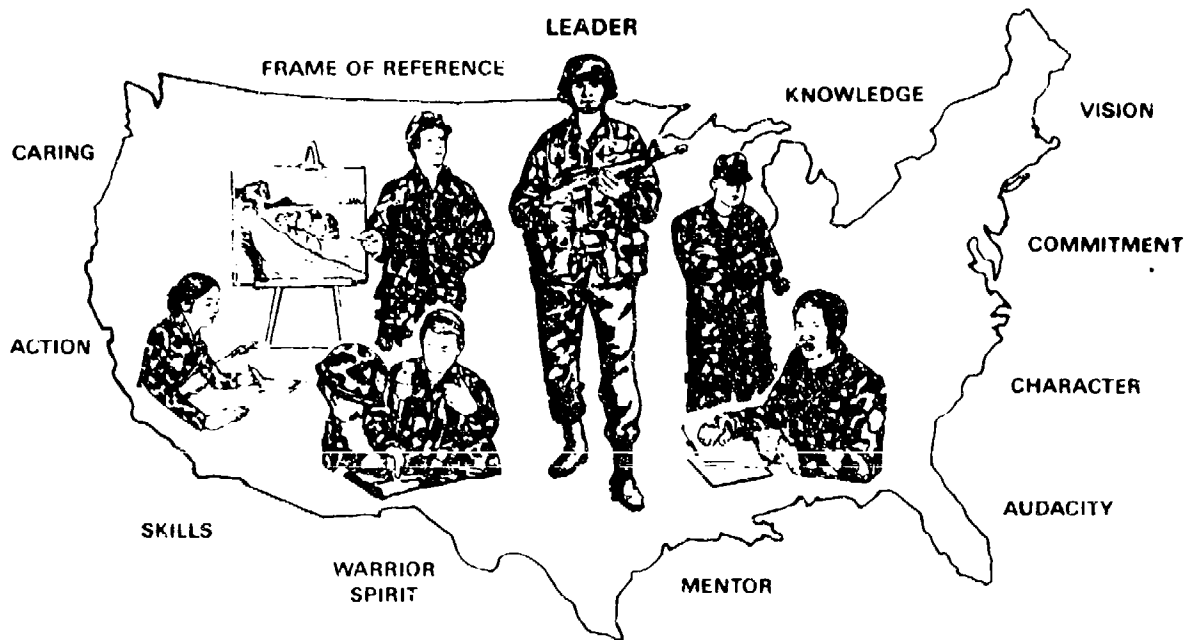


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PROFESSIONAL DEVELOPMENT OF OFFICERS STUDY

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VOLUME II—IMPLEMENTATION PLAN

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DEPARTMENT OF THE ARMY
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WASHINGTON

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STUDY DIRECTOR: LTG CHARLES W. BAGNAL

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20. ABSTRACT (Continue on reverse side if necessary and identify by block number)		
This is Volume II Implementation Plan. The purpose of the study was to re-examine all aspects of the officer professional development system as it has evolved since the 1978 Review of Education and Training for Officers (RETO) Study. This report provides an analysis of every area of officer professional development (Active and Reserve), with particular concentration on education and training out to the year 2025. The recommendations made are designed to transition the Army to a training and education strategy which will more effectively meet tomorrow's challenges. Presented in table format. Recommendations:		

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**PROFESSIONAL DEVELOPMENT
OF
OFFICERS STUDY
FINAL REPORT**

VOLUME II

IMPLEMENTATION PLAN

**PREPARED BY
A STUDY GROUP FOR THE
CHIEF OF STAFF, ARMY
HEADQUARTERS, DEPARTMENT OF THE ARMY
WASHINGTON, D.C. 20310-0200**

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DISCLAIMER

The views, opinions, and/or findings contained in this report are those of the study group author(s) and should not be construed as an official Department of the Army position, policy or decision, unless so designated by other official documentation.

The words "he," "him," and "men," when used in this report represent both masculine and feminine genders unless specified otherwise.

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ANNEX E

IMPLEMENTATION PLAN

1. PURPOSE. To provide the step-by-step procedures that will be used to implement CSA approved PDOS policy recommendation.

2. DISCUSSIONS.

a. The implementation plan includes PDOS Transition Team actions; establishment of cells on the Army Staff; the phasing plans, action plans and public affairs plans pertaining to each policy; and a system of periodic reviews to report progress to the Army Leadership.

b. Upon submission of the final report, the PDOS Study Group will reduce in size and revert to a transition team. The PDOS Transition Team will operate through March, 1985 to accomplish the following actions: ensure a full capture and inventory of all documents, electronic data bases, files and background material; coordinate with the implementing groups to determine the most useful way to catalog and transfer data to assist implementation; be available to explain in detail all recommendations, back up rationale and how the analysis was done and to what level of detail and precision. The team will be turning in equipment during the period when no longer needed and will dissolve effective 29 March 1985. The base policies with noted exception have been conceptually approved by the Chief of Staff. The detailed policies to implement the actions have been turned over to the Army Staff for analysis of the most efficient scheduling and use of resources to move toward the desired system. The Army Staff has full responsibility for implementation of detailed PDOS recommendations as they are approved to include progress reports to the CSA.

c. Resource implications included in the appendices were provided to PDOS by the Army Staff, in close coordination with the DA PA&E and COA offices. They are calculated in terms of magnitudes of cost based on the best data available at the time. These estimates will require refinement by implementing agencies as part of their normal programming.

3. IMPLEMENTATION PLANS. Three plans are appended:

a. Phasing Plan. This plan is a schematic representation of the phased implementation of the PDOS recommended system. It is designed to show the interdependence of sequential actions. It contains the related resources year by year in the following area: student manyears per year; staff and faculty manyears per year, both military and civilian; and, the total obligation authority changes in the POM per year in millions of dollars. All dollar costs (see Appendix 1) are based on the following near term analysis assumptions.

(1) Constant FY 85 dollars are used for comparative cost analysis.

(2) Congress will not alter the 20-year retirement system in the near future.

(3) End strength will remain constant during the POM years.

(4) There will be no significant gain in commissioned officer percentage of the total force end strength.

(5) Reserve Components continue to be a major element of the Total Army.

b. Action Plan. The actions required to carry out the implementation in accordance with the Phasing Plan are contained in the Action Plan. The responsible action agencies are identified therein. (see Appendix 2)

c. Public Affairs Plan. The success of the PDOS recommended system for officer professional development hinges on its adequate understanding, acceptance and support by many audiences. For this reason, the PDOS Study Group considered it essential that the implementation plan should include a long range and deliberately orchestrated public affairs plan targeted with specific messages for specific audiences. This plan, geared to the Phasing Plan, is at Appendix 3.

3 Appendixes

1. Phasing Plan
2. Action Plan
3. Public Affairs Plan

**Professional Development
or
Officers Study**

**Appendix 1
Phasing Plan
to Annex E
Implementation Plan**

Appendix 1 to ANNEX F
Phasing Plan

ISSUES	POLICY NUMBER	COSTS (\$ Millions)											
		FY85	FY86	FY87	FY88	FY89	FY90	FY91	FY92	FY93	FY94	FY95	FY96
Professional Values	F10-14, F20	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Decision Making	F92, F93, F96	0.0	0.1	0.3	0.7	0.7	0.7	0.8	0.9	0.8	0.8	0.8	0.8
Professional Development	J91	0.0	0.0	0.5	0.8	0.9	1.1	1.1	1.1	1.1	1.1	1.1	1.1
Assessment	O94	0.0	0.1	0.2	0.9	2.3	1.7	1.7	1.7	1.7	1.7	1.7	1.7
HQS	J93	0.0	0.0	1.9	1.9	1.9	1.9	1.9	2.3	2.3	2.3	2.3	2.3
Monitor	O84	0.0	0.9	2.0	3.2	3.2	3.2	3.2	3.2	3.2	3.2	3.2	3.2
Warrior Spirit	J80	0.0	0.6	1.7	2.3	2.3	1.9	1.9	1.9	1.9	1.9	1.9	1.9
	J81	0.0	0.0	1.6	3.2	5.7	5.7	5.2	5.2	6.2	6.2	7.2	7.2
Art & Science of War	181-84, 111	0.0	0.0	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4
Common Core	J70-71	0.0	0.0	0.1	0.1	0.1	0.1	0.0	0.0	0.0	0.0	0.0	0.0
CCBI	F70-90	0.3	0.2	19.6	44.4	74.4	84.4	84.4	84.4	84.4	84.4	84.4	84.4
Current NRI	J26	0.1	0.4	0.4	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3
Functional Education/Tng	185-86	0.0	0.0	1.0	3.8	3.8	3.8	3.8	3.8	3.8	3.8	3.8	3.8
Advanced Civil Schooling	150-69, 180	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Women	R100-500	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Control & Coordination	O70-72	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Precommission	J01	0.0	0.0	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1
	J02	0.0	0.0	0.1	0.1	0.1	0.5	0.2	0.2	0.2	0.0	0.0	0.0
	J03	0.0	0.0	0.1	0.1	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	J04	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	J05	0.0	1.2	1.2	1.2	1.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Lieutenant	J10-11	0.0	0.1	0.1	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2
Captain	J20	0.0	0.1	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	J22	0.0	0.1	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	J23	0.0	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	101	0.0	-3.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Field Grade	102	0.0	0.0	15.8	0.0	0.0	0.0	0.0	5.3	5.3	5.3	5.3	5.3
	110	0.0	0.0	0.0	0.0	0.0	0.8	0.0	0.0	0.0	0.0	0.0	0.0
Colonel	S01-10	0.0	0.1	0.1	0.1	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3
General	S31	0.0	1.0	1.2	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3
Reserve Component	117	0.0	0.2	0.3	0.3	0.4	0.4	1.4	2.6	3.8	4.8	6.3	7.7
	S08	0.0	0.4	0.5	0.7	0.7	0.9	0.9	0.9	0.9	0.9	0.9	0.9
	187	0.0	2.8	5.9	9.4	9.4	9.4	9.4	9.4	9.4	9.4	9.4	9.4
	188	0.0	1.4	1.4	0.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Totals, Active and Reserve		0.4	6.8	56.7	76.8	111.8	121.1	120.3	127.3	129.5	130.3	132.8	134.2
Totals, Active Component Only		0.4	2.0	48.6	66.1	101.3	110.4	108.6	114.4	115.4	115.2	115.2	116.2

Appendix 1 to ANNEX E
Phasing Plan

ISSUES	POLICY NUMBER	STAFF AND FACILITY MAN YEARS - MILITARY											
		FY85	FY86	FY87	FY88	FY89	FY90	FY91	FY92	FY93	FY94	FY95	FY96
Professional Values	F10-14, F20	0	0	0	0	0	0	0	0	0	0	0	0
Decision Making	F92, F95, F96	0	0	1	4	4	4	6	6	6	6	6	6
Professional Development	J71	0	0	2	2	2	2	2	2	2	2	2	2
Assessment	O94	0	0	2	4	4	4	4	4	4	4	4	4
MQS	J93	0	0	3	3	3	3	5	5	5	5	5	5
Mentor	O84	0	20	60	60	60	60	60	60	60	60	60	60
Warrior Spirit	J80	0	1	2	3	3	3	3	3	3	3	3	3
	J81	0	0	1	2	2	2	2	2	2	2	2	2
Art & Science of War	I81-84, I11	0	0	0	0	0	0	0	0	0	0	0	0
Common Core	J70-71	0	0	0	0	0	0	0	0	0	0	0	0
CCBI	F70-90	6	6	14	14	14	14	14	14	14	14	14	14
Current NRI	J26	1	6	6	18	18	18	18	18	18	18	18	18
Functional Education/Tng	I85-86	0	0	0	0	0	0	0	0	0	0	0	0
Advanced Civil Schooling	I50-69, I80	0	0	0	0	0	0	0	0	0	0	0	0
Women	R100-500	6	4	4	2	2	2	2	2	2	2	2	2
Control & Coordination	O70-72	3	3	3	3	3	3	3	3	3	3	3	3
Freecommission	J01	0	0	0	0	0	0	0	0	0	0	0	0
	J02	0	0	0	0	0	0	0	0	0	0	0	0
	J03	0	0	0	0	0	0	0	0	0	0	0	0
	J04	0	0	0	0	0	0	0	0	0	0	0	0
	J05	0	0	0	0	0	0	0	0	0	0	0	0
Lieutenant	J10	0	0	0	0	0	0	0	0	0	0	0	0
	J11	0	0	0	0	0	0	0	0	0	0	0	0
Captain	J20	0	0	0	0	0	0	0	0	0	0	0	0
	J22	0	0	0	0	0	0	0	0	0	0	0	0
	J23	0	0	0	0	0	0	0	0	0	0	0	0
	I01	0	-53	0	0	0	0	0	0	0	0	0	0
Field Grade	I02	0	0	2	2	2	6	6	38	38	38	38	38
	I10	8	12	12	12	12	12	0	0	0	0	0	0
Colonel	S01-10	0	2	3	3	10	10	10	10	10	10	10	10
General	S31	0	2	2	2	2	2	2	2	2	2	2	2
Reserve Component	I17	0	2	2	2	6	6	8	8	10	10	12	12
	S08	0	2	2	3	3	5	5	5	5	5	5	5
	187	0	0	0	0	0	0	0	0	0	0	0	0
	188	0	20	20	5	0	0	0	0	0	0	0	0
Totals, Active and Reserve		24	27	141	144	150	156	148	182	184	184	186	186
Totals, Active Component Only		24	1	117	134	141	145	135	169	169	169	169	169

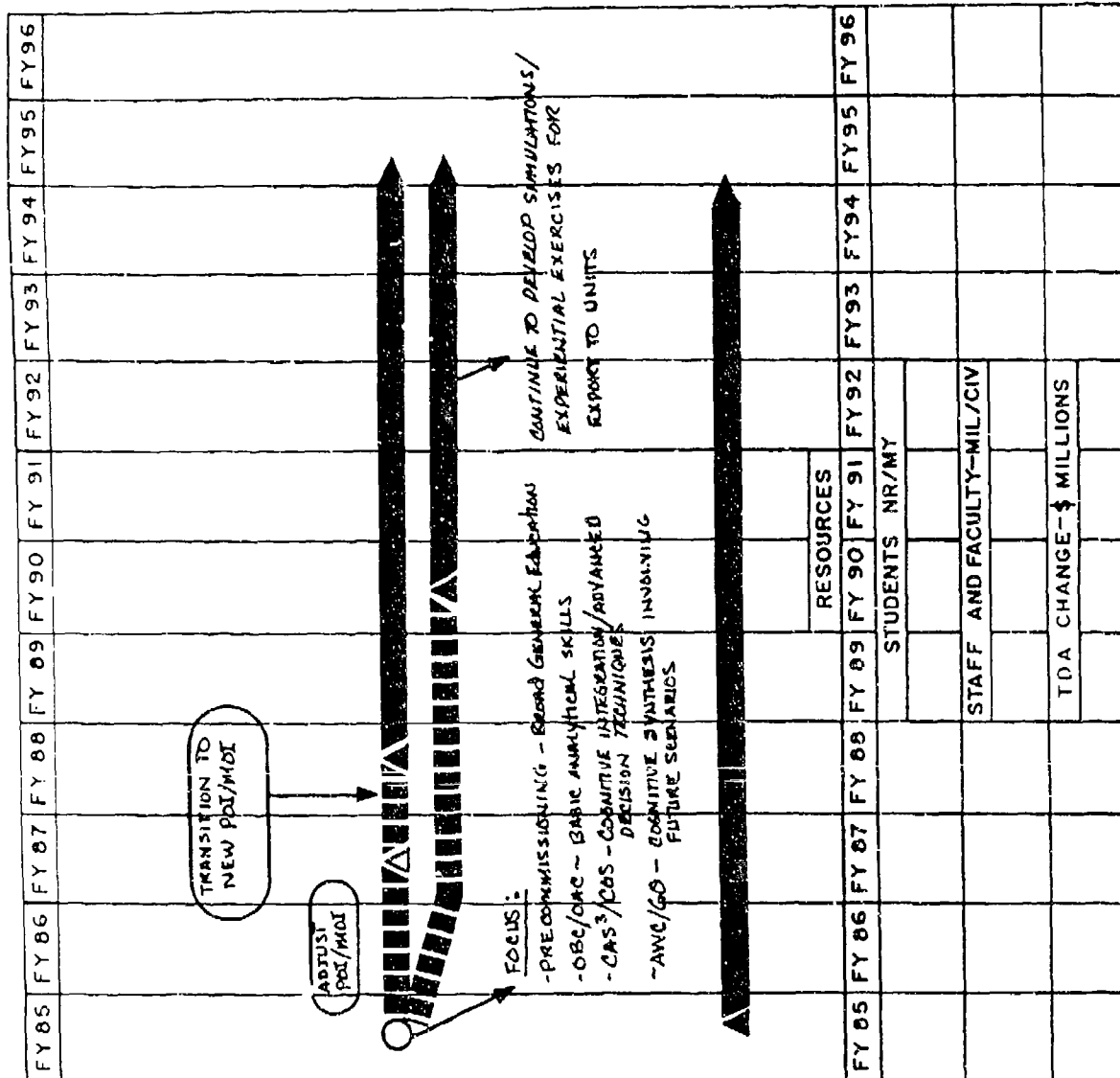
**Appendix 1 to ANNEX E
Phasing Plan**

ISSUES	POLICY NUMBER	STAFF AND FACULTY MAN YEARS - CIVILIAN											
		FY85	FY86	FY87	FY88	FY89	FY90	FY91	FY92	FY93	FY94	FY95	FY96
Professional Values	F10-14, F20	0	0	0	0	0	0	0	0	0	0	0	0
Decision Making	F92, F95, F96	0	0	8	14	14	14	16	16	16	16	16	16
Professional Development	J91	0	0	4	4	4	10	10	10	10	10	10	10
Assessment	O94	0	2	2	25	25	25	25	25	25	25	25	25
HQS	J93	0	0	47	47	47	47	47	57	57	57	57	57
Mentor	O84	0	10	20	20	20	20	20	20	20	20	20	20
Warrior Spirit	J80	0	0	0	0	0	0	0	0	0	0	0	0
	J81	0	0	0	0	0	0	0	0	0	0	0	0
Art & Science of War	I81-84, I11	0	0	0	0	0	0	0	0	0	0	0	0
Common Core	J70-71	0	0	0	0	0	0	0	0	0	0	0	0
CCBI	F70-90	2	2	7	7	7	7	7	7	7	7	7	7
Current NRI	J26	1	6	6	20	20	20	20	20	20	20	20	20
Functional Education/Tng	I85-86	0	5	5	5	5	5	5	5	5	5	5	5
Advanced Civil Schooling	I50-69, I80	0	0	0	0	0	0	0	0	0	0	0	0
Women	R100-500	1	0	0	0	0	0	0	0	0	0	0	0
Control & Coordination	O70-72	1	1	1	1	1	1	1	1	1	1	1	1
Precommission	J01	0	0	1	1	1	1	0	0	0	0	0	0
	J02	0	0	0	1	1	5	5	0	0	0	0	0
	J03	0	0	0	0	0	0	0	0	0	0	0	0
	J04	0	0	0	0	0	0	0	0	0	0	0	0
	J05	0	0	0	0	0	0	0	0	0	0	0	0
Lieutenant	J10	0	0	0	0	0	0	0	0	0	0	0	0
	J11	0	0	0	0	0	0	0	0	0	0	0	0
Captain	J20	0	0	0	0	0	0	0	0	0	0	0	0
	J22	0	0	0	0	0	0	0	0	0	0	0	0
	J23	0	0	0	0	0	0	0	0	0	0	0	0
	I01	0	0	0	0	0	0	0	0	0	0	0	0
Field Grade	I02	0	0	0	0	0	0	0	15	15	15	15	15
	I10	0	0	0	0	0	0	0	0	0	0	0	0
Colonel	S01-10	0	0	0	0	4	4	4	4	4	4	4	4
General	S31	0	0	1	2	4	4	4	4	4	4	4	4
Reserve Component	I17	0	2	4	4	4	4	4	4	4	4	4	4
	S08	0	0	0	1	2	2	2	2	2	2	2	2
	I87	0	0	0	0	0	0	0	0	0	0	0	0
	I88	0	20	20	5	0	0	0	0	0	0	0	0
Totals, Active and Reserve		5	48	126	157	159	169	170	190	190	190	190	190
Totals, Active Component Only		5	26	102	147	153	163	164	184	184	184	184	184

Appendix 1 to ANNEX E
Phasing Plan

ISSUES	POLICY NUMBER	STUDENT MAN YEARS											
		FY85	FY86	FY87	FY88	FY89	FY90	FY91	FY92	FY93	FY94	FY95	FY96
Professional Values	F10-14, F20												
Decision Making	F92, F95, F96												
Professional Development	J91												
Assessment	O94												
MQS	J93												
Mentor	O84												
Warrior Spirit	J80												
	J81	0.0	0.0	6.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0
Art & Science of War	I81-84, I11	0.0	0.0	13.0	13.0	13.0	13.0	13.0	13.0	13.0	13.0	13.0	13.0
Common Core	J70-71												
CCBI	F70-90	0.0	0.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Current NRI	J26												
Functional Education/Tng	I85-86	0.0	0.0	40.0	94.0	94.0	94.0	94.0	94.0	94.0	94.0	94.0	94.0
Advanced Civil Schooling	I50-69, I80	0.0	35.0	50.0	85.0	85.0	85.0	85.0	85.0	85.0	85.0	85.0	85.0
Women	R100-500												
Control & Coordination	O70-72												
Precommission	J01												
	J02												
	J03												
	J04												
	J05												
Lieutenant	I10-11												
Captain	J20												
	J22												
	J23												
	I01		-378.0										
Field Grade	I02								240.0	240.0	240.0	240.0	240.0
	I10	24.0	24.0	24.0	24.0	24.0	24.0	24.0	24.0	24.0	24.0	24.0	24.0
Colonel	S01-10	0.0	5.0	10.0	15.0	37.0	37.0	37.0	37.0	37.0	37.0	37.0	37.0
General	S31		7.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0
Reserve Component	I17							10.0	23.0	35.0	46.0	62.0	77.0
	S08		3.8	5.8	7.7	9.6	9.6	9.6	9.6	9.6	9.6	9.6	9.6
	I87		54.2	96.1	144.2	114.2	144.2	144.2	144.2	144.2	144.2	144.2	144.2
	I88												
Totals, Active and Reserve		24.0	-249.0	257.9	407.9	431.8	431.8	441.8	694.8	706.8	717.8	733.8	748.8
Totals, Active Component Only		24.0	-307.0	156.0	256.0	278.0	278.0	278.0	518.0	518.0	518.0	518.0	518.0

Appendix 1 to ANNEX E Phasing Plan



DECISION MAKING

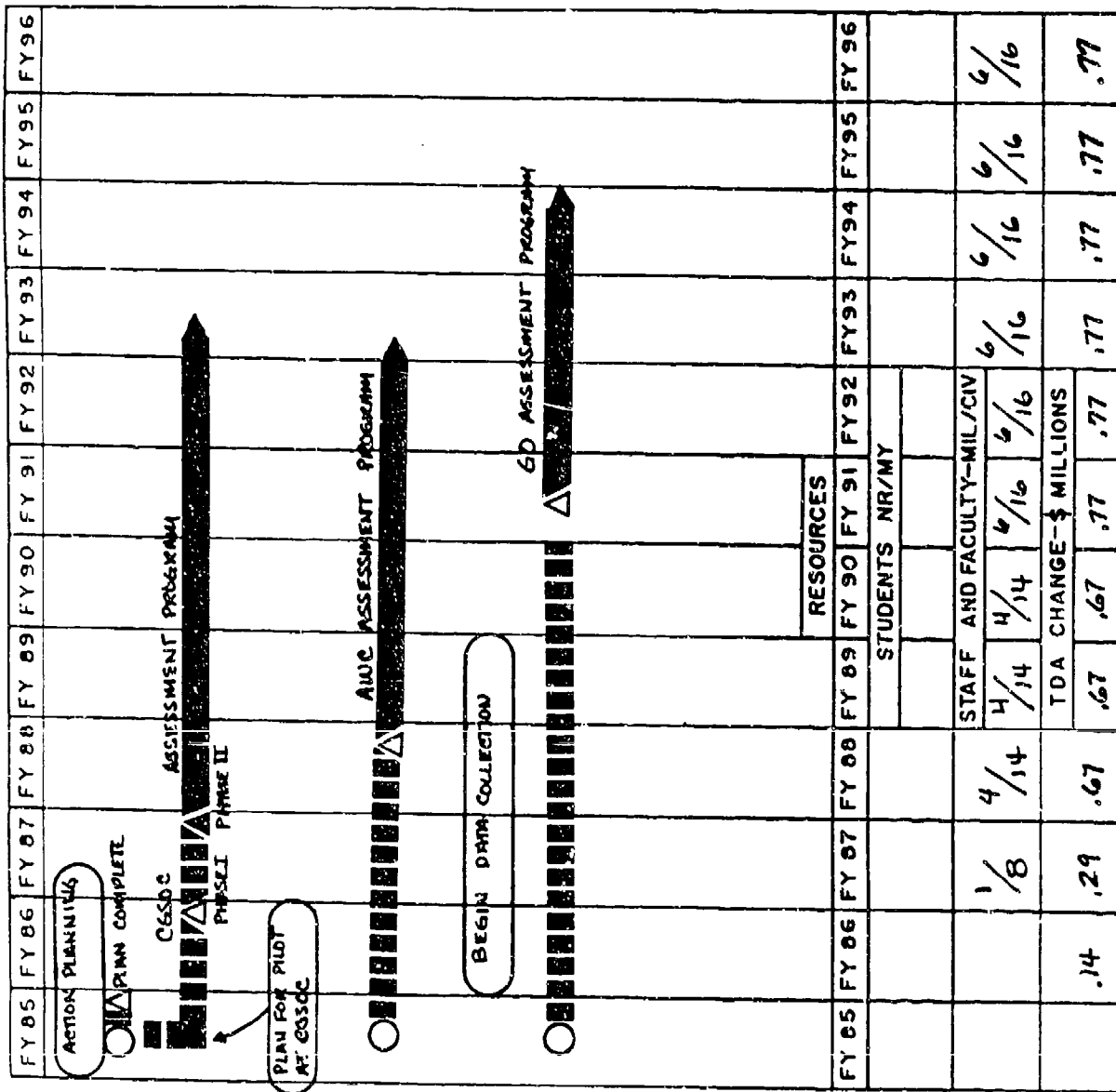
F95
TRADOC REINFORCES AND DEVELOP OFFICERS
DECISION SKILLS AT ALL LEVELS OF THE
SCHOOLHOUSE AND THE UNIT/ORGANIZATION
THROUGH FREQUENT USE OF SIMULATIONS.
EXPERIENTIAL EXERCISES AND SMALL GROUP
MODALITIES.

COMMANDERS AT ALL LEVELS DEVELOP
SUBORDINATE DECISION SKILLS EXPERIENTIALLY
THROUGH FREQUENT USE OF SIMULATIONS.
TERRAIN WALKS, TEVIS, EXPERIENTIAL
EXERCISES, FREQUENT DISCUSSIONS DESIGNED TO
CONVEY THE COMMANDER'S INTENT, "THINK"
SESSIONS, FOOTLOCKER COUNSELING, ETC.

NOTE: COSTS INCLUDED IN POLICY 084

Appendix 1 to ANNEX E

Phasing Plan



F96 QDCSPER DESIGN A PHASED PLAN TO ASSIST IN DEVELOPING/USING PROFESSIONAL EXECUTIVE ABILITY AND DECISION SKILLS IN THE ARMY. THE PLAN WILL PROVIDE FOR:

A. CGSC--ASSISTED SELF ASSESSMENT FOR PROFESSIONAL DEVELOPMENT. PROVIDE THE OFFICER A PROFILE OF KNOWLEDGE, SKILLS, VALUES, TEMPERAMENT, AND DECISION STYLE TO ASSIST IN OWN PROFESSIONAL GROWTH.

B. AWC--AN IN-DEPTH ASSESSMENT FOR PROFESSIONAL DEVELOPMENT USING ASSESSMENT INSTRUMENTS AND SIMULATIONS TO PROVIDE THE OFFICER AN UPDATED PROFILE, A CHECK ON PROFESSIONAL GROWTH, AND EVENTUALLY ASSIST IN STRUCTURING A DEVELOPMENT PROGRAM FOR FUTURE ASSIGNMENTS.

C. UPON SELECTION TO GO--EVALUATE AND
COMPLETE DATA TO BUILD AND PROVIDE COMPLETED
PROFILES (EXPERIENTIAL, DUTY PERFORMANCE,
PROFESSIONAL STRENGTHS) OF THE INDIVIDUAL
FOR POSSIBLE USE IN ASSIGNMENT AND
SYSTEMATIC TRANSITION TRAINING PRIOR TO
ASSIGNMENT.

ASSESSMENT

094 DEVELOP, VALIDATE AND IMPLEMENT AN INDIVIDUAL ASSESSMENT PROGRAM FOR ALL OFFICERS AND CADETS TO PROVIDE FEEDBACK FOR PROFESSIONAL DEVELOPMENT.

DESIGNATE ODCSPER INDIVIDUAL ASSESSMENT PROGRAM COORDINATOR.

DEVELOP MISSION AND SCOPE OF INDIVIDUAL ASSESSMENT PROGRAM.

ESTABLISH ASSESSMENT CELLS AND CONTROL CENTER(S).

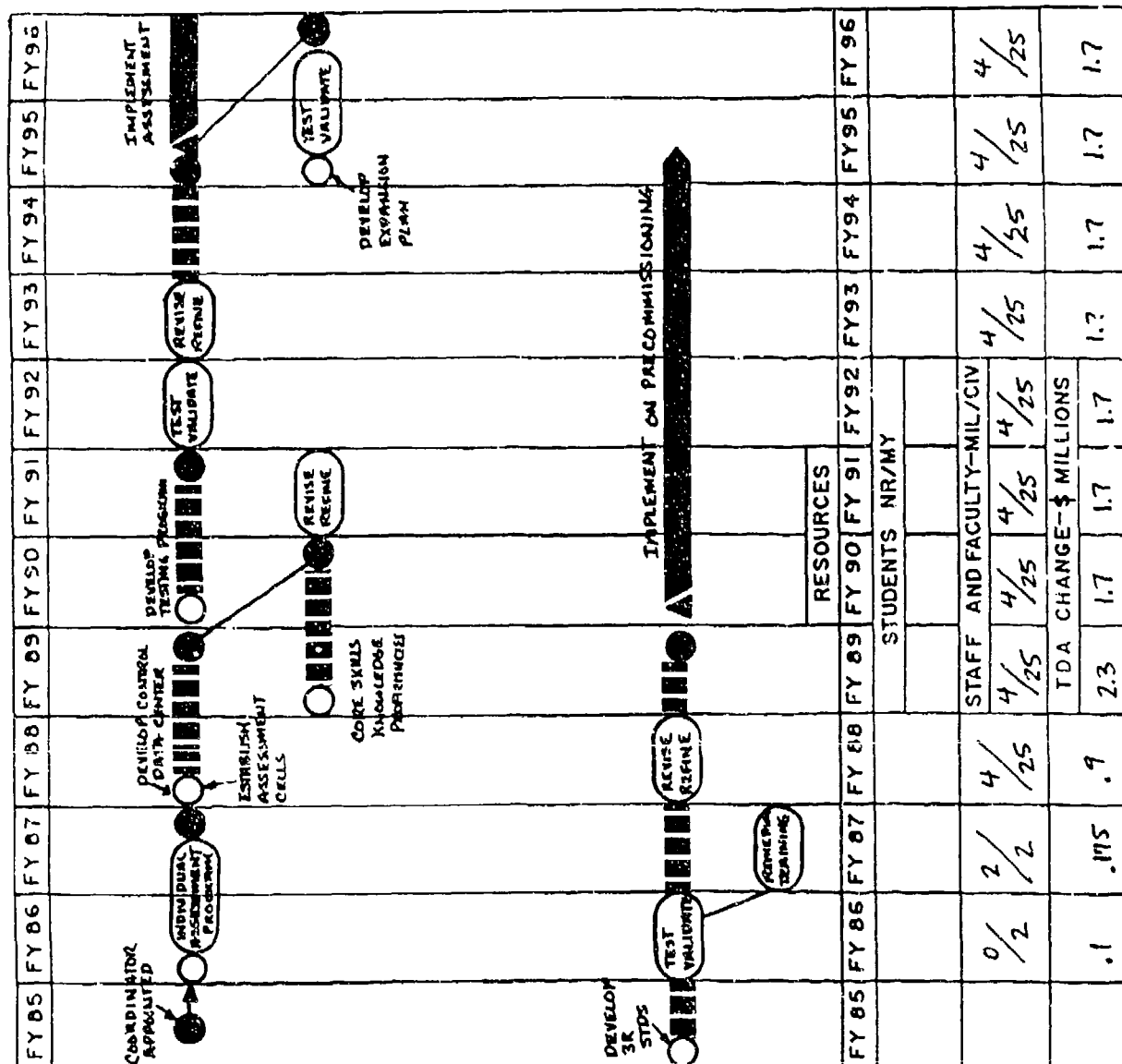
ESTABLISH ASSESSMENT CONTROL DATA CENTERS.

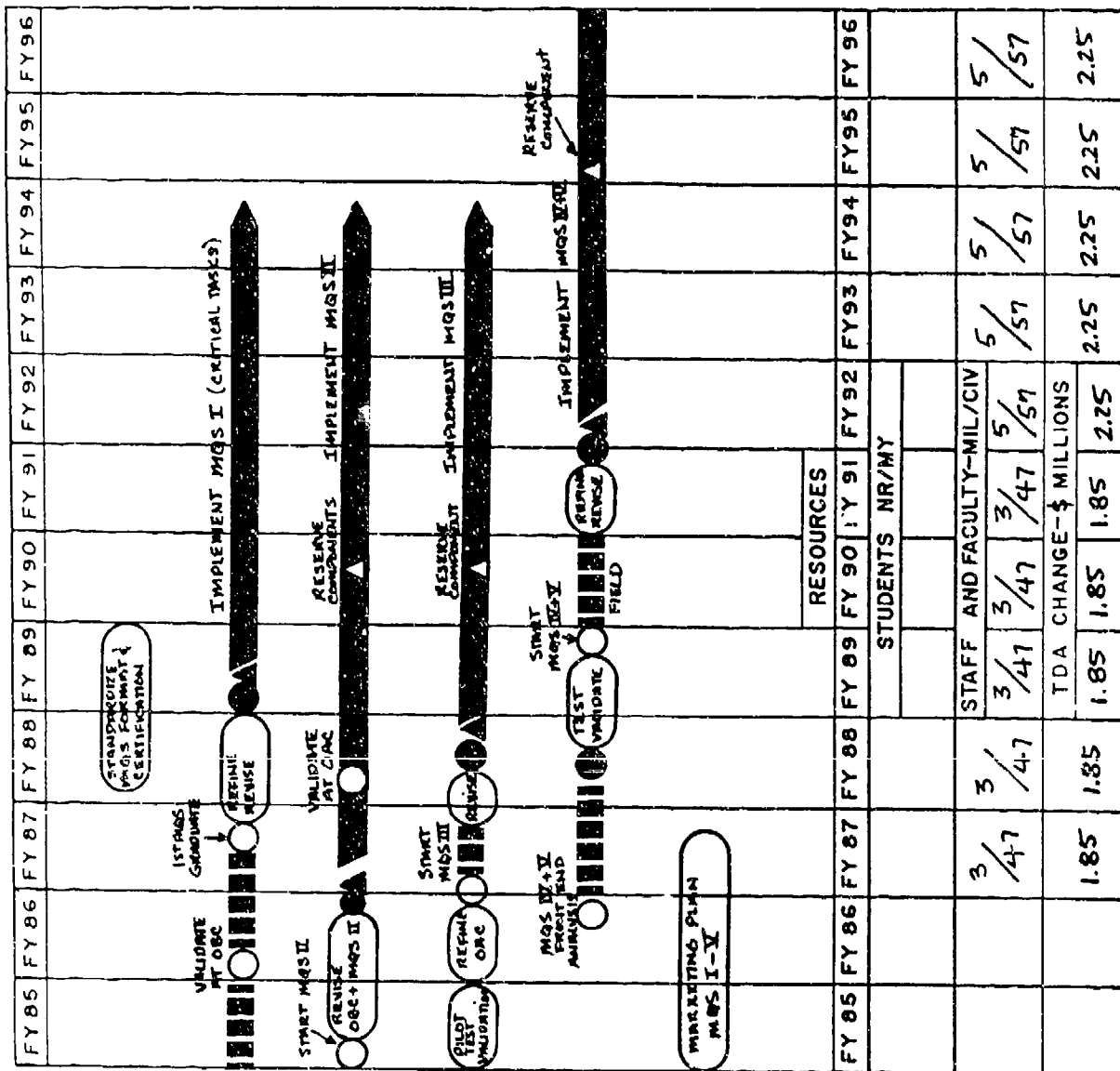
DEVELOP INDIVIDUAL TESTING PROGRAM.

VALIDATE AND REVISE ASSESSMENT CATEGORIES.

DEVELOP "CORE" SKILLS, KNOWLEDGE AND PROFICIENCIES.

DEVELOP AND IMPLEMENT REMEDIAL TRAINING PROGRAM AND TIE TO 3RS, COMPUTER LITERACY AND FOREIGN LANGUAGE (SEE POLICY JOI).





Appendix 1 to ANNEX E Phasing Plan

[illegible]

0084 COMMIT TO A LONG-TERM SCHOOLHOUSE
STRATEGY WHICH:

- A. REDEFINES THE ROLE OF THE INSTRUCTOR SO THAT HE SERVES AS A "MENTOR" TO STUDENTS--I.E., FUNCTIONS AS SMALL GROUP LEADER, TEACHER, ROLE MODEL DOCTRINE WRITER, COURSE AND COURSEWARE DEVELOPER FOR ONLY ONE SMALL STUDENT GROUP AT A TIME.

- B. MODIFIES STAFFING GUIDES TO ACCOMMODATE THE BROADENED ROLE OF FACULTY MENTOR.

- C. DEVELOPS A PILOT PLAN TO GRADUALLY TRANSITION CURRENT OAC'S TO A "FACULTY AS MENTOR" MODEL.

- D. TRADOC CREATE A LIMITED NUMBER (NOTIONALLY 25) OF EXTENDED TOUR SENIOR FACULTY MENTOR POSITIONS AT SERVICE SCHOOLS.

(NOTE: STAFF AND FACULTY RAMP UP INCLUDES PERSONNEL FOR COURSEWARE DEVELOPMENT PLUS OAC SEMINARS GROUP MENTORING, RESOURCES WITH POLICY F95 ARE ALSO INCLUDED)

Appendix 1 to ANNEX E Phasing Plan

WARRIOR SPIRIT

J80 DEVELOP A PRE-COMMISSIONING
SPIRIT PROGRAM.

0 CONTINUE PHYSICALLY CHALLENGING TRAINING EXPERIENCES.

0 EXAMINE THE FEASIBILITY OF ALLOWING AIRBORNE AND/OR AIR ASSAULT TRAINING FOR ALL CADETS WHO VOLUNTEER AND QUALIFY FOR ENTRY.

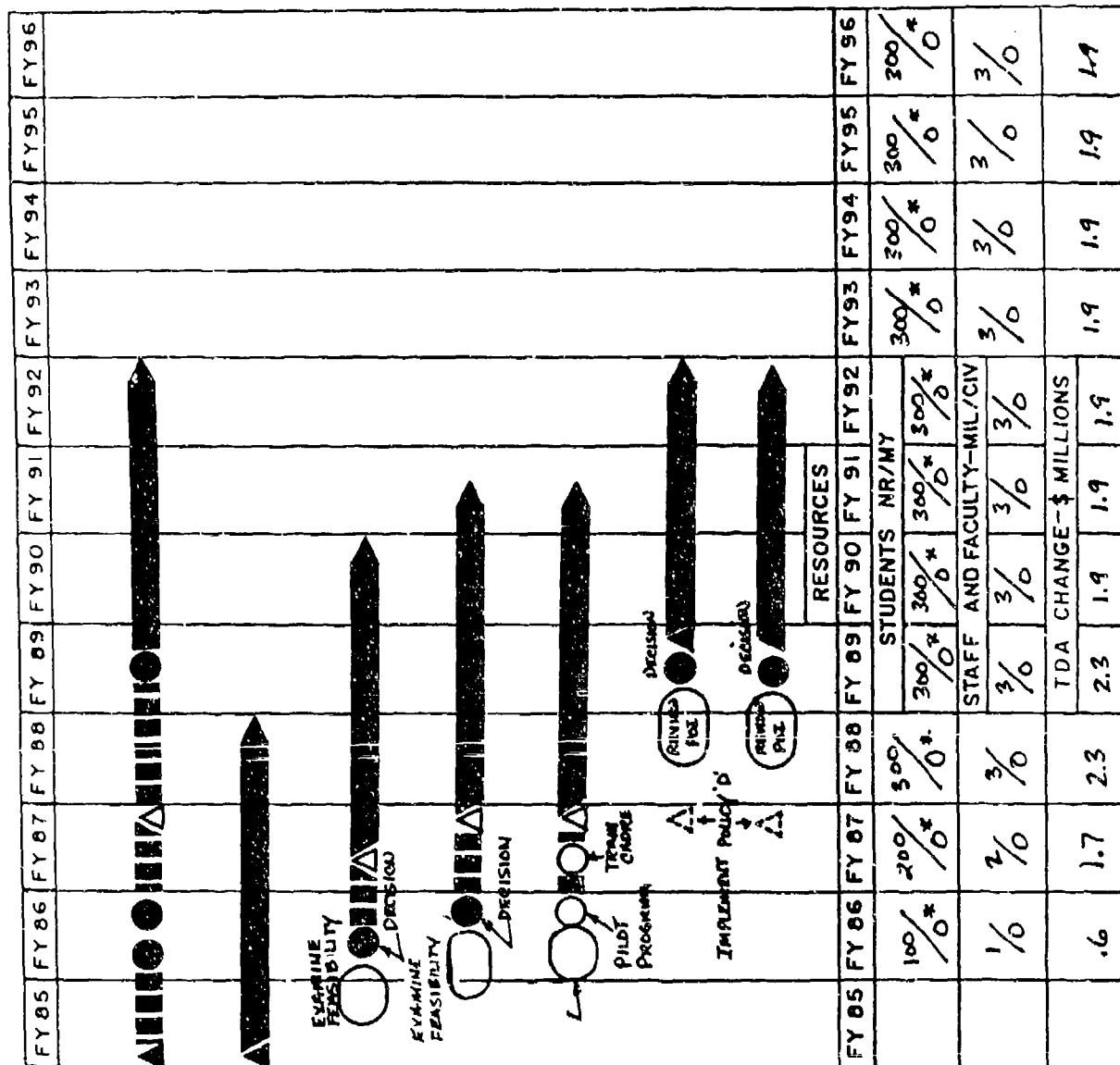
O EXAMINE FEASIBILITY OF IMPLEMENTING
OTHER CHALLENGING AND STRESSFUL TRAINING
EXPERIENCES DURING PRE-COMMISSIONING
PROGRAMS.

O DEVELOP AND IMPLEMENT A COMMON BLOCK OF INSTRUCTION FOR ALL PRE-COMMISSIONING PROGRAMS WHICH DEFINES AND EMPHASIZES THE WARRIOR SPIRIT CONCEPT.

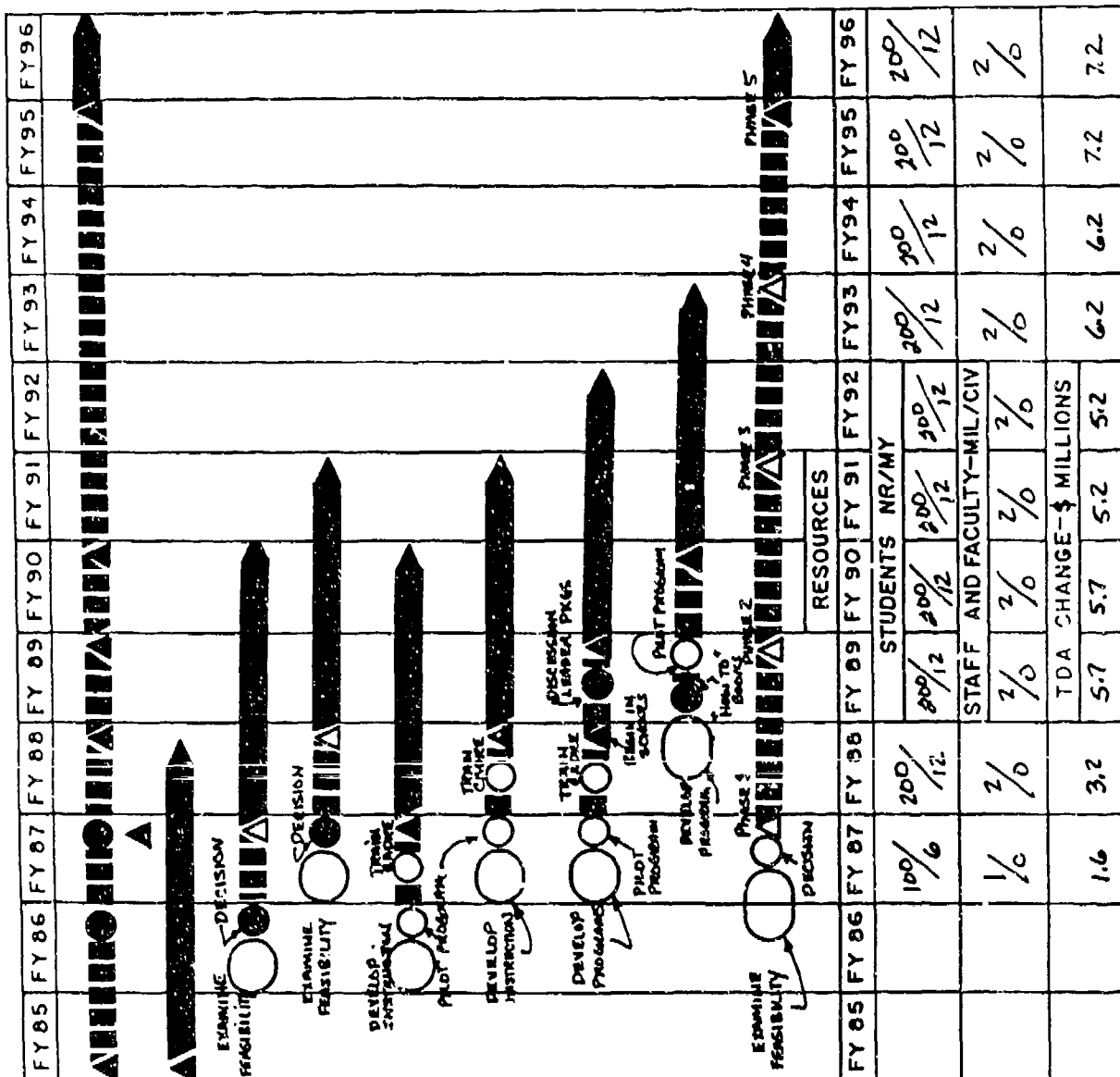
0 REVIEW ROTC POI (INCLUDING BASIC AND
ADVANCED SUMMER CAMPS) TO ENSURE THAT
TRAINING REINFORCES WARRIOR SPIRIT
CHARACTERISTICS.

O REVIEW USMA AND OCS POIS TO ENSURE THAT TRAINING REINFORCES WARRIOR SPIRIT CHARACTERISTICS.

- THIS STUDENT LOAD DOES NOT RESULT IN A STUDENT MAYHEM INCREASE BECAUSE THESE STUDENTS ARE CADETS, NOT OFFICERS. INCREASES IN THE STUDENT TRAINING LOAD, INTRUDY AND EQUIPMENT COSTS, AND IN INSTRUCTORS ARE ALL ACCOUNTED FOR IN THE APPROPRIATE LINES UNDER "RESOURCES."



Appendix 1 to ANNEX E
Phasing Plan



WARRIOR SPIRIT

381 REINFORCE THE WARRIOR SPIRIT THROUGHOUT EACH OFFICER'S CAREER.

0 CONTINUE SEMI-ANNUAL PHYSICAL TESTING.

0 EXAMINE THE FEASIBILITY OF PERMITTING ALL OFFICERS WHO VOLUNTEER AND QUALIFY FOR AIRBORNE, AIR ASSAULT, AND/OR HANGER TO ATTEND.

0 EXAMINE THE FEASIBILITY OF IMPLEMENTING CHALLENGING AND STRESSFUL TRAINING EXPERIENCES DURING THE RESIDENT PORTIONS OF EACH SCHOOL EXPERIENCE (OBC, OAC, CGSOC, SSC).

0 ENSURE THE PROFESSIONAL DEVELOPMENT READING PROGRAM (E.G., MOS) CONTAINS READINGS ON THE WARRIOR SPIRIT AND THE "THREAT."

0 DEVELOP AND IMPLEMENT BLOCKS OF INSTRUCTION AND READINGS ON THE WARRIOR SPIRIT IN ALL SCHOOLS (OBC, OAC, CGSOC, SSC).

0 ENSURE THAT SEMINARS AND LECTURES HIGH-LIGHTING WARRIOR SPIRIT ARE INCLUDED IN SCHOOL AND UNIT/ORGANIZATIONAL PROFESSIONAL DEVELOPMENT PROGRAMS.

0 BUILD AND REINFORCE INDIVIDUAL CONFIDENCE AND COMPETENCE DURING EACH SCHOOL EXPERIENCE THROUGH STUDY AND PRACTICAL EXERCISES INVOLVING BASIC TACTICS, CURRENT DOCTRINE, AND WEAPONS EMPLOYMENT.

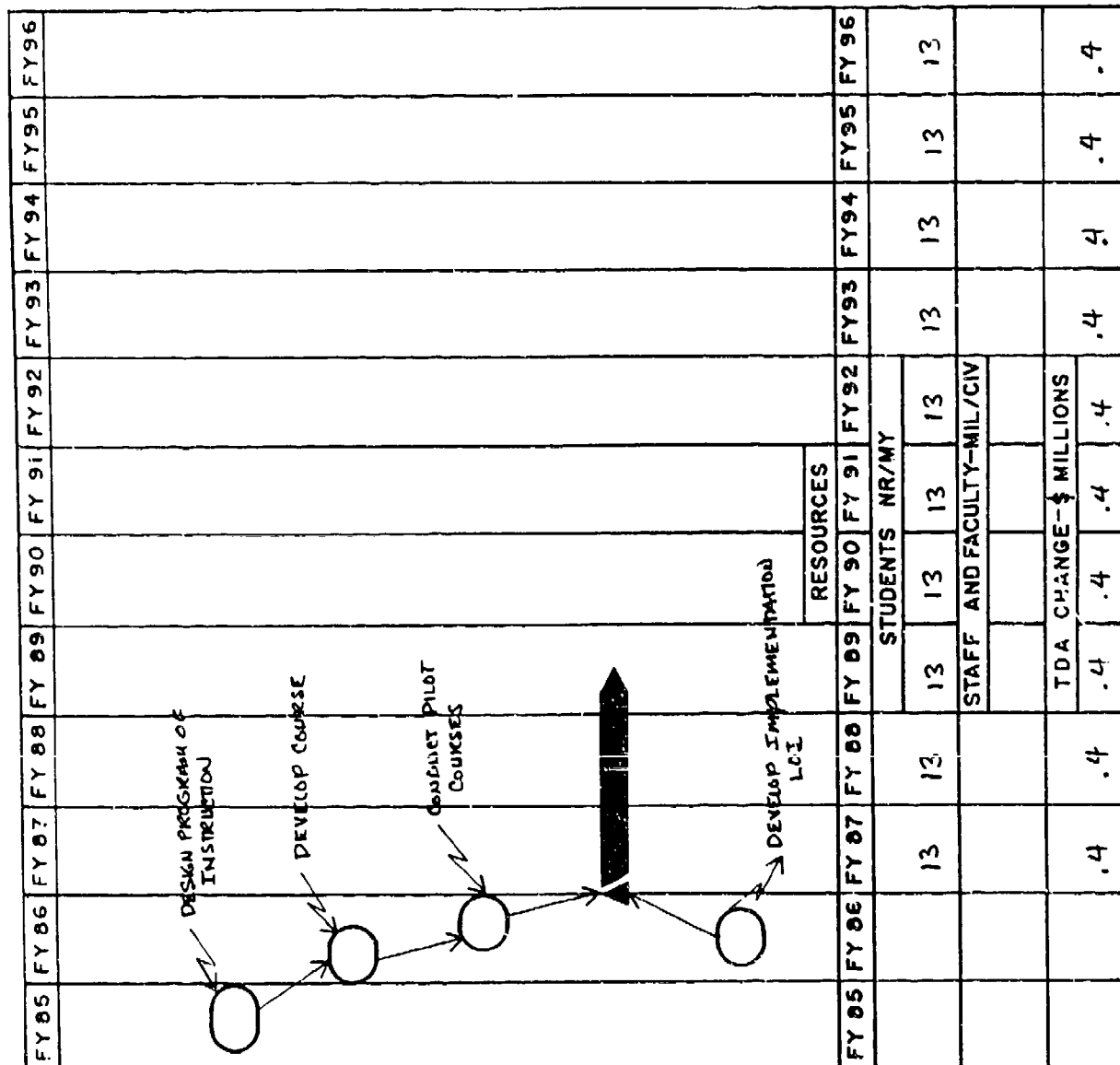
0 EXAMINE FEASIBILITY OF IMPLEMENTING ANNUAL WEAPONS QUALIFICATION FIRING (WITH AT LEAST A RIFLE OR PISTOL, PREFERABLY BOTH) FOR ALL OFFICERS.

Appendix 1 to ANNEX E
Phasing Plan

FY 85	FY 86	FY 87	FY 88	FY 89	FY 90	FY 91	FY 92	FY 93	FY 94	FY 95	FY 96
DEVELOP CORE											
USE ART AND SCIENCE OF WAR AT ALL SERVICE SCHOOLS											

111
BRANCH REFRESHER TRAINING AVAILABLE FOR
FIELD GRADE OFFICERS.

E-1-16



Appendix 1 to ANNEX E
Phasing Plan

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Policy (P70):

(1) Direct TRADOC to accelerate the introduction and use of computer-communication basic instruction (CCBI) technologies, as indicated for development periods 1-4, into military schools. Initially, then into units/organizations and ultimately for use by individual officers. The aim is to use these technologies in the school setting first in order to:

(a) Capitalize on the educational advantages of emerging technologies.

(b) Make officers comfortable with routine use of electronic technologies.

(c) Develop officer decision making skills which carry over into conventional applications.

(d) Accelerate the introduction and the development of decision making aids in the Army with the overall aim of increasing the tempo of prudent, sound decision making under the stresses of combat.

(2) Recommend TRADOC consider adding a new CCBZ Directorate under the TRADOC Deputy Chief of Staff for Training and Locating it at the Soldiers' Support Center (SSC).

Policy (P71):

TRADOC approve the resource augmentation necessary to accomplish Policy P70. An estimate of the resource requirements is provided with the provisions for further analysis of cost estimates and overlap with parallel computer technology initiatives: see Policy P77, below.

FY 85	FY 86	FY 87	FY 88	FY 89	FY 90	FY 91	FY 92	FY 93	FY 94	FY 95	FY 96
5 - OAC 1 - OAC O - C	5 - OAC 1 - OAC 2 - C	12 - OAC 2 - OAC 7 - C	12 - OAC 2 - OAC 7 - C	12 - OAC 2 - OAC 7 - C	12 - OAC 2 - OAC 7 - C	12 - OAC 2 - OAC 7 - C	12 - OAC 2 - OAC 7 - C	12 - OAC 2 - OAC 7 - C	12 - OAC 2 - OAC 7 - C	12 - OAC 2 - OAC 7 - C	12 - OAC 2 - OAC 7 - C
0.197	0.122	0.344	0.319	0.319	0.319	0.344	0.319	0.319	0.319	0.344	0.319
		5.0	15.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0
			5.0	15.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0
		5.0	15.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0
		2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
0.197	0.122	12.344	37.319	67.319	77.319	77.344	77.319	77.319	77.319	77.344	77.319
0.072		2.300	2.015	2.015	2.015	2.075	2.015	2.075	2.075	2.015	2.075
0.269	0.122	14.644	39.394	69.394	79.394	79.419	79.394	79.394	79.394	79.419	79.394
		5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
FY 85	FY 86	FY 87	FY 88	FY 89	FY 90	FY 91	FY 92	FY 93	FY 94	FY 95	FY 96
0.269	0.122	19.644	44.394	74.394	84.394	84.419	84.394	84.394	84.394	84.419	84.394

Appendix 1 to ANNEX E

Phasing Plan

F72 AUGMENT ODCSOPS. TRAINING WITH ONE OFFICER SPACE TO MONITOR THE CCBI EXPANSION PROGRAM AND EFFECT THE NECESSARY COORDINATION WITH DACSIM AND OCSA (US ARMY FORUM).

F73 DIRECT OCCASYS TO COORDINATE WITH CASIM TO ARRANGE THE NECESSARY ACQUISITION AND PROCUREMENT AUTHORITY FOR THE LCB: DIRECTORATE UNDER THE PROVISIONS OF THE NEW AR 25-5 WHICH REPLACES AR 18-1 ON MATTERS PERTAINING TO INFORMATION MANAGEMENT AND COMPUTER ACQUISITION AND PROCUREMENT.

1. DIRECT: QDCSPER TO INVESTIGATE THE POTENTIAL IMPACT ON OFFICERS, FAMILIES, AND THE FAMILY ENVIRONMENT OF THE WIDESPREAD USE BY ALL FAMILY MEMBERS OF COMPUTER TECHNOLOGY IN THE HOME SETTING.

2. DISCUSSION: THE WIDESPREAD USE OF COMPUTERS IN THE HOME IS LIKELY TO ALTER WORK HABITS AND SCHEDULES. A CONCENTED EFFORT SHOULD BE MADE TO RESPONSIBLY ABSORB THE NEGATIVE IMPACT OF CGBI WHICH INDIVIDUALS MAY EXPERIENCE IN BOTH THE WORK AND THE HOME SETTINGS.

1. SEND FIVE MAJORS TO OBTAIN POST-MASTERS LEVEL EDUCATION IN PROGRAMS TAILORED TO PROVIDE THE ARMY WITH EXPERTISE IN THE FIELD OF INTELLIGENCE EDUCATIONS SYSTEMS.
2. DISPENSE THESE ASSETS TO OACSIM TAGDOC (E.G., TO THE DIRECTIONATE AND THE ARMY RESEARCH INSTITUTE.
3. DISCUSSION. THIS POLICY IS STRONGLY SUPPORTED BY OPNS STUDY GROUP'S RECOMMENDATION TO CONSIDER ADVANCED CIVIL SCHOOLING REQUIREMENTS FOR ANTICIPATED FUTURE NEEDS.

[illegible]

1. DIRECT ODCSOPR TO TASK THE ARMY RESEARCH INSTITUTE TO VALIDATE THE POOS ANALYSIS WITH REGARDS TO THE TYPES OF KNOWLEDGE/SKILL PROFICIENCIES.

2. PROVIDE THE FINDINGS TO ODCSOPS.

3. TRAINING: OACSIM AND TRADOC (AND TO THE CCB1 DIRECTORATE, WHEN FORMED).

1. DIRECT THE CHIEF OF ENGINEERS TO TASK AND FUND THE CORPS OF ENGINEERS RESEARCH LABORATORY (CERL) TO EVALUATE THE MOST COST EFFECTIVE WAYS TO APPLY COMPUTER COMMUNICATIONS BASED INSTRUCTION TECHNOLOGIES AND IDENTIFY APPLICATIONS OF CCB1 TO OTHER POPULATIONS (E.G., ENLISTED SOLDIERS OR CIVILIANS) AND MISSION AREAS (E.G., ARMY CONTINUED EDUCATION PROGRAM).

2. PROVIDE THE FINDING TO ODCSOPS.

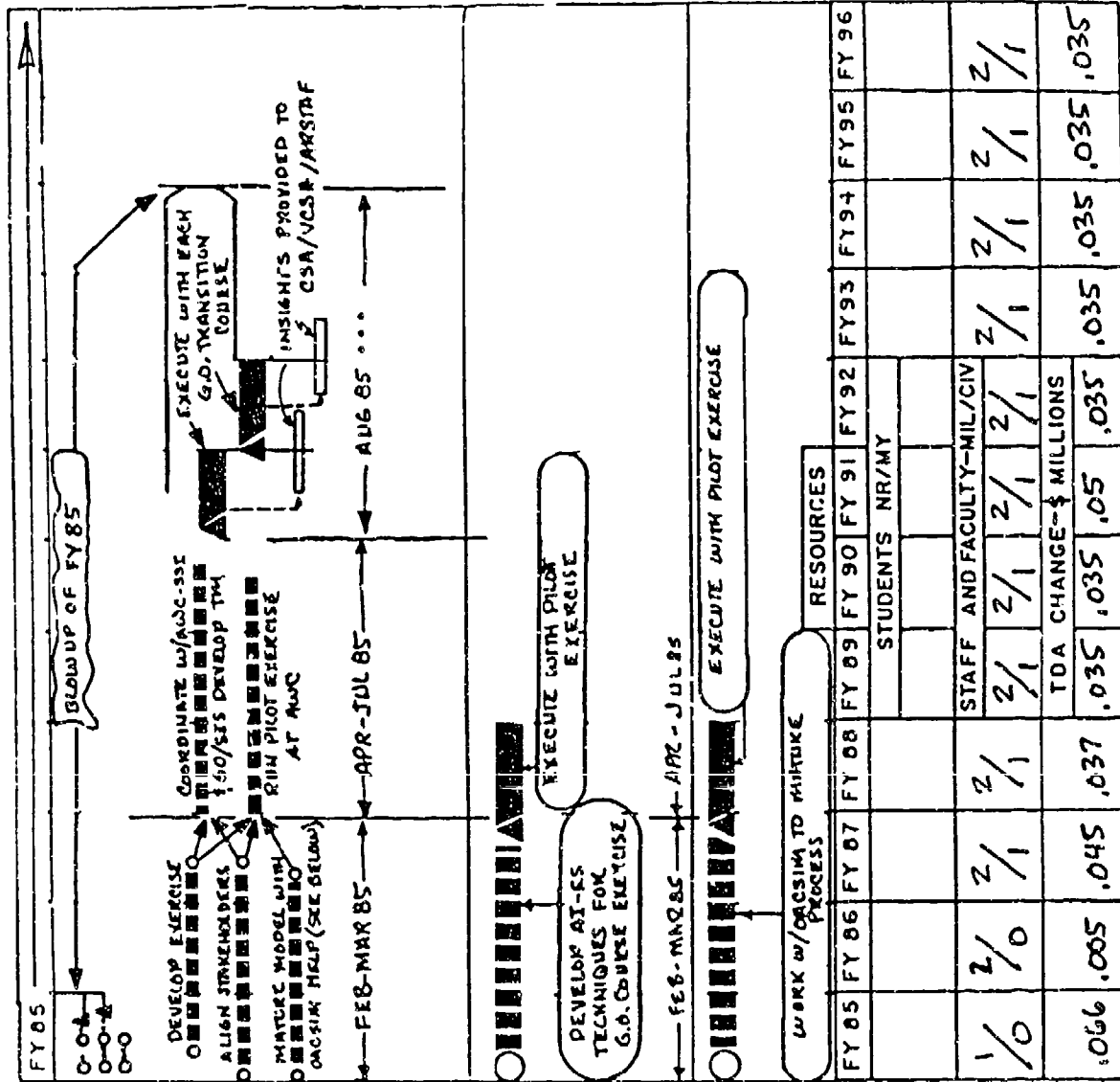
3. TRAINING: TRADOC COMBINED ARMS TRAINING, ACTIVITY (ITA), USMA, ARMY TRAINING SUPPORT CENTER (ATSC) AND CCB1 DIRECTORATE WHEN FORMED.

DIRECT TRADOC TO DEVELOP MENTOR TRAINING PROGRAMS TO HELP GAIN ACCEPTANCE OF CCB1 TECHNOLOGIES IN THE SCHOOLS, UNITS AND ORGANIZATIONS AND OVERSEE COMPUTER COURSEWARE DEVELOPMENT BY CIVILIAN EDUCARE SPECIALISTS.

INITIATED UPON COMPLETION OF THE ACTIONS IN POLICY 27.

DIRECT OACSIM TO ALLOCATE RESEARCH FUNDS TO PURSUE JOINT SERVICE INITIATIVE FOR THE DEVELOPMENT OF EDUCATIONAL USES OF ARTIFICIAL INTELLIGENCE-EXPERT SYSTEMS (AI-ES) AND RELATED TECHNOLOGIES. ACTION SHOULD BE INITIATED UPON COMPLETION OF THE ACTIONS IN POLICY 27.

Appendix 1 to ANNEX E
Phasing Plan



F-1: DIRECT, ODCSOPS/ODCSOPR TO INCLUDE THE DESIGN OF A TWO DAY "USER FRIENDLY" POLICY IMPACT ANALYSIS EXERCISE IN THE EVOLVING EDUCATIONAL PROGRAM FOR NEW BRIGADIER GENERALS. THE PLANNING EXERCISE WILL USE THE PROFESSIONAL DEVELOPMENT OF OFFICERS AS A THEME. THE OUTPUT FROM THIS SUB-COURSE IS A SET OF RECOMMENDED ADJUSTMENTS IN THE PROFESSIONAL DEVELOPMENT OF OFFICERS STRATEGY--THE OUTPUT IS A "NAVIGATE" TOWARDS THE PROFESSIONAL DEVELOPMENT DESIRED SYSTEM STATE. 2. LTC CARL STOUT AND CAROLYN RUSSELL WILL DESIGN THE EXERCISE BY 31 MAR 85 FOR SUBSEQUENT TURNOVER TO ODCSOPR/ODCSOPS GOVSES. DEVELOPMENT TRANSITION TEAM AND INCORPORATION IN THE OVERALL BRIGADIER GENERAL COURSE PLAN.

F-2: ODCSOPR PURCHASE ARTIFICIAL INTELLIGENCE (AI) - EXPERT SYSTEM GENERATOR FOR EXISTING FORECAST SYSTEM. USE CAPABILITY AS A MEANS TO ASSIST IN MAKING STRATEGIC PLANNING EXERCISE FOR NEW BGS SIMPLE AND "USER FRIENDLY".

F-3: DIRECT, THAT OACSIM FUTURES AND ODCSOPR GOVSES DEVELOPMENT TEAM TO CONTINUE DEVELOPMENT OF PDOS FUTURES PROCESS AS A STRATEGIC PLANNING/IMPACT ANALYSIS MODEL FOR USE IN SENIOR LEADER DEVELOPMENT PROGRAM.

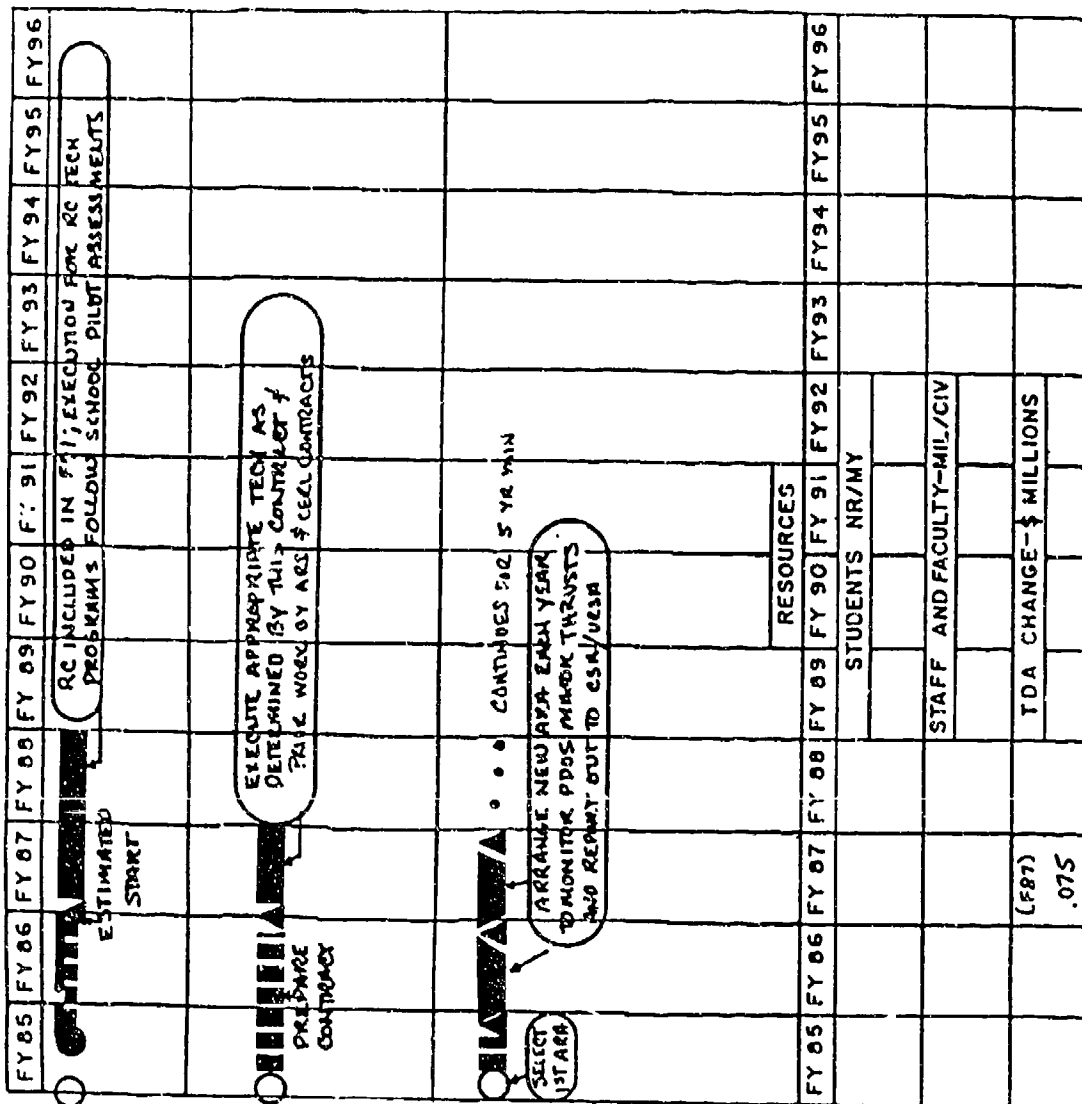
Appendix 1 to ANNEX E
Phasing Plan

FY 85	FY 86	FY 87	FY 88	FY 89	FY 90	FY 91	FY 92	FY 93	FY 94	FY 95	FY 96
QACSIM AND ARI EXECUTE IN CONJUNCTION WITH EXISTING PROGRAMS											
FUNDS APPROVED (INCLUDED "FY 1")											
COORDINATION BETWEEN AMC DESOPS-TNGT TRADOC (CENT ONSLD)											
SPEND FUNDS TO DEVELOP CAI ON MAJOR OPERATIONAL SYSTEMS w/COMPUTER											
RESOURCES											
FY 85	FY 86	FY 87	FY 88	FY 89	FY 90	FY 91	FY 92	FY 93	FY 94	FY 95	FY 96
STUDENTS NR/MY											
STAFF AND FACULTY-MIL/CIV											
TDA CHANGE--\$ MILLIONS											

F83 DIRECT THAT QACSIM AND ARI INCLUDE THE IMPLICATIONS FOR OFFICER EDUCATION TRAINING FOR THEIR PARTICIPATION WITH MIT SLOAN SCHOOL OF MANAGEMENT'S MANAGEMENT IN THE 90S PROGRAM AND HARVARD'S CENTER FOR INFORMATION POLICY RESEARCH ON "PROGRAM OF INFORMATION RESOURCE POLICY".

F84 AMC BUILD CAI INTO TRAINING PACKAGES FOR NEW MAJOR OPERATIONAL SYSTEM.

Appendix 1 to ANNEX E
Phasing Plan



F86 FOR RESERVE COMPONENT ... DIRECT TRADOC, TOGETHER WITH MGB AND OCAI, TO CONCENTRATE ON THE DEVELOPMENT OF AN EDUCATION AND TRAINING METHODS SUPPORT STRATEGY WHICH IS ALIGNED WITH THE ACTIVE COMPONENT STRATEGY.

F87 FOR RESERVE COMPONENT ... DIRECT TO STUDY TOGETHER WITH MGB AND OCAI TO POLICY, SPECIFICALLY TOGETHER RELATED TO RESIDENT AND NON-RESIDENT SCHOOL INSTRUCTION, UNTIL CCBI, OR THE RESERVE COMPONENT OFFICER, OR HIS FAMILY AND CIVILIAN EMPLOYER.

F88 DIRECT DAS TO SPONSOR A SENIOR SERVICE COLLEGE ARMY RESEARCH ASSOCIATE TO CONTINUE TO LOOK FOR WAYS TO INSTITUTIONALIZE PDOS CBI INITIATIVES AND OTHER MAJOR PDOS THRUSTS WITHIN THE ARMY'S EXISTING SYSTEM. CONTINUE THIS SPONSORSHIP FOR AT LEAST THE NEXT FIVE YEARS.

Appendix 1 to ANNEX E
Phasing Plan

FY 85	FY 86	FY 87	FY 88	FY 89	FY 90	FY 91	FY 92	FY 93	FY 94	FY 95	FY 96
RESOURCES											
STUDENTS - NRMV											
STAFF AND FACULTY - MLCIV											
TDA CHANGE - \$ MILLIONS											

F-89 1. DIRECT THE ARMY SCIENCE BOARD (ASB) TO CONDUCT THE 1985 SUMMER STUDY ON EDUCATION AND TRAINING TECHNOLOGIES.
2. DISCUSSION: THE STUDY WILL BUILD ON THE 1982 DSB SUMMER STUDY ON TRAINING TECHNOLOGY, THE PDOS (CBI INITIATIVES AND THE CERL REPORT POLICY 577).

F-90 DIRECT DCSOPS TO INCORPORATE THE PDOS, EDUCATION AND TRAINING STRATEGIES AND MAJOR THRUSTS IN THE NEW AR 350-1, ARMY TRAINING AND EDUCATION

Appendix 1 to ANNEX E
Phasing Plan

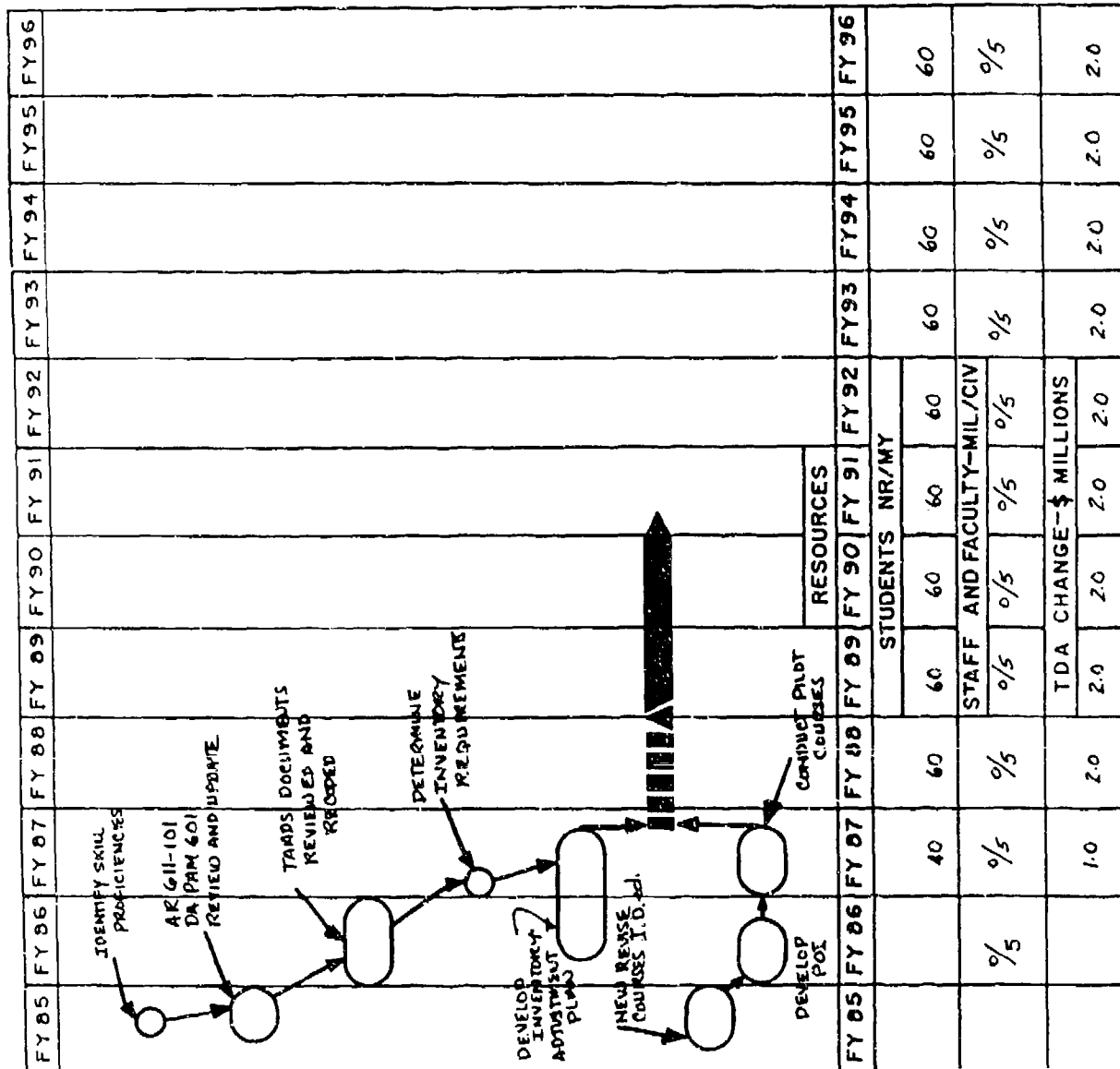
FY 85	FY 86	FY 87	FY 88	FY 89	FY 90	FY 91	FY 92	FY 93	FY 94	FY 95	FY 96
<pre> graph TD PC[PROGRAM COURSE DEVELOPMENT] --> RR[RESOURCE REQUIREMENTS] PC --> AU[ANNUAL UPDATES] PC --> ECR[EVALUATE CURRENT NON-RESIDENT PROGRAMS] RR --> I[IMPLEMENTATION] AU --> I ECR --> I I --> C[CURRENT NON-RESIDENT INSTRUCTION PROGRAMS] </pre>											
RESOURCES											
FY 85	FY 86	FY 87	FY 88	FY 89	FY 90	FY 91	FY 92	FY 93	FY 94	FY 95	FY 96
STUDENTS NR/MY											
1 / 1	6 / 6	6 / 6	18 / 20	18 / 20	18 / 20	18 / 20	18 / 20	18 / 20	18 / 20	18 / 20	18 / 20
STAFF AND FACULTY-MIL/CIV											
TDA CHANGE-\$ MILLIONS											
.07	.42	.42	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3

J76 DEVELOP RESIDENT AND NON-RESIDENT INSTRUCTION PROGRAMS SIMULTANEOUSLY AND MAINTAIN CURRENT.

Appendix 1 to ANNEX E
Phasing Plan

FUNCTIONAL EDUCATION AND TRAINING

185 DEVELOP OR REVISE MILITARY COURSES TO
SUPPORT AREAS OF CONCENTRATION, FUNCTIONAL
AREAS, AND SKILLS.



186

E-1-28

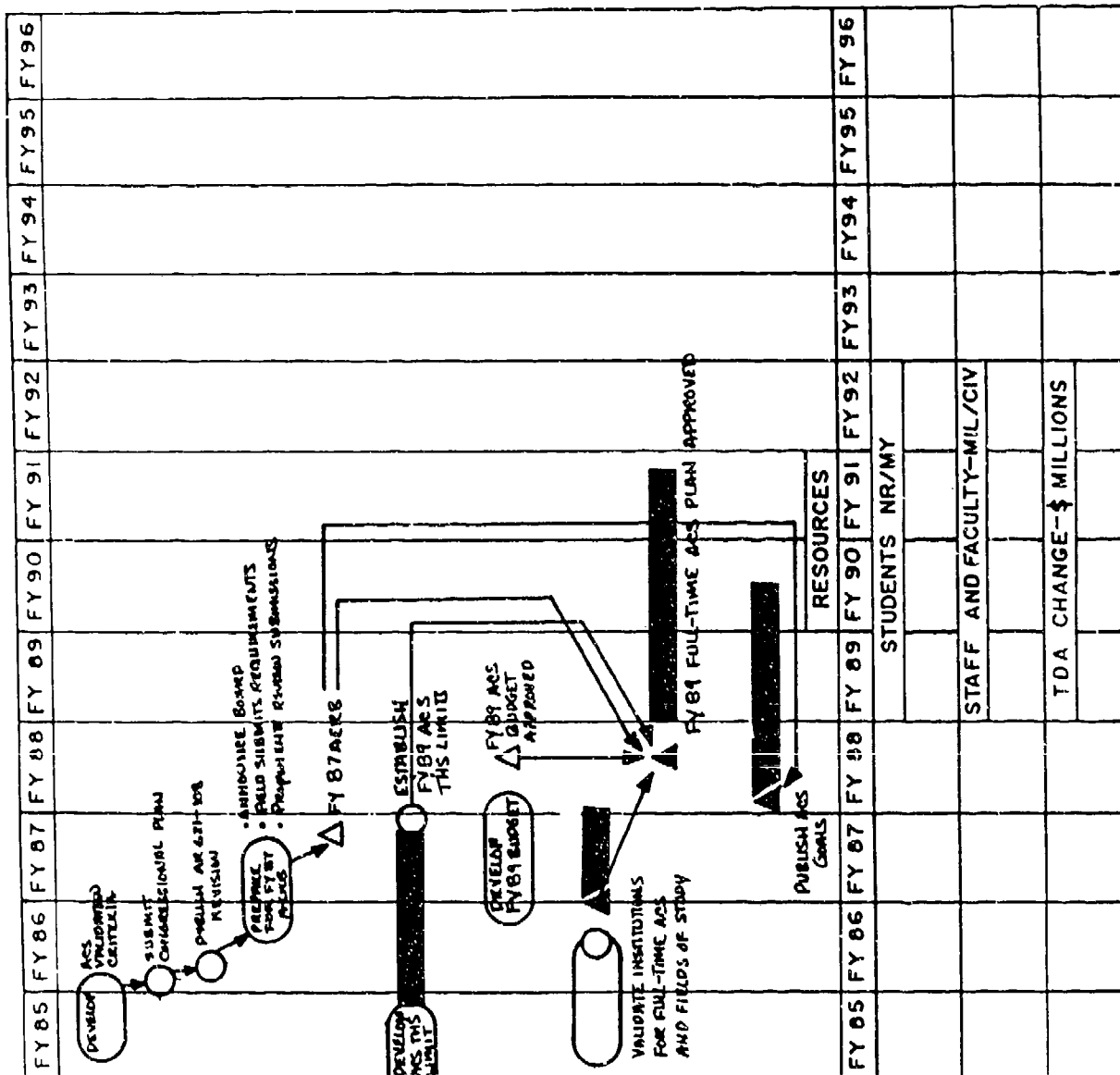
[illegible]

Appendix 1 to ANNEX E
Phasing Plan

150-160, 180

ADVANCED CIVIL SCHOOLING

- 0 DEVELOP ACS VALIDATION CRITERIA.
OO APT TAKES THE LEAD.
- 0 CONCEPT PREPARE ACS VALIDATION/
UTILIZATION PLAN FOR SUBMISSION TO HOUSE
APPROPRIATIONS COMMITTEE AND HOUSE ARMED
SERVICES COMMITTEE.
- 0 REVISE AR 601-108, VALIDATION OF OFFICER
ACS REQUIREMENTS, TO CONTAIN NEW VALIDATION
SCOPE AND CRITERIA.
- 0 PREPARE FOR AND CONDUCT THE FY 87 ACPB
USING NEW VALIDATION SCOPE AND CRITERIA.
- 0 ESTABLISH AND ANNUALLY REVISE ACS BUDGET
AND THIS LIMITS.
- 0 IDENTIFY THE MOST APPROPRIATE
UNIVERSITIES TO EDUCATE FULL-TIME GRADUATE
STUDENTS.
- 0 ESTABLISH AND PUBLISH ACS GOALS FOR THE
OFFICER CORPS.
- 0 BASED ON FY 87 ACPB, DEVELOP FY 89
FULL-TIME ACS OUT-A PLAN: REVISE ANNUALLY
THEREAFTER.
- 0 ASSIGN OFFICERS WITH ACS TO VALIDATED
UNITS, ORGANIZATIONS OR INDIVIDUAL
POSITIONS.



Appendix 1 to ANNEX E
Phasing Plan

FY 85	FY 86	FY 87	FY 88	FY 89	FY 90	FY 91	FY 92	FY 93	FY 94	FY 95	FY 96
PREPARATION , COORDINATE • ADJUST COOP CBSC ELEMENTS • PUBLISH CHANGE TO AR 621-1											
RESOURCES											
STUDENTS NR/MY											
	0/35	15/50	50/85	50/85	50/85	50/85	50/85	50/85	50/85	50/85	50/85
STAFF AND FACULTY-MIL/CIV											
TDA CHANGE-\$ MILLIONS											

ADVANCED CIVIL SCHOOLING

TSR
EXTEND GUSC AND LFCO COOPERATIVE DEGREE
PROGRAMS TO A MAXIMUM OF ONE YEAR.

Appendix 1 to ANNEX E
Phasing Plan

[illegible]

R100 DEVELOP ALTERNATIVE CAREER PATTERNS
FOR WOMEN OFFICERS.

R200 MONITOR OFFICER ASSIGNMENTS AND IDENTIFY AREAS WITH DIFFERENT ASSIGNMENT PATTERNS FOR WOMEN.

R300 REVIEW DCPC POLICY TO DETERMINE:

1. DEGREE TO WHICH THE POLICE PRECLUDES EITHER MEN OR WOMEN FROM HAVING VIABLE CAREER PATTERNS.
2. IF WOMEN OFFICER ASSIGNMENTS SHOULD BE MADE BY FUNCTIONAL AREA INSTEAD OF GEOGRAPHICAL LOCATION.

R400 DEVELOP MARKETING PLAN FOR WARRIOR SPIRIT FOR WOMEN OFFICERS.

R500 ANALYZE PDOS SURVEY DATA TO ASSESS DIFFERENCES IN PERCEPTIONS BETWEEN MALE AND FEMALE OFFICERS.

Appendix 1 to ANNEX E
Phasing Plan

FY 85	FY 86	FY 87	FY 88	FY 89	FY 90	FY 91	FY 92	FY 93	FY 94	FY 95	FY 96
PROFESSIONAL DEVELOPMENT MODELS TO LEADERSHIP GOAL											
ODCSOPS PDOS ACTION CELL											
ODCSOPS OVERWATCH/COORDINATION											
RESOURCES											
STUDENTS NR/MY											
STAFF AND FACULTY-MIL/CIV											
3/1	3/1	3/1	3/1	3/1	3/1	3/1	3/1	3/1	3/1	3/1	3/1
FOA CHANGE-\$ MILLIONS											
.03	.03	.03	.03	.03	.03	.03	.03	.03	.03	.03	.03

CONTROL AND COORDINATION

070 ODCSOPS ADD A FOURTH OBJECTIVE TO THE LEADERSHIP GOAL ENTITLED, "PROFESSIONAL DEVELOPMENT. THE PREPARATION OF OFFICERS AND NON-COMMISSIONED OFFICERS TO EFFECTIVELY LEAD THE ARMY AND EFFICIENTLY MANAGE ITS RESOURCES."

071 ODCSOPS CREATE A LONG-TERM PDOS CELL TO COORDINATE APPROVED PDOS EDUCATION/TRAINING POLICIES RELATED TO ARMY'S SCHOOLS AND INDIVIDUAL UNIT TRAINING (INITIALLY WITH A MINIMUM OF THREE FIELD GRADE OFFICERS DMO).

072 ODCSOPS OVERWATCH PROFESSIONAL DEVELOPMENT UNDER THE LEADERSHIP GOAL. COORDINATE APPROVED EDUCATION/TRAINING/DEVELOPMENT POLICIES RELATED TO THE MANAGEMENT OF OFFICERS AND TO OTHER RELATED STUDIES (E.G., TWOS, ROTC, AND OPMS).

Appendix 1 to ANNEX E

Phasing Plan

[illegible]

JOI PRE-COMMISSIONING STANDARDS WILL BE EXPANDED AND TIED TO AN ASSESSMENT PROGRAM.

EXAMINE CURRENT COMMISSIONING STANDARDS AND ADJUST TO MEET PROJECTED ARMY REQUIREMENTS (E.G., MILITARY SKILLS, PHYSICAL STANDARD, PMS STUDENT EVALUATION, ROTC BASIC/ADVANCED CAMP).

MILITARY SKILLS (MQS-I)

PHYSICAL STANDARDS

PMS EVALUATION

TO DEVELOP INTERIM COMMISSIONING STANDARDS. IT WAS REQUIRED, IN ADDITION TO CURRENT STANDARDS, TO INSURE THAT STANDARDS EXIST FOR ALL ASSESSMENT CATEGORIES TO BE MEASURED UNDER THE NEW INDIVIDUAL ASSESSMENT PROGRAM (E.G., 3R'S, BASIC COMPUTER SKILLS, FOREIGN LANGUAGE) AND FOR ALL SKILL KNOWLEDGE AND PROFICIENCY REQUIREMENTS.

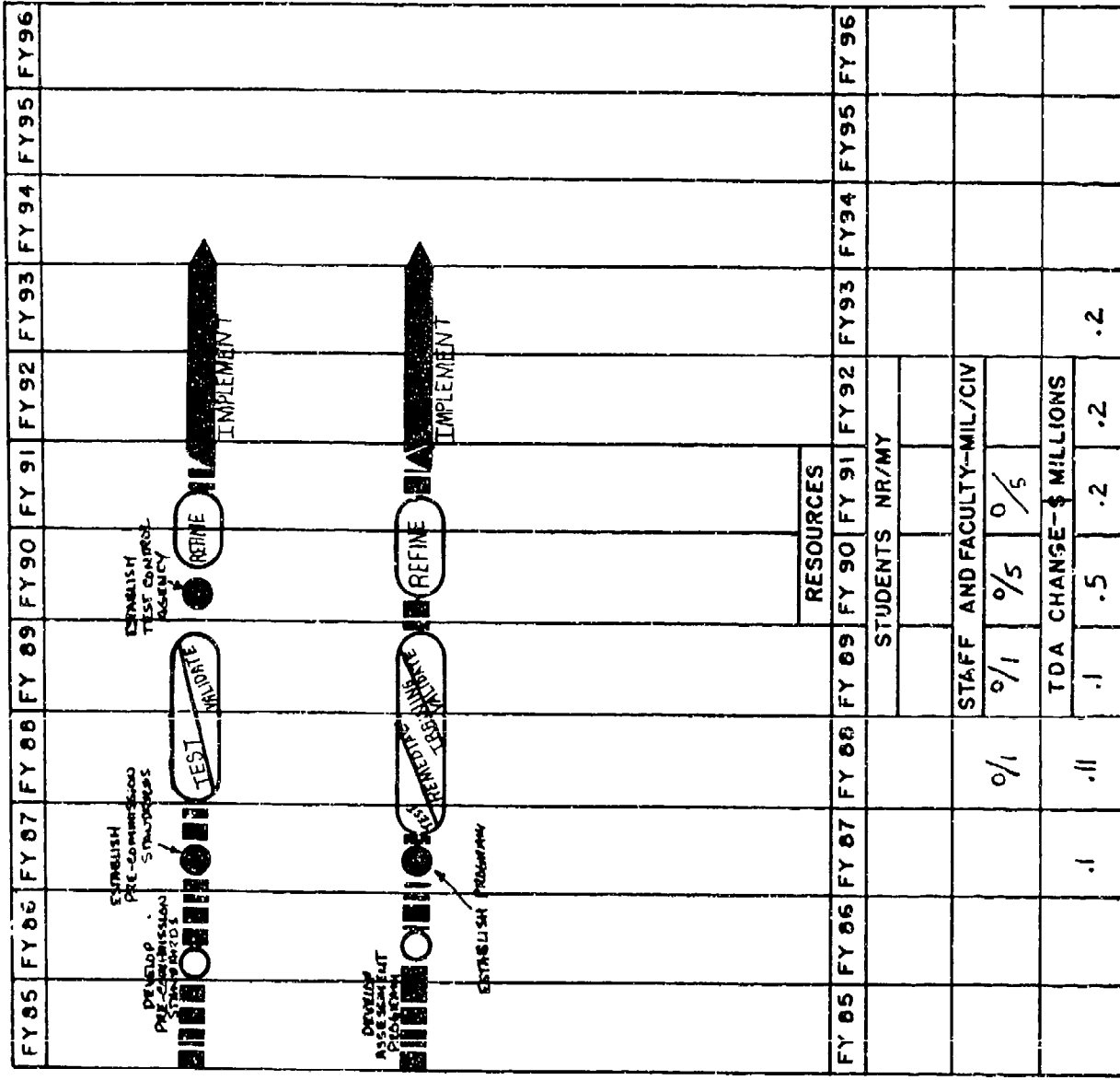
3R's

COMPUTER SKILLS

FOREIGN LANGUAGE

DEVELOP AN INDIVIDUAL ASSESSMENT PROGRAM WHICH PROVIDES FEEDBACK TO THE INDIVIDUAL AND MECHANISM FOR VALIDATING PRE-COMMISSIONING STANDARDS AND DETERMINING HOW WELL THE STANDARDS ARE BEING ACHIEVED.

Appendix 1 to ANNEX E
Phasing Plan



J02 MINIMUM STANDARDS FOR ENTRY INTO ALL PRECOMMISSIONING PROGRAMS WILL BE UNIFORM. BASED ON COMMISSIONING STANDARDS AND TIED TO THE INDIVIDUAL ASSESSMENT PROGRAM.

EXAMINE CURRENT PRE-COMMISSIONING STANDARDS FOR ROTC, USMA, OCS AND ADJUST THEIR STANDARDS WHERE APPLICABLE TO MEET STANDARDS FOR PRE-COMMISSIONING.

DEVELOP INDIVIDUAL PRE-COMMISSIONING ASSESSMENT PROGRAM WHICH PROVIDES FEEDBACK TO THE INDIVIDUAL, ASSISTS IN EVALUATING HIS QUALIFICATIONS, AND PROVIDES THE SYSTEM A MECHANISM FOR DEVELOPING REMEDIAL TRAINING PROGRAM.

Appendix 1 to ANNEX E
Phasing Plan

FY85	FY86	FY87	FY88	FY89	FY90	FY91	FY92	FY93	FY94	FY95	FY96
ESTABLISH BRANCH STANDARD ASSESSREFINEIMPLEMENT											

Appendix 1 to ANNEX E
Phasing Plan

FY 85	FY 86	FY 87	FY 88	FY 89	FY 90	FY 91	FY 92	FY 93	FY 94	FY 95	FY 96
ESTABLISH BRANCH POLICY DEVELOP BRANCH POLICY TEST VALIDATE DETERMINE SCHEDULE/UNIT											
							RESOURCES				
FY 85	FY 86	FY 87	FY 88	FY 89	FY 90	FY 91	FY 92	FY 93	FY 94	FY 95	FY 96
							STUDENTS NR/MY				
							STAFF AND FACULTY-MIL/CIV				
							TDA CHANGE-\$ MILLIONS				

JCH ASSIGNMENT OF CADRE TO INSTITUTIONS WILL BE BASED, IN PART, ON THE BRANCH PRODUCTION MISSION OF THE INSTITUTION.

BRANCH MIX OF CADRE AT EACH INSTITUTION WILL BE BASED, IN PART, ON THE BRANCH PRODUCTION MISSION OF THE INSTITUTION WITH THE AIM OF ASSISTING IN THE RECRUITING EFFORT BY PROVIDING A ROLE MODEL AND MENTOR.

Appendix 1 to ANNEX E
Phasing Plan

FY 85	FY 86	FY 87	FY 88	FY 89	FY 90	FY 91	FY 92	FY 93	FY 94	FY 95	FY 96
DEVELOP POLICY FOR FORMAL ROTC COURSE ESTABLISH POLICY FOR ROTC COURSE ALIGN COURSE WITHDRAW READ IMPLEMENT											
						RESOURCES					
FY 85	FY 86	FY 87	FY 88	FY 89	FY 90	FY 91	FY 92	FY 93	FY 94	FY 95	FY 96
						STUDENTS NR/MY					
						STAFF AND FACULTY-MIL/CIV					
						TDA CHANGE-\$ MILLIONS					
						1.2	1.20†	1.21	1.2		

305 ALL ROTC CADRE WILL ATTEND A FORMAL TRAINING COURSE PRIOR TO ASSUMING DUTIES.

0 OBJECTIVES FOR THE TRAINING OF ROTC CADRE WILL BE COMPATIBLE WITH USMA AND OCS CADRE TRAINING GOALS.

Appendix 1 to ANNEX E
Phasing Plan

FY 85	FY 86	FY 87	FY 88	FY 89	FY 90	FY 91	FY 92	FY 93	FY 94	FY 95	FY 96
OMMS ESTABLISH POLICY POSITIONS IDENTIFIED ANALYSIS TO MILITARY DEVELOP POLICY											
FY 85	FY 86	FY 87	FY 88	FY 89	FY 90	FY 91	FY 92	FY 93	FY 94	FY 95	FY 96
				RESOURCES		FY 90	FY 91	FY 92	FY 93	FY 94	FY 95
				STUDENTS NR/MY		FY 89	FY 90	FY 91	FY 92	FY 93	FY 94
				STAFF AND FACULTY-MIL/CIV		FY 89	FY 90	FY 91	FY 92	FY 93	FY 94
				TDA CHANGE-\$ MILLIONS		FY 89	FY 90	FY 91	FY 92	FY 93	FY 94

J11 THE FIRST ASSIGNMENT AFTER OBC WILL BE TO A BRANCH MATERIAL POSITION.

BRANCH TRANSFERS GO TO OAC PRIOR TO BRANCH ASSIGNMENT.

IDENTIFY BRANCH MATERIAL POSITIONS.

ASSIGN LT'S TO BRANCH MATERIAL POSITIONS.

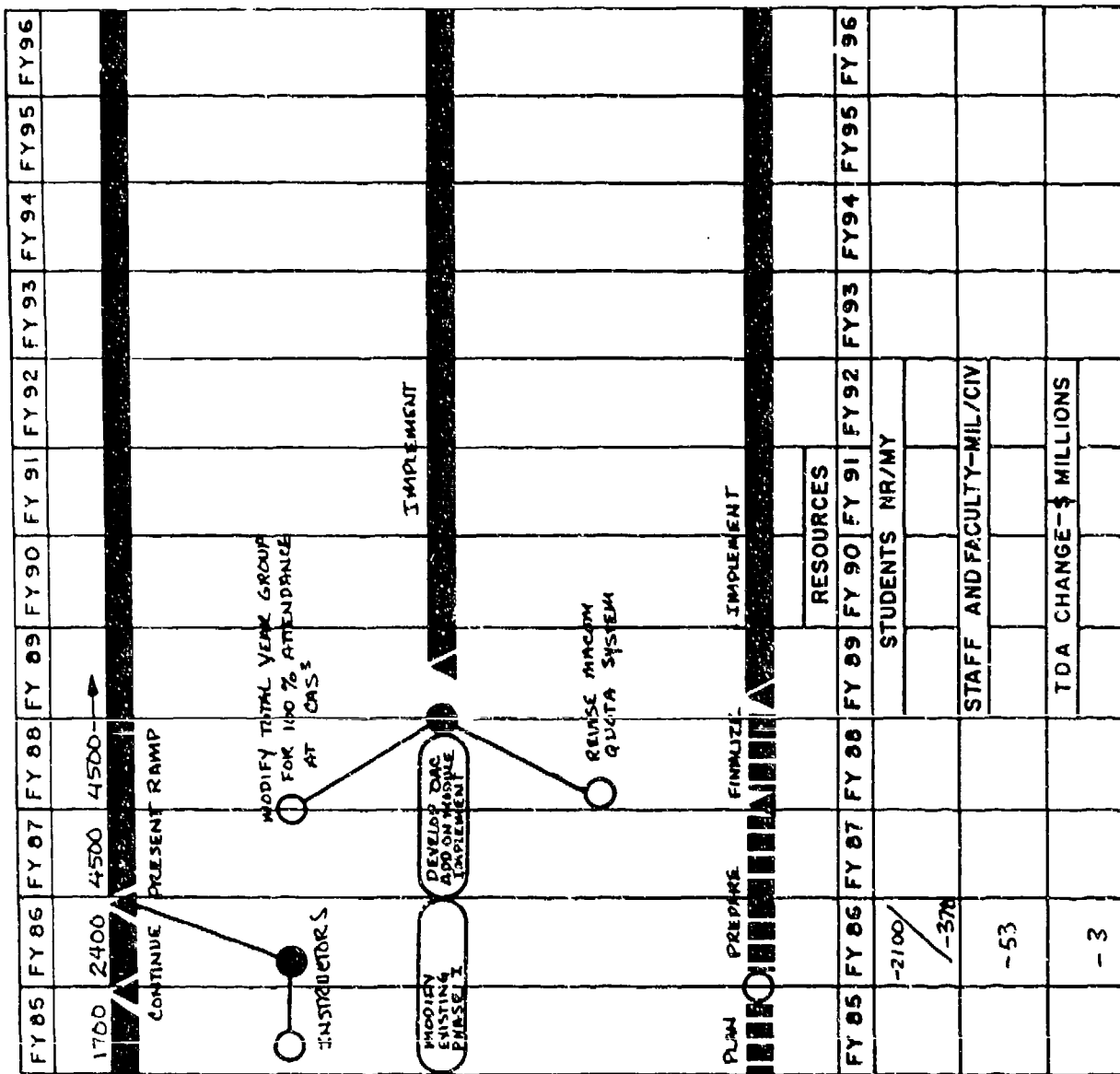
BRANCH QUALIFICATION PRIOR TO BRANCH
IMMATERIAL ASSIGNMENTS.

E-1-41

FORMER COMMANDERS ASSIGNED TO BRANCH SCHOOLS.

E-1-42

Appendix 1 to ANNEX E
Phasing Plan



COMBINED ARMS & SERVICES STAFF TRAINING

101. CONTINUE RAMP TO 4500 (6-9 YEARS).
2400 IN FY86
4500 IN FY87
- 0 IMPLEMENT REVISED ATTENDANCE CRITERIA
- 00 ALL OPMD/AGR OPT'S BY 8 YEARS OF SERVICE.
- 00 FOLLOW ON TO GAC FOR OPT'S ASSIGNED TO $\geq$ BOE STAFF OR OCONUS.
- 00 ALL OTHERS ATTEND BEFORE ASSIGNED TO $\geq$ BOE STAFF.

PROGRAM

FY 85	FY 86
1200	4500
612	810
30	113
21	8.2

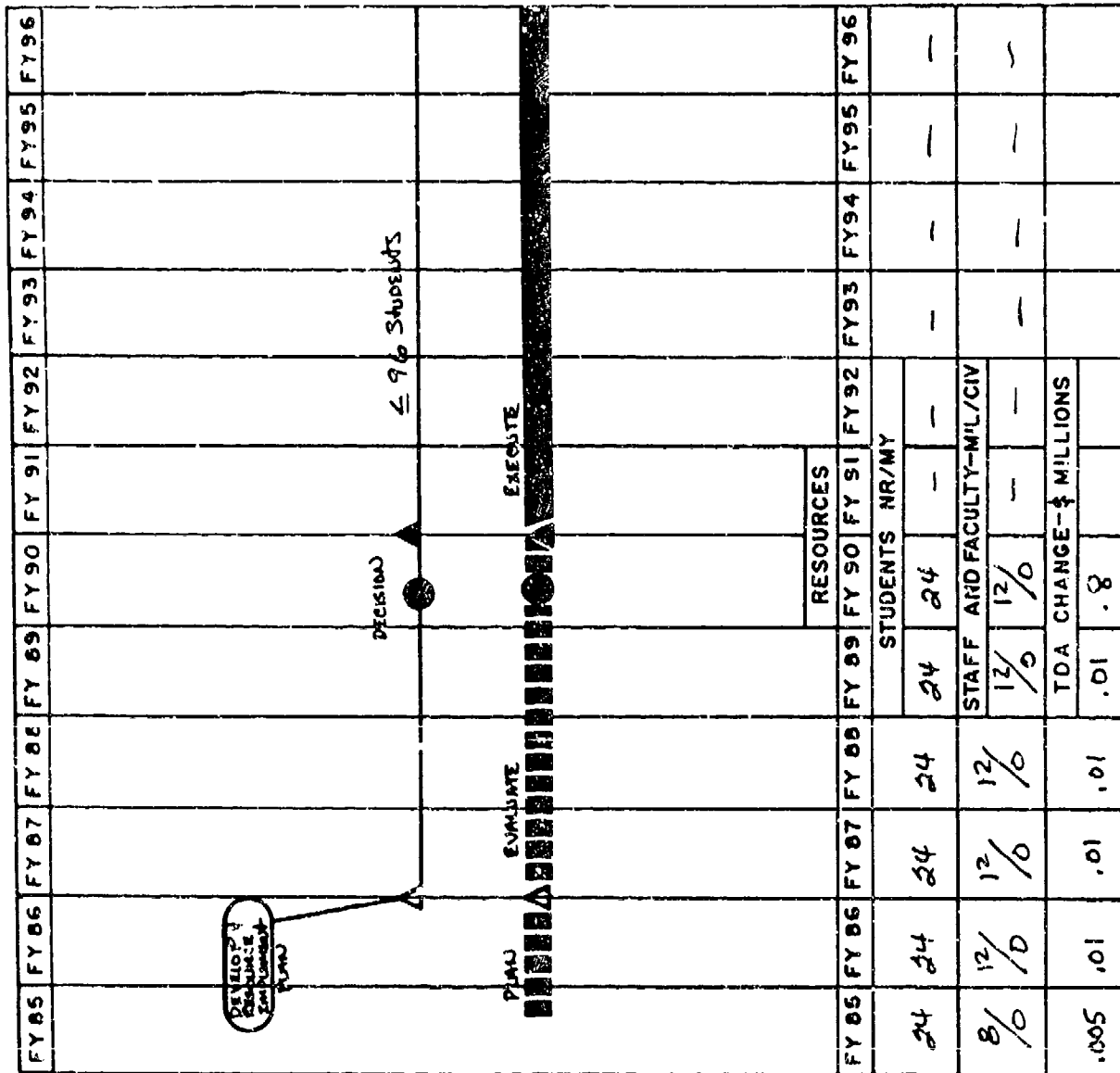
COMBINED ARMS AND SERVICES STAFF TRAINING
ATTENDANCE
101

E-1-44

Appendix 1 to ANNEX E
Phasing Plan

ADVANCED MILITARY STUDIES PROGRAM

- 110
CONTINUE AMSP FOR SELECTED STAFF COLLEGE
GRADUATES.
O ESTABLISH FORMAL EVALUATION PROGRAM.
OO ASSESS RESOURCE BENEFITS AND
TRADEOFFS.
OO HOLD AT 40 STUDENTS UNTIL ANALYSIS
IS COMPLETE.



Appendix 1 to ANNEX E
Phasing Plan

FY 85	FY 86	FY 87	FY 88	FY 89	FY 90	FY 91	FY 92	FY 93	FY 94	FY 95	FY 96
00 CONTINUE EFFORTS TO IDENTIFY AND UTILIZE CIVILIAN PROGRAMS.	ON GOING										
00 INCREASE PARTICIPATION IN THE ARMY RESEARCH ASSOCIATE PROGRAM.	ON GOING										
00 AWARD MEL-1 TO ARMY OFFICERS WHO COMPLETE THE NATIONAL WAR COLLEGE AND AIR WAR COLLEGE NON-RESIDENT PROGRAMS AFTER COMPLETION OF SPECIFIED COURSES (SEE S03).	DEVELOP										
00 ESTABLISH A CONSTRUCTIVE CREDIT BOARD.	DEVELOP										
S03 0 OFFICERS AWARDED MEL-1 WILL COMPLETE A WARFIGHTING/AC AND "HOW THE ARMY RUNS" MODULE, SUPPORTED BY AWC.	DEVELOP										
0 DEVELOP AND IMPLEMENT IN AWC RESIDENT PROGRAM.	DEVELOP										
		RESOURCES									
FY 85	FY 86	FY 87	FY 88	FY 89	FY 90	FY 91	FY 92	FY 93	FY 94	FY 95	FY 96
		STUDENTS NR/MY									
		STAFF AND FACULTY-MIL/CIV									
		TDA CHANGE-\$ MILLIONS									

00 CONTINUE EFFORTS TO IDENTIFY AND UTILIZE CIVILIAN PROGRAMS.

00 INCREASE PARTICIPATION IN THE ARMY RESEARCH ASSOCIATE PROGRAM.

00 AWARD MEL-1 TO ARMY OFFICERS WHO COMPLETE THE NATIONAL WAR COLLEGE AND AIR WAR COLLEGE NON-RESIDENT PROGRAMS AFTER COMPLETION OF SPECIFIED COURSES (SEE S03).

00 ESTABLISH A CONSTRUCTIVE CREDIT BOARD.

S03
0 OFFICERS AWARDED MEL-1 WILL COMPLETE A WARFIGHTING/AC AND "HOW THE ARMY RUNS" MODULE, SUPPORTED BY AWC.

0 DEVELOP AND IMPLEMENT IN AWC RESIDENT PROGRAM.

Appendix 1 to ANNEX E Phasing Plan

[illegible]

SC6
C INCLUDE IN GUIDANCE FOR TAADS POSITION
REVIEW THAT A PARTICULAR SSC BE SPECIFIED,
IF APPROPRIATE FOR A POSITION.

S07 (DP-3 MAJ-LTC)
O LTC WILL BE ENCOURAGED TO CONTINUE THEIR
PROFESSIONAL DEVELOPMENT EDUCATION THROUGH
AVAILABLE SSC NON-RESIDENT PROGRAMS.

00 SSC PROFESSIONAL
PAMPHLET PUBLISHED.

S09 O ALL USAR OFFICERS SELECTED FOR MEI-1
SCHOOLING WILL RECEIVE PRIORITY FOR
NOMINATION TO INA AND IP2 POSITION
VACANCIES.

S10
O MILPERCEN SELECT COLONELS FOR THE AMP
BASED ON THE OFFICERS POTENTIAL FOR
CONTINUED SERVICE.

Appendix 1 to ANNEX E
Phasing Plan

	FY 85	FY 86	FY 87	FY 88	FY 89	FY 90	FY 91	FY 92	FY 93	FY 94	FY 95	FY 96
EXECUTIVE DEVELOPMENT STUDY												
EXECUTIVE DEVELOPMENT ORGANIZATION												
FORMAL EXPANDED BG TRANSITION PROGRAM												
FORMAL LTG TRANSITION PROGRAM												
DOUBLE CAPSTONE FREQUENCY												
PUBLIC AFFAIRS AND INFORMATION MANAGEMENT COURSES												
INCREASED PARTICIPATION IN INTER-ASSIGNMENT AND EXECUTIVE DEVELOPMENT PROGRAMS												
GO LIBRARY												
BG TRANSITION												
GO PD TO GOMD												
GO PD TO GOMD												
PUBLIC AFFAIRS/INFORMATION MANAGEMENT												
ENTER - ASSIGNMENT												
RESOURCES												
STUDENTS NR/MY												
STAFF AND FACULTY-MIL/CIV												
TDA CHANGE-\$ MILLIONS												

GENERAL OFFICER DEVELOPMENT PERIODS.

S31

CONSOLIDATE GO DEVELOPMENT WITHIN EXECUTIVE DEVELOPMENT ORGANIZATION.

FORMAL EXPANDED BG TRANSITION PROGRAM.

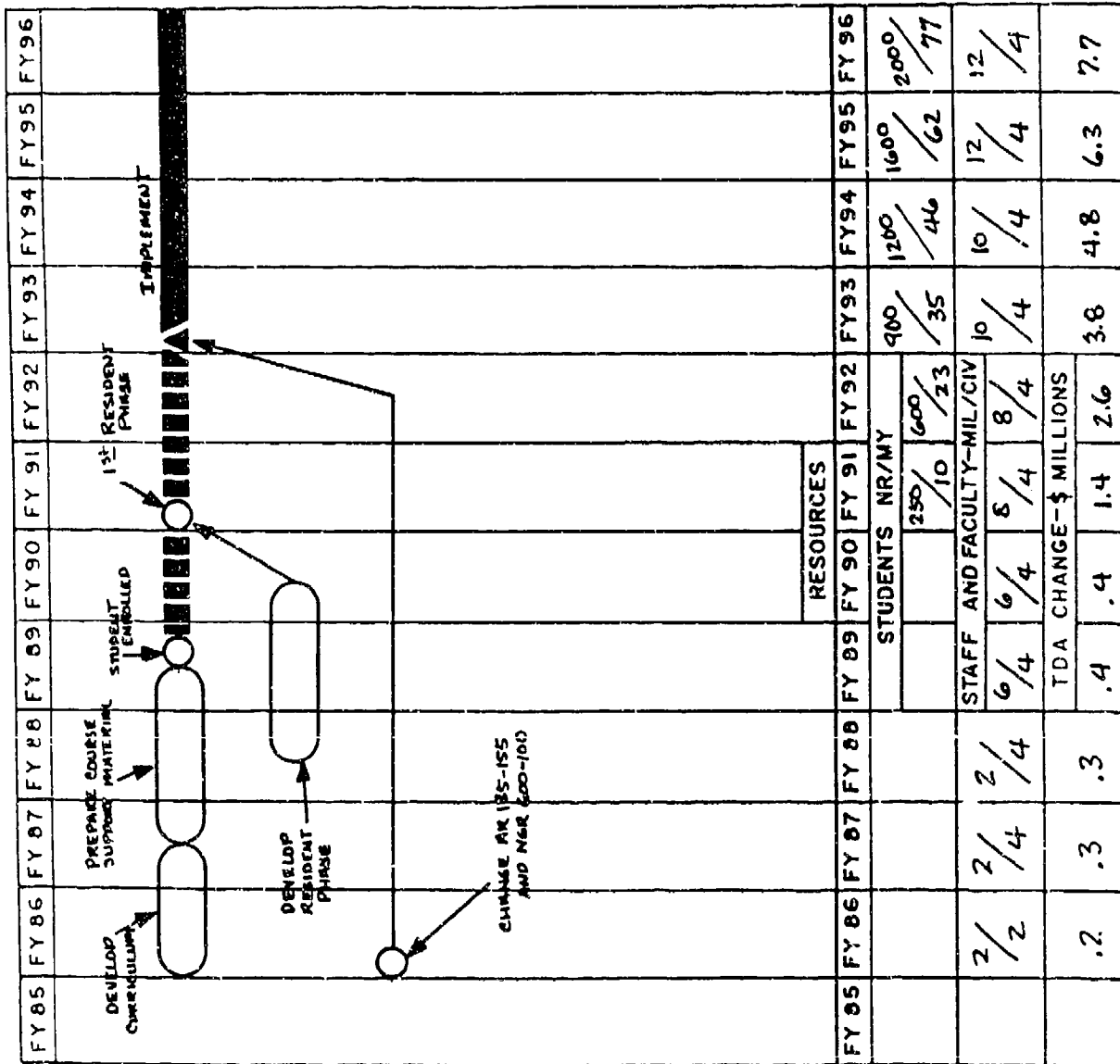
FORMAL LTG TRANSITION PROGRAM.

DOUBLE CAPSTONE FREQUENCY.

PUBLIC AFFAIRS AND INFORMATION MANAGEMENT COURSES.

INCREASED PARTICIPATION IN INTER-ASSIGNMENT AND EXECUTIVE DEVELOPMENT PROGRAMS.

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Phasing Plan



I 17

HC STAFF DEVELOPMENT COURSE (ACCP) DESIGNED AND IMPLEMENTED.

REGULATIONS CHANGED TO REQUIRE STAFF DEVELOPMENT COURSE (OR CASS) FOR PROMOTION TO LTC (COMPLETE WITHIN 3 YEARS AFTER PROMOTION TO MAJ).

Appendix 1 to ANNEX E

Phasing Plan

SOR POLICY: DEVELOP A PRE-COMMAND COURSE
TAILORED TO THE NEEDS OF RC COMMANDERS. DS/06

NOTES:

1. MOST LIKELY SITE FOR RC PCC IS NATIONAL GUARD PROFESSIONAL EDUCATION CENTER. COULD PROBABLY SUPPORT BOTH NG AND USAR COMMANDERS.
2. UPDATING RESPONSIBILITY FOR REVIEWING AND UPDATING POI IS NGB. OCAR AND FORSCOM.
3. DURATION OF RC PCC IS 5-7 CLASS DAYS.

[illegible]

Appendix 1 to ANNEX E
Phasing Plan

FY 85	FY 86	FY 87	FY 88	FY 89	FY 90	FY 91	FY 92	FY 93	FY 94	FY 95	FY 96
CHANGE AR 155-18 IMPLEMENT FOR AGR IMPLEMENTATION FOR MILITARY TECHNICIANS RESOLVE LEGAL ISSUES FOR MILITARY TECHNICIANS											
RESOURCES STUDENTS NR/MY STAFF AND FACULTY-MIL/CIV TDA CHANGE-\$ MILLIONS											
FY 85	FY 86	FY 87	FY 88	FY 89	FY 90	FY 91	FY 92	FY 93	FY 94	FY 95	FY 96
	54.2	96.1	144.2	144.2	144.2	144.2	144.2	144.2	144.2	144.2	144.2
	2.8	5.9	9.4	9.4	9.4	9.4	9.4	9.4	9.4	9.4	9.4

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DEVELOP RC FULL-TIME SUPPORT OFFICERS IN ACCORDANCE WITH AC COUNTERPART.

(OAC AND CAS IN RESIDENCE)

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Phasing Plan

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DEVELOP SYSTEM TO EXPEDITE RC BRANCH
CHANGE/QUALIFICATION.

[illegible]

DEVELOP SYSTEM TO DETERMINE REQUIREMENTS AND/OR EXEMPTIONS FROM REQUIREMENTS BASED ON COMPETENCY TESTING (TEST OUT CONCEPT).

[illegible]

**Professional Development
of
Officers Study**

**Appendix 2
Action Plan
to Annex E
Implementation Plan**

Appendix 2 to ANNEX E
Action Plan

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
F11 TRADOC require periodic seminar updates for general officers on methods to assist subordinates in adopting Army values and applying them in their lives.	Develop seminar content into exportable packages that can be used in the field; update as necessary. Train leaders to facilitate conduct on seminars. Determine who attends, how often, etc. Use Commanders Call or similar publications to present new material on professional values and as a supplement to seminars.	TRADOC (P) ARI OCL MACOMS (P) TRADOC OCSA (P) TRADOC OCPA (P) TRADOC	1Q FY87	
F12 OCSA require senior officers to speak out frequently and forcefully on how value systems form the basis for soldier motivation and care.	CSA solicit commander interest and involvement from the top down.	OCSA (P) MACOMS	4Q FY86	
F13 TRADOC integrate into every major block of instruction discussions on professional values and ethical considerations associated with the application of that instruction in real-life situations; provide appropriate materials to commanders for use in integrating values in unit professional development activities.	Develop values/ethics dilemmas that officers can be expected to encounter when involved in activities addressed by the course content presented in the schoolhouse Incorporate the above into every block of instruction as part of the course.	TRADOC (P) OFC, CH of CHAP ODCSPER ODCSOPS TRADOC	4Q FY88	
NOTES:				

Appendix 2 to ANNEX E
Action Plan

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
F14 OCSA require the OER support form be initiated and completed within the first 30 days of the officer's rating period as the beginning point of ensuring a shared professional value system within the organization.	Publish change to AR 623-105 requiring that DA Form 67-8-1 be completed and submitted to the senior rater within 30 days.	ODCS/PER (P) MILPERCEN	30 FY85	
NOTES:				

Appendix 2 to ANNEX E
Action Plan

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
COMMAND CLIMATE F20 Direct that ODCSPER allocate research funds to conduct a study of the potential and actual impact of PDOS policies on command climate.	Prepare study directive. Initiate study within one year of PDOS major policy implementation date.	ODCSPER ODCSPER (P) ARI	4Q FY87	
NOTES:				

Appendix 2 to ANNEX E
Action Plan

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
Fy6 ODCSPER design a phased plan to assist in developing/using professional executive ability and decision skills in the Army. The plan will provide for: a. CGSC--Assisted self assessment for professional development. Provide the officer a profile of knowledge, skills, values, temperament, and decision style to assist in own professional growth. b. AWC--An in-depth assessment for professional development using assessment instruments and simulations to provide the officer an updated profile, a check on professional growth, and eventually assist in structuring a development program for future assignments. c. Upon selection to GO-- Evaluate and compile data to build and provide completed profiles (experiential, duty performance, professional strengths) of the individual for possible use in assignment and systematic transition training prior to assignment.	o ODCSPER design phased plan as described; o Establish pilot program at CGSC for developmental purposes only. The program should be feasible and sustainable, with the following program elements: for targeted positions, with job analysis, identification of dimensions, assessment, and developmental guidance. oo Targeted positions--battalion command and brigade/division staff. oo Job analysis--interview to establish dimensions (e.g., initiative, problem analysis, judgement, decisiveness, planning and organization, delegation, supervision, sensitivity, adaptability, decision style). oo Developmental guidance should consist of formal courses, readings, counseling as necessary.	ODCSPER (P) ARI; TRADOC; AWC TRADOC (P) ARI	4Q FY85 3Q FY86	(1) (2) (3) (4)

NOTES:

- (1) CSA Remarks: Concept approved--ensure there are adequate provisions for pilot testing and build on programs that may already be in progress at CGSC and AWC.
- (2) Conduct a systematic analysis of leadership dimensions and decision styles.
- (3) Seminal work has been initiated by ODCSPER, ARI, and TRADOC: draft concept work by Dr Bill Burke.
- (4) Pilot should be two phased, tied to dimensions using paper and pencil plus exercises with feedback only to the individual.

Appendix 2 to ANNEX E
Action Plan

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
F92.	OO Pilot should be two phases: --Phase I: paper and pencil tests for all students, done outside of class to assess leadership and decision styles with an in-class tailored in-basket exercise that is dimension based; feedback and developmental guidance to be mailed to the student. --Phase II: Elective students involved in indepth exercises that are assessed observed and evaluated with one on one feedback, tailored to the individual.		Implement Phase I NLT school year 86-87; Phase II to be implemented NLT school year 87-88.	(5)
F93.	ODCSPER continue to emphasize cohesion and stability through the NMS and COMUMI initiatives.	ODCSPER (P)	on-going	(6)
F95.	TRADOC reinforces and develop officer decision skills at all levels of the schoolhouse and the unit/organization through frequent use of simulations, experiential exercises and small group modalities.	TRADOC/ARI Support	FY 87	(7)

NOTES:

- (5) Efforts to implement a test program at AWC may begin simultaneously with CGSC contingent upon needs of AWC.
- (6) NMS and COMUMI provide for conditions that foster a mentoring style of leadership--a critical ingredient in developing a proper frame of reference and enhancing critical decision skills in an officer.
- (7) Particular emphasis is required at the officer basic and advanced course levels; supporting actions and resource implications are included in approved Education and Training policies and in approved Mentoring policies.

Appendix 2 to ANNEX E
Action Plan

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
	(2) Increase emphasis on simulations, exercises, small group modalities.			
	b. Design instructor training packages to support new modality.	TRADOC	FY 87	
	c. Focus developmental emphasis as indicated:	TRADOC/ODCSOPS	FY 87	
	-Precommissioning-Broad General Education			
	-OBC/OAC - Basic Analytical Skills			
	-CAS/CCS - Cognitive Integration/Advanced Decision Techniques			
	- AWC/GO Ed - Cognitive synthesis involving future scenarios.			
	d. Transition to new MCI/LOI's completed.	TRADOC/ODCSOPS	FY 88	
	e. Continue to develop simulations and experiential exercises for export to units/organizations.	TRADOC	FY 90	
	f. Develop decision skills experientially through frequent use of simulations, terrain walks, TEWTs, experiential exercises, frequent discussions designed to convey the commander's intent, "think" sessions, footlocker counseling, etc.	Commanders at all levels	FY 85 ongoing	
NOTES:				

Appendix 2 to ANNEX E
Action Plan

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
2.31 Self-Development The process by which each individual officer accepts primary professional development responsibility to progressively grow in mind, body and spirit to meet his/her individual potential. - o Develop and implement a program to support professional self-development throughout each officer's career. - o Emphasize the role of commanders and supervisors at all levels in supporting individual self-development in units and organizations		ODCSPER ODCSPER	1Q FY 86 1Q FY 86	
NOTES				

Appendix 2 to ANNEX E
Action Plan

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
Develop and publish professional development publication(s) which describe the fundamental principles and policies and outline the responsibilities of the individual officer and the system for professional development.		ODCSPER	1Q FY 87 - 1Q FY 88	
o Develop and publish a professional development roadmap (PD roadmap) which outlines and describes the Officer Professional Development System.	oo Include responsibilities of the individual and the role of the service schools, units, organizations and the individual assessment and evaluation programs at each professional development level. If differences exist in the career patterns for women officers they should be highlighted. oo Address branch and functional area development in addition to that which is standard for all officers (the Common Core).	ODCSPER	1Q FY 87 - 1Q FY 88	
	oo Describe the MQS system, to include the certification procedures.	TRADOC	(see MQS LEVELS)	
	oo List and describe professional publications (e.g., PD periodical, Infantry Magazine, Military Review).	ODCSPER	1Q FY 87	
NOTES				

Appendix 2 to ANNEX E
Action Plan

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
o Determine which professional publications, in addition to the professional development periodical, will be forwarded to each officer at no cost to the officer.		ODCSPER	1Q FY 87	
o Develop and publish a professional development periodical ("The Army Officer") which will be mailed to each individual officer. This will include sections which apply to the branch and functional area of each officer in addition to news and policies which apply to all officers (e.g., policy changes, board dates and zones of consideration, charges in the Common Core).		ODCSPER	1Q FY 88	
o Develop and publish a professional development notebook (PD notebook) for use by each officer. This notebook will include the following sections as a minimum: 1. Index for use by each officer which will reference professional development roadmap, professional development periodical and any other publications, reference or policies the officer requires to assist in his personal management and assessment of his career development program.		TRADOC	4Q FY 87	
NOTES:				

Appendix 2 to ANNEX E
Action Plan

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
2. A Section for self-assessment. 3. A section for self-certification of HQS tasks. 4. A section for comments by raters and mentors.				
NOTES:				

Appendix 2 to ANNEX E
Action Plan

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
O 94 <u>ASSESSMENT AND EVALUATION</u> Develop, validate and implement an individual assessment program for all officers and cadets to provide feedback for professional development. The purpose of the individual assessment program is threefold: 1. To provide feedback to the individual officer to assist him in his professional self-development efforts. 2. To provide the education and training system with a data base which will facilitate development of programs and techniques to assist in the professional development of officers. 3. To provide the basis for the development of a knowledge and skills evaluation program. o LCSPER designated the individual assessment program development and implementation coordinator.		ODCSPER (P) TRADOC/ARI	3QFY87 2QFY85	
NOTES				

Appendix 2 to ANNEX E
Action Plan

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES	
o Develop mission and scope of the individual assessment program.	oo Assessment results will be used only for diagnostic purposes to provide feedback to individuals on their status relative to established standards and to other groups within the system and to assist the system in adjusting performance and standards as required.	ODCSPER (P) TRADOC ARI SUPPORT	1QFY86-4QFY87		
		TRADOC (P) ARI SUPPORT	4QFY87		
	o Establish program assessment control mechanism.	oo Review missions, requirements and status of all agencies currently engaged in individual assessment and testing programs. oo Develop a tracking system to provide institutions feedback on the status of their graduates as they progress through the Army. The tracking system will not be tied to a specific individual by name, but only track by branch and year group (e.g., high, low and average scores for their graduates by branch and year group compared to those for the entire Army in the same categories).	ODCSPER (P) TRADOC and ARI SUPPORT	2QFY88-4QFY89	
			ODCSPER (P) TRADOC and ARI SUPPORT	4QFY89	
			ODCSPER (P) TRADOC and ARI SUPPORT	4QFY88	
NOTES:					

Appendix 2 to ANNEX E
Action Plan

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
o Review all assessment instruments and procedures currently being used, or under review, and group under one or more of the general assessment categories.		ODCSPER(P) TRADOC, ARI SUPPORT	2QFY89-4QFY90	
o Review all current, or proposed, skill, knowledge or proficiency requirements or standards and group under one or more of these assessment categories.		ODCSPER(P) TRADOC, ARI SUPPORT	2QFY89-4QFY90	
o Evaluate match of assessment instruments and procedures with requirements and standards to determine the requirements for additional assessment or evaluation instruments.		ODCSPER(P) TRADOC, ARI SUPPORT	2QFY89-4QFY90	
o Develop and define the "Core" skills, knowledge and proficiencies required of all officers and cadets.	oo Ensure that the critical skills in MQS and the Common Core of the service schools are consistent with these "Core" requirements and standards.	ODCSPER(P) TRADOC, ARI SUPPORT ODCSPER	1QFY89-4QFY90 4QFY90	
NOTES				

Appendix 2 to ANNEX E
Action Plan

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
o Validate, and revise as required, the following as general assessment categories. 1. General knowledge 2. Military knowledge 3. Abilities 4. General skills 5. Military skills 6. Other	oo Making maximum use of the resources of organizations and agencies currently engaged in the programs, develop an organizational structure consisting of assessment cells and center(s) (See Appendix on Assessment, for suggested notional organizational structures). ooo Develop mission, resource requirements and an implementation plan for the new individual assessment cells and center(s). ooo Revise and assign missions to current agencies based on the mission and implementation plan for the new assessment cells and center(s). oo Examine, and revise as required, current data base composition and control procedures.	ODCSPER(P) TRADOC SUPPORT	1QFY88	
		ODCSPER(P), TRADOC and ARI SUPPORT	1QFY88	
		ODCSPER	1QFY88	
		ODCSPER	1QFY88	
		ODCSPER(P) TRADOC, ARI SUPPORT	2QFY89 - 4QFY90	
NOTES:				

E-2-16

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
o Select the critical assessment instruments to be used to provide feedback to the individual officer at each professional development level.	- oo Validate the instruments. - oo Implement initial individual assessment program.	TRADOC	1QFY90-4QFY91	
o Ensure that current TRADOC achievement testing program complements the initial individual assessment program.		TRADOC	1QFY90-4QFY91	
o Develop and implement remedial training program for use in conjunction with the individual assessment program.		TRADOC	1QFY90	
o Develop and implement an individual assessment program information plan to explain the purpose and scope of the program to the officer corps.		TRADOC	1QFY86	
o Implement the individual assessment program.		TRADOC	1QFY92	
- Develop, validate and implement an individual knowledge and skills evaluation program. - o Determine which of the "Core" skill and knowledge requirements and standards will be evaluated.		TRADOC	1QFY89-4QFY90	

NOTES

Appendix 2 to ANNEX E
Action Plan

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
o Assessment cells or center(s) will recommend when assessment instruments have been deemed sufficiently accurate to be used to validate standards and are suitable for use in either the evaluation or selection process (competency testing). o Expand remedial training program to include individual evaluation program. o Implement individual evaluation program.	oo Verify or develop assessment or evaluation instruments and procedures to be used.	TRADOC	1QFY89-90	
	oo Verify institutions to participate in the individual evaluation program test.	TRADOC	1QFY89-90	
	oo Develop information plan to publicize the effort to the officer corps.	TRADOC	1QFY89-90	
	oo Implement initial individual evaluation program.	TRADOC	1QFY89-90	
		TRADOC	1QFY95-4QFY96	
		TRADOC	1QFY95-4QFY96	
		TRADOC	4QFY96	
NOTES:				

Appendix 2 to ANNEX E
Action Plan

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
J93 Military Qualification Standards (MQS) System: - o TRADOC complete review of officer and enlisted training publications (e.g., MQS and Soldiers Manual of Common Tasks) and standardize format, content, and where possible the task numbering system. - o TRADOC complete review of officer and enlisted institutional training and establish procedures to insure common skills and tasks are taught in a uniform manner. - o TRADOC, in conjunction with the review and development of MQS core tasks, insure linkage and compatibility with the development of Common Core Skills, knowledge and proficiencies through each professional development level (ANNEX P) (e.g. vertical linkage between MQS II and III common tasks development and capability with OAC and OAC Common Core development).		TRADOC TRADOC TRADOC	2Q FY 88 - 1Q FY 90 2Q FY 88 2Q FY 86	
NOTES:				

Appendix 2 to ANNEX E
Action Plan

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTE
o TRADOC develop a standardized certification process for each QJS level.	- oo Certification process will include provisions for individual self-certification of all tasks not certified in the institution. - oo Certification process will include provisions for comments by the individual officer's rater regarding QJS tasks completion. - oo The certification process will not initially be tied to the evaluation system (OER). - oo Standardize certification procedures for all critical common tasks. - oo Include evaluation of QJS learning, retention and validation of the certification process as an objective in the individual assessment program.	TRADOC	1Q FY 88	
		TRADOC	1Q FY 88	
		TRADOC	1Q FY 88	
		TRADOC	1Q FY 88	
		TRADOC	(See each QJS level)	
		TRADOC	1Q FY 88	
o Develop and implement standard block of instruction and supporting materials explaining the QJS system for use in the service schools, units and organizations.		TRADOC	1Q FY 88	
o Develop articles explaining QJS system for use in all professional publications.		TRADOC	4Q FY 85 - 4Q FY 86	
NOTES				

Appendix 2 to ANNEX E
Action Plan

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
J. Monitor the fielding/implementa- tion of MQS 1.	oo Review the standardized task summaries with the objective of reducing the number to approximately 50.	TRADOC	4Q FY 86	
	oo Designate no more than 25 of 101 standardized task summaries as critical.	TRADOC	1Q FY 86	
	oo Develop and implement a standardized certification plan.	TRADOC	4Q FY 86	
	ooo Provide certification guidance for all tasks.	TRADOC	3Q FY 86	
	ooo Each PMS will certify all critical tasks and follow standard procedures for certification of all other standardized task summaries.	TRADOC	3Q FY 86	
	oo Develop method of validating MQS 1 task certification process for officers beginning OSC as part of the individual assessment program.	TRADOC	4Q FY 86	
	oo MQS 1 implementation.	TRADOC	1Q FY 89	
NOTES:				

Appendix 2 to ANNEX E
Action Plan

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
o Proceed with the fielding/ implementation of MQS II.	oo Obtain CSA formal approval of MQS II.	TRADOC	2Q FY 85	
	oo Review, standardize and validate the critical tasks in MQS II.	TRADOC	4Q FY 86	
	ooo Designate no more than 50 tasks from the Common Tasks Manual as critical.	Proponents	4Q FY 85	
	ooo Designate no more than 25 tasks from the Branch Specialty Tasks Manual as critical.	Proponents	4Q FY 85	
	ooo Designate branch specific critical task certification procedures.	TRADOC, and Proponent	1Q FY 86	
	ooo Establish standard format for all MQS II manuals.	TRADOC, Proponents and ATSC	1Q FY 86	
	ooo Publish critical common task certification procedures.	TRADOC and ATSC	2Q FY 86	
	oo Standardize MQS II certification process for all proponents.	TRADOC lead and Proponents	1Q FY 86	
	oo Develop method of validating MQS II task certification process for officers beginning OAC as part of the individual assessment program.	TRADOC	4Q FY 87	
	oo Implementation of MQS II.	TRADOC	4Q FY 85	
NOTES				

Appendix 2 to ANNEX E
Action Plan

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
Proceed with the testing/fielding and implementation of MQS III.	oo Obtain CSA formal approval of MQS III concept.	TRADOC	3Q FY 88	
	oo Review, standardize and validate the critical tasks in MQS III.	TRADOC	3Q FY 87	
	ooo Designate no more than 25 tasks from the Common Tasks Manual as critical.	TRADOC	3Q FY 87	
	ooo Designate no more than 50 tasks from the Branch Specialty Tasks Manual as critical.	Proponents	3Q FY 87	
	oo Establish standard certification procedures for all proponents.	TRADOC	3Q FY 87	
	ooo Publish common critical task certification procedures.	TRADOC	4Q FY 87	
	ooo Designate branch specific critical task certification procedures.	TRADOC	4Q FY 87	
	oo Develop and institute instruction on MQS III certification.	TRADOC	1Q FY 88	
	oo Implement MQS III.	TRADOC	3Q FY 88	
NOTES				

Appendix 2 to ANNEX E
Action Plan

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
3. Develop a field grade MQS IV for O4's and MQS V for O5's.	oo Obtain CSA formal approval of MQS IV and MQS V concept.	TRADOC	1Q FY 92	
	oo Complete a front-end task analysis.	TRADOC	1Q FY 90	
	ooo Develop both branch and functional area tasks in addition to common tasks.	TRADOC	2Q FY 88	
	ooo Tasks must include planning and conducting division level and above and joint operations. Deter- mine proficiencies required for high level TOE and TDA assignments.	TRADOC	2Q FY 88	
	ooo Tasks will address doctrine on how the Army runs.	TRADOC	2Q FY 88	
	oo Develop method of validation and self-certification.	TRADOC	2Q FY 88	
	oo Designate MQS IV and MQS V critical common tasks as well as critical branch and functional area tasks and limit to no more than 50 critical tasks in each of these categories.	TRADOC	2Q FY 88	
	oo Include a professional military reading program.	TRADOC	1Q FY 90	
	oo Implement MQS IV and MQS V.	TRADOC	1QFY92	
NOTES				

Appendix 2 to ANNEX E
Action Plan

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
045: Commit to a long-term school-house strategy which: a. Redefines the role of the instructor so that he serves as "mentor" to students--i.e., functions as small group leader, teacher, role model, doctrine writer, course and courseware developer for only one small student group at a time. b. Modifies staffing guide to accommodate the broadened role of faculty mentor. c. Develops a pilot plan to gradually transition current OAC's to a "faculty as mentor" model.	(1) Modify instructor staffing standards to permit adequate time for single group mentoring, doctrine writing, and computer courseware development by faculty. Use OAC's for pilot testing.	ODCSOPS (P); TRADOC; DAS; ODCSPER	3Q FY 85	(1)
	(2) Request added GAC staffing support per new staffing guides.	TRADOC (P); ODCSPER	3Q FY 85	(2)
	(3) Transition pilot program OAC's to support the new model.	TRADOC (P); ODCSPER	2Q FY 86	
	(4) Pilot test mentor program at selected OAC's; assess and decide "go - no go"; revise/expand programs as necessary based on assessment.	TRADOC	1Q FY 87	
NOTES: (1) (086) Create a limited number of senior faculty/staff positions in schools (notionally 25 total) for experienced senior officers to serve extended tours so as to enhance credibility, expertise, and stability. This should not be interpreted as a policy to encourage "homesteading". (2) Review allocation of officers assigned as instructors to ensure appropriate maturity and expertise.				

Appendix 2 to ANNEX E
Action Plan

WARRIOR SPIRIT

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
J80 Develop + pre-commissioning Warrior Spirit program.	A. Continue physically challenging training experiences (e.g., obstacle courses, confidence courses, and leader reaction courses).	TRADOC (P) ODCSPER ODCSOPS	4Q FY 90	
	B. Examine the feasibility of allowing Airborne and/or Air Assault training for all cadets who volunteer and qualify for entry.	TRADOC (P) ODCSPER	NA	
	C. Standards for entry and graduation will remain high.	TRADOC (P) ODCSPER	2Q FY 86	
	C. Examine feasibility of implementing other challenging and stressful training experiences (e.g., escape and evasion training, mountaineering, rappelling, patrolling, RECONDO, combatives, and combat sports) during pre-commissioning programs.	TRADOC (P) ODCSPER	4Q FY 86	
NOTES:				

Appendix 2 to ANNEX E
Action Plan

WARRIOR SPIRIT

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
NOTES:	D. Develop and implement a common block of instruction for all pre-commissioning programs which defines and emphasizes the Warrior Spirit concept.	TRADOC (P) ODCSOPS ODCSPER	4Q FY 87	
	o Ensure cadre training includes instruction on Warrior Spirit.	TRADOC (P) ODCSPER	3Q FY 87	
	o Select readings which reflect the Warrior Spirit and ensure that they are part of professional development readings.	TRADOC (P)	4Q FY 87	
	o Instruction will reference readings.	TRADOC (P) ODCSPER	4Q FY 87	
	o Ensure current service school POI includes readings and instruction on the "threat".	TRADOC (P) ODCSOPS	4Q FY 87	
	o Examine feasibility of implementing familiarization firing program with foreign small arms (e.g., Brit, Czech, Soviet, and Chicom) during all pre-commissioning programs.	TRADOC (P) ODCSOPS ODCSPER	4Q FY 87	
	o Train/continue to train each cadet/candidate in the fundamentals of tactics, camouflage, and the employment of individual and crew-served weapons for the express purpose of gaining confidence in their use and employment.	TRADOC (P) ODCSPER	4Q FY 87	
	o Train/continue to train each cadet/candidate to qualify with a rifle or pistol (preferably both) at least once prior to commissioning.	TRADOC (P) ODCSPER	4Q FY 87	

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Action Plan

WARRIOR SPIRIT

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
J8: Reinforce the Warrior Spirit throughout each officer's career.	E. Review ROTC POI (including Basic and Advanced Summer Camps) to ensure that training reinforces Warrior Spirit characteristics. u Intent is to review steps of policy J80-D after changes have been in place for about one year to ensure the system fits together well.	TRADOC (P)	2Q FY 89	
	F. Review USMA and OCS POIs to ensure that training reinforces Warrior Spirit characteristics. u Intent is to review steps of policy J80-D after changes have been in place for about one year to ensure the system fits together well.	ODCSPER (P) TRADOC	2Q FY 89	
	A. Continue semi-annual physical fitness testing.	TRADOC (P) ODCSOPS MACOMs	4Q FY 95	
	B. Examine the feasibility of permitting all officers who volunteer and qualify for Airborne, Air Assault, and/or Ranger to attend. u Course standards for entry and graduation will remain high.	ODCSOPS (P) MACOMs	NA	
		TRADOC (P) ODCSOPS	4Q FY 86	
NOTES				

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Action Plan

WARRIOR SPIRIT

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
	C. Examine the feasibility of implementing challenging and stressful training experiences (e.g., obstacle courses, confidence courses, leader reaction courses, escape and evasion training, mountaineering training, rappelling, combatives, combat sports, patrolling, and RECONDO) during the resident portions of each school experience (OBC, OAC, CGSOC, SSC).	TRADOC (P) OOC SOPS	4Q FY 87	
	D. Ensure the professional development reading program (e.g., HQS) contains readings on the Warrior Spirit and the "threat". o Readings should be appropriate for combat arms, combat support, and combat service support. o Give each officer the books and readings for his professional development level.	TRADOC (P)	4Q FY 87	
	E. Develop and implement blocks of instruction and readings on the Warrior Spirit in all schools (OBC, OAC, CGSOC, SSC). o Incorporate readings and instruction on the "threat".	TRADOC (P) OOC SOPS	4Q FY 88	
	o Examine the feasibility of implementing familiarization firing with foreign small arms (e.g., Brit, Czech, Soviet, and Chicom) at all service schools (OBC through SSC). oo If resource constraints preclude this, consider selective implementation (e.g., all infantry officers during OBC, then OAC).	TRADOC (P) OOC SOPS	4Q FY 88	
	NOTES:			

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Action Plan

WARRIOR SPIRIT

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
	F. Ensure that seminars and lectures highlighting Warrior Spirit are included in school and unit/organizational professional development programs (cover the ways Warrior Spirit is applicable to the officers of each particular branch and organization at their particular place and time in the Army). - o Ensure service school instructor training programs include instruction on Warrior Spirit. - o Begin Warrior Spirit lectures and seminars in all service schools. - o Prepare Warrior Spirit discussion leader packages suitable for export Armywide for all type units to facilitate these discussions. - o Begin Warrior Spirit seminars in all unit/organizational professional development programs worldwide.	TRADOC (P) OCSOPS MACOMs TRADOC (P) OCSOPS TRADOC (P) OCSOPS TRADOC (P) MACOMs (P)	4Q FY 89 3Q FY 88 4Q FY 88 3Q FY 89 4Q FY 89	
NOTES:				

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Action Plan

WARRIOR SPIRIT

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
	G. Build and reinforce individual confidence and competence during each school experience through study and practical exercises involving basic tactics, current doctrine, and weapons employment. o Develop a series of "how to" books to teach/refresh the basics of weapons, tactics, doctrine, and organizations. o Develop wargames for individual and/or group use. oo For use in schools and/or units/organizations. oo To reinforce principles of doctrine, encourage experimentation and innovation, and build individual and team skills.	TRADOC (P) OOC SOPS TRADOC (P) OOC SOPS TRADOC (P) OOC SOPS	4Q FY 90 3Q FY 89 4Q FY 90	
NOTES				

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WARRIOR SPIRIT

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
	H. Examine feasibility of implementing annual weapons qualification firing (with at least a rifle or pistol, preferably both) for all officers. o Examine and implement in phased manner. - Phase 1: Provide the resources to do the firing now required by regulation. - Phase 2: Add all officers during the resident portions of all school experiences (OBC, OAC, CCSOC, AWC). - Phase 3: Add all officers in all forward deployed organizations. - Phase 4: Add all officers in CONUS organizations. -- Consider adding Reserve Component (RC) officers in troop program units (TPUs) for at least familiarization firing. -- RC officers in Individual Ready Reserve (IRR) will conduct weapons qualification or familiarization when mobilized or within one year after assigned to a TPU. - Phase 5: Add all officers worldwide in all organizations not yet included in the program.	ODCSOPS (P) TRADOC ODCSOPS (P) MACOMs TRADOC (P) ODCSOPS Forward deployed MACOMs (P) ODCSOPS CONUS MACOMs (P) ODCSOPS MACOMs (P) ODCSOPS	4Q FY 95 4Q FY 87 4Q FY 89 4Q FY 91 4Q FY 93 4Q FY 95	
NOTES				

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RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
181 There will be a common core to provide officers the roadmap to progressively master the Art and Science of War. The map will show transitions in a career pattern which require mastery of common core skills needed in that period. - oo The core skills will include as a minimum: - Appropriate theoretical knowledge and a set of practical skills/proficiencies oriented on "How the Army Fights" and How the Army Runs" at each level of responsibility. - The knowledge of the human dimension of combat. - A historical perspective of war. - The ability to envision future war. - oo The common core will be the basis the primary Army schools (eg., OBC, OAC, CGSC, AWC) will use to support the transition period developmental experience. This common core will be used to support training and professional development at units and organizations.	a. Develop common core. b. Coordinate common core with AWC. c. Provide common core to all service schools and MACOMS. d. Service schools implement common core for courses supporting transition periods. e. MACOMS incorporate common core in all training programs.	TRADOC (P), USACAC ODCSOPS, FORSCOM TRADOC (P), USACAC TRADOC (P), USACAC TRADOC (P), USAWC ALL MACOMS	2d Qtr FY86 2d Qtr FY86 2d Qtr FY86 1st Qtr FY87 1st Qtr FY87	1 2

NOTES
1/ Common core development is also reflected in the various transition periods as related to other policies
2/ Common core development must be coordinated between DCSOPS, for the AWC, TRADOC for the TRADOC schools and FORSCOM for the reserve component schools.

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Action Plan

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
I82 Develop exportable simulations (wargames) for units/organizations which can be used during small unit training or off duty by the officer.	a. Determine the types of simulations required by all MACOMS to support their missions and include the common core.	TRADOC (P), all MACOMS, ODCSOPS	2d QTR FY86	1
	b. Determine the hardware requirements to support the simulation.	TRADOC (P), all MACOMS, USAISC	4th QTR FY86	
	c. Develop wargame simulations.	TRADOC (P), USACAC	4th QTR FY88	2
	d. Procure hardware.	TRADOC (P), USAISC	4th QTR FY88	
	e. Distribute hardware to MACOMS.	TRADOC (P), all MACOMS, USAISC	1st QTR FY 89	

NOTES:
 1/ This initiative is a component of the CCBI package which will be emphasized during Development Periods LT and CPT. Assessment of new simulations will follow some assessment cycle as other computer technologies.
 2/ Computer simulations will require continuous upgrade and maintenance based upon new weapon systems deployment and mission changes.

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Action Plan

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
183 Commanders will have a program of warfighting seminars at units and in organizations focusing officers' attention on the unit/organizations mission in a wartime	a. Develop guidelines for seminars at units to include requirement to discuss common core requirements.	ODCSOPS	3d QTR FY86	
	b. All MACOM's institute unit seminars.	All MACOMS	1st QTR FY87	
	c. Incorporate simulations in the unit seminars.	All MACOMS	2d QTR FY89	1
	d. Include in the seminar program discussions on the warrior spirit.	All MACOMS	5th QTR FY89	2
184 Service school commandants will have a program of warfighting seminars focusing student attention on the branch/functional area missions in a wartime situation	a. Develop guidelines for seminars at service schools.	TRADOC (P) ODCSOPS	3d QTR FY86	3
	b. All service schools implement seminars.	TRADCC	1st QTR FY87	
NOTES: 1. Wargame simulations are covered in a separate policy. 2. Literature for the warrior spirit program and implementation are covered in the warrior spirit policies. 3. Seminars do not necessarily have to be incorporated in the course curriculum. It may be conducted after hours.				

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Action Plan

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
All Each branch school will provide a course of instruction, or package for field grade officers to refresh and acquaint them with the latest branch doctrine and new equipment. o All field grade OPMD managed officers will receive branch refresher prior to branch assignment from a functional area or branch immaterial assignment.	a. Design program of instruction.	TRADOC (P) Branch Proponents	4Q 85	(1)
	b. Develop refreshers packages.	TRADOC (P) Branch Proponents	2Q 86	
	c. Conduct pilot courses for branches with resident refresher.	TRADOC (P) Branch Proponents	4Q 86	
	d. Develop LOI for assignment officers to implement assignment policy.	ODCSPER (P) USAMILPERCEN	3Q 86	
	e. Implement policy.	ODCSPER (P) USAMILPERCEN TRADOC	ONGOING	
NOTES: (1) Program of instruction could be either resident or non-resident as determined by the branch proponents. (2) Costing was based on 2000 officers a year needing refresher and one half (1000) taking resident course of two weeks.				

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Action Plan

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
J70 Develop/define contents of Common Core identifying those attributes, skills, knowledge and proficiencies which provide for what an officer must be, should know and should be able to do across all development levels. Design Common Core so that it incorporates the Fundamental Principles of Officer Professional Development.	a. Components of the Common Core will include as a minimum: -Professional Values. -Warrior Spirit. -Leadership/Mentoring. -Art and Science of War. -Broad General Knowledge. -Action Oriented Thought Process. b. Determine which elements of the Common Core will be part of the Common Core curriculum in the schoolhouse and which will be part of the self-development program. - o Ensure that those critical common tasks identified for MQS I through MQS V are incorporated into the Common Core.	a. TRADOC b. TRADOC	a. 4QFY90 b. 1QFY89	NOTES

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Action Plan

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION:	NOTES
J71 Incorporate Common Core Curriculum in all levels of schooling from precommissioning through SSC.	c. Determine which elements of the Common Core should be incorporated into the individual assessment program.	c. TRADOC	c. 1QFY89	
	a. Designate a responsible agency to coordinate the implementation of the Common Core into the school system.	a. TRADOC	a. 1QFY87	
	b. Task responsible agency to monitor Common Core FOIs throughout school system to ensure continuity between courses--precommissioning programs, OBC, OAC, CASJ, CGSOC and SSC.	b. TRADOC	b. 1QFY87	
	c. Determine best methods of presenting the Common Core--modular, integrated or combination of both -- and ensure that the Common Core is presented uniformly for each course level and is coordinated between course levels.	c. TRADOC	c. 1QFY90	
NOTES				

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Action Plan

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
	d. Task responsible agency to monitor relationship of schoolhouse and self-development Common Core requirements to ensure continuity.	d. TRADOC	d. 1QFY87	
	e. Task responsible agency to develop and publish method by which a Common Core component can be added or deleted from the Common Core.	e. TRADOC	e. 1QFY90	
	f. Incorporate Common Core concept in a Professional Development Road Map to provide a guide for what an officer must be, should know and should be able to do.	f. TRADOC	f. 1QFY90	
NOTES:				

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Action Plan

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
<u>Policy F70:</u> (1) Direct TRADOC to accelerate the introduction and use of computer-communication based instruction (CCBI) technologies, as indicated, for development periods 1-6, into military schools, initially, then into units/organizations and ultimately for use by individual officers. (2) Recommend considering adding a new CCBI Directorate under the TRADOC Deputy Chief of Staff for Training and located at the Soldiers' Support Center.	o Obtain CSA/VCSA approval for DMO for CCBI nucleus cell. o Obtain \$ to operate CCBI nucleus cell (FY 85 - 75K for ADP and 31K TDY) (FY 86 - 31K for TDY). o Prepare INFO/MEDIA plan and execute. o Coordinate with TRADOC on location and office space. o Activate CCBI nucleus cell. o Obtain personnel for CCBI nucleus cell (1-1st, 2d, 3d, 4th, 5th, 6th, 7th, 8th, 9th, 10th, 11th, 12th, 13th, 14th, 15th, 16th, 17th, 18th, 19th, 20th, 21st, 22nd, 23rd, 24th, 25th, 26th, 27th, 28th, 29th, 30th, 31st, 32nd, 33rd, 34th, 35th, 36th, 37th, 38th, 39th, 40th, 41st, 42nd, 43rd, 44th, 45th, 46th, 47th, 48th, 49th, 50th, 51st, 52nd, 53rd, 54th, 55th, 56th, 57th, 58th, 59th, 60th, 61st, 62nd, 63rd, 64th, 65th, 66th, 67th, 68th, 69th, 70th, 71st, 72nd, 73rd, 74th, 75th, 76th, 77th, 78th, 79th, 80th, 81st, 82nd, 83rd, 84th, 85th, 86th, 87th, 88th, 89th, 90th, 91st, 92nd, 93rd, 94th, 95th, 96th, 97th, 98th, 99th, 100th, 101st, 102nd, 103rd, 104th, 105th, 106th, 107th, 108th, 109th, 110th, 111th, 112th, 113th, 114th, 115th, 116th, 117th, 118th, 119th, 120th, 121st, 122nd, 123rd, 124th, 125th, 126th, 127th, 128th, 129th, 130th, 131st, 132nd, 133rd, 134th, 135th, 136th, 137th, 138th, 139th, 140th, 141st, 142nd, 143rd, 144th, 145th, 146th, 147th, 148th, 149th, 150th, 151st, 152nd, 153rd, 154th, 155th, 156th, 157th, 158th, 159th, 160th, 161st, 162nd, 163rd, 164th, 165th, 166th, 167th, 168th, 169th, 170th, 171st, 172nd, 173rd, 174th, 175th, 176th, 177th, 178th, 179th, 180th, 181st, 182nd, 183rd, 184th, 185th, 186th, 187th, 188th, 189th, 190th, 191st, 192nd, 193rd, 194th, 195th, 196th, 197th, 198th, 199th, 200th, 201st, 202nd, 203rd, 204th, 205th, 206th, 207th, 208th, 209th, 210th, 211st, 212nd, 213th, 214th, 215th, 216th, 217th, 218th, 219th, 220th, 221st, 222nd, 223rd, 224th, 225th, 226th, 227th, 228th, 229th, 230th, 231st, 232nd, 233rd, 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663rd, 664th, 665th, 666th, 667th, 668th, 669th, 670th, 671st, 672nd, 673rd, 674th, 675th, 676th, 677th, 678th, 679th, 680th, 681st, 682nd, 683rd, 684th, 685th, 686th, 687th, 688th, 689th, 690th, 691st, 692nd, 693rd, 694th, 695th, 696th, 697th, 698th, 699th, 700th, 701st, 702nd, 703rd, 704th, 705th, 706th, 707th, 708th, 709th, 710th, 711st, 712nd, 713th, 714th, 715th, 716th, 717th, 718th, 719th, 720th, 721st, 722nd, 723rd, 724th, 725th, 726th, 727th, 728th, 729th, 730th, 731st, 732nd, 733rd, 734th, 735th, 736th, 737th, 738th, 739th, 740th, 741st, 742nd, 743rd, 744th, 745th, 746th, 747th, 748th, 749th, 750th, 751st, 752nd, 753rd, 754th, 755th, 756th, 757th, 758th, 759th, 760th, 761st, 762nd, 763rd, 764th, 765th, 766th, 767th, 768th, 769th, 770th, 771st, 772nd, 773rd, 774th, 775th, 776th, 777th, 778th, 779th, 780th, 781st, 782nd, 783rd, 784th, 785th, 786th, 787th, 788th, 789th, 790th, 791st, 792nd, 793rd, 794th, 795th, 796th, 797th, 798th, 799th, 800th, 801st, 802nd, 803rd, 804th, 805th, 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RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
<u>Policy F72</u> Augment ODCSOPS, Training with one officer space to monitor the CCBI expansion program and effect the necessary coordination with UACSIM and OCSA (US Army FORUM).	Obtain CSA/VCSA approval for DMO of 1 officer to ODCSOPS-TNG.	PDOS Study GP(P)	Dec 84	
	Arrange for Assignments of 1 officer to new position.	ODCSOPS-TNG MILPERCEN (P)	Jan 85	
	Submit documentation to make position a permanently authorized space.	ODCSOPS-TNG	Mar 85	
	Fill requirement.	MILPERCEN	Jun 85	
NOTES:				

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RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
<u>Policy F73</u> Direct ODCSOPS to coordinate with OACSIM to arrange the necessary acquisition and procurement authority for the CCBI Directorate under the provisions of the new AR 25-5 which replaces AK 18-1 on matters pertaining to information management and computer acquisition and procurement.	o Determine precise acquisition and procurement procedures (IAW AR 25-5) to be used by CCBI DIRM to obtain "user" CCBI funds for disbursement by CCBI Ofc beginning 2Q87.	ODCSOPS-TNG(P) OACSIM	3Q85	
	o Take results of C3XL study and update DA directed PDIP for user \$ (AC, RC, cont ed prog, tng and AMC-operational system's CAL); send to proponents for costing.	PA & E (P) ODCSOPS-TNG CCBI NUCLEUS CELL OACSIM TRADOC AMC NGR OCAR	4Q85	
	o Justify CCBI funding as required.	ODCSOPS-TNG (P) PA & E TRADOC CCBI NUCLEUS CELL	4Q85	
NOTES:				

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RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
<u>Policy F74</u> (1) Direct ODCSPER to investigate the potential impact on officers' families and the family environment of the widespread use by all family members of computer technology in the home setting. (2) Discussion: The widespread use of computers in the home is likely to alter work habits and schedules. A concerted effort should be made to responsibly absorb the negative impact of CCBI which individuals may experience in both the work and the home settings.	o Obtain SNA study funds in FY 87 program.	- o PA & E (P) - o ODCSOPS-Ing - o ARI - o SSC	4Q85	
	o Draft contract.	CCBI NUCLEUS CELL (P)	2Q86	
	o Award contract.	TRADOC-CCBI Ofc Contracting Officer (P)	4Q86	
	o Complete contract.	Contractor	4Q87	
	o Incorporate contract recommendations in CCBI office actions.	TRADOC-CCBI Ofc (P)	1Q88	
	o Prepare INFO/MEDIA plan and execute.	CCBI Ofc PAO (P)	1Q88	
NOTES				

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RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
<u>Policy F75</u> (1) Send five majors to obtain postmasters level education in programs tailored to provide the Army with expertise in the field of intelligence education systems. (2) Disperse these assets to OACSIM, TRADOC (e.g., to CCBI Directorate), USMA and the Army Research Institute. (3) Discussion: This policy is strongly supported by OPMS Study Group's recommendation to consider advanced civil schooling requirements for anticipated future needs.	o Select schools and specific programs.	MILPERCEN	3Q86	
	o Request 75K/yr (beginning in FY87 budget).	ODCSPER	3Q85	
	o Select candidates.	CCBI DIR (P) in coord w/MILPERCEN & ARI	2Q86	
	o Prepare necessary modification to Technology Enrichment Program to incorporate 5 adv ed tech officers.	MILPERCEN	4Q85	
	o Execute program (five students every 2 years).	CCBI DIR (P) monitor thesis work	FY 87	1
<u>Policy F76</u> (1) Direct ODCSPER to task the Army Research Institute to validate the PDOS analysis with regards to the match of CCBI systems to varied types of knowledge/skill proficiencies. (2) Provide the findings to ODCSOPS, Training; ODCSPER and TRADOC (and to the CCBI Directorate, when formed).	o Obtain 10K study funds in FY 85 program.	OCSA (PA & E) (P) ODCSOPS-TNG ODCSPER, ARI	2Q85	
	o Draft Study Directive.	ODCSPER (P)	2Q85	2
	o Initiate study.	ODCSOPS-TNG	2Q85	
	o Complete study.	ODCSPER (P) ODCSOPS-TNG ARI (P)	4Q85	
	o Incorporate contract recommendations in CCBI directorate action.	CCBI Nucleus Cell	1Q86	
NOTES: 1. Course level should be Ph. D. equivalent, but not include Ph. D. research requirement. In order to minimize time spent in student status, course should not exceed 24 months. It should include core requirements in computer based instruction, artificial intelligence education systems, expert system decision aids and teleconferencing. It should include electives in the same areas, but at an advanced level. Disperse these assets initially among ARSTAF (OCSA, OACSIM, others), USMA, ARI, and TRADOC CCBI Directorate; later among participating TRADOC schools. 2. ODCSPER coordinate with ODCSOPS-TNG to assure ARI contract fits with CERL Charter (policy F77)				

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RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
<u>Policy F77</u> (1) Direct the Chief of Engineers to task and fund the Construction Engineers Research Laboratory (CERL) to evaluate the most cost effective ways to apply Computer Communications Based Instruction technologies and identify applications of CCBI to other populations (e.g., enlisted soldiers or civilians) and mission areas (e.g., Army Continued Education Program). (2) Provide the findings to ODSOPS, Training and to TRADOC Combined Arms Training Activity (CATA), Army Training Technology Activity (TTA), Army Training Support Center (ATSC) and CCBI Directorate when formed.	- o Obtain 52K study funds in FY 85 program. - o Draft contract charter. - o Award contract. - o Complete contract. - o Report reviewed by Summer 85 Army Science Board. - o Incorporate contract recommendations in CCBI actions. - o Create DA directed user PDIP for proponent costing. - o Prepare any refinements for "user" requests (AC/FC/Cont ed/tng and AMC CAI).	DAS - FA6E (P) ODCSOPS - TNG PDOS Trans Tm (P) ODCSOPS - TNG ODCSOPS - TNG CERL ASB (P) ODCSOPS - TNG ODCSOPER CCBI nucleus cell upon activation. ODCSOPS - TNG CCBI nucleus cell (1st priority upon activation)	Jan 85 Jan 85 Feb 85 Aug 85 Late Summer 85 As recommended by ASB. 1Q FY85 4Q FY85	Note 1
NOTES: 1. Crucial need to cost out options which consider various "joint venture" strategies, interoperability with other systems (to minimize "stovepiping"), communications costs, timing of decisions, validated training requirements and means to simplify mastery of art and science of war using advanced educational technology.				

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RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
Policy 78 Direct TRADOC to develop mentor training programs to help gain acceptance of CCBI technologies in the schools, units and organizations and oversee computer coursework development by civilian education specialists. Action should be initiated upon completion of the actions in Policy 77.		CCBI Office	1Q FY86	See P77
NOTES:				

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RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
<u>Policy F79</u> Direct OACSIM to allocate research funds to pursue Joint service initiative for the development of educational uses of Artificial Intelligence-Expert Systems (AI-ES) and related technologies. Action should be initiated upon completion of the actions in Policy F77.	o Obtain 100K study funds in FY 87 program.	OACSIM (P) OOCSSRDA OOCOSOPS - Ttg ARI	4Q85	See pol F77
	o Develop joint service commitment to joint AI-Expert System (for education) initiative and develop scope.	OACSIM (P) OOCOSOPS - Ttg CCDI Nucleus Cell	4Q85	
	o Initiate research initiative.	Army (OACSIM) (P) Air Force Navy/Marines	1Q87	
	o Complete research initiative.	Contractor (P)	4Q87	
	o Incorporate findings as appropriate.	Army TRADOC CCDI Dir (P)	1Q88	
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RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
<u>Policy F80</u> (1) Direct ODCSOPS/ODCSPER to include the design of a two day "user friendly" strategic planning/futures policy impact analysis exercise in the evolving educational program for new brigadier generals. The planning exercise will use the professional development of officers as a theme. The output from this sub-course is a set of recommended adjustments in the professional development of officers strategy--the output is a tool/aid for senior Army leaders (CSA, VCSA and ARSTAF) as they "navigate" towards the professional development desired system state. (2) LTC Carl Stout and Carolyn Russell will design the exercise by 31 Mar 85 for subsequent turnover to ODCSPER/ODCSOPS CO/SES development transition team and incorporation in the overall brigadier general course plan.	- o Develop BG Course exercise. - o Retain needed PDOS PCs and software. - o Obtain 7K for added software, 5K for TDY and programmer (60 days/Mar-Apr). - o Align stakeholders and determine their roles. - o Turn over Strategic Planning/Policy Impact Exercise. - o Pilot test exercise w/AWC or NWC students (w/approval of Cndt).	PDOS Futures cell (P) ODCSPER CO/SES Tr Tm ODCSOPS-Tng PDOS Futures cell (P) coord w/OCSA--DAS ODCSPER CO/SES Tr Tm ODCSOPS-Tng PDOS Futures cell (P) AWC-SSI OCSA-DM MILPERCEN OACSIM-Tng & Concepts Div ODCSOPS-Tng & Long Range Planning OCSA Army Forum Ft Belvoir Fusion Ctr. OE School PDOS Futures cell (P) ODCSPER CO/SES Tr Tm PDOS Futures cell (P) AWC	31 Mar 85 31 Jan 85 28 Feb 85 31 Mar 85 31 Mar 85 1 Jun 85	
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RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
Policy F80 (continued)	o Brief Senior Advisory Group.	AWC-SSI	Mid Jun 85	Note 1
	o Prepare INFO/MEDIA plan and execute.	PDOS Futures cell (P) w/PAO	31 Mar 85	
	o Execute SP/PI exercise for each GO course.	ODCSPER GO/SES Tr Tm AWC-SSI	As Scheduled	
	o Provide input from ea SP/PI exercise to CSA, VCSA, DCSOPS, DCSPER and ARI.	ODCSPER GO/SES Tr Tm AWC-SSI	w/130 days of exercise completion	Note 2
	o Take actions to institutionalize SP/PI exercise (permanent spaces/\$)	ODCSPER GO/SES Tr Tm ODCSOPS-Ing	31 Jul 85	
NOTES: 1. Intent is for LTC Stout and LTC Russell to turn exercise over to AWC-SSI (Futures Group) who will conduct exercise for GO/SES Development Transition Team each time the BC course meets. AWC will keep program up to date and call on LTC Russell, programmed to be in OACSIM, to run the INTERAX Model. 2. Input provides for "navigation to desired PDOS state" based on strategic insights.				

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RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
F81 ODCSPER purchase artificial intelligence (AI) - Expert system generator for existing forecast system. Use capability as a means to assist in making strategic planning exercise for new BCGs simple and "user friendly."	- o Obtain AI - Expert System (ES) Generator. - o Use ES Generator to simplify BG course strategic planning exercise.	UDCSPER PDOS Fut Cell (P) MILPERCEN ODCSPER OACSIM ARI	1 Feb 85 30 Mar 85	Notes 1 & 2
F82 Direct that OACSIM Futures and Concepts Directorate work with ODCSPER GO/SES development team to continue development of PDOS Futures process as a strategic planning/impact analysis model for use in senior leader development program.	o "Mature strategic planning process thru contact with universities (e.g., MIT & Harvard) and other agencies.	OACSIM Futures & Concepts Div (P) GO/SES Tr Tm ODCSOPS - Tng	30 Apr 85	Note 3

NOTES:

1. Obtain assistance from ARI in use of AI-ES (or "Intelligent CAI" - as referred to by ARI).
2. Alternative ES generator (adaptable to PCs) in "teknnowledge" at cost of 10K plus 2.5K for training. For more information contact MAJ Ken Rose, CH AI-Robotics, SSC.
3. OACSIM, as principal DA proponent for Artificial Intelligence, should continue to mature the INTERAX process as a decision support aid for senior leaders. LTC Russell (PDOS Team Member who ran INTERAX model) is programmed to join OACSIM after completion of PDOS effort (31 Mar 85).

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RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
(F8) Direct that OACSIM and ARI include the implications for officer education training in their participation with MIT Sloan School of Management's "Management in the 90s Program" and Harvard's Center for Information policy research on "program of information resource policy." o These efforts are aimed at development of technology scenarios based on facts from leading edge organizations, definition of policies surrounding the use of computer technologies and discussion designed to explore insights gained from research. The Army (ACSIM) is one of the major organizations participating. An active feedback link between ACSIM and OCBI Office is essential to the latter's efforts to responsibly manage the assimilation of OCBI into all military schools, plus the work and home settings of Army officers.	o Same as F82.	OACSIM Put & Concepts (P) GO/SES Tr Tm AHC-SSI OOC SOP's-Trng TVAOC OCBI Director-ate	30 Apr 85	
NOTES:				

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RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
F84 AMC Build CAI into training packages for new major operational system.	o Coordination between AMC & TRADOC C.I.I. Office to mesh CAI systems.	AMC-PM's OCBI Nucleus Cell (P)	3Q85 - NLT 4Q86	
	o Request funds (after CERL Study complete).	OCBI Nucleus Cell (AMC-PMS)	4Q85	
	o Allocate funds for CAI system's (into modernization requirements accounts).	PM's (AMC)	1Q87	
NOTES:				

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RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
<u>Policy F86</u> FOR RESERVE COMPONENT -- Direct TRADOC, together with NGB and OCAR, to concentrate on the development of an education and training methods support strategy which is aligned with the Active Component strategy.	o Implemented thru CC81 Ofc (F70) NCS & OCAR Representatives.			See Policy F70
NOTES:				

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RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
<u>Policy F87</u> FOR RESERVE COMPONENT -- Direct ODCSPER, together with NCB and OCAR, to study the impact of PDOS policies, specifically those related to resident and non-resident school instruction, unit training requirements and use of CCBI, on the Reserve Component officer, his family and civilian employer.	o Obtain 75 K study funds in FY 87 program.	ODCSPER (P) ARI ODCSOPS-TNG	4Q85	
	o Draft study directive.			
	o Initiate study.	Contractor	1Q87	
	o Complete study.		4Q87	
	o Incorporate recommendations in CCBI office actions.	CCBI Ofc	1Q88	
NOTES:				

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RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
<u>Policy F88</u> Direct DAS to sponsor a Senior Service College Army Research Associate to continue to look for ways to institutionalize PDOS CCBI initiatives and other major PDOS thrusts within the Army's existing systems. Continue this sponsorship for at least the next five years.	Identify Army Research Associate Candidate.	PDOS Study Gp (P) Initially; DAS-DM (follow on years) ODCSOPS-TNG; ARI	Dec 84 (then annually)	
	Obtain DAS, MILPERGEN CG & SSC Cmdt Approval of ARA Candidate.	PDOS transition cell DAS-DM SSC (AWC or or NWC)	Feb 85	
	Notify officer.	DAS-DM	Feb 85 (then annually)	
	Begin ARA project.	Army Research Associate officer	Aug 85 (then annually)	
	Provide findings to DAS, ARSTAF & ARI.	Army Research Associate officer	May 86 (then annually)	
	Recycle program in December of each year.	DAS-DM	Annually	
NOTES:				

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RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
<u>Policy F89</u> (1) Direct the Army Science Board (ASB) to conduct the 1985 Summer Study on education and training technologies. (2) Discussion: The study will build on the 1982 DSB Summer Study on training technology, the PDOS CCBI initiatives and the CERL report (Policy F77), if available by the 1985 ASB Summer Study.	Obtain ASA-RD & A approval of Training & Education technology as topic for Army Science Board 85 study.	ODCSOPS-TNG (P) ODCSPER	Dec 84	
	Coordinate with ARSTAF to arrange 85 ASB study.	ODCSOPS-TNG ODCSPER	Feb 85	
	Obtain CERL Report (at least preliminary RPT).	ODCSOPS-TNG ODCSPER	Prior to ASB '85 summer sessions	See pol 77
	Execute.	ASB	Summer 85	
NOTES:				

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RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
<u>Policy F90</u> Direct ODCSOPS to incorporate the PUOS education and training strategies and major thrusts in the new AR 350-1, Army Training and Education System.	Provide PUOS Final Report to ODCSOPS-TNC. Incorporate (as approved by CSA).	PDOS Study GP (P) ODCSOPS-TNC ODCSOPS-TNC	Jan 85 Jan 85	
NOTES:				

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RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
Policy J26 Develop resident and non-resident instruction programs simultaneously and maintain current.	a. Evaluate all current programs of non-resident instruction to determine those that are under-subscribed, unneeded or out of date.	TRADOC PROPOONENTS (P)	4Q FY86	
	b. Establish a procedure that will ensure that programs of non-resident instruction are developed concurrently with resident programs of instruction.	TRADOC	2Q FY86	
	c. Develop resource requirements and program funds.	TRADOC	2Q FY87	
	d. Establish a procedure that will ensure all programs of non-resident instruction are reviewed and updated at least annually.	TRADOC PROPOONENTS (P)	3Q FY86	
	e. Implement procedures that ensure programs of non-resident and resident instruction are developed concurrently and adequately maintained.	TRADOC (P) PROPOONENTS	1Q FY88	
NOTES:				

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RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
185 Develop or revise as needed military courses to support all areas of concentration and functional areas. o OPMD managed officers will be eligible for assignment to positions coded with area of concentration, functional area or, if applicable, skill codes after completion of the appropriate military courses or equivalent experience.	a. Identify proponents for skills.	ODCSPER	3Q 85	
	b. Initiate review of AR 611-101 and DA Pam 600-3 and update to reflect new OPMS classification system.	ODCSPER (P) PROONENTS	4Q 85	
	c. Identify new courses and courses needing revision based on new OPMS classification system.	TRADOC (P) PROONENTS	4Q 85	
	d. Review TAADS documents and recode positions IAW new OPMS classification system.	ODCSOPS (P) MACOM	4Q 85	
	e. Establish POI for new and revised courses.	TRADOC (P) PROONENTS	3Q 86	
	f. Determine officer inventory requirements based on revised TAADS documents.	ODCSPER (P) MILPERCEN	1Q 87	
	g. Conduct pilot courses for new and revised TAADS documents.	TRADOC	2Q 87	
	h. Develop plan to adjust inventory to requirement.	ODCSPER (P) ODCSOPS TRADOC MILPERCEN	2Q 87	
	i. Implement plan.	MILPERCEN	4Q 88	
NOTES:				

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RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
IMS Officers who are single or sequentially tracked into a branch or functional area that has a comparable civilian profession, will be afforded the opportunity of, and funded for, biannual attendance at a civilian society or association national or international seminars/meetings supporting the profession.	a. Identify appropriate civilian professional societies and associations.	ODCSPER (P) PROponents	4Q 86	
	b. Publish list of acceptable societies and associations.	ODCSPER	1Q 87	
	c. Officers join appropriate societies and association at own expense.	OFFICER CORPS	ONGOING	
	d. Annotate officer records with society/association membership.	MILPERCEN	ONGOING	
	e. Schedule and fund for officer attendance to seminars/meetings.	MILPERCEN	ONGOING	
NOTES:				

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RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
SC8: Improve the pre-command course. o The purpose of the pre-command course will be to assist the command designee in preparation for command.	The branch or functional proponent of the command will define the requirements for their commanders. The Officer Professional Development System (OPDS) will develop in the officer, prior to selection, the knowledge and skills needed to command in his branch or specialty. In addition to the formal pre-command course, the command designee will have self development requirements and may, on a case-by-case basis, request additional training from his branch proponent.	MILPERCEN MILPERCEN MILPERCEN	3d QTR FY 86 ONGOING ONGOING	
NOTES:				

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RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
o The length of the pre-command course will not exceed five weeks, two weeks at CAC and up to three weeks at the branch or proponent school.	Opportunities for "hands-on" training will be maximized at the branch/proponent school. Common "How-to-Fight" and "How-to-Command" subjects will be emphasized at CAC. Any additional preparation will be defined as additional pre-command training; these requirements will be determined and agreed to jointly on a case-by-case basis by the command designee, the proponent, and the gaining command. Examples are the Senior Officer Legal Orientation (SOLO) course, Language Training, etc.	BRANCH/PROONENT SCHOOL (P) TRADOC CAC (P) TRADOC MILPERCEN	1st QTR FY 86 ONGOING ONGOING	
o In the "How-to-Command" portion of the course, emphasize instruction in how to establish an evaluate "command climate."	Review present POI and determine if it provides adequate emphasis to the issue of "command climate". If not, develop appropriate POI.	CAC (P) TRADOC	1st QTR FY 86	
NOTES:				

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RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
o Tailor the contents of the Phase I package mailed to all command designees. - Content will be based on the requirements for the command as defined by the proponent. - Packet will include a copy of the core program of instruction and a "menu" of elective subjects available to the command designee through extra instruction at the school, correspondence course, computer assisted export package, or material for self study. Command designee will attend the entire two weeks at CAC and as much of the three weeks at the branch/proponent school as required to achieve "system proficiency". Recognize that 06 commanders also require additional and different proficiencies than the 05 commander and provide this instruction at both CAC and the branch/proponent school.		TRADOC (P) CAC BRANCH/PROONENT SCHOOL	4th QTR FY 86	
NOTES:				

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RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
o Publish an Army Regulation delineating pre-command course policies and responsibilities.	Identify responsibilities of key participants. Establish requirements for formal coordination between TRADOC and AMC.	ODCSOPS	2d QTR FY 86	
o Develop a pre-command course tailored to the needs of RC 05/06 Commanders.	Review and update existing RC PCC POI. Insure POI for RC course addresses current tactical doctrine and the Airland Battle. Emphasize desirability of RC officers attending PCC branch proponent schools. Emphasize desirability of RC officers attending AC/PCC	ODCSOPS (P) NCB OCAR	1st QTR FY 87	
NOTES:				

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RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
150 Army ACS requirements will be based on unit, organization and position echelon, mission and impact of work. 151 The AERB will identify requirements based on measurable criteria. Criteria will address: - oo Cognitive and knowledge levels required in work produced at the echelon and/or mission of the unit, organization or position. - oo Significant impact of work, on the Nation, DOD or Army with regard to unit, organization or position mission. - oo Degree levels. - oo Future fields or disciplines of study.	1. Revise AR 621-108, Validation of Officer Advanced Civil Schooling Requirements. 2. Submit plan to House Armed Services Committee/House Appropriations Committee of validation/utilization change. 1. Develop, staff and submit to ODCSPER for approval. 2. Include criteria in AR 621-108.	MILPERCEN (P) ODCSPER, MACOMS PROPOSERS ODCSPER (P) MILPERCEN, ARI ARI (P), MILPERCEN ODCSPER, MACOMS, MILPERCEN	3Q FY 86 2Q FY 86 1Q FY 86 3Q FY 86	
NOTES:				

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RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP	REQUIRED COMPLETION	NOTES
152 The AERB, composed of branch, functional area and skill proponent, ARI, and Army Science Board representatives, will: - oo Identify which units, organizations and positions require officers with ACS by level (masters, doctorate or Training With Industry), based on established criteria. - oo Identify future ACS requirements by fields of study, or particular academic disciplines with assistance from MACOMS, the Army Science Board and ARI. - oo Ensure all authorizations within validated units, organizations, and separately validated positions are correctly coded and graded. - oo Identify those particular positions which require a specific academic discipline.	1. Prepare for FY87 AERB a. Announce board to the field. b. Field submit requirements. c. Proponents review sub-missions. 2. Conduct FY87 AERB. 3. Approve AERB results/recommendations.	MILPERCEN(P), MACOMS, ARSTAFF, PROONENTS, Army Science Board, ART MILPERCEN(P), MACOMS, ARSTAFF, PROONENTS, Army Science Board, ART ODCSPER	3Q FY 87 3Q FY 87 3Q FY 87	
NOTES				

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RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
153 Based on AERB approved results, MILPERCEN will establish masters, doctorate, and TWI quotas for all full-time programs. Chief of Chaplains and The Judge Advocate General will establish quotas for their branches. Factors that will be considered are:	1. Obtain authorizations data of validated units, organizations and individual positions. 2. Apply authorizations data by branch, area of concentration and functional area and grade to Future Army Requirements (FAR) model to establish optimum ACS inventory size and specialty mix.	MILPERCEN MILPERCEN	3Q FY 88 2Q FY 88	
oo Branch, functional area and area of concentration requirements by grade, degree level, fields of study, and where required, specific academic discipline.	3. Compare FAR computations with existing ACS inventory to identify full-time ACS quota.	MILPERCEN	2Q FY 88	
90 Current inventory by branch, functional area, area of concentration, grade, degree level, field of study, and where required, specific academic discipline.	4. Adjust full-time quotas based on established TMS limits and budget. 5. Publish & implement FY 89 full-time ACS quota plan.	MILPERCEN MILPERCEN	3Q FY 88 1Q FY 89	1
NOTES 1. See Policy 154.				

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RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
oo Future requirements by branch, functional area, area of concentration, and fields of study using The Future Army Requirements (FAR) model. oo Manpower (Transit, Holding and Student-THS account) and budget.	1. Determine THS allowable ACS full-time student load in many years. 2. Determine FY 89 budget; approve; adjust FY 89 fully-funded quotas as required.	ODCSPER MILPERCEN(P), ODCSPER, TAG, COA	4Q FY 85 2Q FY 88	1 2
154 Annual ACS full-time quotas will not exceed established THS limits and budget.				
NOTES 1. Review prior to establishment of each FY full-time ACS quota plan. 2. Budget approved prior to publishing annual ACS quota plan.				

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RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
155 Annually, MILPERCEN will publish officer graduate education goals for officers by grade, branches, functional areas, areas of concentration, and degree levels. The Chief of Chaplains, The Judge Advocate General and the Surgeon General will publish goals for their branches.	1. Based on authorizations data by specialty & grades of validated units, organizations & individual positions, compute goals by specialty & grade. 2. Publish goals.	MILPERCEN MILPERCEN	1Q FY 88 1Q FY 88	1
NOTES 1. Readjust after each AERB.				

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RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
157 The DCSPER will establish policies and criteria for the identification of colleges and universities which meet Army ACS requirements in support of full-time study programs. This criteria will include: - oo Accredited and recognized by the US Department of Education. - oo Offer specific fields of study which meet Army requirements to include: (1) Thesis or research project requirement (2) Quality of the program (3) Military application of courses/programs (4) Electives which support universal officer proficiencies (5) Tuition costs - oo The number of colleges and universities must provide sufficient diversity.	1. Establish criteria. 2. Identify institutions which meet criteria. 3. Notify & coordinate with institutions: - o Agreements for cost breaks - o Possible curriculum changes or modifications. 4. Publish approved universities in DA Circ 621-84-1.	MILPERCEN(P), ODCSPER, ARI, NPS, USMA, AFIT, PROONENTS MILPERCEN(P), NPS, AFIT, USMA, PROONENTS MILPERCEN(P) MILPERCEN(P)	4Q FY 85 1Q FY 86 2Q FY 86 3Q FY 86	
NOTES				

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RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
IS8 CGSC and ALMC Cooperative Degree Programs will be extended to a maximum of one year in order to allow for additional coursework and thesis or project completion.	1. Coordinate extension with participating universities. 2. Adjust Coop electives. 3. Implement.	CGSC CGSC(P), ALMC CGSC(P), ALMC	3Q FY 85 1Q FY 86 3Q FY 86	1
IS9MILPERCEN, with proponent and MACOM assistance will expand fields of study which support branches, functional areas, areas of concentration and officer universal proficiencies. For such fields of study, they will also identify supporting core courses for optimum military application. oo This information will be published and distributed Army-wide. oo Officers pursuing graduate degrees under an Army full-time program will study at Army recognized colleges and universities in fields of study which support Army requirements, the individual's	1. Refine & adjust current supporting fields of study as contained in DA Circ 621-84-1. 2. Change DA Circ 621-84-1 to include Tuition Assistance (TA). 3. Add list of Army approved universities to DA Circ 621-84-1.	MILPERCEN(P), PROPONENTS, MACOMS, ARSTAFF MILPERCEN(P), ODCSPER MILPERCEN(P)	4Q FY 85 4Q FY 85 3Q FY 86	2
NOTES: 1. Participating universities will be required to meet criteria IAW Policy I57. 2. See Policy I57.				

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RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
branch, functional area, area of concentration, or officer universal proficiencies; and individual educational goals. oo Officers pursuing graduate degrees under the Army Tuition Assistance Program may attend for multiple graduate degrees at any level (masters or doctorate). Study will support Army requirements and individual educational goals.				
NOTES				

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RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
160 To supplement existing education programs, the DCSPER will investigate establishing cooperative intern work-study programs similar to that at Ft Leavenworth; and Commander TRADOC will establish policies and guidelines which allow ROTC cadre to pursue on-campus educational opportunities.	- Through installation education centers, determine for intern work-study: - Feasibility. - Ability of local universities to support. - Costs. - Coordinate establishment of intern work-study programs with XACONS. - Implement. - Publish guidelines & policies which allow ROTC cadre to pursue on-campus educational opportunities.	ODCSPER ODCSPER ODCSPER TRADOC	4QFY85 4QFY85 2QFY86 3QFY85	
NOTES				

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RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
161 MILPERCEN will select officers for full-time ACS to meet quotas using the following criteria: - oo Officer has completed captain level branch qualification, company level command, as required, and OAC. Officers who will attend ACS in support of their branch may, as appropriate, attend OAC following civil schooling. - oo Officer has a manner of performance necessary for transition to field grade (reinforce). - oo Officer can be accepted at an Army recognized college and university in the required field of study or academic discipline. - oo Upon graduation, officer will be available to serve a normal utilization tour without detriment to his career progression (reinforce).	1. Publish policies in AR621-1. 2. Implement.	MILPERCEN MILPERCEN	4Q FY 85 1Q FY 86	1 2
NOTES 1. Publish and implement policy regarding using Army recognized universities in 3Q FY 86 -- see Policy 157. 2. For those officers selected to attend full-time ACS in FY 86.				

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RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
oo Officer can complete the degree requirements within 18 months; or two years for doctorate. Selection will be weighted to those who can complete degree requirements in less time (reinforce). oo Officer agrees in writing to a service obligation three times the schooling period, computed in days, to a maximum of six years (reinforce). oo Officer may attend for doctorate, masters or TWI level education regardless of source of funding for lower degree levels (publicize and reinforce). oo The ideal window of attendance for masters level education will be captains between 7-9 years AFCS; timing for doctoral attendance will be established based on force structure requirements.				
NOTES				

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RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
162 Officers selected for full-time ACS will attend an appropriate military functional course in support of the designated area of concentration or functional area prior to ACS if the officer lacks sufficient knowledge or experience in the area.	1. Revise AR 621-1. 2. Implement.	MILPERCEN MILPERCEN	3Q FY 85 4Q FY 85	
163 Officers who attend ACS under any Army full-time program will serve a utilization tour in a validated unit, organization or position immediately following schooling or follow-on military schooling. Initial utilization may be deferred to the second operational tour or curtailed by Commander, MILPERCEN based on Army and individual needs.	1. Revise AR 621-108. 2. Implement following FY 87 AERB.	MILPERCEN MILPERCEN	3Q FY 86 3Q FY 87	1
164 Officers who obtain ACS through off-duty study or prior to commissioning should be utilized to the maximum extent possible to satisfy validated requirements.	1. Implement.	MILPERCEN	2Q FY 85	
NOTES				
1. See Policy 150, 151, 152.				

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RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
165 Officers must be assigned within the Officer Classification System; however, fields of study or specific academic discipline needs of the unit, organization or position must also be considered (reinforce).	Implement.	MILPERCEN	2Q FY 85	
166 Commanders and directors of AERB validated units and organizations have the authority to assign their officers with ACS (regardless of source) to any position to meet the command's mission.	1. Revise AR621-108. 2. Policy becomes effective after FY 87 AERB.	MILPERCEN MILPERCEN	3Q FY 86 3Q FY 87	
167 MILPERCEN will establish procedures to ensure that officers with ACS are assigned to validated units, organizations or positions at appropriate times throughout the individual's career (reinforce).	1. Establish procedures to ensure maximum use is made of officers with ACS. 2. Publish internal policies.	MILPERCEN MILPERCEN	3Q FY 85 3Q FY 85	
NOTES				

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RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
168 When validated requirements exceed inventory, the DCSPER will establish a distribution plan.	1. Establish methodology. 2. Implement as required.	ODCSPER (P), MILPERCEN MILPERCEN(P)	4QFY86 3QFY87	1
169 MILPERCEN is responsible for establishing procedures to ensure that assignment and utilization policies are followed (reinforce).	1. Refine the Civil-Schools Management Information System (CSMIS). 2. Establish data block denoting ACS utilization on the Officer Record Brief. 3. Ensure TAADS reflects unit, organization & individual position validation (standard remark 96).	MILPERCEN(P) MILPERCEN(P) MILPERCEN(P), ODCSOPS	Continual 4QFY85 4QFY87	
NOTES				
1. This assumes the AERS validated requirements will eventually exceed inventory.				

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RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
180 Army full-time and Army funded Advanced Civil Schooling (ACS) programs will be designed to meet Army requirements and goals.	1. Establish annual ACS quotas for all full-time programs.	MILPERCEN	3 Q FY 85	1
oo The scope of ACS will be expanded beyond functional requirements to also include the need for officer broad-based knowledge and cognitive skills.	2. Centrally manage fully-funded and partially-funded/degree completion programs.	MILPERCEN	3 Q FY 85	2
oo Requirements and goals will be based on current and future unit, organization or position needs.				
oo Criteria will be established for identifying educational institutions which meet ACS requirements and goals and Army full-time students will attend only those institutions.				
oo ACS graduates will serve a normal tour in a unit, organization or position requiring increased knowledge and skills.				
NOTES:				
1. For FY 86 Quota Plan.				
2. Recommend Education and Training Management Branch, OPMD.				

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RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
R100 All proponents continue their review of career patterns for officers. Any branches or functional areas which do not allow men and women to have the same career patterns must be identified and action taken to develop viable alternatives for women.	- o Identify areas requiring separate career patterns for men and women. - o Develop alternate career patterns for women officers. - o Publish all career patterns as part of PDOS road maps.	All Proponents All Proponents ODCSPER	15 Mar 85 4Q FY86 1Q FY87	
R200 ODCSPER review/monitor over a ten year period the assignments of officers to determine if the areas which have different assignment patterns have competitive patterns for both men and women, e.g., school selection and staff and command assignments should be considered. Year groups should be carefully chosen and the periods monitored should begin after 1978 when the Women's Army Corps was disestablished.	- o Select year groups. - o Develop methodology. - o Conduct review. - o Document results. - o Publish findings.	ODCSPER ODCSPER ODCSPER ODCSPER ODCSPER	4Q FY85 4Q FY85 4Q FY85 1Q FY96 1Q FY96	
NOTES:				

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RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
R300 DCSPER continue to review the direct combat probability coding (DCPC) to determine the following: 1. To what degree does the DCPC policy precludes either men or women from having viable career patterns? 2. In light of current tactical doctrine, should female assignments be made by functional area instead of geographic locations?	- o Complete review. - o Analyze data. - o Publish findings.	ODCSPER ODCSPER ODCSPER	Mar 85 3Q FY85 4Q FY85	
R400 DCSPER develop a marketing plan which clearly identifies women's roles in relation to "Warrior Spirit" Monitor implementation of this fundamental principle to ensure that it is not misinterpreted.	- o Study "Warrior Spirit" concept and further define the roles of women officers as warriors. - o Develop a marketing plan for women warriors as part of the PDOS marketing plan. - o Implement plan and monitor results. - o Adjust as necessary.	ODCSPER ODCSPER ODCSPER	2Q FY85 3Q FY85 4Q FY85	
NOTES:				

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RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
RS00 Army Research Institute (ARI) continue to analyze PDOS survey data to assess difference in perceptions between male and female officers (control for grade and branch).	- o Obtain computer run of PDOS survey data sorted by sex, grade, branch. - o Analyze data. - o Publish results.	ARI ARI ARI	2Q FY85 3Q FY85 4Q FY85	
NOTES:				

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RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
070 ODCSPER add a fourth objective to the Leadership Goal entitled "Professional Development. The preparation of officers and non-commissioned officers to effectively lead the Army and efficiently manage its resources." 071 ODCSOPS create a long-term PDOS cell to coordinate approved PDOS education/training policies related to Army schools and individual/unit training (initially with a minimum of three field grade officers DMO) 072 ODCSPER overwatch Professional Development under the Leadership Goal; coordinate approved education/training/development policies related to the management of officers and to other related studies (e.g., TWOS, ROTC, and OPMS).		ODCSPER (P) DAS ODCSOPS (P) DAS ODCSPER	3Q FY85 2Q FY85 2Q FY85 ongoing	
NOTES:				

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RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
F91. ODCSPER distribute non-promotion risk officers throughout the Army so as to provide balanced cells of quality. a. No Army activity will be designated to receive higher percentages of non-promotion risk officers than any other. b. Eliminate designated unit distribution. c. Assign officers based upon their qualifications. d. Maintain balance by promotion potential by Captain through Lieutenant Colonel across all MACOM's and activities.		ODCSPER	see note below	(1)
NOTES: (1) CSA Remarks: Minimize rather than eliminate designated units for quality distribution. Army Studies Group will finalize recommendations.				

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Action Plan

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
J01 <u>DEVELOPMENT PERIOD 0 -</u> o Examine current commissioning standards and procedures and adjust to meet projected Army requirements (e.g., military skills, physical standard, PMS student evaluation, ROTC basic/advanced camp).	<u>Military Skills (MQS I)</u> oo Insure that MQS I is consistent with the commissioning standard. ooo Insure USMA and OCS MQS I certification procedures are consistent with the commissioning standard. ooo Establish critical MQS I tasks with objective of not exceeding 25 total critical tasks.	TRADOC ODCSPER (P) TRADOC TRADOC	1Q FY 86 1Q FY 86 1Q FY 86	
NOTES:				

Appendix 2 to ANNEX E
Action Plan

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
	ooo Review HQS I common tasks with the objective of reducing the number of tasks required.	TRADOC	4Q FY 88	
	ooo Develop and approve ROTC standardized certification plan.	TRADOC	4Q FY 86	
	ooo Provide certification guidance.	TRADOC	3Q FY 87	
	oooo Each PMS will certify all critical tasks.	TRADOC	3Q FY 87	
	oooo Each PMS will follow standard procedures for certification of all other common tasks.	TRADOC	3Q FY 87	
	oo Total HQS I implementation.	TRADOC	1Q FY 89	
	<u>Physical Standards</u>			
	oo Ensure physical fitness entrance standards for entry into pre-commissioning programs and commissioning are consistent with the active duty retention standard.	ODCSPER	4Q FY 85	
NOTES	<u>PMS Evaluation</u>			
	oo Establish the PMS Student Evaluation Standard.	ODCSPER	4Q FY 85	

Appendix 2 to ANNEX E
Action Plan

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
	- ooo Develop a PHS student evaluation process which includes the standard procedures for evaluating the commissioning standards and pre-commissioning program. - ooo Assess and validate student evaluation process at selected schools. - ooo Implement evaluation process.	TRADOC	4Q FY 86	
	- ooo <u>ROTC Basic/Advance Camp</u> - ooo Ensure that ROTC basic/advanced camp goals are consistent with the current commissioning standards. - ooo Ensure the interim standards for the commissioning program and the assessment procedures for the individual assessment program are compatible with the camp experience. - ooo Standardize the basic and advanced camps in all regions.	TRADOC	4Q FY 88	
		TRADOC	4Q FY 89	
		TRADOC	1Q FY 86	
		TRADOC	1Q FY 87	
		TRADOC	1Q FY 88	
NOTES				

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Action Plan

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
o Develop interim commissioning standards, as required, in addition to current standards, to insure that standards exist for all assessment categories to be assessed under the new individual assessment program (e.g., JR's, Basic Computer Skills, Foreign Language) and for all skill, knowledge and proficiency requirements.	oo Ensure that some standards exist for measurement under each category in the individual assessment program. ooo Ensure these standards are applied to ROTC, USMA and OCS where applicable. oo Develop interim standards, as required, for skill, knowledge and proficiency requirements. oo Develop a pre-commissioning computer skill diagnostic test and development program which is consistent with the commissioning standard.	ODCSPER ODCSPER ODCSPER TRADOC	2Q FY 86 (continuous) 2Q FY 86 2Q FY 86 2Q FY 88	
NOTES				

Appendix 2 to ANNEX E
Action Plan

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
	oo Ensure interim standards for both the commissioning and pre-commissioning programs are tied to the assessment instruments and procedures of the individual assessment program.	TRADOC	1Q FY 87 (continuous)	
	ooo Develop, test, validate interim standards.	TRADOC	2Q FY 89	
	oo Approve interim standards for inclusion in the individual assessment program.	TRADOC	1Q FY 90 (continuous)	
	oo Designate interim standards as permanent standards when validated. <u>32's</u>	TRADOC	2Q FY 90 (continuous)	
	oo Establish an interim commissioning standard for 3H's (reading, writing and mathematics).	OOCSPER (P) TRADOC	4Q FY 85	
	ooo Ensure standards and current testing programs are competitive.	OOCSPER (P) TRADOC	4Q FY 85	
	oo Ensure diagnostic testing instruments measure the established commissioning standard.	OOCSPER (P) TRADOC	4Q FY 85	
NOTES:				

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Action Plan

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
	- o Ensure standard for current TRADOC achievement testing program is consistent with the commissioning standard. - o Establish remedial program to assist in remediation needs for those who do not achieve initial standard. - o Assess, validate and refine JR's testing at selected institutions. - o Approve interim standard for commissioning program. - o Designate interim standards as permanent. - o Include the standard and assessment methodology in the common core.	TRADOC	4Q FY 86	
	o Develop an interim commissioning standard and tie to standard being developed for each professional development level.	TRADOC	4Q FY 86	
	o Establish a computer skills program that is consistent with the standards.	TRADOC	4Q FY 86	
	o Develop an interim commissioning standard and tie to standard being developed for each professional development level.	ODCSPER	4Q FY 89	
	o Develop an interim commissioning standard and tie to standard being developed for each professional development level.	TRADOC	4Q FY 90	
	o Develop an interim commissioning standard and tie to standard being developed for each professional development level.	TRADOC	4Q FY 90	
	o Develop an interim commissioning standard and tie to standard being developed for each professional development level.	ACSIM(P) TRADOC ODCSPER	3Q FY 86	
	o Develop an interim commissioning standard and tie to standard being developed for each professional development level.	ODCSPER (P) TRADOC ACSIM	3Q FY 87	
NOTES				

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Action Plan

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
	oo Develop a precommissioning computer skill diagnostic test and development program which is consistent with the commissioning standard.	TRADOC	2Q FY 88	
	ooo Validate computer skill diagnostic test and development program at selected test institutions.	TRADOC	4Q FY 89	
	ooo Evaluate the merits of adding a computer basic course to the Professional Military Education (PME) of MQS I and dropping one of the current requirements.	TRADOC	4Q FY 90	
	oo Implement complete computer skill diagnostic test and development program which is compatible with the commissioning standard, pre-commissioning program and the individual assessment program.	TRADOC	1Q FY 91	
	o Include the standard and assessment methodology in the common core.	TRADOC	1Q FY 91	
	<u>Foreign Language</u>			
	oo Examine current program to determine if there are shortages of justified linguists produced by current commissioning programs.	OACSI	4Q FY 85	
NOTES				

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Action Plan

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
	- ooo Validate standards and current and projected requirements for foreign language at commissioning and in the pre-commissioning program. - ooo Determine the desirability of acquiring some language training for all individuals prior to commissioning. - oooo Determine relationship between USNA and ROTC in meeting requirements. - oooo Determine impact on ROTC program (e.g., course load and flexibility for engineers vice liberal arts students). - oo Assess impact of an expanded foreign language requirement for pre-commissioning programs. - oooo Examine foreign language decay rate.	ODCSPER (P) OACSI OACSI ODCSPER TRADOC TRADOC ARI	4Q FY 85 4Q FY 85 4Q FY 85 4Q FY 86 4Q FY 86 4Q FY 86	
NOTES				

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RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
Develop an individual assessment program which provides feedback to the individual and a mechanism for validating pre-commissioning and commissioning standards and determining how well the standards are being achieved.	oooo Examine impact of additional foreign language requirements on academic load, course length and student attrition.	TRADOC	1Q FY 87	
	oo Develop and implement revised foreign language standards and procedures for determining commissioning requirements.	TRADOC	3Q FY 88	
	ooo Develop program for individuals in conjunction with the commissioning program and OBC whereby all will be given an exam to determine ability (DLAB).	TRADOC	3Q FY 88	
	oo Develop an individual assessment program that provides feedback, and a mechanism for validating the pre-commissioning standards.	ODCSPER (P) TRADOC	2Q FY 86	
NOTES:				

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Action Plan

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
J02 Examine current pre-commissioning standards for ROTC, USMA, OCS and ensure their standards meet common minimum standards for pre-commissioning.	oo Ensure current TRADOC achievement testing program is compatible with the assessment program.	TRADOC	2Q FY 85	
	ooo Validate the individual assessment program and pre-commissioning standards at selected schools.	TRADOC	2Q FY 90	
	oo Implement individual assessment program for all schools (pre-commissioning standard)	TRADOC	3Q FY 91	
	oo Ensure that USMA, ROTC and OCS standards are compatible, and tied to the individual assessment program.	ODCSPER (P) TRADOC	1Q FY 86	
NOTES:				

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RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
	- oo Establish precommissioning standards which are compatible with the revised commissioning standards and tied to the individual assessment program. - ooo Develop standard computer skills and language aptitude tests to be used as part of the initial entry standards for the pre-commissioning program. - ooo Test and validate basic and entry standards at selected schools. - o Establish a test control collection agency for collection and evaluation of data from the pre-commissioning program and the individual assessment program. - o Implement basic standards for entry into pre-commissioning programs.	TRADOC(P) ODCSER TRADOC (P) ODCSER TRADOC (P) ODCSER ODCSER (P) TRADOC ODCSER (P) TRADOC	1Q FY 87 4Q FY 88 4Q FY 88 1Q FY 90 3Q FY 91	
NOTES:				

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RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
Develop individual pre-commissioning assessment program which provides feedback to the individual, assists in evaluating his qualifications, and provides the system a mechanism for developing a remedial training program.	o Develop an individual assessment program.	ODCSPER	1Q FY 86	
	o Establish an individual assessment program that validates the standard, the qualifications of the individual and provides feedback for self-development.	TRADOC (P) ODCSPER	1Q FY 87	
	oo Develop a remedial training program for ROTC to assist those individuals who do not meet the standards.	TRADOC	2Q FY 88	
	oo Test and validate individual assessment program and remedial training program at selected schools.	TRADOC (P) ODCSPER	3Q FY 88	
	oo Insure current TRADOC achievement testing program compatible with this effort.	TRADOC	1Q FY 89	
NOTES				

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RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
J03 Develop a set of branch-specific commissioning standards for each branch which are compatible with basic commissioning standards.	oo Implement individual assessment program for all schools (precom- missioning program). oo Evaluate merit of branch- specific to commissioning standards in addition the basic commissioning standards. oo Ensure branch selection methodology is compatible for ROTC, USMA and OCS. oo Develop methodology which gives priority to qualified cadets requesting combat arms as their first choice, regardless of academic discipline.	TRADOC (P) ODC SPER ODC SPER ODC SPER ODC SPER	3Q FY 91 1Q FY 86 2Q FY 86 2Q FY 86	
NOTES				

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Action Plan

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
	- ooo Develop methodology which allows qualified cadets requesting combat service or combat service support (i.e., engineers, ordnance, signal) their first choice if not in conflict with academic discipline and technical requirements. - ooo Develop and validate an assessment series which measures interests, aptitude and potential of individuals for commissioning in a particular branch. - ooo Once assessment series is validated, determine which instruments are appropriate for inclusion in the branch selection process. - oo Expand individual assessment program to include branch-specific standards (e.g., interest, aptitude, potential) in the pre-commissioning assessment program. - ooo Upon validation, determine appropriate instruments for inclusion in the branch selection process.	ODCSPER TRADOC (P) ODCSPER TRADOC (P) ODCSPER TRADOC TRADOC	2Q FY 86 1Q FY 89 1Q FY 89 3Q FY 90 3Q FY 90	
NOTES				

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RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
J04 Branch mix of cadre at each institution will be based, in part, on the branch production mission of the institution with the aim of assisting in the recruiting effort by providing a role model and mentor.	- o Implement branch selection procedures standards. - o Establish a policy for assigning branch mix of cadre at each institution based on branch production mission of the institution. - o Ensure ROTC cadre selection methodology is compatible with that of USMA and OCS. - o Determine if there is a valid method of identifying those institutions which have a propensity to produce a particular branch (e.g., engineers or infantry).	TRADOC ODCSPER ODCSPER (P) TRADOC TRADOC	3Q FY 91 4Q FY 85 4Q FY 85 2Q FY 86	
NOTES				

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RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
J05 Objectives for the training of ROTC cadre will be compatible with USMA and OCS cadre training goals.	ooo Assess value of current effil- iation program and potential for expansion of the program.	TRADOC	2Q FY 87	
	oo Establish a policy that requires training of all cadre prior to assignment to an institution.	TRADOC	4Q FY 85	
	oo Validate current improved instructor training course.	TRADOC	4Q FY 85	
	oo Develop a formal cadre training course that is consistent throughout all regions and institutions.	TRADOC	3Q FY 86	
	ooo Cadre training course will include a phase to be conducted at each ROTC region Hq.	TRADOC	1Q FY 87	
NOTES:				

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RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
	oooo Each region develop a 1-2 day program that encompasses the region mission, resources available, and a overview of ROTC institutions in the region.	TRADOC	3Q FY 87	
	ooo Ensure each ROTC institution cadre develops a standard overview of its mission.	TRADOC	4Q FY 87	
	o Implement formal training program.	TRADOC	1Q FY 88	
NOTES:				

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RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
1. The OBC will be a resident experience for all officers (AC/RC) upon entry into commissioned service to set the core foundation for officer values, skills, provide branch training/knowledge and initial professional development guidance. It will also assist in the process for validation of commissioning standards. ODCSPER direct that all newly commissioned officers must attend their branch OBC prior to first assignment. TRAJOC review current OBC POI and length of course to ensure that properly trained LT's are sent to the field.	a. Publish policy. b. Advertise policy. c. Implement policy. a. Review/define proficiencies required of officers upon promotion to captain. b. Determine best methods of acquiring these proficiencies. (schoolhouse, unit, self-development). c. Develop mission statement for all OBC's.	a. ODCSPER b. MILPERCEN c. MILPERCEN a. Proponents b. Proponents c. Proponents	a. 4QFYs b. 2QFYs c. 1QFYs a. 4QFYs b. 1QFYs c. 2QFYs	
NOTES				

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RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
	d. Determine proper course length to teach those proficiencies best acquired in the institution. e. Consider effect on officers and families, base operations and relationships between OBC and OAC policies in course length analysis. e. Determine whether OAC's should be TDY or PCS. e. Establish policy that OAC will be TDY/PCS. f. Refine OBC.	d. Proponents Proponents e. TRADOC TRADOC f. TRADOC (P) Proponents	d. 1QFY87 1QFY87 e. 2QFY87 2QFY87 f. 4QFY87	
NOTES				

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RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
TRADOC implement MQS II.	a. Obtain CSA formal approval of MQS II.	a. TRADOC	a. 2QFY85	
	b. Review, standardize and validate the critical tasks in MQS II.	b. TRADOC (P)	b. 4QFY86	
	- Designate no more than 50 tasks from the common tasks manual as critical.	Proponents	4QFY85	
	- Designate no more than 25 tasks from the branch task manual as critical.	Proponents	4QFY85	
	- Designate branch specific critical task certification procedures.	TRADOC (P) Proponents	1QFY86	
	- Establish standard format for all MQS II manuals.	TRADOC (P) Proponents ATSC	1QFY86	
	- Publish common critical task certification procedures.	TRADOC (P) ATSC	2QFY86	
	c. Standardize MQS II certification process for all proponents.	c. TRADOC (P) Proponents	c. 1QFY86	
NOTES				

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RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION:	NOTES
	d. Develop method of validating MQS II task certification process for officers beginning OAC as part of the individual assessment program. e. Implement MQS II.	d. TRADOC e. TRADOC	d. 4QFY8 e. 4QFY8b	
NOTES				

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RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
TRACOC issue initial set of professional development support material.	a. Program for and provide books/material in support of HYS II.	a. Proponents	a. 4QFY85	
	b. Program for and provide initial subscription to professional journal.	b. Proponents	b. 4QFY87	
	c. Program for and provide initial issue of professional development roadmap.	c. Proponents	c. 4QFY87	
	d. Program for and provide initial issue of professional development notebook.	d. Proponents	d. 4QFY87	
NOTES:				

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Action Plan

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION:	NOTES
TRADOC develop and implement a Common Core in all branch school POI's that is compatible with the common skills, proficiencies and knowledge required of all officers (e.g., basic warfighting, critical common HQS tasks, professional values).	a. As common skills, proficiencies and knowledge requirements are identified, develop Common Core to support HQS II, basic warfighting, professional development.	a. Proponents TRADOC (P)	a. 4QFY86	
	b. Ensure compatibility and consistency of OBC, OAC and ANCOG Common Cores.	b. TRADOC	b. 4QFY87	
	c. Ensure Common Core skills and tasks are presented uniformly throughout TRADOC.	c. TRADOC	c. 3QFY87	
	d. Develop and implement initial Common Core in OBC.	d. TRADOC (P) Proponents	d. 4QFY87	
	e. Review and incorporate identified common skills.	e. TRADOC (P) Proponents	e. 4QFY89	
	f. Revise OBC common core.	f. TRADOC	f. 4QFY90	
	g. Implement revised OBC.	g. TRADOC	g. 2QFY91	
	h. Revise OAC Common Core as required.	h. TRADOC	h. 4QFY90	
	i. Evaluate NCO professional development and ensure formal training is consistent with officer professional development training.	i. TRADOC	i. 4QFY89	
NOTES				

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RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
TRADOC review the platoon trainer/ platoon TAC concept to incorporate advantages in all OBC's.	a. Review concept at all Proponent schools.	a. Proponents	a. 1QFY86	
	b. Determine applicability of concept to OBC, by school; for TRADOC overall.	b. Proponents	b. 1QFY86	
	c. Conduct cost analysis to determine feasibility of instituting platoon TAC/trainer.	c. Proponents	c. 3QFY86	
	d. Determine increased personnel requirements to support this training concept.	d. Proponents	d. 3QFY86	
	e. Provide recommendation on imple- mentation to TRADOC.	e. Proponents	e. 4QFY86	
	f. Decide extent of implementation.	f. TRADOC	f. 1QFY87	
	g. Program for implementation.	g. TRADOC (P) Proponents	g. 4QFY87	
	h. Prepare for implementation.	h. TRADOC	h. 4QFY88	
	i. Implement.	i. TRADOC	i. 4QFY88	
NOTES				

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RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
Proponent provide instruction on PD system to include explanation of individual assessment program, PD notebook, and their importance and role in self-development.	a. Develop instructional material to introduce formalized training on the PD system, beginning with the current system--include instruction initially on MQS and assessment program.	a. Proponents	a. 1QFY87	
	b. Ensure commonality of instruction throughout school system.	b. TRADOC	b. 4QFY88	
	c. Implement instruction on PD system.	c. TRADOC	c. 4QFY88	
	d. As PD system develops, modify course of instruction to include the complete assessment/testing program, the purpose and use of the PD roadmap and the purpose and use of the PD notebook.	d. Proponents	d. Cont.	
	e. Update POI's.	e. Proponents	e. Periodic	
NOTES:				

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RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
All The first assignment after attendance at OBC for all lieutenants will be to a branch material position, preferably with troops, with the exception of those selected to pursue specialized education or assignments. TRADOC determine those positions authorized for lieutenants that are branch material and support the development of the new lieutenant.	a. Review/define requirements for positions.	a. Proponents	a. 1QFY86	
	b. Identify positions, primarily in IOE army, that support development of the new lieutenant.	b. Proponents	b. 3QFY86	
	c. For proponents with minimal IOE lieutenant positions, identify positions in TDA that support development of lieutenants.	c. Proponents	c. 3QFY86	
ODCSPER establish as a goal that each LT be a platoon leader for 18 months. (For those branches without platoons, or with insufficient platoons, duty should be in company level units or as	o Identify positions with troops whenever possible.	Proponents	3QFY86	
	o Provide selected troop positions to MILPERCEN.	Proponents	3QFY86	
	a. Develop and implement a policy that first assignment for lieutenants will be to a platoon leader (or comparable position as identified by proponent).	a. ODCSPER	a. 2QFY87	
NOTES				

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RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
low as possible in staff positions in TOE and TDA units involving branch related duties with soldiers.)	b. Publish policy that lieutenants will be utilized in branch material positions as identified by proponent.	b. ODCSPER	b. 3QFY87	
	c. Publish policy that LT's remain in initial branch material positions for at least 18 months.	c. ODCSPER	c. 3QFY87	
	d. Use all available media sources to emphasize to commanders at all levels that lieutenants need to have the branch material assignment.	d. ODCSPER	d. 4QFY87	
	e. Include this policy in PD roadmap.	e. ODCSPER	e. 4QFY87	
NOTES:				

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RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
MILPERCEN ensure that officers that are branch transferred at 3 YOS are not assigned in the new branch until the officer has attended that branch advanced course.	a. Implement OPMS policy on branching. b. Establish policy on attendance at OAC prior to 1st assignment after branching.	a. MILPERCEN b. MILPERCEN	a. Current b. 1QFY87	
NOTES:				

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Action Plan

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
J20 A goal for officer education is that the OAC will be a resident experience upon promotion to CPT and prior to commanding a company sized unit. For the RC officer, completion of OAC will generally be a nonresident experience prior to the third year after promotion to CPT and where possible, prior to or during a company level command experience. J21 The current 20-week (+6 weeks) OAC will be evaluated in light of the OAC mission and the CAS course. TRADOC review current OAC Common Core and establish OAC length, mission and goals ensuring compatibility with other courses and with common skills, proficiencies and knowledge required of all officers (e.g., critical MOS tasks, professional values, physical fitness).	Publish that, in preparation for company command, the goal is that no one will command prior to attending OAC. a. Review/define proficiencies required upon promotion to major. b. Determine best method of acquiring these proficiencies (schoolhouse, unit or self-development). c. Design proper course length to teach these proficiencies best acquired in the institution (TDY or PCS).	ODCSPER a. Proponents b. Proponents c. Proponents	4QFY85 a. 2QFY86 b. 4QFY86 c. 1QFY87	
NOTES:				

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RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
	--Consider effect on officers and families, base operations and relationships between OBC and OAC policies in course length analysis.			
	d. Consider, in course design, the staff skills taught at CASJ and determine level of staff skill proficiency required for OAC graduates.	d. Proponents	d. 2QFY86	
	e. Develop and implement a Common Core in all branch school POL's that is compatible with the common skills, proficiencies and knowledge required of all officers.	e. TRADOC	e. 1QFY87	
	f. Designate an agency responsible for coordination of the OBC/OAC Common Core of instruction throughout the TRADOC system.	f. TRADOC	f. 4QFY86	
	g. Review and ensure compatibility of OAC Common Core with OBC, CASJ and ANCOG.	g. TRADOC	g. 1QFY87	
	h. Evaluate utilization of Phase I preparation for CASJ as a module for OAC.	h. Proponents	h. 4QFY86	
NOTES				

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RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
TRADOC implement MQS III.	i. Ensure Common Core skills are presented uniformly throughout TRADOC.	i. TRADOC	i. 1QFY87	
	j. Establish OAC length, mission and goals based on review.	j. TRADOC	j. 2QFY87	
	k. Implement revisions to OAC.	k. TRADOC	k. 4QFY87	
	a. Obtain CSA formal approval of MQS III concept.	a. TRADOC	a. 3QFY87	
	b. Review, standardize and validate the critical tasks in MQS III.	b. TRADOC	b. 3QFY87	
	-Designate no more than 25 tasks from the common task manual as critical.	TRADOC and Proponents	3QFY87	
	-Designate no more than 50 tasks from the branch task manual as critical.	Proponents and TRADOC	3QFY87	
	c. Establish standard certification procedures for all proponents.	c. TRADOC	c. 3QFY87	
	-Publish common critical task certification procedures.	TRADOC	4QFY87	
	-Designate branch specific critical task certification procedures.	TRADOC and Proponents	4QFY87	
NOTES				

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RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
	d. Develop and institute instruction on MQS IIT certification.	d. TMADOC	d. 10/98	
NOTES				

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Action Plan

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
Reinforce as a goal the assignment of officers to OAC upon selection for promotion to the grade of CPT. Concurrently with full implementation of CAS, establish policy that attendance at OAC will be only to officer's basic branch school with possible exceptions for select Armor and Infantry officers. QDCSPER establish policy that assignment priority for graduates of OAC is to organizations with opportunities for company command (or to appropriate utilization assignments for those branches with minimal opportunities for command).	a. Establish policy that attendance at OAC will be as soon as possible after selection for promotion to CPT.	a. MILPERCEN	a. 1QFY85	
	b. Publish policy.	b. MILPERCEN	b. 1QFY86	
	c. Advetise policy.	c. MILPERCEN	c. 1QFY86	
	d. Implement policy.	d. MILPERCEN	d. 3QFY86	
	e. Establish policy.	a. MILPERCEN	a. 3QFY86	
	b. Publish policy.	b. MILPERCEN	b. 1QFY87	
QDCSPER establish policy that assignment priority for graduates of OAC is to organizations with opportunities for company command (or to appropriate utilization assignments for those branches with minimal opportunities for command).	a. Identify those positions that provide adequate opportunity for company command (or comparable assignment).	a. Proponents	a. 2QFY86	
	b. Provide recommendations to TRADOC.	b. Proponents	b. 2QFY86	
	c. Provide approved positions to QDCSPER.	c. TRADOC	c. 3QFY86	
	d. Establish policy to assign OAC.	d. MILPERCEN	d. 4QFY86	
NOTES				

Appendix 2 to ANNEX E
Action Plan

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP	REQUIRED COMPLETION	NOTES
122 Requirements for company level branch qualification will be defined and branch qualification will normally occur before branch immaterial assignments. Establish initial requirements for branch qualification for men and women officers and provide recommendations to TRADOC.	a. Establish minimal requirements for branch qualification which include attendance at OAC and one appropriate field assignment at the CPT level. b. Identify appropriate field assignments that support branch qualification for each branch. c. Identify requirements for branch qualification that cannot be met by women officers due to current exclusion policies. d. Establish policy.	a. Proponents b. Proponents c. Proponents d. MILPERCEN	a. 2QFY89 b. 2QFY89 c. 2QFY89 d. 4QFY89	
Establish policy that at approximately JY05 and prior to attendance at OAC, officers will be offered the opportunity to branch transfer voluntarily to combat support and combat service support branches that have openings.				NOTES

Appendix 2 to ANNEX E
Action Plan

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
Establish education/branch qualification requirements for those that branch transfer at the three and eight YOS points. Review and approve branch qualification requirements. Establish policy that officers will normally be branch qualified prior to branch immaterial assignments and will be branch qualified prior to selection for promotion to major.	a. Ensure that officers branch transferred at the 3d and 8th YOS are given a course of instruction prior to assignment in their new branch.	a. Proponents TRADOC MILPERCEN	a. 1QFY86 1QFY87 1QFY86	
NOTES				

Appendix 2 to ANNEX E
Action Plan

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
123 ODCSPER establish policy to assign former battalion/brigade commanders to branch schools.	a. Determine positions, in priority, where assignment of a former battalion or brigade commander is desired.	a. Proponents	a. 4QFY86	
	b. Determine maximum number of former commanders that can be assigned to branch schools.	b. ODCSPER	b. 4QFY86	
	c. Approve positions where former commanders are desired.	c. TRADOC	c. 1QFY87	
	d. Establish policy to assign former commanders to identified positions in branch schools.	d. ODCSPER	d. 2QFY87	
	e. Implement policy to assign former commanders to identified positions in branch schools.	e. MILPERCEN	e. 4QFY87	
	f. Publish through all media resources that service at branch schools is a highly desirable assignment.	f. ODCSPER	f. 2QFY87	
	g. Ensure selection boards are aware of importance of instructor assignments.	g. ODCSPER	g. 4QFY86	
NOTES				

Appendix 2 to ANNEX E
Action Plan

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
Implement revised attendance criteria for CASJ.		ODCSOPS (P), ODCSPER, TRADOC	1st Qtr FY87	1, 2
101 All OPND/AGR CPT will attend CASJ by end of 8 YOS.		TRADOC (P), ODCSOPS	4th Qtr FY85	
114 - Special branch officers will attend CASJ based on quote availability.				
- CPT in OAC with follow-on assign. to Bde or higher staff (or assigned OCONUS) will attend CASJ enroute.				
- CPT not attending enroute from OAC will attend CASJ prior to a Bde or higher level staff assignment.		ODCSPER (P), MILPERCEN, TRADOC	2D Qtr FY 86	
115 - Some CASJ seminar instructors should be former Bn Cdr's. However, all will have demonstrated proficiency at the Bde and Div level staff.		ODCSPER (P) ODCSOPS, MILPERCEN	4th Qtr FY87	
		ODCSOPS(P), TRADOC ODCSPER	2d Qtr FY 88	3

NOTES:

- 1) Continue to publicize CASJ program changes with emphasis on rationale and importance of early attendance.
- 2) Current ramp-up plans are in Army program.
- 3) Integrate modular follow on to OAC core to support next most likely assignment.
- 4) Expand on existing assignment plans which support modular selections at OAC.

Appendix 2 to ANNEX E
Action Plan

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
	f. Modify supporting personnel plan to Revised Officer Advance Course implementation plan. Assignment procedures to allow follow-on CASJ from OAC for selected officers. Integrate COHORT Policies.	ODCSPE (P), MILPERCEN	2d Qtr FY88	3, 4
	g. Determine impact on family. (housing, stability, etc.).	ODCSPE(P), TRADOC	3rd Qtr FY 87	
	h. Revise MACOM, Special, Branch and RC quotas based on new attendance criteria.	ODCSOPS(P), ODCSPER TJAC, OCCH, OTSC NGB, OCAR	2d Qtr FY88	5
	i. Revise Army circular to reflect new attendance policies.	ODCSOPS (P), TRADOC	4th Qtr FY88	
	j. Begin implementation of revised attendance policy for CPT's to CASJ.	ODCSOPS(P), TRADOC ODCSPE, MILPERCEN TJAC, OCCH, OTSC, NGB, OCAR	2d Qtr FY89	
NOTES: 5) OPMD quotas/goals to MACOMS will facilitate CASJ training for remainder of year group who did not attend enroute from OAC.				

Appendix 2 to ANNEX E
Action Plan

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
102 All active component officers will complete a resident or non-resident command and staff level course prior to selection to LTC. This school will include a command and staff level warfighting and support doctrine core.	a. Announce policy. b. Develop command and staff core requirements. c. Institute core program in the resident course.	ODCSPER TRADOC (P), USACAC TRADOC (P), USACAC	2d Qtr FY85 4TH Qtr FY86 1ST Qtr FY87	1, 2
103 There will be a resident phase in the correspondence program and USAR school CGSOC courses with a block of two weeks in length emphasizing integration of all elements in the current command and staff level warfighting and support doctrine. Technologies may allow this to be conducted at remote sites.	a. Initiate HCA programming action for construction of additional classrooms. b. Develop resident phase of non-resident CGSOC and USAR CGSOC incl core program. c. Complete construction of additional classrooms. d. Complete purchase equipment for classrooms.	TRADOC (P), USACAC, OCE TRADOC (P), USACAC FORSCOM, OCAR TRADOC (P), USACAC TRADOC (P), USACAC	2D Qtr FY85 2D Qtr FY92 2D Qtr FY92 2D Qtr FY92	1, 3
NOTES: 1/ All participants in the CGSOC program regardless of the method, will be a graduate of the CASJ by FY 94. Therefore, an upgrade of the CGSOC should take place at the beginning of FY95. 2/ Officers should attend CSC level program, resident or nonresident, as soon as possible after selection to Major. 3/ If it is expected that technology will advance sufficiently to provide realistic linkage with the USAR schools, the resident phase may not be required, but an investment of the technology will be. In addition, if the technology is developed and procured, the two week resident phase could be conducted on a regional basis where the largest concentration of students are located. However, in this option additional facilities will be required therefore the costs are assumed to be the same regardless of where the program is conducted.				

Appendix 2 to ANNEX E
Action Plan

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
105 There will be alternative command and staff level schooling opportunities such as Training with Industry, Logistics Executive Development Course, Program Management Course, for the purpose of expanding the resident opportunities for command and staff level schooling. Officers in these alternative programs must achieve competency in the current command and staff warfighting and support doctrine.	a. Identify MEL 4 producing institution and connecting program requirements. b. Initiate MCA programming action for construction of additional classrooms c. Develop resident phase MEL 4 connecting course. d. Complete construction of additional classrooms e. Complete purchase equipment for classrooms. f. Begin negotiations with other Command and Staff Colleges. g. Develop Army core requirements for each Command and Staff College. h. Institute mandatory selective program for MEL 4 certification.	ODCSPER (P), TRADOC, TRADOC (P), USACAC, OCE TRADOC (P), USACAC TRADOC (P), USACAC TRADOC (P), USACAC TRADOC (P), USACAC TRADOC (P), USACAC	4th Qtr FY86 2D Qtr FY85 2D Qtr FY92 2D Qtr FY92 2D Qtr FY92 4th Qtr FY85 4th Qtr FY88 1st Qtr FY89	1
107 Officers attending other CSC level schools will receive the current Army CSC level warfighting and support doctrine through resident elective program (prefered) or nonresident program or a combination thereof.				1, 4
116 Officers attending foreign CSC level schools will complete the command and staff level land warfighting and support doctrine courses before they attend the foreign school.	Actions should be conducted in conjunction with above two recommendations.			1
NOTES 1/ Participants in the CGSOC program regardless of the method, will be a graduate of the CAS3 by FY 94. Therefore, an upgrade of the CGSOC should take place at the beginning of FY95. 4/ Officers attending foreign command and staff level schools will complete the command and staff level warfighting and support doctrine "core" before they attend the foreign school. Until the MCA construction is completed, officers attending a foreign command and staff level school should be required to take the SC 54 CGSOC NRI course.				

Appendix 2 to ANNEX E
Action Plan

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
110 CSC graduates will be provided opportunities for an Advanced Military Studies Program (AMSP) emphasizing the integration of the Art and Science of War at the operational level, in joint and combined operations, and across the spectrum of conflict.	a. Establish and conduct an evaluation program to assess the full requirements for Advanced Military Studies in terms of resource and faculty needs and optimum enrollment policies in terms of Army benefits. b. Limit enrollment to 48 Students per AY until cost/benefit analysis is complete. Maximum future enrollment should not exceed 96. c. Develop and publish interim DA Circular on AMSP. d. Reach decision on future enrollment and policies. Publish revised DA Circular.	ODCSOPS (P) TRADOC ODCSPER TRADOC (P) ODCSOPS (P) TRADOC ODCSOPS (P) TRADOC ODCSPER	2 QTR FY 90 1 QTR FY 85 3 QTR FY 85 2 QTR FY 90	
NOTES				

Appendix 2 to ANNEX E
Action Plan

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
SOI: o All AC COL/LTC(P) will receive SSC/equivalent level education (resident or nonresident). oo Colonel promotion boards will identify sufficient selectees, including alternates, for AC attendance at resident SSC level schooling. Remainder will complete the USAUCCPS, or other non-resident program. oo Insure that officers are slated to the SSC/equivalent which best meets the needs of the Army and the officer's qualifications and projected utilization. oo Selectees will complete the USAUCCPS or other non-resident program within three years of enrollment. oo SSC educational opportunities (both resident and non-resident) for RC officers will continue, as a minimum, at current levels.	The LOI to COL promotion boards will specify that the board will identify a specific number of selectees to attend resident SSC level schooling, and a specific number of alternates. The identified officers will be slated to a particular SSC or equivalent program. Alternates will be used, as required, to fill all SSC/equivalent seats. The slating board (COL Division, OPMD) will insure that selectees attend a particular college/equivalent which best meets the needs of the Army based on the officer's qualifications and projected utilization, without undue consideration to PCS costs.	ODCSPER MILPERCEN MILPERCEN (P) ODCSPER	2d QTR FY 89 2d QTR FY 89 2d QTR FY 89	NOTE 1 NOTE 2
NOTES: 1. The CSA deferred a decision on only LTC(P) and COL being selected for SSC until further study is completed on the potential of aging senior officers. 2. The CSA disapproved the single "look" recommendation for SSC selection. A multiple "look" system is to be retained.				

Appendix 2 to ANNEX E
Action Plan

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)--PRIMARY RESP.	REQUIRED COMPLETION	NOTES
S02: o Continue to expand MEL-1 opportunities through fellowships/research programs/other.	SSC equivalent level education opportunities should continue to be identified and utilized to the maximum extent possible, including fellowships, research programs, and the NDU and Air War College non-resident programs. A Constructive Credit Board will review officers records, of both OPMD and Special Branches, referred to it by the CDR MILPERCEN or Chiefs of the Special Branches. Constructive credit will be awarded to officers who through education, training, and experience meet the established purpose of SSC level education.	ODCSOFS (P) ODCSPER ODCSPER (P) MILPERCEN CH, SPECIAL BRANCHES ODCSPER (P) MILPERCEN AWC	1st QTR FY 89 2d QTR FY 86 2d QTR FY 86	NOTE 3
NOTES: 3. Award of MEL-1 to graduates of the NDU and Air War College non-resident programs would only be possible after the student completed all "core" courses (See recommendation S01).				

Appendix 2 to ANNEX E
Action Plan

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
SO1: Officers awarded MEL-1 will complete a Warfighting-EAC and "How the Army Runs" module, supported by AVC. oo AVC develop a Warfighting/EAC module of common warfighting skills, including wargame simulation, and incorporate it into the USAWCPS. oo AVC adapt the resident "How the Army Runs" course to the USAWCPS.	A minimum qualification standard for award of MEL 1 will be developed and provided to the Constructive Credit Board for their use in awarding MEL 1 to an officer. Officers who require additional education/training to meet the minimum qualification for award of MEL 1, will be provided that opportunity.	AVC (P) ODCSOPS ODCSPER MILPERCEN (P) ODCSPER	1st QTR FY 87 2d QTR FY 87	
NOTES:				

Appendix 2 to ANNEX E
Action Plan

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
SO4: Establish a curriculum coordination procedure between AWC and TRADOC.	Based on the purpose of SSC level education, a common core of subjects should be identified that all officers awarded MEL-1 should receive. At least two courses will be a part of this common core: "Warfighting-EAC" and "How the Army Runs".	ODCSOPS (P) AWC	4th QTR FY 88	
	The common core subjects of "Warfighting-EAC" (including a wargame simulation) and "How the Army Runs" will be developed for the AWCSP and adapted for all students who do not attend the AWC/AWCSP, or for officers who require the course(s) to receive constructive credit.	AWC (P) ODCSOPS ODCSPER MILPERCEN	4th QTR FY 88	
	A MOU be initiated which establishes a procedure to coordinate the curriculum between the AWC and CAC to insure the overall education program and doctrine are consistent within the Army.	ODCSOPS(P) AWC. ODCSPER MILPERCEN	3d QTR FY 86	
NOTES:				

Appendix 2 to ANNEX E
Action Plan

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
S05: AWC conduct a follow-up survey of Army SSC graduates to validate curriculum relevance and assist in future curriculum development. S06: o Include in the guidance for the TADS position review (OPMS recommendation) that a particular MEL-1 source (eg. National, ICAF, Air War College) be specified, if appropriate to meet position requirements.	The follow-up survey should include graduates from other SSC and equivalent level MEL 1 sources to permit the review of the overall MEL 1 producing program.	AWC (P) ODCSOPS ODCSPER MILPERCEN ODCSOPS (P) SSC	3d QTR FY 86 1st QTR FY 86	
NOTES:				

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Action Plan

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
S07: o LTC will be encouraged to continue their professional development education through available non-resident programs.	A consolidated list of available professional development correspondence courses at the SSC level, of all services, will be published and distributed to all LTC which will include course objectives, prerequisites, what part of the minimum qualification for award of MEL 1 the course provides and application procedures.	MILPERCEN (P) ODCSPER	2d QTR FY 87	
S09: o USAR officers selected for MEL-1 schooling will receive priority of nomination for reserve unit position vacancies and individual mobilization augmentee positions.	Identify officers with MEL 1. Maintain a current listing of IMV and TPU position vacancies at the COL/LTC level. Insure priority of assignment of MEL 1 officers to fill existing vacancies.	ARPERCEN ARPERCEN ARPERCEN	ONGOING ONGOING ONGOING	
S10: o Colonels will be selected for the Advanced Management Program based on the officers potential for continued service.		MILPERCEN	1st QTR FY 88	
NOTES:				

Appendix 2 to ANNEX E
Action Plan

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
S31 Develop a formal BG transition program that provides the newly selected brigadier general an appreciation of: himself, generalship and his future role; the Army and its major undertakings; national strategy, strategic planning and long-range policy implications; operational and tactical doctrine in joint and combined contexts; and the requirements of his first assignment. Recommended modules: - oo 5 day executive self-development course. - oo 5 day land warfare/doctrine exercise. - oo 2 day future policy impact exercise. - oo 5 to 7 day revised conference with increased "generalship". - oo tailored assignment preparation.	a. Select and contract best self-development course(s). b. Select site and develop land warfare exercise and associated doctrinal workshop. c. Reduce current conference to one week with increased focus on generalship.	ODCSPER ODCSOPS ODCSPER	3d Qtr FY85 3d Qtr FY86 3d Qtr FY86	
NOTES:				

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Action Plan

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
S32 Consolidate responsibility for all general officer professional development programs (including the BG transition program) under GOMO. Ultimately, transfer responsibility for general officer professional development programs to an executive development organization, as determined by the Senior Leadership Coordinating Committee.	a. Complete preparation of leadership doctrine.	USACAL(P), ARI	4th Qtr FY85	
	b. Conduct studies of GO executive skill requirements and position requirements.	ODCSPER(P), SLCC Working Group	4th Qtr FY85	
	c. Develop executive assessment instruments.	ODCSPER(P), SLCC Working Group	1st Qtr FY86	
	d. Determine requirements and responsibilities for an executive development organization.	ODCSPER(P), SLCC Working Group	3d Qtr FY86	
	e. Transfer GO professional development to new executive development organization (Options range from expanded GOMO to new office responsible for GO assessment and education.).	ODCSPER(P), SLCC Working Group	3d Qtr FY88	
S33 Expand inter-assignment training and education programs and provide each general officer the opportunity to interact with his future superior in preparing for his next assignment.		ODCSPER(P), ODCSOPS, USAHC, TRADOC, MACOM's	3d Qtr FY86	
NOTES:				

Appendix 2 to ANNEX E
Action Plan

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
S34 Increase general officer participation in short broadening courses in civilian and military institutions to enhance general executive capacity or functional expertise. oo Develop a Public Affairs Course tailored to general officer needs. oo Develop information management courses for general officers which prepare them, according to experience and need, to use, manage and assess computer systems applications in military organizations. oo Develop a program that draws on the resources of DA, USMA, USAWC and TRADOC to produce, in annual installments, a personal library of professional readings and other materials for general officers. S35 Maintain a continuing program of Army and DOD seminars, tailored courses and update briefings for general officers.	a. Increase GO participation in university executive level programs. b. Develop GO public affairs course. c. Develop GO information management courses. d. Develop GO library.	ODCSPER OCPA ODCSPER(P), ODCSOPS, USAWC, TRADOC, USMA ODCSOPS ODCSPER(P), DA Staff	4th Qtr FY86 3d Qtr FY86 3d Qtr FY86 3d Qtr FY 86 Ongoing	
NOTES:				

Appendix 2 to ANNEX E
Action Plan

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
S36 Seek JCS approval for an increase in frequency of the Capstone course to twice per year (Army participation at 7 BG's per course).	Request JCS approval.	ODCSOPS	3d Qtr FY86	
S37 Revise general officer assignment procedures to facilitate timely participation of general officers in professional development programs.	a. Establish procedures that permit announcement of GO assignments 3-4 months in advance of assumption of duties. b. Integrate validated assessment instruments into assignment process.	ODCSPER	3d Qtr FY86	
		ODCSPER	3d Qtr FY88	
NOTES:				

Appendix 2 to ANNEX E
Action Plan

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
S51 Develop a formal LTC transition program and follow-on short seminars/courses that provide the senior general an understanding of his roles as public spokesman and representative of the Army; an understanding of his responsibilities for the Army's overall mission readiness and moral fiber; executive development training; a review of national strategy, defense policies and Army programs; and specific preparation, for each subsequent assignment.	a. Develop data based on O-9 and O-10 skill and position requirements. b. Develop general and position-specific education and training programs.	ODCSPER(P), SLCC Working Group ODCSPER(P), ODCSOPS	4th Qtr FY85 1st Qtr FY86	
NOTES:				

Appendix 2 to ANNEX E
Action Plan

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
117 Design and implement a Reserve Component Staff Officer Development Course. --Course designed to be three phases as follows: (1) Phase I of CASJ. (2) ACCP Bn/Bde Staff development, phase II. (3) Final phase, two week resident at Ft. Leavenworth. --Phase II to be structured to require input in form of written papers, studies, etc.. --Phase III to concentrate on coordination and oral presentation. All exercises designed around Bn/Bde scenarios.	o Announce policy, change and amend AR 135-155/NGR 600-100 to require completion of this course (or CASJ) by end of third year as Major for all Reserve Component officers commissioned after 1 October 1985. o Develop POI. o Prepare ACCP material. o Enroll students. o Finalize resident phase. o Conduct resident phase.	ODCSPER (P) NGB, OCAR TRADOC (P), USACAC TRADOC (P), USACAC FORSCOM, NGB, OCAR TRADOC (P), USACAC USACAC	1Q FY86 2Q FY87 2Q FY89 3Q FY89 1Q FY90 1Q FY91	Note 1 Note 2
NOTES: 1. Course will not be available to AC or full-time support officers of RC. 2. Goal is to limit ACCP phase to 160 hours.				

Appendix 2 to ANNEX E
Action Plan

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
188 Develop a system to expedite Reserve Component branch change/qualification.	o Develop branch specific courses in short modules.	TRADOC (P) PROPOSERS	2Q FY87	
	o Test/validate modular courses.	TRADOC (P) PROPOSERS	4Q FY88	
	o Implement modular courses.	TRADOC (P) PROPOSERS	1Q FY89	
	o Develop competency test by branch to determine requirements for specific modular courses.	TRADOC (P) PROPOSERS	2Q FY88	
	o Test/validate "test out" concept.	TRADOC (P) PROPOSERS	4Q FY89	
	o Implement "test out" concept.	TRADOC (P) PROPOSERS	1Q FY90	
NOTES:				

Appendix 2 to ANNEX E
Action Plan

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
F86 Direct TRADOC, together with NGB and OCAR, to concentrate on the development of an education and training methods support strategy which is aligned with the Active Component strategy.	Implemented thru CCBI office (see policy F70), NGB and OCAR representatives.	See policy F70		see policy F70
NOTES:				

Appendix 2 to ANNEX E
Action Plan

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
F87 Direct ODCSPER, together with NGE and OCAR, to study the impact of PDOS policies, specifically those related to resident and non-resident instruction, unit training requirements and use of CCBI, on the Reserve Component officer, his family and civilian employer.	o Obtain study funds for FY 87 program.	ODCSPER (P) ARI ODCSOPS-Tng	4Q FY85	
	o Draft study directive.	ODCSPER	4Q FY85	
	o Initiate study.	Contractor	1Q FY87	
	o Complete study.	Contractor	4Q FY87	
	o Incorporate recommendation in CCBI office actions.	CCBI Ofc	1Q FY88	
NOTES:				

Appendix 2 to ANNEX E
Action Plan

RECOMMENDATION	SUPPORTING ACTION(S)	AGENCIES (P)-PRIMARY RESP.	REQUIRED COMPLETION	NOTES
J26 Develop resident and non-resident instruction programs simultaneously and maintain current.	o Evaluate all current programs of non-resident instruction to determine those that are under-subscribed, unneeded or out of date.	TRADOC (P) PROponents	4Q FY86	
	o Establish a procedure that will ensure that programs of non-resident instruction are developed concurrently with resident programs of instruction.	TRADOC	2Q FY86	
	o Develop resource requirements and program funds.	TRADOC	2Q FY87	
	o Establish a procedure that will ensure all programs of non-resident instruction are reviewed and updated at least annually.	TRADOC (P) PROponents	3Q FY86	
	o Implement procedures that ensure programs of non-resident and resident instruction are developed concurrently and adequately maintained.	TRADOC (P) PROponents	1Q FY88	
NOTES:				

**Professional Development
of
Officers Study**

**Appendix 3
Public Affairs Plan
to Annex E
Implementation Plan**

Appendix 3 to ANNEX E Public Affairs Plan

PUBLIC AFFAIRS PLAN

1. PURPOSE. To outline the strategy, objectives, policies, and responsibilities for the marketing and public affairs support of the Professional Development of Officers Study (PDOS) and Army plans that are essential for adequate understanding, acceptance, and support by the officer corps and others if implementation is to succeed.

2. OBJECTIVES.

a. Provide a plan to disseminate the maximum information in a timely manner about detailed recommendations as they are approved for implementation.

b. Initiate an active, short-range public affairs program to provide the general information base from which periodic announcements can be made.

c. Conduct an active long-range public affairs program to ensure continued understanding and support of the PDOS recommended officer development system.

d. Gain officer understanding of the Army officer development system as revised by PDOS recommendations and maintain their confidence in Army professional development programs.

e. Inform the following publics of the conceptually approved PDOS recommendations and their effect in evolving the current system into the desired system.

- (1) Army officer corps in general
- (2) Senior active Army officers
- (3) Officer candidates from all sources
- (4) Reserve Component officers
- (5) Retired general officers
- (6) Congress
- (7) The general public
- (8) Members of professional organizations

f. Support implementation of PDOS approved recommendations.

3. CONCEPT.

a. Execution of plan will be in two phases:

(1) Phase I Short-range. From public announcement of report recommendations through CY 85.

(a) The short-range public affairs effort will provide information now available on conceptually approved PDOS recommendations.

(b) The primary public affairs effort will be directed toward internal audiences.

(2) Phase II Long-range. October 1985 plus.

(a) The long-range public affairs effort will include changes to announced decisions, schedules, and follow-on or related studies, explaining how they will be integrated into the PDOS desired system.

(b) Primary emphasis for the long-range effort will continue to be placed on internal audiences.

b. The following guidance will apply throughout the execution of this plan.

(1) Key concepts and terms to be emphasized and carefully explained are the Warrior Spirit, Mentor, and Self Development. All articles, responses to queries, or information releases must be based on material contained in the PDOS report: *Warrior Spirit* (Vol I, Chap VI, Sec 2, and Vol III, Annex J), *Self-Development* (Vol I, Chap VI, Sec 9, and Vol III, Annex H), *Mentor* (Vol I, Chap VI, Sec 10, and Vol III, Annex I).

(2) Timely public affairs releases will be made as PDOS approved recommendations are scheduled for implementation in accordance with the phasing plans (Appendix 1 to this Annex).

(3) Releases will be directed primarily toward the target audience affected by the recommendation, but will include sufficient coverage of the entire concept to other audiences to eliminate misunderstanding and apprehension.

(4) Reaction to news releases will be closely monitored to assess effectiveness of the public affairs program.

(5) A broad range of media will be used to ensure the widest possible dissemination.

(6) Face-to-face communications will be used to the maximum extent practicable.

(7) Releases will be coordinated through the Office of the Deputy Chief of Staff for Personnel (ODCSPER) to Office of the Chief of Public Affairs (OCPA).

(8) Statements, releases, responses to queries, and articles written about PDOS will emphasize that the aim of the officer professional development system is to provide maximum development of the officer corps to meet the future requirements of the Army.

4. Execution.

a. PDOS Cell.

(1) Prepare draft releases.

(2) Review all news releases prepared by other agencies relating to PDOS recommendations prior to release.

(3) Provide information for coordination thru the Office of Deputy Chief of Staff for Personnel (ODCSPER) to the Chief of Public Affairs upon which to base their public affairs releases and support.

b. Office of the Deputy Chief of Staff for Personnel (ODCSPER).

(1) Review all news releases prepared by other agencies relating to PDOS recommendations prior to publication.

(2) Provide information to the Office of the Chief of Public Affairs, upon which to base public affairs release.

c. Office of the Chief of Public Affairs (OCPA).

(1) Direct the internal and external information program.

(2) Coordinate and arrange for public announcements as appropriate.

(3) Arrange for publication and distribution of pertinent information through established Army command information channels.

(4) Provide public affairs technical and staff advice to the other staff agencies in the implementation of their plan.

5. Timing. Release of information will be in accordance with detailed plan at Tabs A and B.

**Tab A - Short Range
to Public Affairs
Plan**

Tab A to Appendix 3
Short Range Plan

SHORT RANGE INFORMATION PLAN
MAJOR MILESTONES FOR DEVELOPMENT AND IMPLEMENTATION

IMPLE- MENT	SUBJECT	TARGET AUDIENCE	TYPE MEDIA												OBJECTIVE		
			CSA WEEKSUM	SOLDIERS	ARMY PER LETTER	ARMY NEWS FEATURE	AFRITS ①	ARMY TIMES	ARMY FOR JOURNAL	MINORITY MEDIA	CDRS CALL	CMD INFO SPOTLIGHT	STARS AND STRIPS	CIV NEWS MEDIA		BRIEFING TEAM	OTHER ②
FEB- JUL 85	PDOS REPORT (OVERVIEW)	All Officers			X	X	X	X		X	X					X	GENERAL INFORMATION
		Officer Candidates								X			X			X	
		Reserve Officers					X			X						X	
		N.G. Officers					X									X	
		General Public											X			X	
		Senior Army Officers			X		X	X	X		X			X			
		Army at Large		X	X	X	X	X		X		X				X	
		JSMA/ROTC Cadets	X					X						X		X	

NOTE: ① - INCLUDES TV TAPE BY STUDY DIRECTOR
NOTE: ② - INCLUDES: BRANCH PUBLICATIONS
AUSA PUBLICATIONS
RESERVE COMPONENT PUBLICATIONS
TROOP INFORMATION PACKETS TO SCHOOLS
PDOS FINAL REPORT
QUOTES IN SPEECH FILE SERVICE

Tab A to Appendix 3
Short Range Plan

SHORT RANGE INFORMATION PLAN
MAJOR MILESTONES FOR DEVELOPMENT AND IMPLEMENTATION

IMPLF- MENT	SUBJECT (continued)	TARGET AUDIENCE	TYPE MEDIA												OBJECTIVE	
			CSA WEEKSUM	SOLDIERS	ARMY PER LETTER	ARMY NEWS FEATURE	AFRIS	ARMY TIMES	ARMY FOR JOURNAL	MINORITY MEDIA	CDRS CALL	CMD INFO SPOTLIGHT	STARS AND STRIPES	CN NEWS MEDIA		BRIEFING TEAM
FEB- JUL 85	PDOS REPORT (OVERVIEW)	Perspective Cadets Civilian Aides to Sec Army Senior Army NCOs		X	X	X	X	X				X	X		X ³	GENERAL INFORMATION

NOTE: 3 - Sec Army Letter

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IMPLE- MENT	SUBJECT	TARGET AUDIENCE	TYPE MEDIA												OBJECTIVE		
			CSA WEEKSUM	SOLDERS	ARMY PER LETTER	ARMY NEWS FEATURE	AFRITS 1	ARMY TIMES	ARMY FOR JOURNAL	MINORITY MEDIA	CDRS CALL	CMD INFO SPOTLIGHT	STARS AND STRIPES	CIV NEWS MEDIA		BRIEFING TEAM	OTHER ML PUBS 2
FEB- JUL 85	PDOS RECOMMENDED DEVELOPMENT SYSTEM	All Officers						X		X						X	PROVIDE INFORMATION ON CHANGES TO CURRENT SYSTEM AND IMPACTS
		Officer Candidates														X	
		Reserve Officers						X								X	
		N.G. Officers						X								X	
		Retired Officers						X								X	
		General Public											X				
		Senior Army Officers						X	X		X					X	
		Senior Army NCOs		X	X	X	X	X			X		X			X	

NOTE: 1 - INCLUDES TV TAPE BY
STUDY DIRECTOR

NOTE: 2 - INCLUDES: BRANCH PUBLICATIONS
AUSA PUBLICATIONS
RESERVE COMPONENT PUBLICATION
TROOP INFORMATION PACKETS TO SCHOOLS
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IMPLE- MENT	SUBJECT	TARGET AUDIENCE	TYPE MEDIA												OBJECTIVE		
			CSA WEEKSUM	SOLDERS	ARMY PER LETTER	ARMY NEWS FEATURE	AFRIS T	ARMY TIMES	ARMY FOR JOURNAL	MINORITY MEDIA	CORS CALL	CAD WFO SPOTLIGHT	STARS AND STRIPES	CIV NEWS MEDIA		BRIEFING TEAM	OTHER ME 2 Pubs
FEB- OCT 85	PDOS POLICY RECOMMENDATIONS APPROVED FOR IMPLEMENTATION	Senior Army Leaders Branch Proponent Cdrs Implement Groups	X		X			X			X			X	X	X	PROVIDES SPECIFIC INFORMATION TO AUDIENCES INTERESTED IN IMPLEMENTATION AND AFFECTS

NOTE: 1 - INCLUDES TV TAPE BY
STUDY DIRECTOR

NOTE: 2 - INCLUDES:
BRANCH PUBLICATIONS
AUSA PUBLICATIONS
RESERVE COMPONENT PUBLICATIONS
TROOP INFORMATION PACKETS TO SCHOOLS
PDOS FINAL REPORT
QUOTES IN SPEECH FILE SERVICE

**Tab B - Long Range
to Public Affairs
Plan**

Tab B to Appendix 3
Long Range Plan

1. All Officers
2. Reserve Officers
3. NG Officers
4. Senior Army Officers
5. Army at Large
6. USMA/ROTC Cadets
7. Prospective Cadets

LONG RANGE INFORMATION PLAN
MAJOR MILESTONES FOR DEVELOPMENT AND IMPLEMENTATION

IMPLE- MENT	SUBJECT	TARGET AUDIENCE	TYPE MEDIA														OBJECTIVE	
			CEA WEEKSUM	SOLDIERS	ARMY PER LETTER	ARMY NEWS FEATURE	AFRIS	ARMY TIMES	ARMY FOR JOURNAL	MANORITY MEDIA	CORS CALL	CHD INFO SPOTLIGHT	STARS AND STRIPS	CN NEWS	MEDIA	BREIFING TEAM		OTHER MIL PUBS
4Q FY90	<u>COMMON CORE</u> - Develop/Define Content of Common Core																	Provides Specific Infor- mation to Audiences Interested in Implementation and Affect.
1QFY87	- Incorporate Common Core Curriculum in All Levels of Schooling	1, 4															X	
1QFY90	- Incorporate Common Core Concept in a Professional Devel- opment Roadmap	1, 4															X	
2Q FY86	<u>COMMON SHARED OPERATION LANGUAGE</u> - Doctrine, Standar- dized Terms and Frames of Reference Developed and Re- defined by TRADOC																	
4Q FY85	- New Tools will be Developed to Ex- ploit the Use of Latest Technology	5															X	

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LONG RANGE INFORMATION PLAN
MAJOR MILESTONES FOR DEVELOPMENT AND IMPLEMENTATION

APPE- MENT	SUBJECT	TARGET AUDIENCE	TYPE MEDIA													OBJECTIVE
			CSA WEBCAST	SOLDIERS	ARMY PER LETTER	ARMY NEWS FEATURE	AFRIS	ARMY TIMES	ARMY FOR JOURNAL	ARMORITY MEDIA	COMS CALL	CMD INFO SPOTLIGHT	STARS AND STRIPES	CIV NEWS MEDIA	BRIEFING TEAM	
4QFY85	DEVELOPMENT PERIOD 2 Goal: Officer Attend OAC Upon Promotion to CPT and Prior to Com- pany Command	1, 4, 6		X	X	X	X			X	X	X			X	Provide Specific Infor- mation to Audiences Interested in Implementation and Affect.
4Q FY87	Evaluate New OAC in Light of OAC Mission and CAS3 Course															
1Q FY88	Company Level Branch Qualification Occurs Prior to other Assign- ments															
4Q FY87	Assign Former Battal- ion/Brigade Commanders to School Faculty															

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IMPLE- MENT	SUBJECT	TARGET AUDIENCE	TYPE MEDIA															OBJECTIVE
			CSA WEBCAST	SOLDERS	ARMY PER LETTER	ARMY NEWS FEATURE	AFATS	ARMY TIMES	ARMY FOR JOURNAL	MINORITY MEDIA	CRAS CALL	CRS INFO SPOTLIGHT	STARS AND STRIPS	CN NEWS MEDIA	INTERV TEAM	OTHER MIL PUS		
1Q FY86	<u>FUNCTIONAL EDUCATION/ TRAINING</u>																Provides Specific Infor- mation to Audiences Interested in Implementation and Affect.	
	Company Level Branch Qualification will precede Functional Area Development																	
4Q FY88	Develop or Revise Courses to Support all Areas of Con- centration and Func- tional Areas																	
<u>DEVELOPMENT PERIOD 3</u>																		
2QFY85	All Active Component Officers will Complete a Resident or Non- Resident Command and Staff Level Course	1,4,6,7	X	X	X	X	X	X			X	X	X		X	X		
3Q FY85	A Small Number of Mel 4 Graduates will be provided Opportunities for an Advanced Mili- tary Studies Program (AMSP)																	

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MAJOR MILESTONES FOR DEVELOPMENT AND IMPLEMENTATION

IMPLE- MENT	SUBJECT	TARGET AUDIENCE	TYPE MEDIA													OBJECTIVE
			CSA WEEKLY	SOLDIERS	ARMY PER LETTER	ARMY NEWS FEATURE	AFPTS	ARMY TIMES	ARMY FOR JOURNAL	ARMY TV MEDIA	CORP CALL	CAD INFO SPOTLIGHT	STARS AND STRIPES	CIV NEWS MEDIA	BRIEFING TEAM	
2Q FY86	Publish an Army Reg- ulation which will Define Pre-Command Course Policies, Purposes and Respon- sibilities															Provides Specific Infor- mation to Audiences Interested in Implementation and Affect.
	<u>DEVELOPMENTAL PERIOD</u> 4 -															
2Q FY89	All Active Component (OPMD) LTC(P) And COLS Will Receive Opportunity to Attain MEL 1 Level Education	1,4,6	X		X			X			X	X		X	X	
4Q FY88	All Officers Awarded MEL 1 will Complete Two Courses: "War- fighting (Echelon Above Corps)" and "How the Army Runs"															
3Q FY86	The AWC Remain a FOA of OBESOPS. Develop a Formal Curriculum Coordination Pro- cedure Between TRADOC and AWC															

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IMPLE- MENT	SUBJECT	TARGET AUDIENCE	TYPE MEDIA													OBJECTIVE																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																
			CSA WEEKSUM	SOLDERS	ARMY PER LETTER	ARMY NEWS FEATURE	AFRITS	ARMY TIMES	ARMY FOR JOURNAL	MINORITY MEDIA	CDRS CALL	CMD INFO SPOTLIGHT	STARS AND STRIPS	CV NEWS MEDIA	BRIEFING TEAM		OTHER MA PUBS																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																															
1Q FY87	DEVELOP A Pre-Command Course Tailored to the Needs of RC05 and 06 Commanders																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																															

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IMPLE- MENT	SUBJECT	TARGET AUDIENCE	TYPE MEDIA														OBJECTIVE
			CSA WEEK END	SOLDIERS	ARMY PER LETTER	ARMY NEWS FEATURE	AFRTS	ARMY TIMES	ARMY FOR JOURNAL	MINORITY MEDIA	CDRS CALL	CMO INFO SPOTLIGHT	STARS AND STRIPS	CV NEWS MEDIA	BRIEFING TEAM	OTHER MIL PUBS	
1Q FY86	<u>DEVELOPMENT PERIOD 6</u> Senior General Officers will be Provided Opportunities for Executive Development and Individualized Assignment Preparation																Provides Specific Infor- mation to Audiences Interested in Implementation and Affect.
	<u>MENTOR</u>																
2QFY87	TRADOC Commander Review Service School Authorizations for Experience Level Appropriate for a "Mentoring" Faculty	1,4,6		X						X						X	
3QFY85	Modify Staffing Guides 1 to Support this School - house Strategy Concept															X	
4QFY85	Doctrinal Emphasis on Leader's Role in Development of Sub- ordinates	1,2,3,4,6															

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LONG RANGE INFORMATION PLAN
MAJOR MILESTONES FOR DEVELOPMENT AND IMPLEMENTATION

SAMPLE- MENT	SUBJECT	TARGET AUDIENCE	TYPE MEDIA														OBJECTIVE				
			CSA	WEEKSUM	SOLDIERS	ARMY PER	ARMY NEWS	FEATURE	AFRIS	ARMY TIMES	ARM FOR	JOURNAL	MANORITY	CDRS CALL	CLIO INFO	SPOTLIGHT		STARS AND	CIN NEWS	BRIEFING	TEAM
40FY87	<u>WARRIOR SPIRIT</u> Develop an Understanding of the Warrior Spirit Concept Early in Each Officer's Professional Development and Reinforce it Throughout his Career	1,2,3,4,5 6,7			X	X		X		X			X		X		X		X		X
	<u>ART AND SCIENCE OF WAR</u>																				
20FY86	There will be a Common Core Component to Provide Officers the Roadmap to Progressively Master the Art and Science of War	1,2,3,4,5 6,7				X							X								X
4Q FY85	<u>DECISION MAKING</u> OOCSPER Design Phased Plan to Assist in Developing/Using Professional Executive Ability in the Army	1,2,3,4				X											Y				X

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IMPLE- MENT	SUBJECT	TARGET AUDIENCE	TYPE MEDIA													OBJECTIVE	
			CSA WEBCAST	SOLDIERS	ARMY PER LETTER	ARMY NEWS FEATURE	AFRIS	ARMY TIMES	ARMY FOR JOURNAL	MINORITY MEDIA	CONS CALL	CHD INFO SPOTLIGHT	STARS AND STRIPES	CIV NEWS MEDIA	BRIEFING TEAM		OTHER MIL PUBS
4QFY85	Develop/Teach/Export Applied Team Building Skills	1,2,3,4, 6,7														X	Provides Specific Infor- mation to Audiences Interested in Implementation and Affect.
4QFY87 1QFY88	<u>SELF DEVELOPMENT</u> Develop and Publish PD Periodical	1,2,3,4,5	X		X	X		X			X	X				X	
3QFY87	Develop and Publish a PD Roadmap which Out- lines the PD System	1,2,3,4,5 6,7	X		X	X		X			X					X	
	Develop and Publish PDL Notebook	1,2,3,4,6									X	X					
2QFY87 4QFY88	Continue to Test, Validate and Field MQS I, II and III	1,2,3,4,5			X	X	X	X			X	X	X	X		X	

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			CSA WEEKSUM	SOLDERS	ARMY PER LETTER	ARMY NEWS FEATURE	AFRIS	ARMY TIMES	ARMY FOR JOURNAL	MINORITY MEDIA	CDRS CALL	CMD INFO SPOTLIGHT	STARS AND STRIPES	CIV NEWS MEDIA	EMERGEN TEAM	OTHER MIL PUBS		
2QFY87 4QFY88	Expand MOS to Field Grades (MOS IV for 0-4's and MOS V for 0-5's)	1,2,3,4,5 7		X	X	X	X	X			X	X	X	X	X	X		
3Q FY87	Develop, Validate and Implement an Individ- ual Assessment Program for all Officers, Cadets and Candidates	1,2,3,4,5 6,7			X	X	X	X	X	X					X	X		
1Q FY89	Develop, Validate and Implement an Individ- ual Knowledge and Skills Evaluation Pro- gram	1,2,3,4,5 6,7			X	X	X	X	X	X	X				X	X		
	<u>ED/TRAINING METHODS</u>																	
4Q FY85	TRADOC Accelerate Development of Computer Communication Based Instruction (CCBI) Technologies	1,2,3,4,5							X				X	X	X	X		

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			CSA WEEKSUM	SOLDERS	ARMY PER LETTER	ARMY NEWS FEATURE	AFRIS	ARMY TIMES	ARMY FOR JOURNAL	ARMY JOURNAL	ARMY JOURNAL	ARMY JOURNAL	ARMY JOURNAL	ARMY JOURNAL	
4Q FY87	Determine the Average Amount of Time that the Typical RC Officer can be Expected to Devote to Professional Development														Provides Specific Infor- mation to Audiences Interested in Implementation and Affect.
1Q FY86	Develop and Implement a New Army Correspon- dence "Staff Develop- ment Course"														
1Q FY87	Update/Implement the RC 05/06 Pre-Command Course (RETO) That was Pilot Tested in 1983	1,2,4			X									X	
	Evaluate Feasibility of Providing Appro- priate Compensation for RC Officers who Pursue Professional Development Through Programs of Non- Resident Instruction	1,2,4			X									X	

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			CBSA WEEKSUM	SOLDERS	ARMY PER LETTER	ARMY NEWS FEATURE	AFRITS	ARMY TIMES	ARMY FOR JOURNAL	ARMY JOURNAL	ARMY MEDIA	CORS CALL	CMD INFO SPOTLIGHT	STARS AND STRIPS	CIV NEWS MEDIA		BREKING TEAM
3Q FY85	<u>CONTROL AND COHERENCE</u> Add Fourth Objective to Leadership Goal (ODCSPER)																Provides Specific Infor- mation to Audiences Interested in Implementation and Affect.
2Q FY85	"Professional Develop- ment: The Preparation of Officers and Non- Commissioned Officers to Effectively Lead the Army and Efficient- ly Manage its Resources."																
	ODCSOPS Create PDOS Cell to Coordinate Approved PDOS Educa- tion/Training Policies	1,4	X		X	X											X
2Q FY85	ODCSPER Overwatch Professional Develop- ment Under the Leader- ship Goal																