget Analyst				57.9	5.0	9%										
Management Officer				52.0	7.2	14%										
Deputy Comptroller				52.5	10.8	20%										
DOD/Defense Agency/ HQDA/MACOM/Instal- lation/Activity																
Inspector General							46.6	9.1	19%		47.4	9.8	21%	44.1	9.6	22%
Division/Branch Chief							53.9	6.4	12%		56.9	5.5	10%	53.2	9.5	18%

TABLE 32 CONTINUED

ASSIGNMENTS

	$\bar{x}$	$\frac{LT}{sd}$	$\bar{x}$	$\frac{CPT}{sd}$	$\bar{x}$	$\frac{MAJ}{sd}$	$\bar{x}$	$\frac{LTC}{sd}$	$\bar{x}$	$\frac{COL}{sd}$	$\bar{x}$
Chief, Internal Review			50.1	7.3	15%						
Advisor, Foreign Government			38.9	6.3	16%		40.0	6.4	40.0	6.9	17%
Advisor, Other			38.8	5.9	15%		39.5	5.4	39.3	6.2	16%
Financial Management Officer			57.2	5.9	10%						
Instructor, USMA			42.2	6.6	16%		41.0	5.3			
Instructor, Other			42.2	6.1	14%		41.8	5.8			
Management Officer			51.5	6.7	13%		50.6	7.0			
Cost Analyst			50.3	7.0	14%		47.5	7.3			
Program Analyst			55.9	5.5	10%		55.5	6.3			
Budget Officer			59.9	4.2	7%		58.5	4.8			
Deputy Comptroller			58.3	6.3	11%		61.3	4.6	56.6	7.3	13%
Comptroller			59.0	7.1	12%						
Comptroller LNO							51.5	8.1		16%	
Military Assistant							49.0	7.9	50.1	8.7	17%
School Branch Chief							46.5	7.3		16%	
Executive Officer							50.9	8.0	50.3	8.4	17%
Staff Assistant							47.4	6.6		14%	
Plans/Programs Officer							54.3	6.2		12%	

TABLE 32 CONTINUED

ASSIGNMENTS

	$\bar{X}$	$\frac{LT}{sd}$	$\bar{C}$	$\bar{X}$	$\frac{CPT}{sd}$	$\bar{C}$	$\bar{X}$	$\frac{MAJ}{sd}$	$\bar{C}$	$\bar{X}$	$\frac{LTC}{sd}$	$\bar{C}$	$\bar{X}$	$\frac{COL}{sd}$	$\bar{C}$
Comptroller/DCSRM							61.7			62.5	4.1	7%		4.1	7%
School Department Director										50.8				7.1	14%
Director										55.6				7.1	13%
Aide de Camp	45.7	10.9	24%	47.4	10.7	22%	44.4	8.8	20%	42.0	8.5	20%	40.9	9.4	23%

TABLE 33

Means, Standard Deviations, and Coefficients of Variation
for Comptroller Officer Ratings of Additional Specialties

ADDITIONAL SPECIALTY	<u>$\bar{x}$</u>	<u>sd</u>	<u>C</u>
Air Defense Artillery	54.6	8.8	16%
Armor	55.5	9.2	17%
Atomic Energy	42.1	5.9	14%
Automatic Data Processing	63.0	9.8	15%
Aviation	45.6	7.8	17%
Aviation Materiel Management	50.2	7.1	14%
Chemical	43.8	5.6	13%
Club Management	50.0	10.3	21%
Combat Communications Electronics	47.0	7.0	15%
Communications Electronics Engineering	45.7	5.3	12%
Communications Electronics Materiel Management	50.5	7.2	14%
Comptroller			
Counterintelligence/Human Intelligence	41.3	4.7	11%
Electronic Warfare/Cryptology	39.6	7.4	19%
Engineer	56.3	8.4	15%
Field Artillery	56.2	9.7	17%
Finance	61.9	9.1	15%
Food Management	44.4	6.1	14%
Foreign Area Officer	40.0	5.0	13%
Highway & Rail Operations	42.4	4.8	11%
Infantry	55.3	10.2	18%
Instructional Technology & Management	48.9	9.4	19%
Law Enforcement	43.1	5.3	12%
Maintenance Management	52.3	6.4	12%

TABLE 33 CONTINUED

ADDITIONAL SPECIALTY	<u>$\bar{x}$</u>	<u>sd</u>	<u>C</u>
Marine & Terminal Operations	45.3	5.9	13%
Materiel & Services Management	52.8	7.6	14%
Missile Materiel Management	47.8	5.8	12%
Munitions Materiel Management	47.6	5.7	12%
Operations & Force Development	58.1	9.3	16%
Operations Research and Systems Analysis	62.3	8.3	13%
Personnel Administration & Administrative Management	51.3	7.5	15%
Personnel Management	51.4	10.0	19%
Petroleum Management	46.2	6.2	13%
Procurement	59.6	7.8	13%
Public Affairs	40.5	5.6	14%
Research & Development	50.5	7.2	14%
Tactical/Strategic Intelligence	41.7	5.4	13%
Transportation Management	47.9	6.5	14%

TABLE 34

M Means, Standard Deviations, and Coefficients of Variation
for Public Affairs Officer Ratings of Specialty Duty Assignments

ASSIGNMENTS	$\bar{x}$	$\frac{LT}{sd}$	$\underline{C}$	$\bar{x}$	$\frac{CPT}{sd}$	$\underline{C}$	$\bar{x}$	$\frac{MAJ}{sd}$	$\underline{C}$	$\bar{x}$	$\frac{LTC}{sd}$	$\underline{C}$	$\bar{x}$	$\frac{COL}{sd}$	$\underline{C}$
Public Affairs Officer, Brigade or Sub-installation	47.9	8.5	18%	53.6	8.2	15%									
Deputy Public Affairs Officer	44.4	8.4	19%	49.8	7.9	16%	55.0	6.6	12%	54.5	8.2	15%			
Staff Officer	43.1	9.6	22%	49.9	7.9	16%	54.0	8.4	16%	52.2	8.9	17%			
Commander	52.7	10.3	19%	58.3	6.3	11%									
Editor	46.7	10.0	21%	50.2	7.6	15%	49.6	7.5	15%	45.8	9.3	20%			
Instructor, ROTC, Service School	37.9	7.1	19%	47.5	7.4	16%	49.5	9.1	18%	45.6	9.1	20%			
Writer	50.3	8.7	17%	51.4	6.0	12%	49.0	8.3	17%	44.4	9.9	22%			
Advisor, Foreign Government	36.3	5.8	16%	41.3	6.5	16%	46.5	6.3	13%	48.6	8.5	17%			
Advisor, Other	35.9	5.8	16%	40.3	6.0	15%	44.7	7.6	17%	45.6	9.3	20%			
Aide de Camp	49.9	10.2	20%	50.1	10.0	20%	47.0	9.4	20%	45.6	10.5	23%	42.9	11.0	26%
Public Affairs Officer, Division or Installation							59.4	5.5	9%						
Franch Chief							56.0	5.1	9%	57.8	5.2	9%			

TABLE 34 CONTINUED

ASSIGNMENTS

	$\bar{x}$	$\frac{LT}{sd}$	$\bar{C}$	$\bar{x}$	$\frac{CPT}{sd}$	$\bar{C}$	$\bar{x}$	$\frac{MAJ}{sd}$	$\bar{C}$	$\bar{x}$	$\frac{LTC}{sd}$	$\bar{C}$	$\bar{x}$	$\frac{COL}{sd}$	$\bar{C}$
Public Affairs Officer: Corps, Installation, Joint Command							61.0				2.9	5%			
Chief, Public Affairs Office, MACOM, Field Army, Combined or Joint Command										60.4			4.1	7%	
Director, Office of Assistant Sec- retary of Defense										56.0			7.5	13%	
Division Chief, Office of Chief of Public Affairs, HQDA										57.9			5.9	10%	
Editor, Stars and Stripes										54.8			6.3	11%	
Commander, American Forces Radio and TV Service										54.4			7.0	13%	

Mean, Standard Deviations, and Coefficients of Variation
for Public Affairs Officer Ratings of Additional Specialties

ADDITIONAL SPECIALTY	$\bar{x}$	sd	C
Air Defense Artillery	55.0	10.4	19%
Armor	60.0	9.5	16%
Atomic Energy	43.2	7.0	16%
Automatic Data Processing	53.3	11.8	22%
Aviation	53.4	11.0	21%
Aviation Materiel Management	44.3	4.1	9%
Chemical	45.4	5.7	13%
Club Management	43.6	8.6	20%
Combat Communications Electronics	49.3	7.1	15%
Communications Electronics Engineering	47.0	6.3	14%
Communications Electronics Materiel Management	46.2	5.7	12%
Comptroller	51.0	10.4	20%
Counterintelligence/Human Intelligence	47.7	9.1	19%
Electronic Warfare/Cryptology	42.4	4.8	11%
Engineer	55.2	8.9	16%
Field Artillery	59.1	10.0	17%
Finance	48.0	7.6	16%
Food Management	41.6	7.5	18%
Foreign Area Officer	56.9	10.4	18%
Highway & Rail Operations	41.9	4.4	11%
Infantry	60.4	9.4	16%
Instructional Technology & Management	55.2	10.1	18%
Law Enforcement	53.1	8.3	16%
Maintenance Management	44.7	5.5	12%

TABLE 35 CONTINUED

ADDITIONAL SPECIALTY	<u>$\bar{x}$</u>	<u>sd</u>	<u>C</u>
Marine & Terminal Operations	42.3	5.0	12%
Materiel & Services Management	44.3	5.5	12%
Missile Materiel Management	42.8	5.1	12%
Munitions Materiel Management	42.3	5.2	12%
Operations & Force Development	57.9	9.0	16%
Operations Research and Systems Analysis	51.9	7.5	15%
Personnel Administration & Administrative Management	57.8	7.9	14%
Personnel Management	56.9	9.1	16%
Petroleum Management	43.1	4.4	10%
Procurement	48.5	7.0	14%
Public Affairs			
Research & Development	52.5	8.3	16%
Tactical/Strategic Intelligence	47.9	7.0	15%
Transportation Management	45.4	4.6	10%

TABLE 36

Means, Standard Deviations, and Coefficients of Variation
for Foreign Area Officer Ratings of Specialty Duty Assignments

ASSIGNMENTS	$\bar{x}$	$\frac{LT}{sd}$	$\underline{C}$	$\bar{x}$	$\frac{CPT}{sd}$	$\underline{C}$	$\bar{x}$	$\frac{MAJ}{sd}$	$\underline{C}$	$\bar{x}$	$\frac{LTC}{sd}$	$\underline{C}$	$\bar{x}$	$\frac{COL}{sd}$
Plans-Operation/ Intelligence FAO Staff Assignments				50.4	10.1	20%								
Instructor, USMA				42.4	10.7	25%		47.3	9.7	20%	43.1	9.7	22%	
Instructor, Other				43.3	8.4	20%		45.7	7.6	17%	43.2	8.1	19%	
Civil Military Operations Staff Officer (G-5/S-5)				46.0	8.7	19%		50.9	7.0	14%	49.9	7.4	15%	
MAAG/Mission Staff Officer or Advisor				53.5	7.0	13%		56.7	5.7	10%				
Intelligence Staff Officer								50.2	6.7	13%	49.0	6.6	13%	
Analyst, OACSI, DIA, Joint, Unified, Combined or Major Army Command											53.6	7.6	14%	
Command a Civil Affairs, PSYOP or Special Forces Unit				52.6	10.1	19%								
US-Foreign Military Exchange Officer								55.0	6.6	12%				
National Guard or Reserve Advisor								32.7	7.7	23%				
Plans and Operations Staff Officer								45.8	10.0	22%	46.7	9.2	20%	

TABLE 36 CONTINUED

[illegible]

TABLE 36 CONTINUED

ASSIGNMENTS	$\bar{x}$	LT $\frac{sd}{}$	C	$\bar{x}$	CPT $\frac{sd}{}$	C	$\bar{x}$	MAJ $\frac{sd}{}$	C	$\bar{x}$	LTC $\frac{sd}{}$	C	$\bar{x}$	COL $\frac{sd}{}$	C	
Senior Plans and Operations Officer														54.2	6.1	11%
Senior Intelligence Officer														53.9	6.8	13%
Director, Unconventional Warfare Directorate														51.5	6.9	13%
Attache or Chief Military Liason Mission														58.5	5.7	10%
Commander, Civil Affairs Group/ Brigade														56.6	7.5	13%
Aide de Camp				41.2	11.7	29%	39.4	7.9	20%	38.1	7.7	20%	36.4	7.3	20%	

TABLE 37

Means, Standard Deviations, and Coefficients of Variation
for Foreign Area Officer Ratings of Additional Specialties

ADDITIONAL SPECIALTY	<u>$\bar{x}$</u>	<u>sd</u>	<u>C</u>
Air Defense Artillery	52.8	9.7	18%
Armor	57.3	9.5	16%
Atomic Energy	42.9	9.1	21%
Automatic Data Processing	46.9	9.5	20%
Aviation	51.2	7.3	14%
Aviation Materiel Management	47.8	7.8	16%
Chemical	45.4	7.3	16%
Club Management	36.1	5.4	15%
Combat Communications Electronics	50.0	7.0	14%
Communications Electronics Engineering	46.8	7.1	15%
Communications Electronics Materiel Management	46.7	6.9	15%
Comptroller	47.7	6.3	13%
Counterintelligence/Human Intelligence	62.1	10.2	16%
Electronic Warfare/Cryptology	51.4	9.9	19%
Engineer	56.8	8.5	15%
Field Artillery	57.7	9.0	16%
Finance	43.4	6.7	15%
Food Management	38.6	6.2	16%
Foreign Area Officer			
Highway & Rail Operations	45.4	8.4	19%
Infantry	59.9	9.4	16%
Instructional Technology & Management	49.1	8.3	17%
Law Enforcement	48.5	7.3	15%
Maintenance Management	48.8	8.2	17%

TABLE 37 CONTINUED

ADDITIONAL SPECIALTY	<u>$\bar{x}$</u>	<u>sd</u>	<u>C</u>
Marine & Terminal Operations	44.2	6.2	14%
Materiel & Services Management	48.5	8.1	17%
Missile Materiel Management	43.8	5.3	12%
Munitions Materiel Management	45.3	6.2	14%
Operations & Force Development	58.5	8.4	14%
Operations Research and Systems Analysis	52.1	6.9	13%
Personnel Administration & Administrative Management	49.9	7.4	15%
Personnel Management	49.3	6.3	13%
Petroleum Management	43.4	5.6	13%
Procurement	48.1	7.5	16%
Public Affairs	53.0	9.7	18%
Research & Development	50.5	7.7	15%
Tactical/Strategic Intelligence	65.9	8.9	14%
Transportation Management	46.6	6.5	14%

TABLE 38

Means, Standard Deviations, and Coefficients of Variation for
Operations Research & Systems Analysis Officer Ratings of Specialty Duty Assignments

ASSIGNMENTS	$\bar{x}$	$\frac{LT}{sd}$	C	$\bar{x}$	$\frac{CPT}{sd}$	C	$\bar{x}$	$\frac{MAJ}{sd}$	C	$\bar{x}$	$\frac{LTC}{sd}$	C	$\bar{x}$	$\frac{COL}{sd}$	C
ORSA Staff Officer with TRADOC				50.8	7.6	15%	54.4	6.0	11%	51.3	10.0	19%			
Assistant Research Analyst with OTEA, CAA				50.9	8.7	17%									
ORSA Officer with Project Manager's Office				51.6	8.2	16%									
Service School Instructor				45.5	6.8	15%	44.8	6.8	15%	39.7	8.4	21%			
ORSA Staff Officer with DA Staffs or Agencies							56.6	5.6	10%						
ORSA Analyst with OTEA, CAA							53.3	8.3	16%						
ORSA Staff Officer with HQDA, JCS, or DOD Staffs										57.7	6.6	12%			
Chief, Analysis Agencies TRADOC										57.2	5.4	10%			
Service School Department Head										49.1	6.4	13%			
Chief, Analysis Division of HQDA, JCS										58.3	5.7	10%			
OSD Staff or Agencies															
Aide de Camp				43.9	9.9	22%	42.4	8.1	19%	41.6	8.8	21%	40.7	9.5	23%

Means, Standard Deviations, and Coefficients of Variation for
Operations Research & Systems Analysis Officer Ratings of
Additional Specialties

ADDITIONAL SPECIALTY	$\bar{x}$	<u>sd</u>	<u>C</u>
Air Defense Artillery	52.4	9.3	18%
Armor	50.1	10.4	21%
Atomic Energy	56.3	9.2	16%
Automatic Data Processing	66.8	8.9	13%
Aviation	45.9	7.0	15%
Aviation Materiel Management	51.0	6.8	13%
Chemical	46.0	7.9	17%
Club Management	35.5	6.8	19%
Combat Communications Electronics	49.0	7.0	14%
Communications Electronics Engineering	54.4	8.4	16%
Communications Electronics Materiel Management	53.0	5.3	10%
Comptroller	57.8	8.3	14%
Counterintelligence/Human Intelligence	46.2	7.9	17%
Electronic Warfare/Cryptology	50.7	9.0	18%
Engineer	57.5	8.3	15%
Field Artillery	52.4	9.3	18%
Finance	49.2	8.7	18%
Food Management	37.7	5.8	15%
Foreign Area Officer	38.6	6.0	15%
Highway & Rail Operations	46.0	7.2	16%
Infantry	47.4	9.7	20%
Instructional Technology & Management	48.9	6.7	14%
Law Enforcement	41.9	6.7	14%
Maintenance Management	50.8	6.6	13%

TABLE 39 CONTINUED

ADDITIONAL SPECIALTY	<u>$\bar{x}$</u>	<u>sd</u>	<u>C</u>
Marine & Terminal Operations	47.1	6.9	15%
Materiel & Services Management	49.9	6.2	12%
Missile Materiel Management	51.6	6.3	12%
Munitions Materiel Management	50.2	5.8	12%
Operations & Force Development	52.8	8.7	17%
Operations Research and Systems Analysis			
Personnel Administration & Administrative Management	46.9	7.9	17%
Personnel Management	48.0	7.6	16%
Petroleum Management	47.1	5.9	13%
Procurement	52.6	8.4	16%
Public Affairs	37.3	6.4	17%
Research & Development	63.2	7.9	13%
Tactical/Strategic Intelligence	48.7	7.6	16%
Transportation Management	50.7	7.0	14%

TABLE 40

Means, Standard Deviations, and Coefficients of Variation
for Research and Development Officer Ratings of Specialty Duty Assignments

ASSIGNMENTS	$\bar{x}$	$\frac{LT}{sd}$	$\bar{x}$	$\frac{CPT}{sd}$	$\bar{x}$	$\frac{MAJ}{sd}$	$\bar{x}$	$\frac{LTC}{sd}$	$\bar{x}$	$\frac{COL}{sd}$	$\bar{x}$	$\frac{COL}{sd}$
Instructor, USMA	45.4	11.5	25%	48.1	11.1	23%	42.9	9.6	22%	38.2	11.0	29%
Instructor, Other	40.3	9.2	23%	40.6	9.0	22%	38.1	8.3	22%	35.2	7.4	21%
Aide de Camp	43.6	12.7	29%	41.1	11.0	27%	37.5	9.7	26%	35.4	10.5	30%
MACOM, Commodity Command, Labora- tory Agency												
R & D Coordinator	51.9	9.4	18%	57.6	6.5	11%	57.8	7.4	13%			
Engineer	53.2	7.7	14%	52.6	5.8	11%	49.9	7.8	16%			
Scientist	51.4	8.7	17%	50.3	8.3	17%	49.1	9.7	20%			
Staff Officer	48.3	7.9	16%	51.9	6.9	13%	51.8	8.7	17%			
Research Associate	51.1	8.2	16%	51.7	6.3	12%	49.3	9.5	19%			
Service Test/ Eval- uation Officer	51.4	9.4	18%	52.8	8.1	15%	50.5	8.8	17%			
Test Pilot	52.4	7.3	14%	51.1	7.5	15%	44.8	8.0	18%			
Project Analyst	50.7	6.7	13%	52.6	6.2	12%	49.0	8.2	17%			
Data Collection Officer	47.1	8.8	19%	43.5	7.8	18%						
Project Officer	53.6	7.9	15%	56.7	5.0	9%	56.9	7.2	13%			
Plans/Program Officer	48.8	5.8	12%	52.0	6.7	13%	50.9	8.7	17%			

TABLE 40 CONTINUED

ASSIGNMENTS	$\bar{x}$	LT sd	C	$\bar{x}$	CPT sd	C	$\bar{x}$	MAJ sd	C	$\bar{x}$	LTC sd	C	$\bar{x}$	COL sd	C
Combat Develop- ments Staff Officer				50.8	8.0	16%	56.0	6.5	12%	55.1	8.7	16%			
Guided Missile Systems Officer				50.6	7.2	14%	51.2	7.2	14%	48.3	7.3	15%			
Division Chief				48.2	8.7	18%				57.3	6.4	11%			
Materiel Require- ments Officer				49.7	5.8	12%	52.4	6.1	12%	50.5	8.4	17%			
Liaison Officer				41.6	6.7	16%	44.0	7.4	17%	42.5	8.0	19%			
Test Project Officer				51.1	8.5	17%	53.2	5.8	11%	51.9	7.9	15%			
Product Manager										61.5	5.3	9%			
MAAG/Mission				37.4	6.4	17%	40.3	7.7	19%	41.0	8.4	21%	40.1	9.0	22%
Technical Intel- ligence Officer										46.0	7.3	16%			
R&D Program Manager							57.1	8.0	14%	61.4	5.6	9%	62.3	4.9	8%
Chief Liaison Officer													45.9	6.4	14%
President, Test Board													58.2	6.8	12%
CDR, Laboratory													61.1	6.2	10%

TABLE 40 CONTINUED

ASSIGNMENTS

	$\bar{x}$	LT sd	C	$\bar{x}$	CPT sd	C	$\bar{x}$	MAJ sd	C	$\bar{x}$	LTC sd	C	$\bar{x}$	COL sd	C
Joint Activities, Defense Agencies, HQDA															
Staff Officer				52.5	9.6	18%	54.1	8.7	16%	52.5	8.7	17%			
Scientist				49.6	7.9	16%	49.6	7.6	15%						
Engineer				50.4	6.7	13%	50.5	7.0	14%						
Test Project Officer				52.7	5.6	11%	54.3	6.2	11%						
Assistant to Chief Scientist/ Chief Engineer							54.1	6.3	12%						
Military Intel- ligence Officer							45.7	6.9	15%						
OSD Military Staff Assistant										53.6	8.6	16%			
R&D Program Manager										63.4	4.5	7%			
Member, DOD Committee										52.5	7.4	14%			
Member, International Committee Group										50.9	7.5	15%			
Division Chief/ Division XO										57.1	6.4	11%			
Advisor, Foreign Government				43.0	6.9	16%	45.5	8.2	18%						
Advisor, Other				41.9	7.4	18%	43.0	8.1	19%						

Means, Standard Deviations, and Coefficients of Variation
for Research & Development Officer Ratings of Additional Specialties

ADDITIONAL SPECIALTY	$\bar{x}$	sd	C
Air Defense Artillery	58.3	5.5	9%
Armor	57.7	6.6	12%
Atomic Energy	58.8	8.1	14%
Automatic Data Processing	57.5	8.2	14%
Aviation	55.2	7.3	13%
Aviation Materiel Management	54.2	6.3	12%
Chemical	54.3	6.9	13%
Club Management	34.8	4.0	12%
Combat Communications Electronics	56.9	5.3	9%
Communications Electronics Engineering	58.5	6.1	10%
Communications Electronics Materiel Management	55.6	6.4	12%
Comptroller	48.1	7.8	16%
Counterintelligence/Human Intelligence	44.3	6.4	14%
Electronic Warfare/Cryptology	50.8	7.3	14%
Engineer	59.1	5.0	8%
Field Artillery	58.0	6.3	11%
Finance	41.2	5.3	13%
Food Management	37.7	5.3	14%
Foreign Area Officer	40.7	6.8	17%
Highway & Rail Operations	39.8	4.6	12%
Infantry	55.5	8.2	15%
Instructional Technology & Management	48.5	7.5	15%
Law Enforcement	37.9	4.2	11%
Maintenance Management	53.0	5.8	11%

TABLE 41 CONTINUED

ADDITIONAL SPECIALTY	<u>$\bar{x}$</u>	<u>sd</u>	<u>C</u>
Marine & Terminal Operations	42.2	5.2	12%
Materiel & Services Management	49.4	6.8	14%
Missile Materiel Management	52.7	6.0	12%
Munitions Materiel Management	52.7	6.4	12%
Operations & Force Development	50.2	7.5	15%
Operations Research and Systems Analysis	59.5	6.8	11%
Personnel Administration & Administrative Management	41.0	5.8	14%
Personnel Management	41.7	6.0	15%
Petroleum Management	44.3	6.2	14%
Procurement	55.2	8.7	16%
Public Affairs	38.9	5.4	14%
Research & Development			
Tactical/Strategic Intelligence	44.8	7.3	16%
Transportation Management	43.4	5.8	

TABLE 42

Means, Standard Deviations, and Coefficients of Variation
for Atomic Energy Officer Ratings of Specialty Duty Assignments

ASSIGNMENTS	$\bar{x}$	LT $\frac{sd}{\bar{x}}$	C	$\bar{x}$	CPT $\frac{sd}{\bar{x}}$	C	$\bar{x}$	MAJ $\frac{sd}{\bar{x}}$	C	$\bar{x}$	LTC $\frac{sd}{\bar{x}}$	C	$\bar{x}$	COL $\frac{sd}{\bar{x}}$	C
Nuclear Engineer, Research Lab.				56.1	8.0	14%									
Nuclear Physicist, Research Lab.				56.0	6.2	11%									
Staff Officer, Engineer Power Group				48.2	8.5	18%									
Instructor, USMA				48.2	8.8	18%	48.0	8.5	18%						
Instructor, other				42.2	6.4	15%	40.9	6.5	16%						
Research Associate, Scientific Lab.				55.3	7.3	13%	54.7	9.9	18%						
Special Weapons Operations Officer							53.1	6.9	13%						
Staff Officer, Nuclear							52.6	7.1	13%						
Nuclear Weapons Effects Officer							51.0	7.1	14%	47.6	8.3	18%			
Inspector General, Army Headquarters										44.9	9.0	20%			
Nuclear Power Plant OIC										52.0	10.1	19%			
Nuclear Weapons Logistics Officer HQDA, DNA, DARCOM							49.3	7.2	15%	48.7	8.8	18%			

TABLE 42 CONTINUED

ASSIGNMENTS	$\bar{x}$	LT sd	C	$\bar{x}$	CPT sd	C	$\bar{x}$	MAJ sd	C	$\bar{x}$	LTC sd	C	$\bar{x}$	COL sd	C
Staff Officer, Nuclear & Chemical Surety Group, HDQA NATO, JCS, DNA	56.3					13%	56.7	7.1	13%		7.1	13%			
Assistant Director, R & D							56.7	7.1			7.1				13%
Division Chief Defense Intelligence Agency							45.4	7.9			7.9				17%
Military Assistant, Office Assistant, Secretary of Defense							57.6	4.0			4.0				7%
Plans Officer, Major Command							48.1	7.4			7.4				16%
Staff Officer, Defense Nuclear Agency							50.0	7.6			7.6				15%
Aide de Camp	44.6	11.7	26%	44.6	11.7	26%	42.0	9.5	23%	38.5	8.9	23%	37.3	8.9	24%

Means, Standard Deviations, and Coefficients of Variation
for Atomic Energy Officer Ratings of Additional Specialties

ADDITIONAL SPECIALTY	<u>$\bar{x}$</u>	<u>sd</u>	<u>C</u>
Air Defense Artillery	57.2	9.4	16%
Armor	50.0	7.8	16%
Atomic Energy			
Automatic Data Processing	50.7	6.1	12%
Aviation	44.4	5.4	12%
Aviation Materiel Management	43.9	5.3	12%
Chemical	62.1	6.1	10%
Club Management	39.1	4.7	12%
Combat Communications Electronics	50.0	6.7	13%
Communications Electronics Engineering	51.1	6.0	12%
Communications Electronics Materiel Management	48.1	5.0	10%
Comptroller	45.1	6.7	15%
Counterintelligence/Human Intelligence	46.7	6.7	15%
Electronic Warfare/Cryptology	47.6	6.4	13%
Engineer	61.7	10.2	16%
Field Artillery	65.7	8.2	13%
Finance	40.6	3.9	10%
Food Management	39.1	4.7	12%
Foreign Area Officer	47.0	5.3	11%
Highway & Rail Operations	42.4	4.1	10%
Infantry	50.4	8.6	17%
Instructional Technology & Management	47.4	7.2	15%
Law Enforcement	43.8	7.3	17%
Maintenance Management	47.5	5.8	12%

TABLE 43 CONTINUED

ADDITIONAL SPECIALTY

 $\bar{x}$ sdC

Marine & Terminal Operations	41.6	4.1	10%
Materiel & Services Management	48.0	6.4	13%
Missile Materiel Management	58.7	7.0	12%
Munitions Materiel Management	61.9	6.6	11%
Operations & Force Development	55.7	7.1	13%
Operations Research and Systems Analysis	61.0	6.9	11%
Personnel Administration & Administrative Management	41.9	4.3	10%
Personnel Management	42.0	3.5	8%
Petroleum Management	40.9	3.6	9%
Procurement	51.5	8.9	17%
Public Affairs	41.9	3.9	9%
Research & Development	66.8	6.7	10%
Tactical/Strategic Intelligence	54.1	6.3	12%
Transportation Management	44.0	5.1	12%

TABLE 44

Means, Standard Deviations, and Coefficients of Variation
for Automatic Data Processing Officer Ratings of Specialty Duty Assignments

ASSIGNMENTS	$\bar{x}$	$\frac{LT}{sd}$	$\bar{x}$	$\frac{CPT}{sd}$	$\bar{x}$	$\frac{MAJ}{sd}$	$\bar{x}$	$\frac{LTC}{sd}$	$\bar{x}$	$\frac{sd}{\bar{x}}$	$\bar{x}$
Service School Instructor			45.2	8.8	20%	48.9	7.5	15%	39.3	6.1	16%
Special Staff Officer for ADP at Division			49.4	7.3	15%	53.6	6.2	12%			
Chief, Systems Analysis Team			55.1	6.7	12%						
Management Information Systems Officer			47.8	8.3	17%			55.3	6.1	11%	
Chief, Programming Team			55.0	5.9	11%						
Division Data Center Executive Officer			49.5	7.7	16%						
Computer Operations Manager			54.6	5.8	11%						
Aide de Camp			37.5	8.6	23%	36.2	6.4	18%	35.4	5.9	17%
Branch Chief, Major Command, DA Staff						49.8	5.9	12%			
Division Data Center Commander						57.4	4.2	7%			
Project Officer, Software Development Agency									53.9	7.4	14%
Division Chief, HQDA, Major Command									53.6	5.4	10%

TABLE 44 CONTINUED

ASSIGNMENTS

	$\bar{x}$	LT $\frac{sd}{\bar{x}}$	C	$\bar{x}$	CPT $\frac{sd}{\bar{x}}$	C	$\bar{x}$	MAJ $\frac{sd}{\bar{x}}$	C	$\bar{x}$	LTC $\frac{sd}{\bar{x}}$	C	$\bar{x}$	COL $\frac{sd}{\bar{x}}$	C
Data Processing Analyst/Action Officer HQDA, JCS, OSD							53.6				5.8	11%			
Data Processing Installation Commander							58.9				4.0	7%		4.4	8%
Service School Dept. Head													49.1	6.6	13%
Division Chief HQDA, JCS, OSD													55.0	5.9	11%

Means, Standard Deviations, and Coefficients of Variation
for Automatic Data Processing Officer Ratings of Additional Specialties

ADDITIONAL SPECIALTY	<u>$\bar{x}$</u>	<u>sd</u>	<u>C</u>
Air Defense Artillery	49.9	8.7	18%
Armor	42.7	7.1	17%
Atomic Energy	48.3	9.3	19%
Automatic Data Processing			
Aviation	40.1	6.9	17%
Aviation Materiel Management	50.7	7.0	14%
Chemical	40.5	6.8	17%
Club Management	39.9	6.6	17%
Combat Communications Electronics	58.4	9.3	16%
Communications Electronics Engineering	62.7	8.0	13%
Communications Electronics Materiel Management	58.0	5.8	10%
Comptroller	57.6	6.9	12%
Counterintelligence/Human Intelligence	46.9	7.6	16%
Electronic Warfare/Cryptology	52.8	8.4	16%
Engineer	52.2	7.6	15%
Field Artillery	48.6	7.7	16%
Finance	57.0	7.0	12%
Food Management	40.0	5.9	15%
Foreign Area Officer	37.3	5.9	16%
Highway & Rail Operations	42.9	6.8	16%
Infantry	40.5	7.8	19%
Instructional Technology & Management	49.6	9.2	19%
Law Enforcement	41.9	5.7	14%
Maintenance Management	51.7	6.8	13%

TABLE 45 CONTINUED

ADDITIONAL SPECIALTY	<u>$\bar{x}$</u>	<u>sd</u>	<u>C</u>
Marine & Terminal Operations	45.7	5.8	13%
Materiel & Services Management	52.9	6.7	13%
Missile Materiel Management	52.1	6.4	12%
Munitions Materiel Management	50.9	6.9	14%
Operations & Force Development	52.1	7.3	14%
Operations Research and Systems Analysis	64.9	7.8	12%
Personnel Administration & Administrative Management	55.7	6.6	12%
Personnel Management	53.7	6.6	12%
Petroleum Management	47.0	6.1	13%
Procurement	50.5	7.7	15%
Public Affairs	37.4	4.6	12%
Research & Development	56.3	8.3	15%
Tactical/Strategic Intelligence	50.1	8.2	16%
Transportation Management	51.3	6.2	12%

TABLE 46

Means, Standard Deviations, and Coefficients of Variation
for Operations & Force Development Officer Ratings of Specialty Duty Assignments

ASSIGNMENTS	$\bar{x}$	$\frac{LT}{sd}$	$\underline{C}$	$\bar{x}$	$\frac{CPT}{sd}$	$\underline{C}$	$\bar{x}$	$\frac{MAJ}{sd}$	$\underline{C}$	$\bar{x}$	$\frac{LTC}{sd}$	$\underline{C}$	$\bar{x}$	$\frac{COL}{sd}$	$\underline{C}$
Advisor, Foreign Government				42.0		7.6	18%								
Advisor, Reserve or National Guard				46.4		7.1	15%								
Advisor, Other				39.9		5.3	13%								
Service School Instructor				49.5		7.8	16%								
Corps or Higher Staff Officer				57.0		5.9	10%								
Staff Officer, HQDA JCS, FORSCOM, TRADOC				59.9		4.3	7%								
Service School Department Head				52.8		7.6	15%								
HQDA, JCS, OSD Division Chief				59.9		4.6	8%								
Aide de Camp				46.6		7.0	15%								
				45.5		6.8	15%								
				44.2		8.8	20%								

Means, Standard Deviations, and Coefficients of Variation for
Operations & Force Development Officer Ratings of Additional Specialties

ADDITIONAL SPECIALTY	<u>$\bar{x}$</u>	<u>sd</u>	<u>C</u>
Air Defense Artillery	58.3	7.9	14%
Armor	64.3	6.2	10%
Atomic Energy	42.8	7.0	16%
Automatic Data Processing	53.3	7.2	14%
Aviation	57.0	7.1	13%
Aviation Materiel Management	45.7	5.3	12%
Chemical	49.8	7.9	16%
Club Management	35.5	5.4	15%
Combat Communications Electronics	54.7	6.5	12%
Communications Electronics Engineering	45.0	6.0	13%
Communications Electronics Materiel Management	45.6	6.4	13%
Comptroller	50.0	8.3	17%
Counterintelligence/Human Intelligence	49.0	7.5	15%
Electronic Warfare/Cryptology	47.1	7.8	17%
Engineer	60.1	5.8	10%
Field Artillery	64.6	5.3	8%
Finance	42.5	6.4	15%
Food Management	37.8	4.9	13%
Foreign Area Officer	49.1	8.8	18%
Highway & Rail Operations	42.7	5.8	14%
Infantry	66.3	5.9	9%
Instructional Technology & Management	46.6	10.5	23%
Law Enforcement	44.7	6.1	14%
Maintenance Management	51.3	7.2	14%

TABLE 47 CONTINUED

ADDITIONAL SPECIALTY	<u>$\bar{x}$</u>	<u>sd</u>	<u>C</u>
Marine & Terminal Operations	43.6	5.5	13%
Materiel & Services Management	48.5	6.4	13%
Missile Materiel Management	43.9	5.3	12%
Munitions Materiel Management	44.8	4.7	10%
Operations & Force Development			
Operations Research and Systems Analysis	58.7	7.9	14%
Personnel Administration & Administrative Management	50.0	7.0	14%
Personnel Management	51.2	7.3	14%
Petroleum Management	42.8	4.8	11%
Procurement	45.3	8.0	18%
Public Affairs	43.0	6.4	15%
Research & Development	53.5	8.8	17%
Tactical/Strategic Intelligence	54.3	8.2	15%
Transportation Management	47.2	4.9	10%

TABLE 48

Means, Standard Deviations, and Coefficients of Variation
for Aviation Materiel Management Officer Ratings of Specialty Duty Assignments

ASSIGNMENTS	$\bar{x}$	LT sd	C	$\bar{x}$	CPT sd	C	$\bar{x}$	MAJ sd	C	$\bar{x}$	LTC sd	C	$\bar{x}$	COL sd	C
Platoon Leader	56.4	7.9	14%												
Aircraft Supply Officer	52.2	6.5	12%	55.6	6.4	12%									
Aircraft Maintenance Officer	56.1	7.9	14%												
Advisor, Foreign Government				35.7	6.7	19%	40.4	6.4	16%	45.1	9.3	21%	45.8	9.8	21%
Advisor, Other				37.8	6.0	16%	42.1	6.9	17%	43.2	7.4	17%	41.6	8.2	20%
Attache de Camp	43.8	9.3	21%	47.2	9.9	21%	39.8	8.4	21%	36.2	7.7	21%	33.9	8.8	26%
Chief, RW/FW Surveillance Branch				47.8	7.5	16%									
Instructor, USMA				42.9	8.7	20%	44.2	8.5	19%	39.9	6.5	16%			
Instructor, Other				44.1	7.9	18%	45.1	7.2	16%	38.8	7.0	18%			
Production Control Officer				57.3	4.5	8%									
Storage Officer				46.2	8.0	17%									
Service Platoon Commander				58.6	4.5	8%									
Company Commander				59.2	4.5	8%	60.8	2.9	5%						
Experimental Test Pilot							45.4	8.9	20%						

TABLE 48 CONTINUED

ASSIGNMENTS	$\bar{x}$	$\frac{LT}{sd}$	$\bar{C}$	$\bar{x}$	$\frac{CPT}{sd}$	$\bar{C}$	$\bar{x}$	$\frac{MAJ}{sd}$	$\bar{C}$	$\bar{x}$	$\frac{LTC}{sd}$	$\bar{C}$	$\bar{x}$	$\frac{COL}{sd}$	$\bar{C}$
Battalion Executive Officer				52.7		16%		8.6							
Chief, Supply Surveillance Branch				48.3		13%		6.3							
G-4 Staff Officer				55.7		9%		5.2							
Materiel Readiness Officer				53.6		12%		6.2							
Technical Assistance Officer				49.4		11%		5.3		47.7	6.1	13%			
New Equipment Assistance Officer				50.0		12%		6.1							
Inspector General							45.7			7.6	17%				
Foreign Military Sales							48.0			5.8	12%				
Product Manager							57.4			5.6	10%		58.4	5.7	10%
Chief, Aircraft Quality Assurance Branch							50.7			7.0	14%				
Staff Officer, Depot							48.5			6.1	13%				
Aircraft Maintenance Officer							54.6			6.7	12%				

TABLE 48 CONTINUED

ASSIGNMENTS	$\bar{x}$	LT sd	C	$\bar{x}$	CPT sd	C	$\bar{x}$	MAJ sd	C	$\bar{x}$	LTC sd	C	$\bar{x}$	COL sd	C
Aviation Logistics Programs Officer							54.7				5.4	10%			
Chief, Aircraft Systems, DCSLOG							58.3				4.0	7%			
Battalion Commander							59.4				5.0	8%	60.4	3.7	6%
Project Manager													58.8	5.0	8%
Depot Commander													48.2	6.3	13%
Director, Training Division													54.9	4.7	9%
Chief, Logistics Division													50.9	6.0	12%
Director for Field Assistance													58.1	5.0	9%
Director, Aviation Maintenance													55.7	5.0	9%
Director of Materiel Requirements													60.4	3.3	5%
Commander, Aviation Maintenance Center															

TABLE 49

Means, Standard Deviations, and Coefficients of Variation
for Aviation Materiel Management Officer Ratings of Additional Specialties

ADDITIONAL SPECIALTY	$\bar{x}$	sd	C
Air Defense Artillery	48.1	6.9	14%
Armor	50.7	7.8	15%
Atomic Energy	40.8	3.8	9%
Automatic Data Processing	54.8	6.6	12%
Aviation	66.1	9.7	15%
Aviation Materiel Management			
Chemical	41.0	4.0	10%
Club Management	38.6	3.5	10%
Combat Communications Electronics	49.3	6.7	14%
Communications Electronics Engineering	48.7	6.6	14%
Communications Electronics Materiel Management	52.9	6.3	12%
Comptroller	51.5	8.9	17%
Counterintelligence/Human Intelligence	43.1	5.4	13%
Electronic Warfare/Cryptology	41.7	4.9	12%
Engineer	47.8	6.3	13%
Field Artillery	49.9	7.0	14%
Finance	41.7	5.1	12%
Food Management	38.9	4.3	11%
Foreign Area Officer	42.8	5.1	12%
Highway & Rail Operations	47.8	8.7	18%
Infantry	50.2	7.0	14%
Instructional Technology & Management	47.2	6.7	14%
Law Enforcement	40.3	3.3	8%
Maintenance Management	66.0	7.6	12%

TABLE 49 CONTINUED

ADDITIONAL SPECIALTY	<u>$\bar{x}$</u>	<u>sd</u>	<u>C</u>
Marine & Terminal Operations	48.4	7.1	15%
Materiel & Services Management	60.2	8.5	14%
Missile Materiel Management	51.2	7.0	14%
Munitions Materiel Management	49.7	7.1	14%
Operations & Force Development	52.8	7.1	13%
Operations Research and Systems Analysis	54.9	8.0	15%
Personnel Administration & Administrative Management	48.0	7.3	15%
Personnel Management	51.1	7.8	15%
Petroleum Management	45.1	5.1	11%
Procurement	62.8	6.7	11%
Public Affairs	40.7	5.1	12%
Research & Development	64.8	6.3	10%
Tactical/Strategic Intelligence	43.6	5.7	13%
Transportation Management	57.8	8.5	15%

TABLE 50

Means, Standard Deviations, and Coefficients of Variation
for Missile Materiel Management Officer Ratings of Specialty Duty Assignments

ASSIGNMENTS	$\bar{x}$	LT sd	C	$\bar{x}$	CPT sd	C	$\bar{x}$	MAJ sd	C	$\bar{x}$	LTC sd	C	$\bar{x}$	COL sd	C
Production Control Officer	52.9	9.1	17%				43.2	8.8	20%						
Technical Supply Officer	55.3	7.2	13%												
Storage Officer	50.2	8.1	16%												
Platoon Leader	57.1	5.7	10%												
Missile Maintenance Officer	59.3	4.4	7%												
Advisor, Foreign Government				36.4	5.1	14%	42.4	6.0	14%	45.5	8.8	19%	43.9	9.4	21%
Advisor, Other				36.8	3.7	10%	42.5	6.3	15%	44.0	8.1	18%	40.8	9.3	23%
Instructor, USMA				43.4	7.9	18%	47.8	7.8	16%	45.6	6.6	15%	41.3	7.7	19%
Instructor, Other				46.5	7.8	17%	46.6	7.7	16%	41.0	5.3	13%	37.0	6.0	16%
Project Manager Staff Officer, DARCOM				52.3	7.6	15%									
Company Commander				59.7	4.1	7%									
Missile Maintenance Staff Officer				55.6	7.0	13%	58.9	5.0	8%						
Inspector General							45.5	7.9	17%	47.5	9.2	19%			

TABLE 50 CONTINUED

ASSIGNMENTS	$\bar{x}$	$\frac{LT}{sd}$	C	$\bar{x}$	$\frac{CPT}{sd}$	C	$\bar{x}$	$\frac{MAJ}{sd}$	C	$\bar{x}$	$\frac{LTC}{sd}$	C	$\bar{x}$	$\frac{COL}{sd}$	C
Missile Systems Supply Management Officer				54.1	5.9	11%									
Brigade S-4				50.1	8.3	17%									
Aide de Camp	45.1	10.6	23%	44.9	9.6	21%	42.4	8.9	21%	40.5	9.8	24%	38.3	10.8	28%
Battalion Executive Officer				53.9	7.5	14%									
New Equipment Training Officer				51.1	7.1	14%									
Technical Assistance Officer				49.8	7.6	15%									
Battalion Materiel Officer				57.0	5.8	10%									
Product Manager										60.3	5.4	9%			
G-4 Staff Officer										53.5	5.9	11%			
Battalion Commander										59.8	4.1	7%			
Missile Test Officer										54.9	7.7	14%			
Director, Materiel Management, DARCOM										56.6	5.4	10%			
Director, Maintenance DARCOM										56.3	5.4	10%			
Arsenal Commander										59.9	4.8	8%			

TABLE 50 CONTINUED

ASSIGNMENTS

	$\bar{x}$	$\frac{LT}{sd}$	C	$\bar{x}$	$\frac{CPT}{sd}$	C	$\bar{x}$	$\frac{MAJ}{sd}$	C	$\bar{x}$	$\frac{LTC}{sd}$	C	$\bar{x}$	$\frac{COL}{sd}$	C
Commander, DISCOM															
Project Manager															
Chief, DARCOM Field Office															
Director, Plans and Analysis															
Director, Pro- duct Assurance															
Director, Materiel Readiness															
Chief, Missile Division, DCSLOG															
Missile Systems Liaison Officer															

Means, Standard Deviations, and Coefficients of Variation
for Missile Materiel Management Officer Ratings of Additional Specialties

ADDITIONAL SPECIALTY	$\bar{x}$	sd	C
Air Defense Artillery	66.8	8.1	12%
Armor	49.5	7.0	14%
Atomic Energy	55.7	8.3	15%
Automatic Data Processing	56.2	7.4	13%
Aviation	45.9	4.8	11%
Aviation Materiel Management	48.9	6.9	14%
Chemical	47.0	5.5	12%
Club Management	40.4	2.7	7%
Combat Communications Electronics	47.4	5.3	11%
Communications Electronics Engineering	50.4	6.5	13%
Communications Electronics Materiel Management	54.0	6.0	11%
Comptroller	49.9	6.8	14%
Counterintelligence/Human Intelligence	41.6	3.0	7%
Electronic Warfare/Cryptology	43.8	4.8	11%
Engineer	48.1	7.2	15%
Field Artillery	55.6	8.7	16%
Finance	43.1	5.0	12%
Food Management	40.4	2.7	7%
Foreign Area Officer	42.7	6.6	15%
Highway & Rail Operations	41.5	3.2	8%
Infantry	45.5	4.9	11%
Instructional Technology & Management	47.2	5.7	12%
Law Enforcement	40.6	2.9	7%
Maintenance Management	65.4	7.0	11%

TABLE 51 CONTINUED

ADDITIONAL SPECIALTY	<u>$\bar{x}$</u>	<u>sd</u>	<u>C</u>
Marine & Terminal Operations	42.8	3.9	9%
Materiel & Services Management	56.5	7.1	13%
Missile Materiel Management			
Munitions Materiel Management	64.0	7.3	11%
Operations & Force Development	49.1	5.2	11%
Operations Research and Systems Analysis	56.9	8.1	14%
Personnel Administration & Administrative Management	43.5	4.6	11%
Personnel Management	43.4	4.5	10%
Petroleum Management	42.2	3.7	9%
Procurement	60.3	7.8	13%
Public Affairs	41.5	2.9	7%
Research & Development	70.1	4.9	7%
Tactical/Strategic Intelligence	47.3	8.7	18%
Transportation Management	44.6	5.8	13%

TABLE 52

Means, Standard Deviations, and Coefficients of Variation
for Chemical Officer Ratings of Specialty Duty Assignments

ASSIGNMENTS	$\bar{x}$	LT sd	C	$\bar{x}$	CPT sd	C	$\bar{x}$	MAJ sd	C	$\bar{x}$	LTC sd	C	$\bar{x}$	COL sd	C
Battalion Chemical Officer	57.6	5.6	10%												
Instructor, USMA	35.0	8.6	25%	47.0	9.7	21%	50.8	9.2	18%	44.8	7.8	17%	39.0	7.5	19%
Instructor, Other	37.4	8.7	2%	50.5	6.9	14%	50.1	7.6	15%	43.6	6.6	15%	37.3	6.8	18%
Storage Officer	42.4	6.8	16%												
Chemical Engineer	42.6	6.9	16%	46.1	6.7	15%	45.4	7.8	17%						
Platoon Leader	60.1	4.7	8%												
Chemical Staff Officer	46.8	10.5	22%	55.3	5.9	11%	58.1	5.7	10%	57.6	5.4	9%			
Aide de Camp	48.5	9.5	20%	49.0	9.1	19%	44.7	9.4	21%	42.8	9.8	23%	41.2	11.3	28%
Recruiting				38.2	7.0	18%	38.4	7.5	19%	37.1	6.2	17%	35.8	5.5	15%
Advisor, Foreign Government				41.6	7.1	17%	44.9	6.8	15%	46.6	8.2	18%	47.7	9.5	20%
Advisor, Other				40.7	5.8	14%	42.7	6.0	14%	42.5	7.8	18%	42.9	8.3	19%
NBC Intelligence Officer				51.3	5.2	10%									
Chemical Representative, Service School				51.9	6.1	12%	53.7	6.2	12%						
Company/Detachment Commander	57.5	5.4	9%	60.4	3.7	6%	57.0	5.4	10%						

TABLE 52 CONTINUED

ASSIGNMENTS

	$\bar{x}$	LT sd	C	$\bar{x}$	CPT sd	C	$\bar{x}$	MAJ sd	C	$\bar{x}$	LTC sd	C	$\bar{x}$	COL sd	C
Brigade Chemical Officer	59.9		7%		4.2										
Inspector General				45.2	6.8	15%	45.6				7.3	16%			
EOD Staff Officer	46.5		15%	45.0	7.1	16%									
Chemical Materiel Development Officer	50.7		11%	54.2	5.0	9%	54.4				5.9	11%			
Installation Chemical Officer	48.6		13%	50.7	7.3	14%									
Chemical Doctrine Development	49.9		14%	55.1	5.2	10%	55.8				6.5	12%			
Commander, Training or Service School Battalion				59.5			59.5	4.1	7%						
Commander, Production, Development, Acquisition or Laboratory Facility				59.5			59.5	4.8	8%						
Chemical Staff Officer, MACOM/DA				56.2	5.0	9%	59.0	3.6	6%	58.4	4.7	8%			
Staff Chemical Officer, Corps							56.8	4.5	8%	56.9	5.8	10%			
Division Chemical Officer				60.3			60.3	3.6	6%						
Director, Technical Operations							54.8	5.1	9%						
Chief, IG Field Office							46.1	6.5	14%						

TABLE 52 CONTINUED

ASSIGNMENTS

	$\bar{x}$	$\frac{LT}{sd}$	$\bar{C}$	$\bar{x}$	$\frac{CPT}{sd}$	$\bar{C}$	$\bar{x}$	$\frac{MAJ}{sd}$	$\bar{C}$	$\bar{x}$	$\frac{LTC}{sd}$	$\bar{C}$	$\bar{x}$	$\frac{COL}{sd}$	$\bar{C}$
Service School Dept. Head													53.3	7.3	14%
Project Manager													59.6	3.2	5%
Commander, Lab., Arsenal Depot													60.5	3.1	5%
Commander, Service School Training Center													59.0	4.5	8%

Means, Standard Deviations, and Coefficients of Variation
for Chemical Officer Ratings of Additional Specialties

ADDITIONAL SPECIALTY	$\bar{x}$	sd	C
Air Defense Artillery	49.2	7.8	16%
Armor	53.9	8.8	16%
Atomic Energy	63.4	7.8	12%
Automatic Data Processing	54.1	8.0	15%
Aviation	46.3	7.2	16%
Aviation Materiel Management	44.5	6.2	14%
Chemical			
Club Management	37.4	4.1	11%
Combat Communications Electronics	43.9	5.3	12%
Communications Electronics Engineering	44.2	5.4	12%
Communications Electronics Materiel Management	43.4	5.0	12%
Comptroller	48.8	7.0	14%
Counterintelligence/Human Intelligence	50.9	6.9	14%
Electronic Warfare/Cryptology	43.8	4.6	10%
Engineer	53.4	7.8	15%
Field Artillery	57.0	8.5	15%
Finance	43.0	6.2	14%
Food Management	38.5	3.7	10%
Foreign Area Officer	50.6	7.4	15%
Highway & Rail Operations	40.1	4.2	10%
Infantry	55.2	9.3	17%
Instructional Technology & Management	52.6	6.8	13%
Law Enforcement	40.5	6.4	16%
Maintenance Management	51.2	6.6	13%

TABLE 53 CONTINUED

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ADDITIONAL SPECIALTY	<u>$\bar{x}$</u>	<u>sd</u>	<u>C</u>
Marine & Terminal Operations	40.2	4.7	12%
Materiel & Services Management	52.4	7.7	15%
Missile Materiel Management	50.0	6.3	13%
Munitions Materiel Management	57.9	7.6	13%
Operations & Force Development	61.7	7.2	12%
Operations Research and Systems Analysis	59.6	6.9	11%
Personnel Administration & Administrative Management	47.7	6.2	13%
Personnel Management	48.4	8.5	18%
Petroleum Management	41.6	5.2	13%
Procurement	55.8	8.1	14%
Public Affairs	44.8	7.4	17%
Research & Development	67.4	4.7	7%
Tactical/Strategic Intelligence	55.7	7.4	13%
Transportation Management	42.3	5.7	13%

TABLE 54

Means, Standard Deviations, and Coefficients of Variation
for Munitions Materiel Management Officer Ratings of Specialty Duty Assignments

ASSIGNMENTS	$\bar{x}$	$\frac{LT}{sd}$	$\underline{C}$	$\bar{x}$	$\frac{CPT}{sd}$	$\underline{C}$	$\bar{x}$	$\frac{MAJ}{sd}$	$\underline{C}$	$\bar{x}$	$\frac{LTC}{sd}$	$\underline{C}$	$\bar{x}$	$\frac{COL}{sd}$	$\underline{C}$
Production Control Officer	52.5	8.4	16%												
Technical Supply Officer	53.7	7.6	14%												
EOD Officer	51.7	7.4	14%	50.2	7.2	14%	42.9	6.8	16%	36.8	7.0	19%			
Instructor, USMA	36.3	8.0	22%	43.8	8.3	19%	47.0	8.7	19%	42.8	8.0	19%	38.2	6.5	17%
Instructor, Other	38.0	8.1	21%	46.2	7.7	17%	46.2	7.2	16%	40.3	6.4	16%	36.5	5.3	15%
EOD Detachment Commander	51.4	8.9	17%												
Assistant S-4	49.3	8.0	16%												
Platoon Leader	59.2	6.6	11%												
Company Commander				61.8	3.0	5%									
Advisor, Foreign Government				43.5	6.9	16%	48.3	6.5	13%	49.5	7.3	15%	48.1	8.2	17%
Advisor, Other				42.0	6.2	15%	43.7	6.3	14%	44.9	7.0	16%	43.4	7.7	18%
Operations Officer, Battalion							55.9	9.1	16%						
Special Ammo Officer Instructor				50.1	7.9	16%									
Conventional Ammo Staff Officer				55.3	6.2	11%									

TABLE 54 CONTINUED

ASSIGNMENTS	$\bar{x}$	$\frac{LT}{sd}$	$\bar{C}$	$\bar{x}$	$\frac{CPT}{sd}$	$\bar{C}$	$\bar{x}$	$\frac{MAJ}{sd}$	$\bar{C}$	$\bar{x}$	$\frac{LTC}{sd}$	$\bar{C}$	$\bar{x}$	$\frac{COL}{sd}$	$\bar{C}$
Inspector General				49.2	8.3	17%	50.1	8.2	16%	43.4	9.3	21%			
Materiel Staff Officer				57.6	4.6	8%									
Executive Officer, Ammo Plant				52.1	8.5	16%									
Special Ammo Control Officer				51.4	7.2	14%									
Ammunition Supply Officer				56.3	6.4	11%									
Product Manager							58.0	4.7	8%						
G-4 Staff Officer							55.8	4.0	7%						
Staff Officer, Ammo Branch, JCS							56.7	3.9	7%						
Battalion Commander							62.0	2.9	5%						
Ammo Plant Commander							59.3	4.2	7%						
Arsenal Commander										60.2	4.1	7%			
Commander, DISCOM										59.2	5.4	9%			
Project Manager										59.9	4.3	7%			
Director, Supply and Maintenance										54.5	5.0	9%			
Plans & Analysis Officer, DARCOM										49.3	5.3	11%			

TABLE 54 CONTINUED

ASSIGNMENTS	LT		CPT		MAJ		LTC		COL	
	$\bar{x}$	$\frac{C}{sd}$	$\bar{x}$	$\frac{C}{sd}$	$\bar{x}$	$\frac{C}{sd}$	$\bar{x}$	$\frac{C}{sd}$	$\bar{x}$	$\frac{C}{sd}$

Director of
Ammunition, DCSLOG

Aide de Camp	48.0	10.6	22%	48.3	9.5	20%	44.1	6.7	15%	42.3	7.6	18%	57.2	5.1	9%	41.5	9.1	22%
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Means, Standard Deviations, and Coefficients of Variation
for Munitions Materiel Management Officer Ratings of Additional Specialties

ADDITIONAL SPECIALTY	$\bar{x}$	sd	C
Air Defense Artillery	52.4	8.7	17%
Armor	51.2	8.3	16%
Atomic Energy	56.9	8.6	15%
Automatic Data Processing	56.7	6.8	12%
Aviation	42.9	4.7	11%
Aviation Materiel Management	45.1	5.8	13%
Chemical	60.8	7.3	12%
Club Management	40.0	2.7	7%
Combat Communications Electronics	43.0	5.5	13%
Communications Electronics Engineering	42.8	5.1	12%
Communications Electronics Materiel Management	46.1	5.9	15%
Comptroller	55.5	7.4	13%
Counterintelligence/Human Intelligence	42.1	4.6	11%
Electronic Warfare/Cryptology	40.9	2.6	6%
Engineer	47.6	6.6	14%
Field Artillery	55.5	8.7	16%
Finance	42.2	4.6	11%
Food Management	40.7	3.4	8%
Foreign Area Officer	43.2	5.1	12%
Highway & Rail Operations	46.5	7.9	17%
Infantry	49.8	7.5	15%
Instructional Technology & Management	46.6	6.9	15%
Law Enforcement	41.7	3.5	8%
Maintenance Management	60.7	7.4	12%

TABLE 55 CONTINUED

ADDITIONAL SPECIALTY	<u>$\bar{x}$</u>	<u>sd</u>	<u>C</u>
Marine & Terminal Operations	46.9	6.9	15%
Materiel & Services Management	57.8	9.1	16%
Missile Materiel Management	67.4	7.3	11%
Munitions Materiel Management			
Operations & Force Development	52.4	6.2	12%
Operations Research and Systems Analysis	57.1	8.8	15%
Personnel Administratior. & Administrative Management	45.9	5.8	13%
Personnel Management	45.3	6.0	13%
Petroleum Management	43.7	5.3	12%
Procurement	61.7	7.3	12%
Public Affairs	43.0	6.4	15%
Research & Development	62.7	9.4	15%
Tactical/Strategic Intelligence	43.7	5.7	13%
Transportation Management	51.1	8.7	17%

TABLE 56

Means, Standard Deviations, and Coefficients of Variation
for Maintenance Management Officer Ratings of Specialty Duty Assignments

ASSIGNMENTS	$\bar{x}$	$\frac{LT}{sd}$	$\bar{C}$	$\bar{x}$	$\frac{CPT}{sd}$	$\bar{C}$	$\bar{x}$	$\frac{MAJ}{sd}$	$\bar{C}$	$\bar{x}$	$\frac{LTC}{sd}$	$\bar{C}$	$\bar{x}$	$\frac{COL}{sd}$
Shop Officer	60.1	4.9	8%											
Armament Main- tenance and Repair Officer	53.2	6.3	12%											
Platoon Leader	56.8	6.6	12%											
Technical Supply Officer	56.2	5.6	10%											
Assistant S-4	44.1	7.3	17%											
Advisor, Foreign Government	32.9	6.7	20%	38.9	6.5	17%	45.3	7.2	16%	47.6	8.0	17%	46.1	8.0 17%
Advisor, Other	33.5	6.5	19%	39.5	5.2	13%	44.9	6.2	14%	46.0	7.0	15%	43.3	7.4 17%
Instructor, USMA	34.2	8.1	24%	41.5	9.3	22%	45.9	9.5	21%	43.2	8.9	21%	40.9	8.7 21%
Instructor, Other	35.1	8.4	24%	43.8	7.9	18%	47.1	7.6	16%	44.6	7.7	17%	39.5	8.5 21%
Maintenance Test Officer	43.1	8.9	21%	49.0	7.7	16%								
Maintenance Officer	53.0	8.0	15%	57.6	4.4	8%								
Company Commander				60.6	4.8	8%								
Unit S-4				49.0	7.8	16%								
Project Manager, Staff Officer, DARCOM				50.1	7.8	16%								

TABLE 56 CONTINUED

ASSIGNMENTS	$\bar{x}$	$\frac{LT}{sd}$	$\bar{x}$	$\bar{x}$	$\frac{CPT}{sd}$	$\bar{x}$	$\frac{MAJ}{sd}$	$\bar{x}$	$\frac{LTC}{sd}$	$\bar{x}$	$\frac{COL}{sd}$	$\bar{x}$
S-4 Staff Officer			46.7		6.3	14%						
Mechanical Maintenance Officer			53.7		5.6	10%						
Materiel Officer				59.8		4.8	8%					
Chief, Maintenance Management Branch				56.5		5.0	9%					
Battalion Executive Officer				56.4		6.3	11%					
Chief, Maintenance Division				56.5		5.9	10%					
Materiel Readiness Staff Officer				52.4		5.6	11%					
Assistant G-4, Maintenance				54.5		5.3	9%					
Maintenance Staff Officer				53.8		4.9	9%					
Armament Maintenance Staff Officer				50.5		5.7	11%					
Technical Assistance Officer				48.2		5.3	11%					
Inspector General				46.2		8.1	17%	49.1	8.6	17%	45.3	8.6
Battalion Commander								61.0	4.7	8%		19%

TABLE 56 CONTINUED

ASSIGNMENTS

	$\bar{x}$	$\frac{LT}{sd}$	$\bar{x}$	$\frac{CPT}{sd}$	$\bar{x}$	$\frac{MAJ}{sd}$	$\bar{x}$	$\frac{LTC}{sd}$	$\bar{x}$	$\frac{COL}{sd}$	$\bar{x}$
Commodity Manager								54.1	4.6	8%	
Product Manager								56.3	5.3	9%	
Chief, Equipment Branch								50.5	4.0	8%	
Chief, Operations Branch, Maintenance Directorate								52.0	5.3	10%	
Chief, MAIT								49.8	7.2	14%	
Member, Maintenance Board								47.4	6.0	13%	
Chief, Maintenance Policy and Programs								52.1	5.8	11%	
Depot Maintenance Officer								54.0	6.4	12%	
G-4 Staff Officer								52.8	5.4	10%	
Policy, Plans, Program Officer								49.0	5.5	11%	
Depot Commander											60.3
Commander, DISCOM										4.5	4.5
Project Manager										4.4	61.5
Support Group Commander										5.1	59.4
										4.8	60.2

TABLE 56 CONTINUED

ASSIGNMENTS	$\bar{x}$	LT sd	C	$\bar{x}$	CPT sd	C	$\bar{x}$	MAJ sd	C	$\bar{x}$	LTC sd	C	$\bar{x}$	COL sd	C
Chief, Logistics Assistance Officer															
AC of S, G-4															
Chief, Supply and Maintenance															
Director of Supply and Maintenance															
AC of S Maintenance															
Depot Commander															
Recruiting															
Arsenal Commander															
Director, Plans and Analysis, DARCOM															
DCSLOG Staff Officer															
Aide de Camp	44.3	10.5	24%	46.5	10.2	22%	42.5	8.6	20%	40.2	8.2	20%	37.5	8.8	23%

Means, Standard Deviations, and Coefficients of Variation for
Maintenance Management Officer Ratings of Additional Specialties

ADDITIONAL SPECIALTY	$\bar{x}$	sd	C
Air Defense Artillery	51.9	8.7	17%
Armor	56.2	9.9	
Atomic Energy	43.9	6.4	15%
Automatic Data Processing	57.9	8.2	14%
Aviation	48.7	7.3	15%
Aviation Materiel Management	59.6	7.7	13%
Chemical	46.8	6.3	13%
Club Management	38.7	4.0	10%
Combat Communications Electronics	51.0	7.0	14%
Communications Electronics Engineering	51.7	7.3	14%
Communications Electronics Materiel Management	59.8	7.7	13%
Comptroller	51.0	7.1	14%
Counterintelligence/Human Intelligence	40.8	4.4	11%
Electronic Warfare/Cryptology	41.5	4.1	10%
Engineer	52.9	7.1	13%
Field Artillery	53.3	8.8	16%
Finance	42.1	6.0	14%
Food Management	39.4	4.4	11%
Foreign Area Officer	42.3	5.0	12%
Highway & Rail Operations	45.1	5.6	12%
Infantry	47.6	8.9	19%
Instructional Technology & management	48.9	7.6	16%
Law Enforcement	39.3	4.3	11%
Maintenance Management			

TABLE 57 CONTINUED

ADDITIONAL SPECIALTY	<u>$\bar{x}$</u>	<u>sd</u>	<u>C</u>
Marine & Terminal Operations	45.5	6.4	14%
Materiel & Services Management	61.3	7.5	12%
Missile Materiel Management	62.6	6.2	10%
Munitions Materiel Management	58.8	6.8	12%
Operations & Force Development	48.7	6.5	13%
Operations Research and Systems Analysis	55.7	9.3	17%
Personnel Administration & Administrative Management	45.6	7.2	16%
Personnel Management	46.3	7.2	16%
Petroleum Management	46.1	7.1	15%
Procurement	57.7	7.3	13%
Public Affairs	40.8	5.2	13%
Research & Development	59.5	7.9	13%
Tactical/Strategic Intelligence	41.7	3.9	9%
Transportation Management	50.9	7.0	14%

TABLE 58

Means, Standard Deviations, and Coefficients of Variation for
Materiel & Services Management Officer Ratings of Specialty Duty Assignments

ASSIGNMENTS	$\bar{x}$	LT $\frac{sd}{\bar{x}}$	C	$\bar{x}$	CPT $\frac{sd}{\bar{x}}$	C	$\bar{x}$	MAJ $\frac{sd}{\bar{x}}$	C	$\bar{x}$	LTC $\frac{sd}{\bar{x}}$	C	$\bar{x}$	COL $\frac{sd}{\bar{x}}$	C
Storage Officer, Post	44.0	8.2	19%												
Chief, Clothing Issue, Reception	42.3	7.7	18%												
Platoon Leader, Aerial Delivery Company	54.0	9.0	17%												
Storage Platoon Leader	53.5	7.7	15%												
Supply Platoon Leader, S & S Company	59.9	4.3	7%												
Laundry and Fumigation Officer	36.7	7.2	20%												
Supply Services Officer	51.2	7.3	14%												
Billeting Officer	30.5	6.8	22%												
Supply Management Officer	53.6	7.4	14%												
Assistant Mortuary Officer				35.9	6.6	19%									
Exchange Officer				38.4	5.7	15%									
Accountable Officer (PDO)				46.6	8.5	18%									

TABLE 58 CONTINUED

ASSIGNMENTS	$\bar{x}$	$\frac{LT}{sd}$	$\bar{C}$	$\bar{x}$	$\frac{CPT}{sd}$	$\bar{C}$	$\bar{x}$	$\frac{MAJ}{sd}$	$\bar{C}$	$\bar{x}$	$\frac{LTC}{sd}$	$\bar{C}$	$\bar{x}$	$\frac{COL}{sd}$	$\bar{C}$
Commander, Property Disposal Unit	50.7			50.7	9.1	18%									
Billeting Officer, Garrison	32.3			32.3	7.2	22%									
Battalion S-4 Officer	60.0			60.0	4.8	8%									
Supply Officer, Retail Sales Outlet	45.2			45.2	7.2	16%									
Commander, S & S Company	62.2			62.2	3.1	5%									
Chief, Inventory Management Branch, DLA	52.0			52.0	7.1	14%									
Chief, Storage Branch, DARCOM Depot	51.8			51.8	7.6	15%									
Stock Control Officer, GS Group	53.7			53.7	6.9	13%									
Staff Officer, G-4 Section, Division	56.9			56.9	5.8	10%									
Assistant Division Supply Officer	58.6			58.6	6.4	11%									
Property Surveillance Officer, DPDR	42.5			42.5	6.2	15%	42.3	7.8	19%						
Advisor, Foreign	41.1			41.1	8.1	20%	46.8	6.6	14%	50.0	7.8	16%	49.0	8.3	17%
Advisor, Other	40.1			40.1	6.9	17%	45.2	6.1	14%	47.0	7.3	16%	45.9	8.7	19%

TABLE 52 CONTINUED

ASSIGNMENTS	$\bar{x}$	LT sd	C	$\bar{x}$	CPT sd	C	$\bar{x}$	MAJ sd	C	$\bar{x}$	LTC sd	C	$\bar{x}$	COL sd	C
In tractor, USMA				45.9	10.0	22%	50.0	8.2	16%	47.2	8.0	17%			
Instructor, Other				46.0	7.7	17%	49.1	6.6	14%	46.4	7.8	17%			
Chief, Billeting Officer, Post							35.7	7.6	21%						
Property Disposal Staff Officer							41.7	7.2	17%						
Deputy Commander, Area PX System							45.9	6.4	14%						
Services Officer, Post							46.9	6.5	14%						
Service School Instructor							51.9	5.1	10%						
Staff Officer, Major Command							56.8	5.0	9%						
Commander, Aerial Delivery Company							57.0	8.5	15%						
Airdrop Staff Officer, USAREUR							49.7	7.2	15%						
Chief, Organizational Clothing and Equipment Branch							48.0	6.2	13%						
Chief, Personnel Items Branch							43.8	4.9	11%						
Logistics Staff Officer, DLA							51.2	5.7	11%						
Chief, Plans & Readiness Branch							53.6	5.8	11%						

TABLE 58 CONTINUED

ASSIGNMENTS	$\bar{x}$	LT $\frac{sd}{}$	C	$\bar{x}$	CPT $\frac{sd}{}$	C	$\bar{x}$	MAJ $\frac{sd}{}$	C	LTC $\frac{sd}{}$	C	$\bar{x}$	COL $\frac{sd}{}$
Storage Officer, Depot				51.8				6.8	13%				
Chief, Supply Branch, Post				52.8				8.1	15%				
Installation Supply Officer				55.1				6.9	13%				
Staff Officer S4/ G4 Section				57.3				6.4	11%				
Inspector General				48.4				7.7	16%				
Property Disposal Region (DPDR)							50.3			8.2	16%	46.2	8.8
Staff Officer Defense							44.9			7.4	17%		
Staff Officer, DCSLOG							45.2			7.3	16%		
G-4 Staff Officer, Division							54.0			6.8	11%		
Parachute Maintenance Officer, DARCOM							60.1			4.2	7%		
Logistics Planning Officer, DLA							59.2			6.0	10%		
XO, GS Group or DISCOM							46.3			5.8	13%		
AC of S Supply							50.4			6.4	13%		
Commander, PX Region USAREUR							58.4			6.4	11%		
							59.5			4.3	7%		
							48.8			7.3	15%		

TABLE 58 CONTINUED

[illegible]

TABLE 58 CONTINUED

ASSIGNMENTS	$\bar{x}$	$\frac{LT}{sd}$	$\bar{x}$	$\frac{CPT}{sd}$	$\bar{x}$	$\frac{MAJ}{sd}$	$\bar{x}$	$\frac{LTC}{sd}$	$\bar{x}$	$\frac{COL}{sd}$	$\bar{x}$
Division Chief, DSA, DARCOM, DCSLOG										59.9	9%
Property Disposal Service										44.5	15%
Commander, Defense										57.7	12%
Regional Commander, PX Systems										50.1	15%
Staff Officer, DLA										48.1	12%
AC of S Services, Major Command										54.7	12%
Director of Industrial Operations, Garrison										55.5	13%
Director of Services Major Command										53.5	12%
DIO, Post, Camp, Station										55.4	14%
Commander, GS Group or DISCOM										62.6	7%
Chief, Depot Operations Division DLA										54.8	10%
Chief, Major Items Management Division DARCOM										55.8	10%
Aide de Camp										39.5	36%

TABLE 59

Means, Standard Deviations, and Coefficients of Variation for
Materiel & Services Management Officer Ratings of Additional Specialties

ADDITIONAL SPECIALTY	<u>$\bar{x}$</u>	<u>sd</u>	<u>C</u>
Air Defense Artillery	45.5	8.5	19%
Armor	48.9	9.0	18%
Atomic Energy	39.3	6.2	16%
Automatic Data Processing	61.3	7.8	13%
Aviation	42.7	6.8	16%
Aviation Materiel Management	56.9	6.1	11%
Chemical	45.3	5.9	13%
Club Management	41.4	8.4	20%
Combat Communications Electronics	46.8	5.6	12%
Communications Electronics Engineering	45.7	7.1	16%
Communications Electronics Materiel Management	55.8	6.0	11%
Comptroller	59.0	7.5	13%
Counterintelligence/Human Intelligence	40.1	5.8	15%
Electronic Warfare/Cryptology	39.0	6.5	17%
Engineer	49.3	7.0	14%
Field Artillery	47.8	8.9	19%
Finance	48.3	7.1	15%
Food Management	50.8	10.2	20%
Foreign Area Officer	42.5	8.0	19%
Highway & Rail Operations	50.0	9.1	18%
Infantry	47.0	9.7	21%
Instructional Technology & Management	47.9	9.1	19%
Law Enforcement	39.7	4.4	11%
Maintenance Management	62.6	5.9	10%

TABLE 59 CONTINUED

ADDITIONAL SPECIALTY	<u>$\bar{x}$</u>	<u>sd</u>	<u>C</u>
Marine & Terminal Operations	51.9	6.0	12%
Materiel & Services Management			
Missile Materiel Management	56.2	6.5	12%
Munitions Materiel Management	55.8	7.2	13%
Operations & Force Development	51.0	6.0	12%
Operations Research and Systems Analysis	54.4	8.4	15%
Personnel Administration & Administrative Management	49.6	6.3	13%
Personnel Management	49.3	7.6	16%
Petroleum Management	58.1	7.2	12%
Procurement	61.5	7.4	12%
Public Affairs	40.6	5.9	15%
Research & Development	53.1	8.5	16%
Tactical/Strategic Intelligence	41.0	5.7	14%
Transportation Management	57.3	6.8	12%

TABLE 60

Means, Standard Deviations, and Coefficients of Variation
for Transportation Management Officer Ratings of Specialty Duty Assignments

ASSIGNMENTS	$\bar{x}$	$\underline{C}$	$\bar{x}$	CPT $\underline{sd}$	$\underline{C}$	$\bar{x}$	MAJ $\underline{sd}$	$\underline{C}$	$\bar{x}$	LTC $\underline{sd}$	$\underline{C}$	$\bar{x}$	COL $\underline{sd}$	$\underline{C}$
Company Commander	59.9			5.6	5%									
Traffic Management Staff Officer	51.1			6.8	13%									
Transportation Programs Analyst	46.9			6.9	15%									
Transportation Staff Officer	54.7			5.0	9%									
Troop Movement Officer	51.4			9.4	18%									
Advisor, Foreign Government	36.5			9.4	26%	41.7	8.4	20%						
Advisor, Other	34.7			6.5	19%	38.0	6.8	18%						
Transportation Operations Officer	55.0			7.5	14%	55.8	6.7	12%						
Instructor, ROTC Service School	38.5			6.2	16%	42.0	8.9	21%	39.7	7.6	19%			
Instructor, USMA	41.2			10.6	26%	42.9	8.6	20%	40.1	8.0	20%			
Installation Transportation Officer						50.4	8.1	16%	51.0	7.7	15%			
Transportation Movement Officer						53.9	4.8	9%	50.7	6.3	12%			

TABLE 60 CONTINUED

ASSIGNMENTS	$\bar{x}$	$\frac{LT}{sd}$	$\bar{x}$	$\frac{CPT}{sd}$	$\bar{x}$	$\frac{MAJ}{sd}$	$\bar{x}$	$\frac{LTC}{sd}$	$\bar{x}$	$\frac{COL}{sd}$	$\bar{x}$
Transportation Plans and Policies Officer			52.4		5.8	11%	51.9	6.2	12%		
Assistant Chief, Distribution and Transportation Division			48.8		8.0	16%					
Chief, Traffic Management/Movements Section			53.1		7.3	14%					
Division Transportation Officer			50.7		6.0	10%					
Executive Officer, Movements Region			51.6		6.5	13%					
Field Transportation Officer			50.3		4.8	9%					
Military Traffic Manager			52.4		6.4	12%					
Movement Control Plans Officer			49.8		5.8	12%					
Commander, Movements Region							57.9	4.6	8%		
Movement Control Staff Officer							49.8	5.4	11%		
Transportation Battalion Commander							59.4	6.1	10%		
Transportation Materiel Manager							49.4	7.9	16%		

TABLE 60 CONTINUED

ASSIGNMENTS

	$\bar{x}$	$\frac{LT}{sd}$	$\bar{x}$	$\frac{CPT}{sd}$	$\bar{x}$	$\frac{MAJ}{sd}$	$\bar{x}$	$\frac{LTC}{sd}$	$\bar{x}$	$\frac{COL}{sd}$	$\bar{x}$
Transportation Traffic Management Officer											
Staff Officer, HQDA											
Chief, Export Traffic Division											
Chief of Staff, MTMC											
Chief, Traffic Management Agency											
Senior Transportation Advisor, MAAG											
Chief, Transportation Division, DARCOM											
Chief, Transportation Plans and Programs											
Commander, DISCOM											
Commander, Transportation Command											
Director, MTMC Directorates											
Director of Transportation											
Director of Transportation Systems											
Aide de Camp											

Means, Standard Deviations, and Coefficients of Variation for
Transportation Management Officer Ratings of Additional Specialties

ADDITIONAL SPECIALTY	<u>$\bar{x}$</u>	<u>sd</u>	<u>C</u>
Air Defense Artillery	41.5	5.7	14%
Armor	44.5	7.2	16%
Atomic Energy	41.7	5.0	12%
Automatic Data Processing	61.9	5.7	9%
Aviation	54.3	7.9	15%
Aviation Materiel Management	56.5	7.7	14%
Chemical	41.6	4.5	11%
Club Management	39.3	4.1	11%
Combat Communications Electronics	42.8	4.8	11%
Communications Electronics Engineering	42.8	4.9	11%
Communications Electronics Materiel Management	44.8	5.4	12%
Comptroller	60.9	6.8	11%
Counterintelligence/Human Intelligence	43.0	4.7	11%
Electronic Warfare/Cryptology	41.1	3.6	9%
Engineer	49.5	7.6	15%
Field Artillery	43.2	6.1	14%
Finance	49.0	7.5	15%
Food Management	40.8	4.3	11%
Foreign Area Officer	45.9	7.2	16%
Highway & Rail Operations	64.7	7.8	12%
Infantry	44.2	7.1	16%
Instructional Technology & Management	49.6	7.4	15%
Law Enforcement	42.1	4.6	11%
Maintenance Management	57.6	6.1	11%

TABLE 61 continued

ADDITIONAL SPECIALTY	<u>$\bar{x}$</u>	<u>sd</u>	<u>C</u>
Marine & Terminal Operations	65.8	7.1	11%
Materiel & Services Management	61.4	7.0	11%
Missile Materiel Management	47.1	5.7	12%
Munitions Materiel Management	49.5	6.9	14%
Operations & Force Development	55.4	7.5	14%
Operations Research and Systems Analysis	58.8	7.7	13%
Personnel Administration & Administrative Management	53.0	7.4	14%
Personnel Management	52.8	8.5	16%
Petroleum Management	48.0	6.1	13%
Procurement	58.4	7.4	13%
Public Affairs	43.8	5.2	12%
Research & Development	51.3	8.1	16%
Tactical/Strategic Intelligence	44.1	5.2	12%
Transportation Management			

TABLE 62

Means, Standard Deviations, and Coefficients of Variation
for Procurement Officer Ratings of Specialty Duty Assignments

ASSIGNMENTS	$\bar{x}$	$\frac{LT}{sd}$	$\underline{C}$	$\bar{x}$	$\frac{CPT}{sd}$	$\underline{C}$	$\bar{x}$	$\frac{MAJ}{sd}$	$\bar{x}$	$\frac{LTC}{sd}$	$\underline{C}$	$\bar{x}$	$\frac{COL}{sd}$	$\underline{C}$
Procurement Officer				52.3	6.8	13%								
Purchasing Officer				50.5	7.4	15%								
Contracting Officer				56.5	7.4	13%								
Cost and Price Analyst				46.9	8.8	19%								
Contract Administrator/Production Officer, DCSMA				51.1	5.9	12%								
Procurement Officer, HQDA				46.1	10.1	22%								
Post Purchasing and Contracting Officer				50.7	10.0	20%								
Procurement Control and Production Officer, DARCOM Command				48.6	6.2	13%								
Procurement Management Staff Officer, DLA				46.1	6.4	14%								
Contract Administrator, DLA				48.6	7.4	15%								

TABLE 62 CONTINUED

ASSIGNMENTS	$\bar{x}$	$\frac{LT}{sd}$	$\bar{x}$	$\frac{CPT}{sd}$	$\bar{x}$	$\frac{MAJ}{sd}$	$\bar{x}$	$\frac{LTC}{sd}$	$\bar{x}$	$\frac{COL}{sd}$		
Procurement of Contracting Officer, DARCOM or DLA			55.0	5.0	9%							
Contracting Officer, Defense Personnel Support Center			52.9	7.8	15%							
DA Systems Coordinator			43.4	7.5	17%							
Aide de Camp	32.3	6.4	20%	31.2	5.7	18%	47.2	7.1	15%	31.8	10.1	32%
Commander DCASD							56.1	3.8	7%			
Chief, Procurement Division, FORSCOM or TRADOC							51.1	5.7	11%			
Chief, Systems Branch, DLA							47.9	5.9	12%			
Procurement Staff Officer, HQDA							52.0	5.5	11%			
Production Officer							46.6	5.8	13%			
Commander, Army Procurement Agency							57.3	2.9	5%	57.8	4.1	7%
Chief, Procurement or Production Division, DARCOM Commandus							55.7	4.3	8%			
Chief, Contract Administration Division, DCASMS							54.1	4.3	8%			

TABLE 62 CONTINUED

ASSIGNMENTS	$\bar{x}$	LT $\frac{sd}{\bar{x}}$	C	$\bar{x}$	CPT $\frac{sd}{\bar{x}}$	C	$\bar{x}$	MAJ $\frac{sd}{\bar{x}}$	C	LTC $\frac{sd}{\bar{x}}$	$\bar{x}$	COL $\frac{sd}{\bar{x}}$	C
Commander, DASCRC													
Director of Procurement, DARCOM Commands													
Director of Procurement Policy, OSD													
Chief, Procurement Division, DLA													
Director, Procurement and Production: Supply Centers, DLA													

TABLE 63

Means, Standard Deviations, and Coefficients of Variation
for Procurement Officer Ratings of Additional Specialties

ADDITIONAL SPECIALTY	<u>$\bar{x}$</u>	<u>sd</u>	<u>C</u>
Air Defense Artillery	43.0	5.7	13%
Armor	42.4	5.4	13%
Atomic Energy	43.4	6.1	14%
Automatic Data Processing	57.6	7.8	14%
Aviation	45.0	5.8	13%
Aviation Materiel Management	60.0	6.2	10%
Chemical	47.9	6.7	14%
Club Management	49.0	9.9	20%
Combat Communications Electronics	45.1	7.1	16%
Communications Electronics Engineering	49.5	7.9	16%
Communications Electronics Materiel Management	57.7	7.2	13%
Comptroller	61.6	7.9	13%
Counterintelligence/Human Intelligence	42.3	5.8	14%
Electronic Warfare/Cryptology	39.9	4.7	12%
Engineer	54.6	8.7	16%
Field Artillery	42.1	5.5	13%
Finance	52.5	7.9	15%
Food Management	48.7	1.6	18%
Foreign Area Officer	41.0	4.7	11%
Highway & Rail Operations	47.6	8.4	18%
Infantry	41.2	5.3	13%
Instructional Technology & Management	48.4	6.2	13%
Law Enforcement	39.5	3.9	10%
Maintenance Management	57.4	8.6	15%

TABLE 63 CONTINUED

ADDITIONAL SPECIALTY	<u>$\bar{x}$</u>	<u>sd</u>	<u>C</u>
Marine & Terminal Operations	50.8	9.0	18%
Materiel & Services Management	64.3	5.4	8%
Missile Materiel Management	59.6	5.3	9%
Munitions Materiel Management	59.2	4.3	7%
Operations & Force Development	45.4	7.4	16%
Operations Research and Systems Analysis	50.6	9.5	19%
Personnel Administration & Administrative Management	45.6	6.5	14%
Personnel Management	45.7	7.3	16%
Petroleum Management	55.5	7.8	14%
Procurement			
Public Affairs	43.5	8.3	19%
Research & Development	61.2	6.7	11%
Tactical/Strategic Intelligence	39.5	5.5	14%
Transportation Management	53.2	8.8	17%

TABLE 64
SUMMARY DATA - PART II

Means of Additional Specialties by Primary Specialty

KEY

1. Primary Specialty column identifies the specialties available as primaries by name and code number, e.g., Infantry, code #11.
2. Additional Specialties columns identify the specialties by code number only, e.g. #11 (Infantry). Certain Additional Specialty columns are headed by code numbers which do not have a corresponding code number and name in the Primary Specialty column because those specialties are not available as primary specialties. These include:
 - 37 Electronic Warfare Cryptology
 - 43 Community Activities Management
 - 72 Communications-Electronics Materiel
 - 81 Petroleum Management
 - 82 Subsistence Management
 - 87 Marine and Terminal Operations
 - 88 Highway and Rail Operations
3. Column-by-row cells include the mean ratings ($\bar{x} = 50$, $\sigma = 10$) of how helpful it would be to have a given Additional Specialty for an officer with a given Primary Specialty.

Example 1. For an officer whose Primary Specialty is Comptroller, code #45, (READ DOWN PRIMARY SPECIALTY COLUMN) the most helpful Additional Specialty is Automatic Data Processing, code #53, (READ ACROSS THE ROW TO THE HIGHEST VALUE, 63; READ UP TO COLUMN HEADING, CODE #53).

Example 2. To assess the relative helpfulness of two available Additional Specialties, Tactical and Strategic Intelligence (code #35) and Operations Research and Systems Analysis (code #49) for an officer whose Primary Specialty is Atomic Energy (code #52), FIND THE CELL TO THE RIGHT OF ATOMIC ENERGY (#52) AND BELOW COLUMNS #35 AND #49; COMPARE THE VALUES--54 vs. 61.

Table 64
SUMMARY DATA - PART II
Means of Additional Specialties By Primary Specialty

Primary Specialty	Additional Specialty																		
	11*	12*	13*	14*	15	21	25	27	28	31	35	36	37	40	42	43	44	45	46
11 Infantry	0	65	60	50	55	55	53	44	50	46	56	52	48	61	56	39	43	53	48
12 Armor	58	0	53	46	59	52	52	46	51	43	53	49	47	59	56	39	42	51	47
13 Field Artillery	58	57	0	52	52	50	55	47	49	42	52	47	47	59	55	37	42	52	43
14 Air Defense	52	52	56	0	48	50	54	53	47	42	50	45	50	58	55	36	43	51	45
15 Aviation	64	64	61	57	0	50	52	50	48	42	51	48	47	51	51	36	40	47	42
21 Engineering	50	49	46	43	44	0	47	51	50	39	49	43	42	54	51	37	45	59	46
25 Combat Communica- tions Electronics	50	52	51	52	48	50	0	68	49	41	51	48	61	52	52	38	43	52	44
27 Communications Electronics Engineering	44	46	49	49	46	51	72	0	51	42	52	47	62	47	47	42	42	49	43
28 Instructional Technology and Management	56	55	54	54	52	53	51	53	0	48	47	47	47	55	56	40	47	49	57
31 Law Enforcement	55	54	51	46	46	48	49	45	52	0	52	57	44	54	55	41	46	58	50
35 Tactical and Stra- tegic Intelligence	58	57	54	50	51	51	58	52	48	47	0	63	66	50	48	38	41	47	44
36 Counterintelligence/ Human Intelligence	52	52	51	48	48	50	54	53	47	58	69	0	67	50	50	39	45	50	46
40 Personnel Management	59	58	58	56	48	54	46	44	52	53	42	44	42	0	70	56	55	58	55
42 Personnel Administra- tion and Administra- tive Management	49	48	48	47	44	47	46	46	54	48	45	47	44	72	0	58	58	62	58
44 Finance	47	46	47	46	42	48	44	45	54	45	42	42	41	60	59	52	0	74	46

* the investigators recognize that these specialty combinations are not possible under current Army personnel policy; 11, 12, 13, and 14 are available only as primary specialties.

Table 64
SUMMARY DATA - PART II (continuation page)
Means of Additional Specialties By Primary Specialty

Primary Specialty	Additional Specialty continued																		
	48	49	51	52	53	54	71	72	73	74	75	81	82	87	88	91	92	95	97
11 Infantry	51	57	52	44	50	66	45	43	41	48	42	41	42	41	42	56	46	44	46
12 Armor	51	59	60	44	51	66	49	45	42	46	47	42	39	41	42	63	50	45	48
13 Field Artillery	47	58	57	54	56	63	44	46	52	48	53	40	40	40	39	58	48	43	48
14 Air Defense	47	60	61	55	56	60	44	51	60	43	52	40	39	38	39	57	48	40	51
15 Aviation	44	55	58	42	47	59	64	50	47	42	46	45	37	42	42	60	50	51	51
21 Engineering	49	65	64	59	60	61	42	46	44	44	44	49	38	51	54	56	52	49	60
25 Combat Communica- tions Electronics	47	58	58	45	67	56	45	65	43	41	42	40	39	41	41	57	48	41	54
27 Communications Electronics Engineering	46	61	66	52	70	52	45	63	45	43	43	42	42	42	43	52	45	43	56
28 Instructional Technology and Management	50	58	52	45	58	54	47	51	45	47	45	42	41	44	40	50	46	46	46
31 Law Enforcement	52	59	54	45	60	63	42	42	42	44	42	42	39	49	53	51	46	51	52
35 Tactical and Stra- tegic Intelligence	69	59	54	49	58	58	43	48	43	49	43	41	38	42	42	43	42	42	43
36 Counterintelligence/ Human Intelligence	68	56	53	51	60	55	43	47	43	47	42	41	39	42	42	44	42	42	45
40 Personnel Management	47	57	46	42	63	54	43	45	43	44	43	42	46	43	42	46	46	45	46
4 Personnel Administra- tion and Administra- tive Management	50	59	50	43	69	57	44	46	43	42	44	44	48	43	42	46	46	46	52
44 Finance	49	65	50	43	71	55	47	48	47	41	47	47	45	43	44	47	50	47	63

Table 64
SUMMARY DATA - PART II
Means of Additional Specialties By Primary Specialty

Primary Specialty continued	Additional Specialty																		
	11*	12*	13*	14*	15	21	25	27	28	31	35	36	37	40	42	43	44	45	46
45 Comptroller	55	56	56	55	46	56	47	46	49	43	42	41	40	51	51	50	62	0	40
46 Public Affairs	60	60	59	55	53	55	49	47	55	53	48	48	42	57	58	44	48	51	0
48 Foreign Area Officer	60	57	58	53	51	57	50	47	49	48	66	62	51	49	50	36	43	48	53
49 Operations Research & Systems Analysis	47	50	52	52	46	58	49	54	49	42	49	46	51	48	47	36	49	58	37
51 Research and Development	56	58	58	58	55	59	57	58	48	38	45	44	51	42	41	41	41	48	39
52 Atomic Energy	50	50	66	57	44	62	50	51	47	44	54	47	48	42	42	39	41	45	42
53 Automatic Data Processing	40	43	49	50	40	52	58	63	50	42	50	47	53	54	56	40	57	58	37
54 Operations and Force Development	66	64	65	58	57	60	55	45	47	45	54	49	47	51	50	36	42	50	43
71 Aviation Materiel Management	50	51	50	48	66	48	49	49	47	40	44	43	42	51	48	39	42	52	41
73 Missile Materiel Management	46	50	56	67	46	48	47	50	47	41	47	41	44	43	44	40	43	50	42
74 Chemical	55	54	57	49	46	53	44	44	53	40	56	51	44	48	48	37	43	49	45
75 Munitions Materiel Management	50	51	56	52	43	48	43	43	47	42	44	42	41	45	46	40	42	50	43
91 Maintenance Management	48	56	53	52	49	53	51	52	49	39	42	41	42	46	46	39	42	51	41
92 Materiel and Ser- vices Management	47	49	48	46	43	49	47	46	48	40	41	40	39	49	50	41	48	59	41
95 Transportation Management	44	44	43	42	54	50	43	43	50	42	44	43	41	53	53	39	49	61	44
97 Procurement	41	42	42	41	45	55	45	50	48	40	40	42	40	46	46	49	52	62	44

*the investigators recognize that these specialty combinations are not possible under current Army personnel policy; 11, 12, 13, and 14 are available only as primary specialties.

Table 64
SUMMARY DATA - PART II
Means of Additional Specialties By Primary Specialty

Primary Specialty	48	49	51	52	53	54	71	72	73	74	75	81	82	87	88	91	92	95	97
	Additional Specialty continued																		
45 Comptroller	40	62	50	42	63	58	50	50	48	44	48	46	44	45	42	52	53	48	60
46 Public Affairs	57	52	52	43	53	58	44	46	43	45	42	43	42	42	42	45	44	45	48
48 Foreign Area Officer	0	52	50	43	47	58	48	47	44	45	45	43	39	44	45	49	48	47	48
49 Operations Research & Systems Analysis	39	0	63	56	67	53	51	53	52	46	50	47	38	47	46	51	50	51	53
51 Research and Development	41	60	0	59	58	50	54	56	53	54	53	44	38	42	40	53	49	43	55
52 Atomic Energy	47	61	67	0	51	56	44	48	59	62	62	41	39	42	42	48	48	44	52
53 Automatic Data Processing	37	65	56	48	0	52	51	58	52	40	51	47	40	46	43	52	53	51	50
54 Operations and Force Development	49	59	54	43	53	0	46	46	44	50	45	43	38	44	43	51	48	47	45
71 Aviation Materiel Management	43	55	65	41	55	53	0	53	51	41	50	45	39	48	48	66	60	58	63
73 Missile Materiel Management	43	57	70	56	56	49	49	54	0	47	64	42	40	43	42	65	56	45	60
74 Chemical	51	60	67	63	54	62	44	43	50	0	56	42	38	40	40	51	52	42	56
75 Munitions Materiel Management	43	57	63	57	57	52	45	46	67	61	0	44	41	47	46	61	58	51	62
91 Maintenance Management	42	56	60	44	58	49	60	60	63	47	59	46	39	46	45	0	61	51	58
92 Materiel and Ser- vices Management	42	54	53	39	61	51	57	56	56	45	56	58	51	52	50	63	0	57	62
95 Transportation Management	46	59	51	42	62	55	56	45	47	42	50	48	41	66	65	58	61	0	53
97 Procurement	41	51	61	43	58	45	60	58	60	48	59	56	49	51	48	57	64	53	0