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AN EXAMINATION OF ACTIVE DUTY GUARD RESERVE (AGR)
USAR SUPPORT PROGRAMS

BY

COLONEL RON EDSON, SC
COLONEL ROBERT ALBRACHT, AR
LIEUTENANT COLONEL RUSSELL DOWDEN, FC
LIEUTENANT COLONEL DAVE WINTERLE, IN

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ABSTRACT

AUTHOR(S); Ron Edson, COL, SC
 Robert Albracht, COL, AR
 Russell Dowden, LTC, FC
 Dave Winterle, LTC, IN

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The final chapter contains conclusions and recommended implementation recommendations for sixteen issues. These have been briefed to the OCAR and TRADOC staffs.

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PREFACE

This group study was produced under the sponsorship of US Army War College, Center for Land Warfare and USA, TRADOC Deputy Chief of Staff, Resource Management. The US Army War College faculty, FORSCOM, TRADOC, OCAR and ARPERCEN staffs participated in developing study parameters and selecting study methodology. Conclusions and recommendations are provided for consideration and inclusion in AR 140-XX, Active Duty in Support of United States Army Reserve (USAR AGR Management Program), TRADOC Regulation, 10-1, School Model, and FORSCOM policies regarding forward deployment of RC unit AGR personnel with CAPSTONE gaining commands. The authors, 2-USAR (AGR), 1-USAR (TPU member) and 1-AC, present a total force view of the subject and provide a full spectrum analysis of the issues. Conclusions and recommendations were developed in an unrestrained resource atmosphere; however, many recommendations can be implemented within present and programmed resources.

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USAWC MILITARY STUDIES PROGRAM PAPER

AN EXAMINATION OF ACTIVE DUTY GUARD RESERVE (AGR) USAR
SUPPORT PROGRAMS

A GROUP STUDY PROJECT

by

Colonel Ron Edson, SC
Colonel Robert Albracht, AR
Lieutenant Colonel Russell Dowden, FC
Lieutenant Colonel Dave Winterle, IN

Colonel William Carew, USAR, JAGC
Project Adviser

US Army War College
Carlisle Barracks, Pennsylvania 17013
22 May 1985

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CHAPTER I

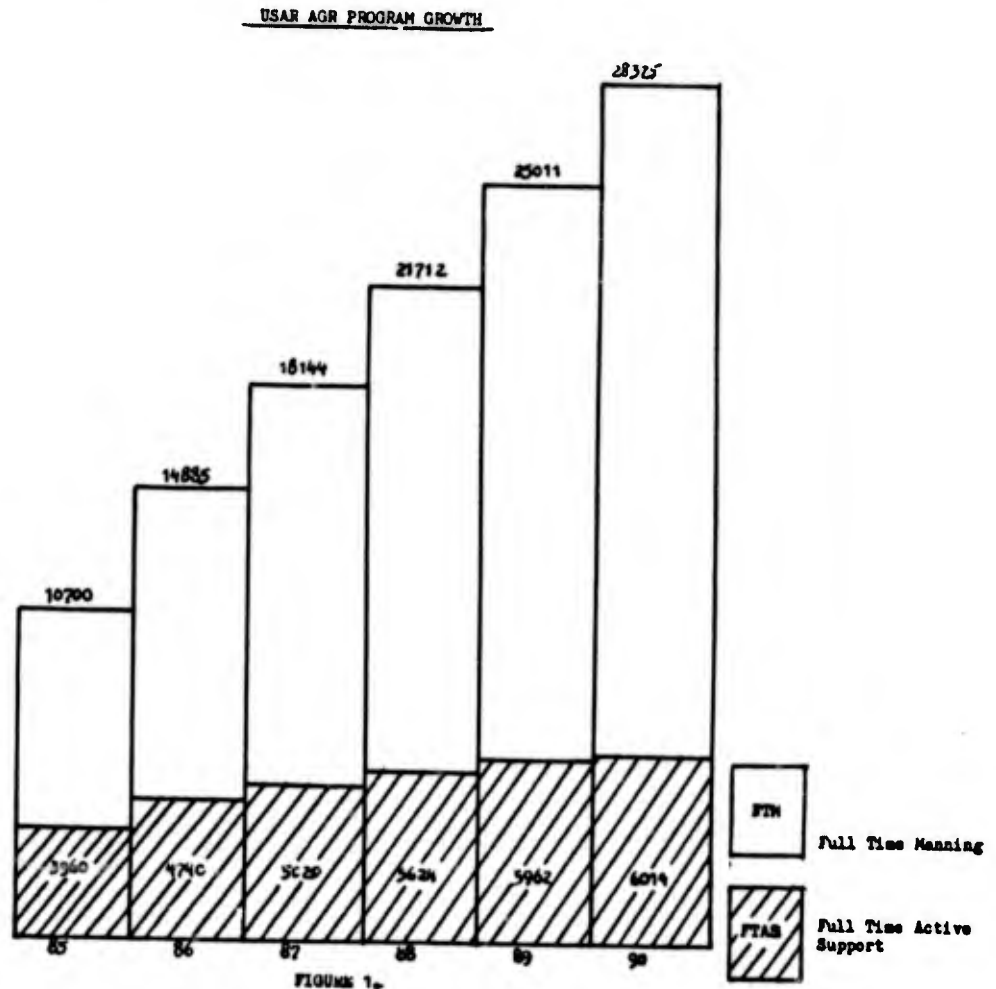
INTRODUCTION

Through the Active Guard Reserve (AGR) Program Army Reserve personnel serve on active duty, within the Full Time Support (FTS) Program, under the authority of Title 10 USC 265, 3033 (b), 3496, or 672 (d).¹ Within FTS, full time manning (FTM) provides "green suiters" on a day to day basis to improve Reserve Component (RC) unit mobilization and readiness. Army Reserve personnel are also furnished to AC agencies to assist in the formulation, coordination and administration of policies, plans, programs and regulations pertaining to the RC, or to assist in recruiting, retention, administration, instruction, training or logistic support of the RC. This research effort investigates the RC support furnished to TRADOC schools, installations, FORSCOM installations and the use of FTM personnel at forward deployed CAPSTONE gaining commands.

BACKGROUND

In 1979 the AGR program evolved from the Long Tour Management (LTM) Program. At that time it combined all Title 10 USC tours under a single management umbrella with the goals of improving the quality of participating personnel, establishment of effective centralized management and achieving more effective use of limited resources to meet the needs of the Army Reserve within the context of the then, "One Army Policy." The program is designed to enhance training, logistics, mobilization, readiness and administrative capabilities of RC units and additionally furnish RC expertise on a daily basis to AC agencies. Program authorizations for FY 85 are 10,700 positions and are programmed to grow to more than 28,325 positions by FY 90, Figure 1. The

vast majority of these positions are in the Full Time Manning (FTM) sector, where most of the programmed growth will also occur. However, a significant portion of AGR support will continue to provide expertise to AC, TDA organizations. This project focuses upon that arena: the USAR AGR support provided to FORSCOM installations, TRADOC schools and installations, and the feasibility of utilizing forward deployed FTM personnel, under the auspices of CAPSTONE and attendant contingency plans, to provide transition-to-war planning and liaison capability.



STATEMENT OF THE PROBLEM

The present strength in reserve strategy—one of this country's basic war planning tenets—is highly dependent on the readiness of the RC and their capability to mobilize and deploy that portion of the force faster than at any

time in history. For this strategy to be credible, RC elements must be organized, equipped and manned to go to war today. Equally important, however, is the Army's need to train and prepare these elements for their contingency missions and plan for a transition to war.

FORSCOM and TRADOC each play significant parts in structuring and readying the RC portion of the Army. Although charged with designing, building, equipping, manning, training, and planning for mobilization of the Army force, FORSCOM and TRADOC lack authorizations for the people to do the job—namely ARNG and USAR personnel knowledgeable of the intricacies of the RC portion of the force.

The AGR program is intended to fill that void. This year FORSCOM is authorized 601 and TRADOC, 429 USAR positions² to meet that requirement. Nevertheless, there remains a recognized shortfall between needs and capabilities. The authors perceived that an examination of these AGR assets and how they are used would develop recommendations that could: improve program effectiveness by standardization of requirements, increase efficiency via functional realignment of responsibilities, and reduce the shortfall by a limited redistribution of authorizations.

An additional problem was recognized in that, as CAPSTONE planning has matured RC elements have been assigned ever larger roles in a diverse number of scenarios. It is crystal clear that the RC are the Army force sustainers in any eventuality, not only as operators but also provide major command and control headquarters to critical Combat Support (CS) and Combat Service Support (CSS) areas. These CAPSTONE headquarters must accomplish detailed war planning on a continuous basis with supporting and supported elements—many of which are forward deployed.

Today, with the exception of the 412th ENCOM, major USAR units lack a daily presence in forward deployed theaters. Therefore, they cannot plan and coordinate to the necessary level of detail. This shortfall degrades not only the readiness of RC elements but also the sustainability of the forward deployed elements.

Simply stated, the second problem area is—how can FTM personnel, under the auspices of CAPSTONE, be forward deployed with gaining commands to provide credible and continuous planning and liaison capability?

INVESTIGATIVE PROCEDURES

As initially planned the study was to be divided into three principal areas of interest: USAR support to FORSCOM installations, USAR support to TRADOC Schools/Installations and CAPSTONE planning requirements for Command and Control Headquarters.

To obtain field input a survey (Appendix I) was developed. Data was to be obtained by visits to FORSCOM Headquarters and selected installations, TRADOC Headquarters and representative installations/schools, USAREUR and Major Subordinate Commands (MSC), Office Chief Army Reserve (OCAR) and Army Reserve Personnel Center (ARPERCEN). The target population was AGR personnel assigned to, and key staff members of, each activity being visited. Initially no mail surveys were planned.

The study methodology was briefed to key members of FORSCOM, TRADOC, OCAR and ARPERCEN staffs. As a result of feedback received from these meetings, several changes were made to the plan of attack.

First, TRADOC did not judge our proposed itinerary of four installations to be an adequate sampling. As a result a training center and two combat arms schools/installations were added to our planned field research effort. TRADOC also provided funds to cover the additional TDY costs.

Secondly, TRADOC personnel expressed an interest in obtaining some input from all TRADOC schools/installations. To accomplish that TRADOC mailed surveys to USAR Advisors at all schools/installations not being visited by a member of the study group. As a result of this effort input to this study effort was received from all TRADOC schools/installations.

To develop a more broadly based profile of the AGR population serving in the TRADOC community, the Senior USAR Advisor sent surveys to all USAR AGR personnel serving at headquarters TRADOC. Ninety percent of those polled responded.

Key AGR personnel at Hq FORSCOM were briefed by study group members. AGR personnel assigned to Hq FORSCOM did not participate in the survey. Due to a limitation of both time and dollars, no FORSCOM installations were visited, albeit all USAR AGR personnel at each FORSCOM installation were mailed a survey. Sixty-three percent of those invited did participate.

In Europe, personnel assigned to Hq USAREUR, V Corps, VII Corps, 21st SUPCOM and Army Reserve Command, Europe were interviewed.

One team member visited ARPERCEN to discuss the study project, receive an ARPERCEN orientation and obtain job descriptions. The latter were not available; however, ARPERCEN, in conjunction with OCAR, has undertaken a concerted effort to build a complete file of job descriptions. No ARPERCEN personnel participated in the actual survey.

The OCAR Personnel Division Chief was briefed on the objectives and methodology of the study effort. While Personnel Division personnel did not participate in the survey, they gave invaluable assistance by providing historical data, statistical summaries of AGR authorizations and policy information regarding the AGR program.

Surveys were mailed or distributed only to USAR AGR personnel; however, both Guard and Reserve personnel participated in on-site surveys. While Guard input was considered during the development of the conclusions and recommendations, any item that appeared to be ARNG unique was discarded because the number of Guard participants was not statistically representative of the ARNG AGR population.

ANALYSIS OF THE STUDY METHOD USED

Field input of data was obtained by mail and on-the-ground interviews at TRADOC installations, activities or schools and in USAREUR. The vehicle by which data was collected is the survey instrument contained at Appendix I. The data was gathered from Nov 84 thru Apr 85.

Our methodology was developed to capture information in four general categories, demographic, communicative exchange and system management, USAR unit and individual density by branch, and CAPSTONE planning data.

The survey instrument was separated into four sections.

Section A was completed by all respondents and used to identify specific positions, analyze rating schemes and distinguish between what incumbents do now and upon transition to war. This section forms the basis for Chapter II.

Section B was developed to determine: The number of AGR individuals located on each installation; who is in charge of the AGR program; how information is exchanged; and how the field perceives the AGR management program. Chapters III and IV were drawn from Section B.

Section C was to be used to determine the degree of interest the USAR has in each branch based upon the USAR, troop program unit (TPU), Individual Ready Reserve (IRR) and Individual Mobilization Augmentee (IMA) population. Only proponent school advisors were asked to complete this section. Of fourteen responses only three were complete. In view of the foregoing, it was determined

that information contained in this section was inconclusive and not sufficiently detailed to use in developing conclusions or recommendations. However, it is noted that USAR density in a given segment of the force structure should correlate to a relative degree of interest in that area and may be fertile ground for independent study and/or expansion of this project in the future.

Section D was applied only in Europe. It was designed to determine what transition to war planning is needed for CAPSTONE units, at what level, and by whom it should be performed? The objective of the section was to develop criteria for the establishment of forward deployed liaison planning cells (FDLPC) and to identify functional tasks of such elements. Information contained in Chapter V came from Section D data.

RELIABILITY OF THE FINDINGS

Since all respondents were not asked to complete all portions of the survey instrument, the statistical significance of each section varies.

Those participating represent less than 10% of the MACOM total AGR population albeit they did represent input from 100% of TRADOC installations/schools, 100% of USAREUR and Major Subordinate Commands (MSC), and 88% of FORSCOM installations. Therefore, viewed in that light (number of activities participating), the conclusions reached in this study should be considered extremely reliable.

Product reliability has been further enhanced in that the conclusions arrived at in most issues were calculated mathematically. Input was discarded that appeared to be an illogical response, not in accordance with instructions, or incomplete. The result of this raw data interpretation is depicted in figures accompanying the narrative in each chapter.

Finally, all conclusions were discussed with TRADOC staff members at an in-progress review held during the first week of April. In every case the conclusions correlated with results of past AGR workshops that addressed similar areas.

With regard only to the CAPSTONE portion of this effort, there is without doubt a need to forward deploy additional FTM personnel with CAPSTONE gaining commands in liaison and planning activities. But due to a lack of detailed information, development of objective FDLPC criteria was not possible, nor statistically based and therefore must be considered inconclusive. Further study in this area is necessary before valid criteria can be established.

ORGANIZATION OF THE PAPER

This study report is organized into six chapters, the contents of which are shown in the index. A synopsis of each chapter follows.

Chapter I deals with the authors' interpretation of the problem and root causes; how data was obtained; a look at methodology; and, a discussion of reliability of the results.

In Chapter II, a profile of the AGR study participants is presented. Included are statistical displays of assignment objectives, position locations, time allocations, rating schemes and mobilization assignments. All respondents provided input to this chapter.

Chapter III contains a discussion of those issues found to be statistically significant and is drawn from Section B of the survey instrument. Of particular interest are figures depicting FORSCOM and TRADOC positions-in-common and an AGR functional matrix.

Chapter IV addresses the AGR program as viewed by respondents. The chapter contains an overview of ARPERCEN and a synopsis of survey replies relating to AGR personnel management, professional development, promotion and

assignment systems. While the chapter represents subjective views of respondents it at the same time is to be considered highly credible due to the high degree of correlation of responses among those participating.

The establishment of Forward Deployed Liaison Planning Cells (FDLPC) is discussed in Chapter V. The objective of this query was to establish criteria by which FDLPC could be forward deployed with CAPSTONE gaining commands. Due to lack of information, objective criteria were not developed albeit the need for FDLPC has been clearly established.

The final chapter contains a statement of conclusions and recommendations.

CHAPTER I

ENDNOTES

1. US Department of the Army, Army Regulation 135-18, pp. 3-6.
2. Office Chief Army Reserve Report, Army Reserve MIS Rev 5, dated 18 January 1985; FORSCOM, UIC W3AZAA; TRADOC, UIC W3BYAA.

CHAPTER II

THE FORSCOM/TRADOC AGR PROFILE

GENERAL: Before proceeding to build a profile of TRADOC/FORSCOM AGR incumbents, it is appropriate to identify the target population. There are 601 FORSCOM Full Time Unit Support (FTUS) positions and 429 like positions in TRADOC. This research effort focused only upon a portion of those positions.

The objective of this effort was to identify positions that were common to all FORSCOM/TRADOC installations/schools, common functions associated with each position and to develop a generic job description for each position. AGR personnel assigned to Associate Professor of Military Science (APMS), other ROTC programs and those on the FORSCOM staff were not asked to participate. Full time manning (FTM) personnel were also not included in this project.

Looking at the participants, all 23 TRADOC installations/schools/centers were represented. In FORSCOM only installations authorized AGR advisors and mobilization planners were considered (19). Of those seventeen were sent surveys. Two FORSCOM installation positions were vacant at the time. Sixteen installations responded.

In addition to mail surveys, on-the-ground workshops and interviews were conducted at Fts. Belvoir, Benning, Eustis, Gordon, Jackson and Lee. Of note, conflict of schedules precluded a planned visit to Ft. Knox. On-site visits were more comprehensive than the mailed surveys, which were sent only to the Senior USAR AGR on each installation.

During on-site visits all AGR personnel, including Guard and Reserve, resident on an installation were interviewed. As an example these included, all AGR personnel assigned to the principal activity plus tenants such as,

would generally be an 04 since his AC counterparts would normally be of the same grade. Also, as a major, he would be assured of adequate access to the mobilization hierarchy within the agency. The same would hold true at all levels—e.g. to be an effective agency advisor one must be of sufficient grade to be included in the command element.

In cases where participants were assigned below the authorized grade, there was at least a perceived, if not actual, loss of effectiveness in being able to carry out their charter as Army Reserve functional area experts or advisors. In some cases, individuals had become augmentations to the AC work force or been assigned duties well below the authorized grade.

WHERE AGR ADVISORS WORK?

The duties of USAR Advisors are prescribed in Draft AR 140-XX. An extract follows:²

The Chief Army Reserve will designate positions to be USAR Advisor positions. USAR advisors are special staff officer/NOO reporting directly to a general officer or higher level supervisor or to a colonel who is the Chief of Staff or equivalent level of an Active Component organization with a recognized requirement for a general officer. Advising on a broad spectrum of USAR policy matters, with Army-wide application, is the primary function involved in these positions. 'USAR Advisor' will appear in the job title. These positions will normally be limited to headquarters and agencies that develop and promulgate policies and programs impacting on the US Army Reserve. Enlisted positions for grades E8 and E9 may be designated if they otherwise meet the above criteria.

AR 135-18 also addresses use of AGR personnel.³ "These [personnel] will actively participate in formulation, coordination and administration of policies, plans, programs, and regulations pertaining to the RC."

Of those responding, only one quarter reported to a member of the command group and less than 15% met the AR 140-XX criteria requiring advisors to report directly to a general officer supervisor. Figure 3.

WHERE DO ADVISORS WORK?

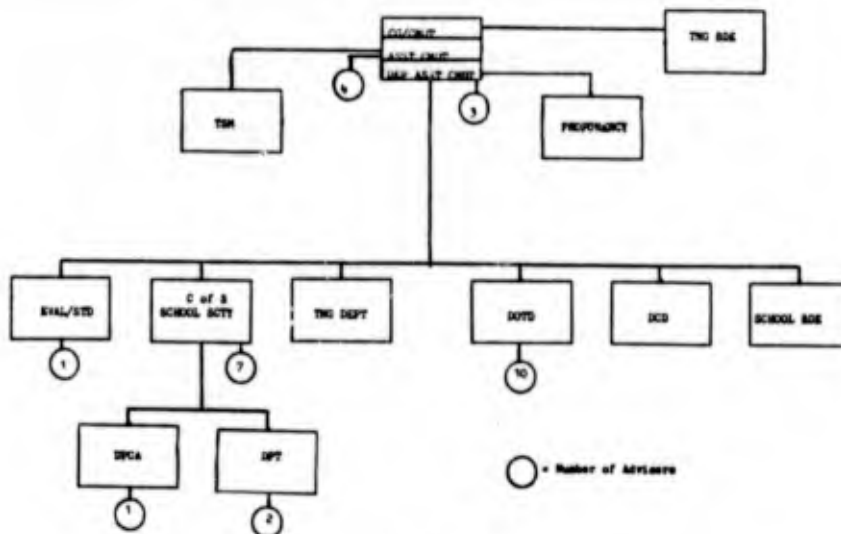


FIGURE 3

Seventy percent of those responding indicated at least some degree of frustration due to their location in reference to the command element.

Most participants were aware to some extent of the Functional Area Analysis (FAA) and Functional Review (FR) process. Only three advisors had more than a peripheral relationship to the proponency activity and those advisors were located under the Deputy Assistant Commandant who also directed the proponency activity. Ten advisors were located in DOTD and most of those expressed some degree of difficulty in communicating with other staff principals.

WHAT DO AGR PERSONNEL DO?

During the development of the survey instrument, an assumption was made that approved job descriptions met the intent of governing regulations, in

that the preponderance of an AGR individual's effort would be expended in pursuit of issues impacting or affecting the RC. Two questions were posed regarding incumbents' activities.

The first was designed to ascertain the amount of time an individual spends performing additional duties. Most indicated that additional duties did not detract from their primary function and that AC counterparts drew a similar number of these same details. See figure 4.

EXTRA DUTY MATRIX

	QUARTERLY	BI-MONTHLY	ANNUALLY	NOT AT ALL
INVESTIGATIONS				9
SPRINKLER OFFICER				2
SURVEY OFFICER				2
GRAND JURY		2		
STAFF MEET. OFFICER		2		
REPORT OFFICER		2		
SPEAKERS BUREAU			2	
REC. ACTIVITIES			2	
OTHER	2			

FIGURE 4

The second question required respondents to bracket the percentage of time spent on RC related activities. Figure 5 depicts the results.

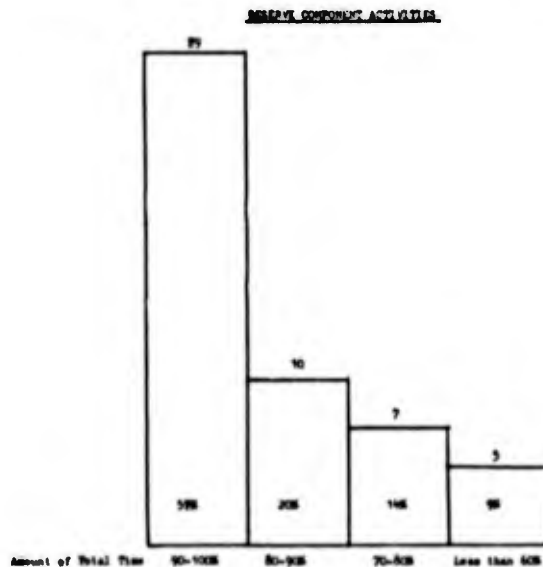


FIGURE 5

The analysis reveals a dichotomy in replies. Almost 80% felt that 80% or more of their time was spent engaged in RC issues. However, almost 10% indicated they spent less than 60% of their time supporting RC activities.

Presently, Army Regulations do not clearly define how much of a participant's time should be spent engaged in RC activities. Clearly, when one spends less than 60% of his time performing in his primary functional area, the spirit of the governing regulation is not being followed. That regulation states that AGR personnel serve, "in support of their respective components."⁴ This issue appears to relate directly to the perceived lack of centralized management of the MACOM AGR programs. Program management is dealt with in Chapter III.

THE RATING SCHEME

AR 625-105 governs the rating of officers. In instances where an officer serves in a capacity that requires responsiveness to dual authorities, the regulation provides for an intermediate rater.⁵ The intermediate rater comments on those aspects of job performance that relate to the secondary chain of supervision. Over the years, several proposals have been surfaced that would place MACOM Senior Advisors into rating schemes of subordinate command advisors, i.e., TRADOC Senior USAR advisor would be the intermediate rater of the USAR Advisor at the Artillery School.

Participants were asked whether or not the present rating scheme was adequate and in either case should the MACOM Senior Advisor be involved in the rating scheme. Of note, without exception all respondents indicated that they were rated in accordance with AR 625-105.

Responses clearly showed that present schemes were adequate and that there was no requirement to include MACOM Senior USAR Advisors in rating schemes. Eighty-eight percent of those responding indicated that the system

worked and eighty-three percent felt the MACOM Senior USAR Advisors should not participate in the rating chain. In optional remarks virtually all responding addressed the level at which an Advisor should be rated.

A compilation of those comments reveals that incumbents feel that:

LTC/05 advisors should be rated by a director or G-staff principal and senior rated by the Chief of Staff.

COL/06 advisors should be rated by the Chief of Staff and senior rated by the Commander/Commandant.

MOBILIZATION ASSIGNMENTS

The final question in Section A dealt with post mobilization of personnel in the AGR program. The question asked was, "Are you preassigned to a mobilization TDA position?" Of those responding the overwhelming majority (79%) were not, see figure 6.

ASSIGNED TO A MOBILIZATION TDA			
	YES	NO	UNKNOWN
FORSCOM	6	11	1
TRADOC	<u>2</u>	<u>27</u>	<u>1</u>
	8/166	38/796	5/76

FIGURE 6

During on-site work shops, it was determined that most people believed they would be mobilized at and assigned to their present duty station. However, they failed to realize that once ARPERCEN has reported an individual to MILPERCEN as being on active duty, MILPERCEN would issue reassignment instructions if the individual is not assigned to a recognized, documented, mobilization position. Individuals could be reassigned at precisely the time their expertise is most needed.

USAREUR proved to be an exception to the CONUS norm. As a policy, all AGP personnel assigned to USAREUR or a Major Subordinate Command (MSC) occupy a position on a mobilization TDA and in fact train in that position during exercises.

CHAPTER II

ENDNOTES

1. US Department of the Army, Draft Army Regulation 140-XX, pp. 2-1 to 2-3.
2. Ibid., p. c-1.
3. US Department of the Army, Army Regulation 135-18, pp. 3-4.
4. Ibid., p. 2.
5. US Department of the Army, Army Regulation 625-105.

CHAPTER III

THE FORSCOM/TRADOC AGR ISSUES

At this point, it is appropriate to review the objectives of this study. The effort was focused on support that the AGR program provides to FORSCOM/TRADOC installation/schools/activities, and the feasibility of establishing forward deployed liaison planning cells (FDLPC) with CAPSTONE forward deployed gaining commands. Issues associated with the latter are covered in Chapter V.

The authors did not intend to look at the USAR AGR personnel management program which is under the aegis of the US Army Reserve Personnel Center (ARPERCEN). However, our intent was, to look at program management practiced at the MACOM level. Interest in ARPERCEN policies regarding the AGR program ran high among respondents and a trip to ARPERCEN by a study group member resulted in a significant number of observations pertinent to the program as a whole. These issues are addressed in Chapter IV.

Issues discussed in this chapter relate to the central theme of the research, management of the AGR program at the MACOM, standardization of AGR positions, identification of functions appropriate for AGR positions and how information flows between participants. Each of these issues are discussed in detail, based upon input received during field research. Conclusions reached in dialog of these issues will be reiterated in Chapter VI, Conclusions and Recommendations.

WHO RUNS THE PROGRAM

The draft AR 140-XX specifies responsibilities for the AGR program.¹

With regard to MACOM tasks it is stated that,

[they] will prepare and consolidate requirements for AGR positions in accordance with Chapter 2 of this Regulation. This specifically includes initiating actions to incorporate approved positions in TAADS.

Under provisions of AR 135-18,² MACOMs are required to: provide support services; plan, program and budget for those resources; assure that AGR personnel know their duties and that only those duties are assigned that are permitted by AR 135-18.

By omission in ARs the determination of AGR management responsibility within the MACOMs is left open. As a result, confusion reigns as to who's in charge.

In USAREUR the Senior USAR Advisor has the responsibility to manage the program.

[The Senior Reserve Components Advisors Office] manage the Active Guard Reserve Program to include, documentation, funding, personnel fill, utilization, requirements, validation and prioritization.³

FORSCOM and TRADOC too have recognized the need to charge a single person with functional responsibility for the AGR program at the MACOM level. Actions are underway that will establish the Senior USAR Advisor as the TRADOC Program Director.

Similar lack of centralized program management exists at many of the FORSCOM/TRADOC activities surveyed. In most instances, there is no single installation or activity point of contact for the AGR program. Many times there was no complete listing of AGR personnel resident on an installation.

In general, perceptions held by many AGR personnel regarding management of the AGR program varied from accurate to unknowing. In order to better

identify true understanding—accurate or otherwise—AGR personnel were questioned on specifics of the system's management (see question #13, Survey Questionnaire). By identifying critical management functions, i.e., requirements identification, validation, prioritization, personnel selection and supervision, and specific management levels, i.e., MACOM headquarters, the Adjutant General activity, the DPT, individual AGR personnel, etc., the study was able to quantify and consolidate the perceptions held by AGR personnel concerning management of the AGR program. Figure 7 shows the results of the survey and reflects understandings held by those surveyed.

MANAGEMENT LEVELS	MANAGEMENT FUNCTIONS	REQUIREMENTS	VALIDATION	PRIORITIZATION	SELECTION	SUPERVISION
NO UNDERSTANDING		3	10	7	4	2
NO COMMENT		10	10	10	10	11
DPT		1	2	1	2	1
DPT AG		3	1	6	3	2
AG		1	-	-	-	-
DPT FORCE DEVELOPMENT		1	1	3	1	1
AG HQ GROUP		4	4	2	1	1
MACOM HEADQUARTERS		17	13	10	10	9
AGILITY ASSIGNED		3	1	2	4	17
ATCF		2	2	2	2	2
AGENCIES		1	1	1	6	1

While a fair proportion of the respondents demonstrated a basic but limited understanding of the system, the preponderance of those surveyed either acknowledged no understanding ("no comment") or placed entirely too much responsibility for the program's management in the hands of the local RC advisors. The general lack of understanding works to the detriment of both individual AGR personnel and the various units and commands involved. Failure, for example, to understand who is responsible for identifying local AGR requirements either slows the process or frustrates it to a point where requirements go undocumented, unrecognized and unmanned. It is critically

important that levels of responsibility and functions be clearly defined and understood throughout the AGR system.

STANDARD AGR FUNCTIONS

Officers serving under 10 USC 265, 3033(b), 3496, or 672 (d) will serve as component representatives within their agency or command on RC matters. These officers will actively participate in formulation, coordination, and administration of policies, plans, programs and regulations pertaining to the RC. Additionally, those serving under 672(d) primarily assist in either recruiting, retention, administration, instruction, training or logistics support of the RCs.⁴

Appendix C of draft AR 140-XX titles and defines types of USAR AGR positions.⁵ However, the authors could find no definitive guidance concerning functional responsibilities of AGR personnel.

To establish functional parameters of responsibility, all participants were asked to provide a copy of the approved job description and/or OER support forms for their position. ARPERCEN was also asked to supply job descriptions. Of note, approximately 40% of those participating did not furnish job descriptions. This shortfall has been recognized by OCAR and MACOMs who are now embarked on a position revalidation effort that will correct the situation.

Identification of positions-in-common rested on the ability to identify just what participants do. The job descriptions that were available were analyzed to determine what functional responsibilities incumbents were presently performing. Organization and Functions manuals also provided some tasks for AGR personnel. The results of this research are shown in Figure 8.

AREA OF INTEREST FOR AGR PERSONNEL	USAR Advisor	USAR Coordinator	USAR Staff Officer (Policy/Thg)	USAR Thg Men Spt NCO	USAR Staff Officer (MOB Planning)
Accompany Cnd Gp on visits to RC units	A	AA			AA
Advise Commander and Staff	A	AA	C		AA
Agency/Installation RC Support Activity	M	A			
Agency Mobilization Planning	P	AA			A
AGR Position Requirements	A	C			
AGR Position Validation	SC				
AGR Position Prioritization	C				
AGR Personnel Selection	M				
AGR Personnel Utilization	SP				
AGR workshops	A	P	P	P	P
AGR Mobilization assignments	C				A
Annual Training Support	M	A			
Attend Senior Army Reserve Commanders Assn Meetings	A				
CAFSTONE Conferences	M				AA
Participate in Combat Developments	M		C		
Conduct Briefings (RC Oriented)	AA	AA	AA		AA
Coordinate proposed command policies with ARNG/OCAR	A	C			C
Functional Coordination with MACOM/CONUSA	M	A		AA	C
Individual Mobilization Augmentee (IMA) Program (est positions)	A	M	C		C
Individual Mobilization Augmentee (IMA) Program (Training)	M	A			
Individual Ready Reserve (IRR) Training	M	A			
Input to FAA/FR Process	M		A		AA
In-service Recruiting Program	M				
Interagency staffing for RC Input	A	P	P	AA	AA
Liaison with ARNG/OCAR	A	AA	P		
Liaison with Agency AGR Personnel	A	P	P	P	P
Liaison with other MACOM AGR Personnel	A	P	AA		P
Liaison with TAG/ARCOM/MUSARC/GOCOM (IET/AIT)	M	AA		A	
Liaison with CONUSA and Installations (RC Directorate)	M	AA		AA	AA
Mobilization Planning Conferences	P	P			A
Mobil Training Teams (MOT) to RC units	M	A			
Monitor Readiness status of USAR units	A		AA		
Participate in studies/committees/panels (USAR)	A	AA	AA		AA
Participate in Training Development	C		P		AA
Policy formulation in agency (RC)	A	AA	P	AA	AA
Precomp Conferences	P	A			
RC Budget	A	P			
RC FAAR/POM Issues	A	P			
Represent ARNG/OCAR positions	A				
Represent agency to which assigned (functionally)	AA	AA	AA	AA	AA
Retention of separating AC Officers in RC	A	AA	AA		AA
Review and formulate studies/plans/programs Re: Mobilization	M	P			A
Review and formulate studies/plans/programs Re: Readiness	M				A
Review and formulate studies/plans/programs Re: Training	M	AA	A		
ROA National meetings (Attend)	A				
Special Active Duty Training Program	M	MG			
Special staff officer for RC	A				
Support of IET/AIT for RC personnel	M			A	

KEY

- | | |
|-------------------|----------------|
| A-Actions/leads | MG-Manages |
| AA-As appropriate | P-Participates |
| c-Coordinates | R-Represents |
| CD-Conduct | SC-Screens |
| M-Monitors | SP-Supervise |

FIGURE 8.

Figure 8 does not represent all of the functions accomplished by AGR personnel but rather identifies those functions reported as—most often performed. The functional key for each area of interest represents the authors' best estimate of responsibility in each area. It is important to note that this matrix is at best only a guide. It was used to determine positions-in-common and as a basis for the job descriptions in Appendix 2.

The matrix and job descriptions represent the minimal functional requirements of five USAR AGR positions-in-common that are found at FORSCOM/TRADOC installations, schools and activities. The basic job description should justify the requirement and be expanded and tailored for the peculiarities of each job.

FORSCOM POSITIONS-IN-COMMON

Shown at Figure 9 below, are those positions that were identified by the study to be common throughout FORSCOM. As the study progressed, the commonalities of these positions were identified through data derived from survey input and inperson interviews. While the functions were routinely the same throughout the command, a common job description was not found to be in existence. However, the merits of such an instrument were supported universally. Consequently, standard job descriptions for the FORSCOM common positions have been prepared and are included at Appendix 2.

FORSCOM POSITIONS-IN-COMMON

TITLE	LOCATION
USAP ADVISOR	COMMAND GROUP
USAP COORDINATOR	COORDINATOR OF RC SUPPORT (CPCS)
USAR STAFF OFFICER FOR MOBILIZATION PLANNING *	MOBILIZATION PLANNING ACTIVITY

* DEPENDENT UPON MOBILIZATION LOAD. CRITERIA UNDER DEVELOPMENT.

FIGURE 9

TRADOC POSITIONS-IN-COMMON

Identified at Figure 10, below, are those positions that were identified by the study to be common throughout TRADOC. These positions were identified and developed in the same manner as the FORSCOM positions in the preceding paragraph. Standard job descriptions for TRADOC common positions have been prepared and are inclosed at Appendix 2.

TRADOC POSITIONS-IN-COMMON

USAR ADVISOR	COMMAND GROUP
USAR COORDINATOR	COORDINATOR OF RC SUPPORT (CRCS)
USAR STAFF OFFICER FOR POLICY AND TRAINING	PROPOENCY OFFICE/ACTIVITY
USAR TRAINING MISSION SUPPORT NCO	POINT OF TRAINING (WORKS FOR SR USAR ADVISOR)
USAR STAFF OFFICER FOR MOBILIZATION TRAINING *	MOBILIZATION PLANNING ACTIVITY

* DEPENDENT UPON MOBILIZATION LOAD. CRITERIA UNDER DEVELOPMENT.

FIGURE 10

THE MACOM SENIOR ADVISOR

Of all MACOMs only FORSCOM and TRADOC Senior RC advisors were involved in this study effort and then only on the periphery. Data collected regarding the duties of Senior RC Advisors does not represent a significant cross segment of the population and is therefore not considered statistically reliable. However, the authors perceive that there are a number of functions in common shared by all MACOM Senior RC Advisors.

Some of the functions shown in Figure 8 are hierarchal and dependent upon a flow of information within the AGR technical community. For that reason, listed below are some of the functions-in-common for MACOM Senior RC Advisors.

- The Senior USAR Advisor is the executive advisor to the CG on all matters pertaining to the USAR and as such also performs a liaison function between that command and OCAR. Some additional principal functions include:

- o MACOM Representative Chief Army Reserve
- o MACOM Director USAR AGR Program
- o MACOM Director Special Active Duty Training Program
- o Provide a conduit for the flow of AGR peculiar information within the MACOM.

It is important to note that while there is a need to provide for exchange of AGR technical information among participants, that network can not supplant the normal chain of command and established protocol.

HOW INFORMATION IS EXCHANGED

Considerable effort was expended during the study to identify the ways and means of communications operating within the AGR program. Question number 14 of the Survey sought information on both the formal and informal mediums. The input for this question has been consolidated, quantified and is presented at Figure 11.

Key to Figure 11: The data collected from all of those surveyed has been consolidated for ease of reading and is presented in the two quantitative forms of mode and mean--separated to show TRADOC and FORSCOM input. Each square of Figure 11 shows first the TRADOC mode and mean responses and, at the second line, the FORSCOM mode and mean. (See Question 14, Survey Questionnaire, for interpretation of key/coding.)

AGR INFORMATION EXCHANGE

	TELEPHONE	TDY	ADVISOR MEETINGS	ROA MEETINGS	MEMORANDA	LETTERS	MESSAGES	NEWS-LETTERS	PERSONAL CONTACT	CONF/MTGS
OCAR STAFF	3 3.5	6 5.4	7 6.1	7 6.5	7 5.4	7 5.1	7 4.9	7 5.8	5 5.6	7 6.6
	7 5.5	7 6.7	7 6.0	7 6.6	7 6.0	7 5.8	7 5.9	7 6.4	7 6.2	7 6.9
SR.USAR ADVISOR	3 3.9	4 5.1	6 5.1	7 6.4	34 4.4	4 4.1	4 4.3	7 6.5	4 5.1	7 6.4
	7 4.5	7 5.7	7 6.7	7 6.4	7 6.0	7 6.1	7 6.0	7 6.9	7 5.7	7 7.0
SUB-ELEMENT AGR	7 5.5	7 5.5	7 4.0	7 6.9	7 4.8	7 5.0	7 5.0	7 6.9	2 3.0	7 5.9
	7 7.0	7 6.4	7 6.7	7 6.8	7 5.9	7 6.0	7 7.0	7 7.0	7 5.7	7 6.8
NGB	37 4.5	7 6.3	7 6.2	7 6.8	7 5.1	7 5.0	7 4.9	7 6.7	7 5.2	7 6.6
	7 5.6	7 6.5	7 6.9	7 6.9	7 6.4	7 6.3	7 6.3	7 6.3	7 6.1	7 6.7
OTHER SR. AGR ADVS.	2 3.4	4 4.6	6 5.4	7 6.3	4 4.7	4 5.1	4 4.6	7 5.8	4 4.1	7 6.0
	7 4.4	6 4.7	7 5.7	7 5.9	7 5.3	7 5.6	7 5.6	7 6.5	37 4.5	7 6.6
AGR w/in OWN ORG	1 1.8	7 4.8	13 2.8	7 5.7	27 3.6	7 5.1	7 4.2	7 6.3	1 1.9	7 5.0
	1 2.1	7 4.0	7 6.2	7 5.3	17 3.6	7 4.3	7 4.8	7 5.8	1 2.1	7 7.0
OTHER ON POST AGR	2 2.5	7 5.0	37 6.0	7 6.3	7 4.5	7 4.8	7 4.3	7 6.6	2 2.6	7 6.2
	2 2.3	7 4.1	7 6.6	7 5.9	7 4.3	7 4.8	7 5.0	7 5.6	2 3.0	7 6.9
USAR TPU	1 2.0	3 5.5	7 5.5	7 6.4	7 5.3	34 4.5	7 5.1	7 5.6	3 3.3	7 5.9
	2 1.8	34 4.2	7 5.5	7 5.5	27 4.2	2 3.5	3 3.6	7 5.3	2 3.3	7 5.5
ARNG TPU	1 2.2	7 5.2	7 5.9	7 6.5	7 5.0	7 4.4	7 5.1	7 6.0	4 3.7	7 6.1
	1 3.1	57 4.7	7 5.8	7 6.0	7 4.9	27 4.0	47 4.5	7 5.9	34 3.3	47 5.3
IMA PERSN'L	23 3.5	7 6.1	7 6.3	7 5.7	7 5.7	7 5.3	7 5.5	7 6.7	3 3.9	7 6.1
	23 3.3	7 6.0	7 6.5	7 6.2	7 5.2	NA 4.5	7 5.3	7 5.7	3 4.0	7 6.3
IRR PERSN'L	2 2.8	7 6.1	7 6.1	7 6.3	7 5.6	7 4.4	7 5.5	7 6.6	3 3.2	67 5.5
	2 3.3	7 6.1	7 6.3	7 6.4	7 5.5	7 5.4	7 5.2	7 5.5	2 4.3	7 6.2
USAR STUDENTS	1 2.7	7 5.9	7 5.8	7 6.5	7 4.8	7 4.8	7 5.4	7 6.5	1 2.8	7 5.9
	37 4.7	7 6.7	7 6.7	7 7.0	7 7.3	7 6.3	7 6.3	7 7.0	47 5.3	7 7.0
APRRCEN	2 1.9	5 4.9	6 5.6	7 6.2	7 4.2	24 4.1	4 3.9	7 6.2	4 3.9	7 4.8
	2 2.9	6 5.6	7 6.2	7 6.4	7 4.6	4 4.1	3 4.4	7 5.7	7 5.7	7 6.8
SR. USAR ADV TO CONUSA	7 5.2	7 5.7	7 6.2	7 6.7	7 6.0	7 5.4	7 5.5	7 6.7	7 5.3	7 6.8
	7 5.8	7 6.6	7 6.5	7 6.4	7 6.5	7 6.5	7 6.5	7 6.5	7 5.0	7 6.9

- 1-Daily
- 2-Weekly
- 3-Monthly
- 4-Quarterly
- 5-Semi Annually
- 6-Annually
- 7-Virtually No Contact

EXAMPLE:

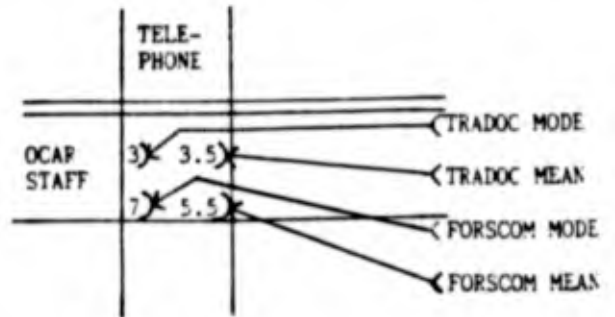


FIGURE 11

Analysis of the data in Figure 8 reveals that very little information flows from the highest level (OCAR or NGB) to AGR personnel assigned at the unit/installation level. Additionally, the information flow from the Senior Advisor is fairly limited. These findings support comments and observations collected during the interview phase of the study and indicate an overall need for improving the communication flow within the AGR technical chain. Also indicated, as could be expected, the most frequent contacts/information exchanges are between individuals of the same organization and the least frequent occurrences are in relation to the Senior USAR advisors to CONUSAs. Perhaps most importantly, what emerges from Figure 11 and other data previously presented is the importance of the Senior USAR advisor (both at the installation/unit and MACOM). These individual positions have evolved into the keystone positions for the transmission and dissemination of information within and about the AGR program. Where weaknesses exist within the system, they can invariably be linked to these positions. Likewise, successful programs have their foundation in the individual strength of the AGR personnel who have been assigned to these key positions.

ENDNOTES

1. US Department of the Army, Draft Army Regulation 140-XX, pp. 1-3 thru 1-10.
2. US Department of the Army, Army Regulation 135-18, p. 2.
3. US Army Europe, USAREUR Regulation 10-5, Organization and Functions, para. 26d.
4. US Department of the Army, Army Regulation 135-18, pp. 3-4.
5. US Department of the Army, Draft Army Regulation 140-XX, pp. C-1 thru C-4.

CHAPTER IV

HOW THE AGR PROGRAM IS VIEWED BY PARTICIPANTS

GENERAL. The contents of this chapter were gleaned from participants' responses to question number sixteen in the survey (Appendix 1) and discussions held with ARPERCEN personnel. While not originally intended as a major area of interest, responses to this query were more voluminous and explicit than any other area of the survey. However, the authors caution readers to keep in mind that the information presented in this chapter has been derived from input received from slightly less than ten percent of the AGR force and that the target population did not include the largest segment of that community, the full time members.

A thumbnail overview of ARPERCEN missions and functions is presented as a point of reference from which readers may examine the arguments presented concerning AGR, personnel management, professional development, and promotion and assignment systems.

The object here is to paint a picture of ARPERCEN's management of the AGR system from a participants perception. While keeping in mind that perceptions are, without question, real in the mind of the perceiver, they in fact may be more a lack of communications than actuality. With regard to ARPERCEN's management of the AGR program, the final chapter will contain reference to observations and suggestions for further study or clarification as opposed to conclusions and recommendations.

AN ARPERCEN OVERVIEW

On 3 February 1984, the US Army Reserve Personnel Center (ARPERCEN) was separated from RCPAC and officially made a separate command. As a result of this action, command of all individual Reservists passed to the Army Reserve.

ARPERCEN is a field operating agency of the Chief, Army Reserve. Directives, policies, planning and program guidance are issued to ARPERCEN through or by the Chief, Army Reserve.

ARPERCEN supports the Total Army mobilization requirements by performing the following missions:

Exercises command and control of the Individual Ready Reserve (IRR) and Stand-by Reserve.

Provides a trained IRR force in support of the Total Army mobilization requirements and other crisis conditions as required by Headquarters, Department of the Army (HQDA).

Administers the US Army Reserve-Active Guard/Reserve (USAR-AGR) and Individual Mobilization Augmentee (IMA) programs.

Manages the professional career development of members of the USAR.

Functions of ARPERCEN include:

Through productive personnel management and administrative actions, process and prepare qualified and trained individual reservists to meet mobilization requirements.

Plan, coordinate, direct and supervise the individualized officer and enlisted personnel management system. This system is for IMA, and USAR-AGR personnel.

Insure that all matters pertaining to procurement, sustainment, management for mobilization, retention and separation of IRR members are fully and accurately stated in the Army Planning Program Budget Execution System.

ARPERCEN's organization includes a General Officer Management Office (GOMO) plus five directorates: Officer Personnel Management (OPMD), Enlisted Personnel Management (EPMD), AGR Management (AGRMD), Operations Training and Support (OTSD) and Resource Management (RMD).

The AGR Management Directorate (AGRMD):

provides a centralized management program designed to develop and support a well trained proficient corps of officers and enlisted reserves whose knowledge and expertise will contribute to the increased readiness of the Army Reserve. It is tailored to meet the needs of the Reserve officers and enlisted personnel on active duty AGR status.²

The objectives include:

ordering selected reserve personnel to active duty in support of recruiting, retention, full time manning, reserve component projects, advisors/coordinators, mobilization planning, and ROTC instruction:

Operating a coordinated, controlled officer and enlisted personnel management system for participants in the USAR-AGR management program to provide general career guidance and development.³

The functions of the AGR management directorate remain virtually unchanged from its predecessor, the Full Time Support Management Directorate and are contained in Appendix 3.

PERSPECTIVES ON PERSONNEL MANAGEMENT

The following is an extrapolation of substantive comments made by respondents when asked for their views on the Personnel Management aspect of the AGR program. Comments are not quoted verbatim but rather a synthesis of those responses. Most often mentioned was the lack of communications between ARPERCEN and the AGR member. It appeared that the problem is much greater below the MACOM. However, virtually all respondents at the school or installation complained of a lack of newsletters, information papers, accurate and authoritative policy dissemination, and a general absence of dialog in personnel management issues.

Many respondents felt that Personal Management Officers (PMO) did not maintain a sufficiently close relationship with the field, had little empathy

and were in actuality more assignment officers than career managers. While comments were highly critical of PMOs, most respondents cited the need for additional PMOs and stabilization as cures to this problem.

Many participants addressed personnel file and record maintenance in terms of inefficiency, ineffectiveness and insensitivity. But again the comments for the most part were constructive by suggesting that the system could become more accurate and time sensitive via automation.

Of lesser consensus were comments pertaining to increased tour lengths, longer notification of reassignment, and the need to more clearly define career tracks.

The visit to ARPERCEN by one of the study authors revealed that ARPERCEN is not only cognizant of management shortfalls but is pursuing initiatives to fix the system.

The AGRMD is sensitive to the need to improve personnel management. In addition to expanding the number of personnel managers, emphasis has been given to selecting the best qualified people for these positions. The morale, and attitude of personnel working in the directorate has improved immensely. Personnel are aware that information concerning the AGR program is not getting to the field but report that ARPERCEN Pamphlets 140-60 and 140-61, soon to be published, will enhance the information flow. The ARPERCEN newsletter is being resurrected to further improve the flow of information.

PMOs were sent to the field in 1984 to explain the AGR system. Their prime purpose was to improve the lines of communication and verify authorization for Full Time Manning positions. They will continue to go to the field on a scheduled and as requested basis.

There is presently no personnel action automation link between ARPERCEN and MACOM. Eventually activities will be tied together through the Continental

Army Management Information System (CAMIS). This linkage should greatly increase the efficiency and responsiveness of the personnel management system.

A new telephone system which will allow direct dialing to PMOs and Career Counselors will soon ease access by AGR personnel in the field.

PERSPECTIVES ON PROFESSIONAL DEVELOPMENT

With regard to professional development, respondents identified two areas of prime interest, military education and assignment policy.

Regarding assignment policy, with respect to professional development, two thoughts were prevalent. First, to be credible, the program (AGR) must support not only an individual's speciality skills but also provide for the individual's continued expertise and exposure within the USAR environment. To accomplish that objective, most felt assignments should rotate AGR personnel between TPU, MACOM (AC), and CONUSA. A policy of this type would ensure that participants remained professionally current and fully competent to represent the USAR when serving with the active component.

Concerning military education, replies centered on access to resident courses and communications with the field regarding professional development opportunities.

A consensus revealed that more access to resident AC courses should be provided AGR personnel, to include the establishment of separate quotas for AGR personnel that would eliminate competition with TPU members. Also most felt that individuals should not be precluded from consideration due to their present assignment. And while more emphasis should be placed on schooling enroute to, or between assignments a person, if qualified, should be considered regardless of reassignment windows.

Many indicated a need for the improvement of the dissemination of professional development information to AGR participants. Again, communicating with the AGR incumbent in a timely manner appears to be the greatest challenge in the professional development arena.

Among other comments were suggestions that; a USAR Training course be established, life cycle professional development program be built, and improved assignment procedures be instituted for AGR personnel returning from PCS schools.

ARPERCEN has made great strides to enhance professional development opportunities for AGR participants. However, the program is still in its infancy and is not fully resourced.

AGRMD is actively pursuing professional development for AGR personnel. In the past, AGR personnel attending schools had to be dropped from the program. Those presently attending school are in an exception to policy status. TJAG is reviewing the policy. Initiatives are under way to provide more schooling enroute to an assignment. Availability of funds is crucial and directly related to schooling availability for AGR personnel. PMO's presently advise personnel of alternatives to resident courses as part of professional development. Correspondence and USAR schools are pushed heavily. They assist personnel in putting together applications in instances where there is a selection process for a school. A professional development model has been designed that depicts officer professional development. The model identifies the grade, the typical assignments for that grade and the schooling for that grade. Appendix 4.

PERSPECTIVES ON PROMOTION

Clearly, respondents felt that the present officer promotion system was prejudicial against the AGR participant. The vast majority felt that they

could not remain competitive with Troop Program Unit (TPU) peers due to the latter's opportunity to access accelerated promotions via the unit vacancy option. Of equal import was the perception that AGR personnel could not "keep up" to AC peers because they (AGR) were not eligible for below-the-zone promotion.

Corrective recommendations included the establishment of a separate AGR officer promotion system that would parallel the AUS system, creation of below the zone or accelerated promotion opportunities and elimination of hip pocket promotions.

Company grade respondents perceived a lack of competitiveness due to the limited availability of command billets and suggested that such criteria may not be necessary for AGR participants.

Finally, a significant number of participants, mainly field grade officers, expressed complete confidence in the current promotion system and felt strongly that a separate AGR system would not be appropriate.

An observation by the authors:

The promotion system is not dictated by OCAR or ARPERCEN but rather Title 10 US Code Section 3380 as amended to accommodate the AGR program. To change the present promotion system would take congressional action. It was surprising to see comments in the survey that favored a promotion system similar if not identical to TPU unit vacancy. If in fact that system were adopted, many individuals would be promoted out of a job prior to reaching mandatory removal date (as happens in TPUs) or 20 years of active federal service. For career purposes in the AGR program, running promotions to the mandatory date appears to be most desirable.

PERSPECTIVES ON ASSIGNMENT

By far, comments pertaining to the AGR assignment system drew the most responses from participants. Most predominate were comments regarding position availability, PCS lead time and assignment realities.

Without question, incumbents perceive that there is a very definite need to publish a list, on a regular basis, of all USAR AGR current and programmed positions, scheduled vacancy dates and prerequisites. One of the principal factors driving this perceived need is that the National Guard maintains and publicizes such a roster. Several respondents felt that if PMOs offered multiple reassignment options the need for published position inventories would lessen.

The second most voiced concern regarded lead time notification for PCS—three days to three weeks were reported as common lead times. While respondents ideally would like six months notification, most felt 90 days to be sufficient.

Some respondents indicated that they still had to job shop and a significant number replied that assignment policies were not disseminated to the field. There was considerable support for the assignment versus nomination system.

In the area of assignment and reassignment ARPERCEN has developed, implemented and disseminated a policy on USAR AGR Tour Lengths, Assignments and Reassignments. See ARPERCEN MSG dtd 201512ZDec 84; Subj: USAR AGR Tour Lengths, Assignments and Reassignments, Appendix 5.

With regard to the USAR AGR requisition process, ARPERCEN has also developed, implemented and disseminated standard procedures. Those procedures are contained in ARPERCEN Msg. dtg 292100ZFeb 84, Subj: Letter of Instruction for USAR AGR Requisition Process. A copy is at Appendix 6.

Although ARPERCEN has clearly established policies for assignment, reassignment, tour length and requisition processing, those policies have not reached the majority of the AGR personnel who participated in this research effort. Once again getting the "word" to the user in the field, below the MACOM level, is seen by the authors as a major stumbling block in the AGR program.

CHAPTER IV

ENDNOTES

1. "Missions and Functions of the US Army Reserve Personnel Center (ARPERCEN)", US Army Reserve Personnel Center Information Papers, 31 October 1984.
2. "Command Briefing Slide 178," US Army Reserve Personnel Center, Active Guard Reserve (AGR) Management Directorate, 1985
3. Ibid., Slide 0986.

CHAPTER V

CAPSTONE-AN ENHANCEMENT CONCEPT, FORWARD DEPLOYED LIAISON PLANNING CELLS (FDLPC), EXAMINED

The goal of this portion of the study was to develop criteria for establishing forward deployed liaison planning cells (FDLPC) consisting of FTM AGR personnel. Due to constraints on travel time and funds, it was not possible to develop all the data required to produce recommendations based upon statistical evidence. However, it was immediately and abundantly clear that there is a need, as well as support, for such forward deployed cells.

The following were briefed and interviewed regarding the project:

- SR ARNG Advisor, FORSCOM (Sr. USAR Advisor vacant)
- FORSCOM CAPSTONE Div Chief and CAPSTONE-Europe planners
- SR USAR Advisor, USAREUR
- Cdr, USAR-Europe
- SR USAR Advisor, 21st SUPCOM
- SR USAR and ARNG Advisors, VII Corps
- SR ARNG Advisor, V Corps.

The above were briefed on the scope and objectives of the study project and requested to complete study survey forms. They were asked to recommend criteria for developing FDLPC, as well as proposals for stationing, support plans and supervisory structure for such personnel.

It was generally agreed that the cutoff unit size criteria for FDLPC should be 0-6 level commands (i.e., Bde/Regt/Group) for combat arms units and, in general, combat support (CS) and combat service support (CSS) units. It was recognized, however, that many CS and CSS CAPSTONE units are battalion

(Bn) level and smaller and in some of the more technical specialities there is a great need for forward deployed planners at these levels. Signal units were often cited as examples of units generally Bn size or smaller but requiring a great deal of planning time and effort. In addition, it was also felt that FDLPC were required for USAR/ARNG CAPSTONE peculiar units, where there was no active component unit in theatre. An example of such would be Civil Affairs CIMIC units and PSYOPS Bn's.

At present, the 412th Engineer Command has a forward deployed full-time liaison cell consisting of five AGR FTM and 15 USAR TPU members training and drilling in USAREUR. This is the only USAR/ARNG unit with such a forward deployed team; however, it is larger than the cells envisioned by this study. It should be pointed out that the 412th Engineer Command (FWD) can and does accomplish go-to-war planning as well as theater liaison for the entire engineer command which has 15 subordinate 0-6 level units. With respect to the 412th Engineer Command it is felt that the present structure is sufficient and that no additional AGR personnel would be required. In this example, one FDLPC, of sufficient strength, can adequately perform the mission for the entire command and no additional assets are required at the subordinate 0-6 level commands.

At the present time many CAPSTONE units are accomplishing the transition to war planning/theater liaison on an Annual Training (AT) basis. The problem with deploying such planning cells or teams on an AT basis is lack of continuity year/round and from year-to-year. It is felt that this is a stop-gap measure at best.

A good example of where a FDLPC would pay dividends is the planned overseas deployment training (ODT) of the entire 32d INF BDE (MECH) (SEP) (WISC ARNG) during the summer of 1985. This unit is presently requiring large sums of travel money, time and manpower with lengthy pre-ODT visits to

theater. A FDLPC would have obviated the need for much of the time and travel presently expended. If it is necessary for a separate infantry brigade to dedicate this much effort to planning overseas deployment in peacetime, with over a years notice, what would be the wartime situation? Clearly, the need exists for a daily, in-theatre, dedicated presence to accomplish liaison and transition to war planning for units such as the 32d INF BDE (MECH) (SEP).

Rating and supervisory schemes for proposed FDLPC were also discussed. In general, it appears that the best rating scheme would be to have the person(s) Senior rated by the stateside unit commander. Daily supervision and rating could be by the appropriate level within the gaining wartime command where the FDLPC would be functioning.

Interviewees were unanimous in the opinion that to be effective the FDLPC should be headed by an O-4 as a minimum. In some cases it was felt that this could be a one-man shop, but the addition of an NCO at the E-7 level, or above, would improve effectiveness and flexibility. With the two man team (O-4 and E-7) there would be someone to cover the office and administration while the other was at staff meetings, TDY, leave, etc.

There was a good deal of discussion as to the determination of a cutoff point for FDLPC implementation based upon unit mobilization/deployment priority. This is one area in particular which will require further statistical research; however, it appears that the cutoff should probably be at the D+30 to D+45 level. Units deploying later than D+45 probably do not require forward deployed assets in peacetime as they should have sufficient time upon mobilization to deploy an advanced party to the gaining command and accomplish required go-to-war planning.

CHAPTER VI

CONCLUSIONS AND RECOMMENDATIONS

General: Conclusions and Recommendations are keyed to the chapter and paragraph in which the issue was discussed. Each conclusion will be followed immediately with a recommendation. Refer to referenced chapter and paragraph for detailed discussion of the issue.

CHAPTER II. ASSIGNMENT OBJECTIVES

Conclusion: Twenty percent of AGR incumbents sampled were assigned to positions authorized to be filled at one grade higher. This practice is detrimental to the program in that in many instances the individual cannot wield sufficient influence with AC peers who are one grade senior. This situation also contributes to AGR personnel being placed within organizations at an action level versus the desired command group level.

Recommendation: Assign personnel in accordance with the authorized grade. Give priority to the Advisor positions to ensure that these are filled only with the requisite grade or with a promotable individual. In other instances, every effort should be made to match fill to authorized grade.

CHAPTER II. WHERE DO AGR ADVISORS WORK?

Conclusion: The vast majority of USAR Advisors participating (85%) did not meet the Advisor justification criteria in accordance with Draft AR 140-XX.

Recommendation: Incorporate job description contained in Appendix 2 into MACOM mission and functions manuals, AR 140-XX and TRADOC Reg. 10-1 "School Model".

CHAPTER II. WHAT DO AGR PERSONNEL DO?

Conclusion: Most AGR personnel (77%) spend the majority of their time (80-100%) in pursuit of activities directly related to the RC. However, of those surveyed, nine percent spent less than sixty percent of their time engaged in RC efforts.

Recommendation: The proponent of AR 140-XX should examine the utilization question in depth and establish target criteria regarding use of AGR personnel. It is also recommended that AGR positions be included in manpower surveys and findings reported to DA thru AGR technical channels.

CHAPTER II. THE RATING SCHEME

Conclusion: All participants reported being rated in accordance with AR 625-105. However, with regard to the intent of a specific AGR position, many participants did not have access to the appropriate level of influence.

Recommendation: As a minimum USAR, AGR Advisors should be rated in accordance with the following scheme:

- Ø5 Advisor - Rated by a Director/G-staff principal;
Sr. Rated by Chief of Staff/Deputy Asst Comdt
- Ø6 Advisor - Rated by the C of S or deputy assistant commandant;
Sr. Rated by CG or Commandant

CHAPTER II. MOBILIZATION ASSIGNMENTS

Conclusion: Most respondents were not assigned to a mobilization TDA and in the event of mobilization, could be reported to MILPERCEN as excess and available for reassignment.

Recommendation: All USAR AGR personnel should be preassigned to a go-to-war TDA position at the current duty station or reported to ARPERCEN for assignment against a known go to war need.

CHAPTER III, WHO RUNS THE PROGRAM

Conclusion: The study results showed beyond a doubt that below MACOM Headquarters level there is weak management of the USAR, AGR program.

Recommendation: At the installation, school, or activity the USAR Advisor be appointed USAR, AGR Program Director for the organization/location.

CHAPTER III, STANDARD AGR FUNCTIONS

Conclusion: While AR 135-18 and Draft AR 140-XX provide general broad guidelines for the utilization of AGR personnel, functional responsibilities are left to command discretion. However, participants identified many standardized common functions. These have been captured and are displayed at Figure 8.

Recommendation: Incorporate matrix at Figure 8 into AR 140-XX and use as a guideline when developing job descriptions for in-common positions.

CHAPTER III, STANDARD AGR FUNCTIONS

Conclusion: Many AGR position job descriptions are not available and/or are incomplete.

Recommendation: MACOM continue to build AGR job description files. MACOMs adopt job descriptions at Appendix 2 where appropriate.

CHAPTER III. FORSCOM POSITIONS-IN-COMMON

Conclusion: Study input identified three USAR positions-in-common at most FORSCOM installations.

Recommendation: FORSCOM, in conjunction with OCAR, recognize USAR AGR positions at appropriate installations and develop job descriptions from basic job descriptions at Appendix 2 (A,B,E). Incorporate Appendix 2 into AR 140-XX.

CHAPTER III. TRADOC POSITIONS-IN-COMMON

Conclusion: Study input identified five USAR positions-in-common at most TRADOC activities.

Recommendation: TRADOC, in conjunction with OCAR, recognize USAR AGR positions at appropriate activities and develop job descriptions from basic job descriptions at Appendix 2. Incorporate Appendix 2 into TRADOC Regulation 10-1, The School Model.

CHAPTER III. THE MACOM SR USAR ADVISOR

Conclusion: Existing AR's provide only broad guidance regarding use of MACOM Sr AGR Advisors. However, a number of functions-in-common can be deduced by inference of ARs and hierarchal association with functions identified in matrix at Figure 8.

Recommendation: The following minimum responsibilities and functions be included in AR 140-XX as MACOM Sr USAR Advisor roles and functions:

- The Senior USAR Advisor is the executive advisor to the CG on all matters pertaining to the USAR and as such also performs a liaison function between that command and OCAR. Some additional principal functions include:

- o MACOM Representative Chief Army Reserve

- o MACOM Director USAR AGR Program
- o MACOM Director Special Active Duty Training Program
- o Provide a conduit for the flow of AGR peculiar information within the MACOM.

CHAPTER III. HOW INFORMATION IS EXCHANGED

Conclusion: There now exists an information network for the exchange of AGR technical information. It is ad hoc and not fully effective as a disseminator of information from top to bottom.

Recommendation: Strengthen and institutionalize the network via articulation in job descriptions, identification of communicative functional responsibilities, and organization and functions manuals.

CHAPTER IV. PERSPECTIVES ON PERSONNEL MANAGEMENT

Conclusion: ARPERCEN AGR management initiatives are not readily apparent; therefore, below MACOM headquarters they are perceived not to exist.

Recommendation: Identify MACOM Senior USAR Advisor as AGR POC and Program Director.

CHAPTER IV. PERSPECTIVES ON ASSIGNMENT

Conclusion: AGR personnel are not being notified of reassignment in a timely manner.

Recommendation: ARPERCEN investigate the establishment of a "push" assignment system which is perceived to be potentially more timely than the requisition "pull" system currently in use.

CHAPTER IV, PERSPECTIVES ON PROMOTION

Conclusion: The majority of responding AGR personnel perceived inequities, for AGR participants, in the present promotion system. They see accelerated promotion opportunities available to AC and RC TPU members as prejudicial to their own career development.

Observation: The authors view this issue as one of misunderstanding USAR and AGR career progression schemes as opposed to an actual inequity.

Recommendation: OCAR/ARPERCEN examine issue in greater detail.

CHAPTER IV, PERSPECTIVES ON PROFESSIONAL DEVELOPMENT

Conclusion: Below the level of Sr USAR Advisors a perception exists among incumbents, that AGR personnel are independent agents and without formal USAR support.

Recommendation: Formalize and strengthen positions through adoption of standardized job descriptions, organization and functions manuals, and improved institutionalized AGR technical lines of communication.

CHAPTER V, CAPSTONE - AN ENHANCEMENT CONCEPT, FORWARD DEPLOYED LIAISON PLANNING CELLS (FDLPC), EXAMINED

Conclusion: Additional research must be accomplished before this concept can be brought to fruition.

Recommendation: That a follow-on study be conducted by a group of officers from the Class of 1986. To be effective, a group of four individuals is envisioned and should consist of at least two USAR, one ARNG member and a representative from the active component. The follow-on study would need to visit, brief and collect input/data at the following locations (as a minimum): FORSCOM, 310th TAACOM, a USAR Civil Affairs Bde, 412th ENCOM, 32d INF Bde (MECH) (SEP), V Corps, VII Corps and 21st SUPCOM. Based upon experience

gained in the present study, it is thought that the FORSOOM visit would require at least two days exclusive of travel time. Data would be collected from classified information in the CAPSTONE Section. This would develop a statistical data base as to CAPSTONE deploying units by size, branch (CA,CS,CSS), and deployment date/priority.

It is also felt that there is no need to limit the FDLPC concept to Europe, but that units CAPSTONE to Korea as well as other theaters would benefit from such consideration. The follow-on study could analyze the feasibility of such expansion and make a recommendation as to which theaters require FDLPC's.

The CONUS visits to 310th TAACOM, 32d INF Bde, 412th ENCOM and a Civil Affairs Command would necessitate at least one day at each location to gain the benefit of input from the USAR/ARNG commanders and staffs. Their experiences and feelings should be considered in developing criteria, validating the concept and nominating test units. The visits to these CONUS units is a minimum. Ideally, several additional USAR/ARNG units could be visited.

APPENDIX 1

SURVEY

Date

Subject: An Examination of Active Duty Guard Reserve (AGR)
USAR Support Programs

Reply To: United States Army War College
Class of 1985

- Col Ron Edson Box 93
- Col Bob Albracht Box 17
- Col Dave Winterle Box 604

Carlisle Barracks, PA 17013-5050

Section A (General)

1. MACOM to which respondent is assigned:
 - a. FORSCOM
 - b. TRADOC
 - c. _____
 other
2. Actual Duty Position and Location:
3. AGR Position Number and Title:
4. Grade Authorized:
5. Incumbent:
 - a. Name:
 - b. Rank:
 - c. SS No.:
6. Job Description: (Please attach current approved job description.)
7. Rating Scheme (By Title)
 - a. Rater:
 - b. Intermediate Rater:
 - c. Senior Rater:
 - d. Is current scheme adequate? YES _____ NO _____
 - e. Should an AGR Senior Advisor be
 involved in your rating scheme? YES _____ NO _____

(1) If YES, how?

 - (a) Intermediate Rater? YES _____ NO _____
 - (b) Letter Input to Rater? YES _____ NO _____

f. Comments on rating scheme:

8. Indicate additional duties performed: (Note: indicate estimate of amount of time each additional duty requires. Use same key as question 14.)

- a. _____ Investigations
- b. _____ Summary Court Officer
- c. _____ Survey Officer
- d. _____ Ceremonies
- e. _____ Staff Duty Officer
- f. _____ Escort Duty
- g. _____ Speakers Bureau
- h. _____ ROTC Activities
- i. _____ Others (List any significant recurring activities)

9. Amount of time spent on Reserve Components activities:

- a. 90-100% _____
- b. 80-90% _____
- c. 70-80% _____
- d. 60-70% _____
- e. Less than 60% _____

10. a. Are you preassigned to a mobilization TDA? YES _____ NO _____
b. If YES: TDA Number _____, Position _____

11. Comments on Section A:

Section B (AGR Support)

12. Check one column:

USAR	ARNG	AGR Personnel Assigned To:
		a. Your Agency or Unit
		Job Title Agency/Activity Grade Auth.
		(1)
		(2)
		(3)
		(4)
		(5)
		b. Other Agencies or Units on Installation
		Job Title Agency/Activity Grade Auth.
		(1)
		(2)
		(3)
		(4)
		(5)
		c. Immediately Subordinate Elements (to your Agency or Unit)
		Job Title Agency/Activity Grade Auth.
		(1)
		(2)
		(3)
		(4)
		(5)

13. Within your agency or activity who is responsible for USAR AGR Program:

- a. Requirements:
- b. Validation:
- c. Prioritization:
- d. Selection:
- e. Supervision:

14. Exchange of Information:

Note: Please use following key in completing matrix for frequency of contact.

- 1-Daily
- 2-Weekly
- 3-Monthly
- 4-Quarterly
- 5-Semi Annually
- 6-Annually
- 7-Virtually No Contact

	Phone Conversations	TDY Visits	Advisor Meetings	ROA Meetings (Annual or Semi Annual)	Memorandums	Letters	Messages	Newsletters (you publish)	Personal Contact	Housing or Sponsoring Conferences/Meetings
a. <u>OCAR Staff</u>										
b. <u>Sr. USAR Advisor - MACOM</u>										
<u>Subordinate Element AGR</u>										
d. <u>NGB</u>										
e. <u>Other Senior AGR Advisors</u>										
f. <u>AGR within your organization</u>										
g. <u>Other On-Post/Installation AGR</u>										
h. <u>USAR TPU</u>										
i. <u>ARNG TPU</u>										
j. <u>IMA Personnel</u>										
k. <u>IRR Personnel</u>										
l. <u>USAR Students (if applicable)</u>										
m. <u>ARPERCEN</u>										
n. <u>Sr USAR Advisor CONUSA</u>										
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.										
.										
.										

15. Is there a need for an established channel of communication/coordination with:

- | | | |
|--|-----------|----------|
| a. Installation or agency, Sr USAR Advisor | YES _____ | NO _____ |
| b. CONUSA Sr USAR Advisor | YES _____ | NO _____ |
| c. MACOM Sr USAR Advisor | YES _____ | NO _____ |
| d. OCAR Staff | YES _____ | NO _____ |
| e. ARPERCEN Staff | YES _____ | NO _____ |
| f. If YES to any of the above, what type system would you recommend? | | |

16. What changes (if any) would you recommend in the AGR Program with regard to:

a. Personnel Management:

b. Professional Development:

c. Promotion System:

d. Assignment System:

17. a. Would periodic AGR conferences be beneficial for USAR AGR personnel? YES _____ NO _____
- b. At what level?
- c. How often?
18. What USAR AGR requirements are authorized but not filled (validated, approved by OCAR) at:
- a. Your agency/unit -
- b. Other agencies on installation -
19. Comments on Section B:

Section C (TRADOC)

20. If you are a TRADOC School Advisor provide following information for branch:

a. USAR Troop
Program Unit (TPU)

Number Units

Number of Personnel
In Branch Unique Units

b. Number of Branch Individual Mobilization Augmentee (IMA) Positions Authorized:

- (1) Officer -
- (2) WO -
- (3) Enlisted -

c. Inventory of Branch Individual Ready Reserve (IRR) Personnel:

- (1) Officer -
- (2) WO -
- (3) Enlisted -

d. USAR Personnel Authorized in Non Branch Units, e.g., Signal Specialities in Non Signal Units:

- (1) Officer -
- (2) WO -
- (3) Enlisted -

21. If you are a Proponent School Advisor do you provide input to:

- a. Functional Area Review YES _____ NO _____
- b. Functional Area Assessment YES _____ NO _____

c. If YES for a. or b., briefly describe.

Section D (CAPSTONE)

The purpose of this section is to obtain data from USAREUR Hq, V Corps, VII Corps, 21st SUPCOM and Army Reserve Command, Europe. The information will be obtained by conducting interviews with planners, trainers and AGR personnel assigned to above units.

22. Unit:

23. a. Point of Contact:
b. Address:
c. Phone:
d. Job Title:

24. a. How is transition to war planning accomplished for CAPSTONE units?

b. Is it adequate? YES _____ NO _____

c. If answer to b. is "no" how can transition to war planning be enhanced?

25. If CAPSTONE unit full time manning personnel were forward deployed, as liaison planning cells, with the gaining command:

a. Could the community support individuals, e.g., housing, medical, logistical, etc.?

b. Could readiness of both USAREUR and CAPSTONE unit be improved? How?

c. Recommend criteria for the establishment of a forward deployed liaison planning cell.

d. Outline functions to be performed by a forward deployed liaison planning cell.

26. CAPSTONE UNIT INFORMATION

Justification Code:

- 1 - Like unit not in USAREUR inventory
- 2 - Major functional command, eg. TAACOM, ENCOM, MEDCOM
- 3 - Mission unique in USAREUR, eg. CIMIC, RAOC

TYPE	COMPONENT		SIZE					Transition to War Planning Capability Required (Yes or No)	If Required At What Level, eg. BN, GP, REG, etc.	Number of Personnel	Justification (See Code)
	ARNG - 2	USAR - 3	BN	GP	REG	SEP BDE	DIV				
Unit By LAD											
1. Infantry											
a. D to D+30											
b. D+31 to D+60											
c. D+61 to D+90											
2. Armor											
a. D to D+30											
b. D+31 to D+60											
c. D+61 to D+90											
3. Air Defense Artillery											
a. D to D+30											
b. D+31 to D+60											
c. D+61 to D+90											
4. Engineer											
a. D to D+30											
b. D+31 to D+60											
c. D+61 to D+90											
5. Artillery											
a. D to D+30											
b. D+31 to D+60											
c. D+61 to D+90											
6. Transportation											
a. D to D+30											
b. D+31 to D+60											
c. D+61 to D+90											
7. Chemical											
a. D to D+30											
b. D+31 to D+60											
c. D+61 to D+90											
8. Military Intelligence											
a. D to D+30											
b. D+31 to D+60											
c. D+61 to D+90											

NOTE: CLASSIFIED SECRET WHEN FILLED IN.

26, continued

Justification Code:

- 1 - Like unit not in USAREUR inventory
- 2 - Major functional command, eg. TAACOM, ENCOM, MEDCOM
- 3 - Mission unique in USAREUR, eg. CIMIC, RAOC

TYPE	COMPONENT		SIZE					Transition to War Planning Capability Required (Yes or No)	If Required At What Level, eg. BN, GP, REG, etc.	Number of Personnel	Justification (See Code)
	ARNG - 2	USAR - 3	BN	GP	REG	SEP BDE	DIV				
Unit By LAD											
9. Adjutant General Corps											
a. D to D+30											
b. D+31 to D+60											
c. D+61 to D+90											
10. Finance											
a. D to D+30											
b. D+31 to D+60											
c. D+61 to D+90											
11. Ordnance											
a. D to D+30											
b. D+31 to D+60											
c. D+61 to D+90											
12. Judge Advocate General											
a. D to D+30											
b. D+31 to D+60											
c. D+61 to D+90											
13. Military Police											
a. D to D+30											
b. D+31 to D+60											
c. D+61 to D+90											
14. Medical											
a. D to D+30											
b. D+31 to D+60											
c. D+61 to D+90											
15. Quartermaster											
a. D to D+30											
b. D+31 to D+60											
c. D+61 to D+90											
16. Signal											
a. D to D+30											
b. D+31 to D+60											
c. D+61 to D+90											

27. Remarks:

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APPENDIX 2

JOB DESCRIPTIONS

A. POSITION TITLE: USAR Advisor

AUTHORIZED GRADE: 05/06

RATING SCHEME: 05 - Rater, Director; Sr Rater, Chief of Staff

06 - Rater, Chief of Staff; Sr Rater, CG/CMDT or DEP

The USAR advisor to a command, school, installation or agency serves that organization in the capacity of a special staff officer for RC affairs, and is the executive USAR advisor to the commander, director or commandant and staff on all matters pertaining to the Army Reserve.

Primary functional responsibilities which he actions or lead include: AGR program director to include sponsorship of annual AGR workshops; liaison activity with Office Chief Army Reserve, other AGR advisors and the MACOM, Sr USAR Advisor; preparation of the USAR budget, PAAR, and POM inputs and submission of same to the organization resource manager; representation of OCAR positions; monitors readiness status of USAR units; leads formulation of policy concerning the USAR; participates in studies, committees and panels concerning issues that impact on or could effect the USAR; manages program to retain officers separating from active duty in the USAR; attends Reserve Officer and Senior Reserve Commanders Association meetings.

As the executive USAR advisor to the organization, he: participates in mobilization planning, mobilization planning conferences, and precamp conferences; monitors combat development issues and coordinates USAR issues in the training development arena; represents his organization at CAPSTONE planning conferences.

As the special staff officer for RC affairs, he will monitor: organization RC support activities; annual training support; MACOM/CONUSA support coordination; IMA/IRR training; input to FAA/FR process; in-service recruiting program; liaison with TAG/ARCOM/MUSARC/GOCOM (IET/AIT); mobil training team support; study plans and programs concerning USAR unit/individual mobilization, readiness, or training; special active duty training (SADT) program; and support of IET/AIT for RC personnel.

B. POSITION TITLE: USAR Coordinator

AUTHORIZED GRADE: 05

RATING SCHEME: Rater: Director

Sr Rater: Chief of Staff/Command Group

Position is involved with the supervision of execution of USAR missions and functions with the primary purpose of coordinating the implementation of a broad spectrum of USAR activities. May develop policies for local implementation.

Job Description:

Responsible for:

Insuring that RC units are being fully supported by installation support activities.

Insuring that support for units during annual training is sufficient and timely.

Conducting necessary coordination with appropriate personnel at CONUS and/or MACOM to insure that necessary support for RC activities is accomplished in a timely manner.

Insuring that the training requirements for the Individual Mobilization Augmentee (IMA) Program and the Individual Ready Reserve (IRR) program are identified and understood by the participants in those programs.

Insuring that precamp conferences are scheduled, coordinated, and conducted in a timely and efficient manner.

Obtaining Mobil Training Teams (MTT) for RC units as requested.

Coordinates necessary actions when establishing the requirements for new AGR positions.

Manages the establishment of IMA positions.

Participates in:

AGR workshops.

Interagency staffing for RC input.

Liaison with:

Installation personnel--RC and AC.

CONUSA/MACOM AGR personnel.

TAG/ARCOM/MUSARC/GOCOM.

Mobilization Planning conferences.

OMAR Budget process.

RC PAAR/POM Issues.

Reviews and/or formulates studies, plans and programs pertaining to mobilization and RC readiness and training.

C. POSITION TITLE: USAR Staff Officer for Policy and Training

AUTHORIZED GRADE: Ø4

RATING SCHEME: Rater, Division Chief; Sr Rater, Director

The USAR staff officer for Policy and Training serves as the USAR Proponent action officer on all actions for doctrine, equipment, organization, training and personnel as pertains to the branch. He is the single USAR POC on all Proponent Force Integration actions to ensure that RC Force Modernization is given full consideration and is identified and planned in a timely manner. He is the USAR action expert on branch processes of structure,

acquisition, training, sustainment, distribution, professional development, deployment and separation.

Within the Proponent Office, the USAR Staff Officer for Policy and Training performs the following functions: Acts as a liaison and referral between USAR personnel and organizations of the branch (TOE/TDA) and the Proponent Office; Provides USAR input to Force Integration functions for doctrine equipment, organizations, training and personnel as pertains to the branch; Participates in functional reviews and functional area assessments; Provides USAR input to speciality proponent programs for branch specialities and career management fields; Coordinates with OCAR and ARPERCEN matters affecting branch; Provides periodic Force Integration in progress reviews and/or progress reports to OCAR and ARPERCEN; Provides USAR input to Force Assessment Manager for Functional Area Assessments, Functional Reviews, Organization Assessments and Unit Fielding Assessments; Provides Proponent Office interface with OCAR, ARPERCEN and USAR units.

D. POSITION TITLE: USAR Training Mission Support NCO

AUTHORIZED GRADE: E-8

RATING SCHEME: NOTE. This individual must be placed at an on the ground location that will facilitate access to his office by USAR students. A point of training is recommended, i.e. school or training brigade. The USAR advisor is responsible to monitor RC IET/AIT. Assuming the foregoing to be the case it is recommended that, the brigade SGM be the rater, the USAR Advisor function as the endorser and the organization SGM the reviewer.

Job Description:

Provides OCAR, HQ, TRADOC, and ATC commanders with assistance in the reception, processing, counseling and training management of USAR trainees on

IADT and ADT. Provides information to Army areas, MUSARC's and USAR TPU's on matters pertaining to USAR enlisted personnel on IADT/ADT.

Provides local commanders and training managers with expertise in areas specifically related to USAR trainees and USAR soldiers in training to include aptitude, attitude, motivational problems, and associated actions such as New-Start, reclassification and separation.

Assists US Army Reception Station in the reception, orientation, processing and initial training assignment of USAR soldiers; resolves incorrect orders and institutes reclassification actions.

Assists the ATC in reclassification, TDP counseling and coordination with USAR parent unit. Assists with finance, administrative and personal problems of USAR soldiers not handled within the normal Chain-of Command.

Principal LNNCO guidance is found in TRADOC Reg 140-2, the USAR Liaison NCO Program at Army Training Centers and Schools. Certain responsibilities of USAR LNNCO are found in TRADOC Reg 350-6, Initial Entry Training (IET) Policies and Administration, and TRADOC Supplement 1 to AR 635-200, Enlisted Personnel.

E. POSITION TITLE: Staff Officer (Mobilization Planning)

AUTHORIZED GRADE: 04

RATING SCHEME: Rater: Division Chief

Sr Rater: Director

Job Description:

Position is involved in the supervision or execution of mobilization planning, mobilization command and control, training support, validation and deployment of RC units scheduled to mobilize at the assigned mobilization station and the support of RC units scheduled to mobilize at other mobilization stations.

Responsible for:

Coordinating, developing, evaluating and revising of installation mobilization plan as that plan relates to support of mobilized USAR units.

Coordination, planning, and execution of and annual installation Mobilization Planning conference.

Reviewing and/or formulating studies, plans and programs relating to RC mobilization and readiness.

Coordinates.

To insure that proposed command policies are fully understood by all individuals involved in the mobilization planning process.

To insure the establishment of Individual Mobilization Augmentees (IMA) are incorporated in the planning process as appropriate.

To insure function areas of the planning process are compatible with those of higher headquarters.

Participates in:

Liaison with other installation AGR personnel.

Liaison with other CONUSA/MACOM AGR personnel.

AGR Workshops.

Liaison with TAG/ARCOM/MUSARC and GOCOM.

APPENDIX 3

FULLTIME SUPPORT MANAGEMENT DIRECTORATE

Officer Management Division

Enlisted Management Division

FTS Program Division

FUNCTIONS

FULLTIME SUPPORT MANAGEMENT DIRECTORATE

Provides centralized career management for all US Army Reserve (USAR) Active Guard and Reserve (AGR) personnel.

Develops and maintains statistical analysis of strength requirements for USAR AGR Management Personnel, both officer and enlisted, as authorized by approved manning tables and other documents. Reviews and analyzes statistical data from internal management reports and provides ODCSPER and OCAR with required personnel accounting reports as required.

Coordinates the development and design of data information systems and programs.

Monitors positions, analyzes job descriptions, screens records of approved applicants, selects applicants for vacancies, coordinates reporting date and publishes the order as required.

Provides administrative support to the DA USAR AGR Selection/Continuation Boards.

Administers the Reserve Officer Training Corps Expand the Base Program.

Identifies personnel, grades E5 through E8, who are within the zone of consideration for promotion to the next higher grade and otherwise eligible.

Provides centralized personnel management for E7(P) through E9.

Acts as the career counselor and personnel management officer/NCO for officer and enlisted personnel in the USAR AGR Management Program.

Functions as single point of contact in ARPERCEN for all administrative actions concerning USAR AGR program personnel.

Certifies Active Federal Service for retired pay and monitors transfer of Military Personnel Record Jackets.

FUNCTIONS

OFFICER MANAGEMENT DIVISION

Personnel Management Branch

Support Branch

FUNCTIONS

FULLTIME SUPPORT MANAGEMENT DIRECTORATE

OFFICER MANAGEMENT DIVISION

Selects/nominates and assigns by grade and specialty to authorized positions, officers world-wide in accordance with established OCAR and ODCSPER policies and guidance.

Receives and processes all officer personnel requisitions from supported agencies.

Prepares and recommends to Director, Fulltime Support Management, policies relating to the selection and assignment procedures of program participants.

Monitors the professional growth of each officer and makes recommendations for future assignments and schooling.

Counsels and informs individual officers and using agencies on assignment matters by telephone, writing, personal interview, briefing and field trips.

Coordinates and processes the extensions and curtailments of tours.

Researches, prepares and coordinates special actions and studies, and replies to correspondence and inquiries concerning officer participants and supported agencies.

Determines officers available for reassignment by grade and specialty, and coordinates next assignment.

Provides long-range career development to include individualized counseling and the preparation of a career profile for each officer in the USAR Active Guard and Reserve Management Program (AGRMP).

Maintains a Career Management Information File for each program participant. Assists with updating the microfiche records. Receives and reviews Officer Evaluation Reports received from the Performance Evaluation Branch, on program participants.

Receives and processes applications for entrance into the USAR AGRMP for initial fill of Full-Time Support positions.

Prepares and presents in the form of briefings, articles and presentations, the status of, rationale for, and goals of the Officer Management Division.

Supports annual DA USAR Active Guard and Reserve Selection/Continuation Board with identification of current participants to be boarded for continuation.

Participates with other elements of the Directorate in preparing statistical information as required.

Responds to Presidential and Congressional inquiries regarding officer personnel in the program.

FUNCTIONS

OFFICER MANAGEMENT DIVISION

PERSONNEL MANAGEMENT BRANCH

Rotates, transfers, and processes extension of Active Guard and Reserve (AGR) officers.

Career monitoring and management counseling of AGR officers.

Oversees and monitor actions on AGR officers.

Maintains Career Management Information Files on each AGR officer.

Monitors and updates data base for all data elements in all files for which responsibility is assigned.

Initiates action necessary to insure official records are accurate and current for promotion, professional development education selection, continuation, and other board actions.

Insures that all eligible officers are considered by appropriate boards.

Monitors officer efficiency reports and other indicators of officer performance and morale; initiate appropriate inquiries and actions.

Provides guidance and assistance to Support Branch as necessary.

FUNCTIONS

OFFICER MANAGEMENT DIVISION

REPORT DUTY

Executes special projects. Coordinates special projects within the Division.

Solicits, receives, and disseminates within the Division data from position file. Monitors Division's input to position file.

Identifies vacancies, maintains vacancy file/suspense system as needed.

Calls officers to active duty from the Order of Merit List (OML).

Determines the eligibility of MEMBAC selections to Fulltime Manning (FTM) positions and call to active duty.

Reviews request for orders by Division.

Maintains files on officers on current OML.

Controls Division's copies of OML and cumulative roster of DA Board members. Controls Division's copies of authorization documents.

Maintains job description file.

Point of contact (POC) for commands expecting vacancies, FTM.

Reviews data base; promotion eligibility, and currency of physical.

Coordinates and processes reclassification actions.

Initiates termination actions.

Initiates Active Federal Service suspension requests.

Monitors flagging actions. Maintains flagged records.

Suggests promotion actions.

Coordinates school quotas.

Provides technical advice on records maintenance and management. Provides assistance to Personnel Management Branch in records maintenance.

Maintains necessary Divisional files.

Initiates new Career Management Information Files (CMIF). Receives and processes CMIF's from Officer Personnel Management Directorate.

Maintains control on records leaving the Division and on records from outside the Division on loan to it.

Maintains request for orders control system. Posts order data on Tour Summary in CMIF.

POC for request to remove records from the Division.

FUNCTIONS

ENLISTED MANAGEMENT DIVISION

Division Headquarters

Administrative Branch

Career/Professional Development Branch

FUNCTIONS

FULLTIME SUPPORT MANAGEMENT DIRECTORATE

ENLISTED MANAGEMENT DIVISION

Responsible for the personnel management, assignment, and professional development of enlisted personnel serving on Active Duty in Active Guard and Reserve (AGR) status in accordance with pertinent regulations and directives; responsible for continuation, reassignment, reenlistment and career progression of enlisted Reserve Active Guard and Reserve (AGR) members; responsible for information/liaison visits and briefing the MUSARCS, CONUSA, and MACOMS.

Coordinates with proponent agencies on US Army Reserve (USAR) AGR policies and procedures. Counsels and interviews personnel visiting the office concerning assignments and career progression.

Selects E9, E8 and E7(M) for approved AGR positions and monitors existing or projected vacancies within all Career Management Information Files authorized for the USAR AGR Enlisted Management Program.

Recommends changes to USAR personnel regulations, policies, programs, and procedures relating to career management of enlisted personnel. Makes recommendations concerning exceptions to policy as it affects participants.

Provides Military Occupational Specialty reclassification as necessary.

Serves as career managers for all designated career management fields in accordance with AR 611-201.

Provides advice and guidance to program participants and assists them in their career development for continued progression within respective career fields.

Initiates requests for orders on personnel selected by the proponent agency for approved enlisted position vacancies.

Screen current participants and applications in order to fill approved tour positions when the proponent agency requests ASSISTCOM to do so.

Identifies personnel grades E5 through E8 who are within the zone of consideration for promotion to the next higher grade and otherwise eligible.

Processes advice suitability information when notified. In accordance with applicable regulations.

Processes requests for reduction, upgrade, and grade continuation upon notification in accordance with AR 140-100.

Responds to Presidential and Congressional inquiries regarding enlisted

personnel in the program.

Maintains Data Base on enlisted AGR members.

Nominates board members for USAR AGR Enlisted Selection Boards.

Coordinates release from AGRMP per AR 635-200.

Processes transfers per AR 614-200.

Coordinates school quotas with proponent agencies.

FUNCTIONS

ENLISTED MANAGEMENT DIVISION

ADMINISTRATIVE BRANCH

Responsible for the personnel management, assignment, and professional development of enlisted personnel serving on Active Duty in Active Guard and Reserve (AGR) status in accordance with pertinent regulations and directives.

Provides Military Occupational Specialty reclassification as necessary.

Initiates requests for orders on personnel selected by the proponent agency for approved enlisted position vacancies.

Screens current participants and applications in order to fill approved tour positions when the proponent agency requests ARPERCEN to do so.

Screens current AGR participants for eligibility to attend Non-Commissioned Officer Education System/Military Occupational Specialty/Additional Skill Identifier professional schooling and coordinate with MACOMs for funding in consonance with recommendation of chain of command.

FUNCTIONS

ENLISTED MANAGEMENT DIVISION

CAREER/PROFESSIONAL DEVELOPMENT BRANCH

Responsible for continuation, reassignment and reenlistment of enlisted Active Guard and Reserve (AGR) members.

Counsels and interviews personnel visiting the office concerning assignments and career progression.

Selects E9, E8 and E7(P) for approved AGR positions and monitors existing or projected vacancies within all Career Management Information Files authorized for the US Army Reserve (USAR) AGR Enlisted Management Program.

Provides advice and guidance to program participants and assists them in their career development for continued progression within respective career fields.

Identifies personnel grades E5 through E8 who are within the zone of consideration for promotion to the next higher grade and otherwise eligible.

Processes adverse suitability information when notified, in accordance with applicable regulations.

Processes requests for reduction, appeals, and grade restoration upon notification in accordance with AR 148-158.

Maintains Data Base on enlisted AGR members.

Screen current AGR participants for eligibility for reenlistment/extension in the USAR-AGR Management Program.

Serves as career managers for all designated career management fields in accordance with AR 411-281.

Screen current participants and applications in order to fill approved tour positions when the proponent agency requests ASSISTCOM to do so.

FUNCTIONS

ETS PROGRAM DIVISION

Management Information & AFS Retirement Branch

Orders/Board Branch

FUNCTIONS

FULLTIME SUPPORT MANAGEMENT DIRECTORATE

ETS PROGRAM DIVISION

Develops and maintains long-range statistical analysis of strength requirements for the US Army Reserve (USAR) Active Guard and Reserve (AGR) Program, as authorized by approved manning tables and other documents.

Coordinates the development and design of data information systems and programs for the Officer and Enlisted Management Divisions.

Analyzes data requirements for Officer and Enlisted Management Divisions and provides automated managerial reports for use by personnel managers as required.

Responsible for implementing the accessioning process when a USAR individual is accessed to Active Duty in the AGR Program.

Responsible for the preparation and mailout of Military Personnel Record Jackets (MPRJ) to appropriate MILPOs after accessioning process.

In coordination with the Officer Management Division, announces DA USAR AGR Selection/Continuation Boards, screens applications and records of applicants to determine basic qualifications and eligibility for entry into the USAR AGR program, and forwards applications for board action.

In coordination with Enlisted Management Division, identifies personnel grades E5 through E8 who are within the zone of consideration for promotion to the next higher grade and otherwise eligible.

Controls and processes requests for orders to include publication and distribution of order.

Responsible for control and distribution of mail for directorate.

Establishes Basic Active Service Date of all new officer accessions.

Prepares statements of Active Federal Service for USAR AGR participants.

Publishes retirement orders and prepares retirement forms for those officers that complete required active federal service while in AGR status.

Insures that the MPRJ's of those individuals terminated from AGR status are returned to this Center and personnel master file properly updated.

Responsible for all Word Processing support for the directorate.

FUNCTIONS

ETS PROGRAM DIVISION

MANAGEMENT INFORMATION & AFS RETIREMENT BRANCH

Develops and maintains long-range statistical analysis of strength requirements for the US Army Reserve (USAR) Active Guard and Reserve (AGR) Program, as authorized by approved manning tables and other documents.

Coordinates the development and design of data information systems and programs for the Officer and Enlisted Management Divisions.

Analyzes data requirements for Officer and Enlisted Management Divisions and provides automated managerial reports for use by personnel managers as required.

Establishes Basic Active Service Date of all new officer accessions.

Prepares statements of Active Federal Service for USAR AGR participants.

Publishes retirement orders and prepares retirement forms for those officers that complete required active federal service while in AGR status.

FUNCTIONS

ETS PROGRAM DIVISION

ORDERS/BOARDS BRANCH

Responsible for implementing the accessioning process when a US Army Reserve (USAR) individual is accessed to Active Duty in the Active Guard and Reserve (AGR) program.

Responsible for the preparation and mailout of Military Personnel Record Jackets (MPRJ's) to appropriate MILPOS after accessioning process.

In coordination with the Officer Management Division, announces DA USAR AGR Selection/Continuation Boards, screens applications and records of applicants to determine basic qualifications and eligibility for entry into the USAR AGR program, and forwards applications for board action.

In coordination with Enlisted Management Division, identifies personnel grades E5 through E8 who are within the zone of consideration for promotion to the next higher grade and otherwise eligible.

Controls and processes requests for orders to include publication and distribution of order.

Responsible for control and distribution of mail for directorate.

Responsible for all Word Processing support for the directorate.

Insures that MPRJ's of those individuals terminated from AGR status are returned to this Center and personnel master file properly updated.

APPENDIX 5

UNCLAS

SUBJECT: USAR AGR TOUR LENGTHS, ASSIGNMENTS AND REASSIGNMENT

- A. AR 135-18.
- B. HQDA DAAR-PE MSG, DTG 091400Z APR 84, SUBJ: USAR AGR TOUR LENGTHS.
- C. ARPERCEN DARP-FSE MSG, DTG 25100Z JAN 84, SUBJ: USAR AGR TOUR STABILIZATION.
- D. RCPAC AGUZ-LTE MSG, DTG 061500Z APR 82, SUBJ: REENLISTMENT/EXTENSION PROCEDURES FOR AGR ENLISTED MEMBERS.
- E. HQDA DAAR-PE MSG, DTG 182000Z APR 82, SUBJ: ASSIGNMENT/REASSIGNMENT OF USAR AGR PERSONNEL.
- F. HQDA DAAR-PE MSG, DTG 102000Z MAY 83, SUBJ: ASSIGNMENT/REASSIGNMENT OF USAR AGR PERSONNEL.
- G. ARPERCEN DARP-FS MSG, DTG 292100Z FEB 84, SUBJ: LETTER OF INSTRUCTION FOR USAR AGR REQUISITION PROCESS.
- H. ARPERCEN DARP-FS MSG, DTG 191327Z MAR 84, SUBJ: REQUEST FOR CLARIFICATION OF OVERLAP POLICY.
- I. RCPAC MSG, DTG 091825Z JUN 83, SUBJ: VOLUNTARY REATTACHMENT PROCEDURE (REQUEST FOR TRANSFER) USAR AGR MANAGEMENT PROGRAM.
 1. THIS IS A THREE PART MESSAGE. PART I IS GENERAL IN NATURE AND APPLIES TO BOTH OFFICER AND ENLISTED PERSONNEL. PART II APPLIES TO OFFICER PERSONNEL. PART III APPLIES TO ENLISTED PERSONNEL.
 2. PART I GENERAL.
 - A. THE FOLLOWING ESTABLISHES POLICY ON USAR AGR TOUR LENGTHS, ASSIGNMENTS AND REASSIGNMENTS.

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- (1) THE NEEDS OF THE SERVICE AND THE PROGRAM ARE THE FIRST CONSIDERATION.
 - (2) INDIVIDUALS PERSONAL CIRCUMSTANCES WILL BE CONSIDERED.
 - (3) INDIVIDUALS MUST BE GRADE AND MOS/SSI QUALIFIED, LAW REF A.
 - (4) INDIVIDUALS WHO HAVE SERVED AT LEAST 18 MONTHS SINCE LAST PCS MAY BE REASSIGNED BY THIS HQ ON AN EXCEPTIONAL BASIS BASED ON THE NEEDS OF THE SERVICE.
 - (5) FORMAL TRAINING IS AUTHORIZED IN CONJUNCTION WITH CURRENT OR PROJECTED ASSIGNMENTS AS REQUIRED.
 - (6) THE ASSIGNMENT PROCESS IS AS FOLLOWS:
 - (A) POSITION VACANCIES WILL BE REPORTED TO THIS HQ UTILIZING THE PROCEDURES DESCRIBED IN REF G.
 - (B) CURRENT PARTICIPANTS WILL BE SCREENED TO IDENTIFY A MATCH FOR THE POSITION. FAILING THE AVAILABILITY OF A CURRENT PARTICIPANT, THE ORDER OF MERIT LIST (OML) WILL BE SCREENED TO IDENTIFY A FILL FROM OUTSIDE THE PROGRAM.
 - (C) WHEN THIS HQ IS UNABLE TO FILL FULL TIME MANNING POSITIONS FROM CURRENT AGR RESOURCES AND OML, THE UNIT CONCERNED WILL BE NOTIFIED AND MAY NOMINATE QUALIFIED APPLICANTS TO THIS HQ FOR POSSIBLE ASSIGNMENT. SPECIFIC FILL AUTHORIZATION IN THIS CASE WILL BE GIVEN TO THE UNIT IN WRITING. TIME FROM INITIAL SCREEN TO NOTIFICATION OF UNIT SHOULD TAKE NO MORE THAN 45 DAYS.
 - (7) NORMAL TOUR LENGTH WILL BE THREE YEARS. ANY REQUEST FOR EXTENSION BEYOND THREE YEARS WILL BE FORWARDED TO THIS HQ FOR CONSIDERATION.
 - (8) SERVICE MEMBERS MUST REQUEST REASSIGNMENT VIA PROCEDURES ESTABLISHED IN REF I.
 - (9) PERSONNEL SEPARATED FROM AGR ACTIVE DUTY STATUS BECAUSE OF REFUSAL TO RELOCATE WILL NOT BE ENTITLED TO SEVERANCE OR SEPARATION PAY UNDER LOCAL.
3. PART II. THE FOLLOWING APPLIES TO OFFICER PERSONNEL.
- A. THE FOLLOWING ORDER OF PRIORITY WILL BE USED IN REASSIGNING OFFICER PERSONNEL.

PRIORITY NUMBER

CATEGORY

1. NEEDS OF THE SERVICE
2. COMPASSIONATE & HARDHIP REASSIGNMENT
3. REASSIGNMENT OF MISALIGNED PERSONNEL
4. INDIVIDUALS WHO ARE PART PROMOTION ELIGIBILITY
5. REASSIGNMENT FOR JOINT DOMICILE
6. INDIVIDUALS WITH THE LONGEST TENURE IN THEIR CURRENT ASSIGNMENT
7. INDIVIDUAL'S PERSONAL PREFERENCE

B. SPECIAL SITUATIONS AND CONSIDERATIONS:

(1) ANY OFFICER WHO DOES NOT ACCEPT A REASSIGNMENT WILL NOT BE CONSIDERED FOR FURTHER ASSIGNMENTS, AND UPON EXPIRATION OF THEIR ORDERS WILL LEAVE THE AGR PROGRAM.

(2) THE OFFICER'S ASSIGNMENT PREFERENCE STATEMENT, DA FORM 483, IS DESIGNED TO AFFORD INDIVIDUALS AN OPPORTUNITY TO EXPRESS THEIR ASSIGNMENT AND DUTY PREFERENCES. OFFICER'S ASSIGNMENT PREFERENCE STATEMENT MAY BE SUBMITTED AT ANY TIME.

4. PART III. THE FOLLOWING APPLIES TO ELISTED PERSONNEL:

A. THIS HQ WILL USE THE FOLLOWING ORDER OF PRIORITY IN REASSIGNING ELISTED AGR PERSONNEL:

PRIORITY NUMBER

CATEGORY

1. NEEDS OF THE SERVICE
2. COMPASSIONATE & SACRIFICE REASSIGNMENT AND HOME REASSIGNMENT
3. REASSIGNMENT FOR PROMOTION
4. REASSIGNMENT OF OVERAGE AND MISALIGNED PERSONNEL

5. REASSIGNMENT OF RELIEVED RECRUITING PERSONNEL
6. REASSIGNMENT FOR JOINT DOMICILE
7. REASSIGNMENT OF PERSONNEL WHO HAVE BEEN IN
CURRENT DUTY STATION THREE YEARS OR MORE
8. REASSIGNMENT BASED ON SERVICE MEMBERS PERSONAL
REQUEST

B. ENLISTED TOUR RENEWALS WILL CONTINUE TO BE PROCESSED IAW REF D ABOVE. REENLISTMENT ORDERS WILL BE FOR A PERIOD OF THREE YEARS. BASED ON THE NEEDS OF THE SERVICE, PERSONNEL WILL BE SUBJECT TO MOVEMENT ANYTIME DURING THEIR SECOND OR SUBSEQUENT TOUR OF DUTY AT THE SAME DUTY STATION. ANY ENLISTED PERSON WHO DOES NOT ACCEPT A REASSIGNMENT WILL NOT BE CONSIDERED FOR FURTHER ASSIGNMENTS, AND UPON COMPLETION OF THEIR CURRENT TOUR WILL LEAVE THE AGR PROGRAM. THOSE PERSONNEL WHO INCUR A PCS ON TOUR RENEWAL WILL BE STABILIZED AT THE NEW DUTY STATION FOR THREE YEARS, IAW REF C EXCEPT FOR NEEDS OF THE SERVICE. ADDITIONAL GUIDELINES FOR TOUR LENGTH OF USAR AGR ENLISTED PERSONNEL ATTACHED TO USAREC ARE BEING STAFFED AND WILL BE PROVIDED UNDER SEPARATE MESSAGE.

C. ENLISTED PERSONNEL E7 AND BELOW WHO ARE A GRADE HIGHER THAN THE GRADE AUTHORIZED FOR THEIR POSITION AND ARE STILL ON INITIAL TOUR, MAY CONTINUE TO SERVE IN THAT POSITION FOR UP TO THREE YEARS FROM THE DATE OF INITIAL ASSIGNMENT. THEREAFTER, THEY WILL BE CONSIDERED PRIORITY NO. 4 FOR REASSIGNMENT.

D. ENLISTED PERSONNEL SHOULD USE DA FORM 2635, ENLISTED PREFERENCE STATEMENT, TO IDENTIFY THEIR DESIRES TO THEIR CAREER ADVISORS.

5. REQUEST ADDRESSEES GIVE THIS MESSAGE WIDEST DISSEMINATION.

6. POC FOR THIS HQ IS MARY HOWELL, AV 693-7424.

7. "MANAGEMENT FOR MOBILIZATION"

APPENDIX 6

UNCLAS

SUBJECT: LETTER OF INSTRUCTION FOR USAR-AGR REQUISITION PROCESS

1. IN ORDER TO ESTABLISH A FORMAL PERSONNEL REQUISITIONING PROCEDURE SPECIFIC TO USAR-AGR PERSONNEL WITHOUT THE CREATION OF A NEW FORM, THE USE OF DA FORM 872 WILL BEGIN EFFECTIVE 1 APRIL 84. ALL AGENCIES REQUIRING USAR-AGR PERSONNEL FOR INITIAL FILL/BACKFILL MUST SUBMIT DA FORM 872 (FOR OFFICERS) AND DA FORM 872 (MODIFIED FOR ENLISTED), REQUISITION FOR INDIVIDUAL REPLACEMENTS. AFTER THE AFOREMENTIONED DATE CDR ARPERCEN, DARP-FS WILL NOT TAKE ACTION ON ANY VALIDATED POSITION VACANCIES UNLESS A PROPERLY COMPLETED AND APPROVED DA FORM 872 HAS BEEN RECEIVED IN THIS OFFICE. ALSO ON THIS DATE THE CURRENT VACANCY ROSTER WILL BE DISCARDED AND REPLACED WITH THE VACANCY LIST COMPILED FROM THE DA 872'S THAT HAVE BEEN RECEIVED.
2. THE USE OF DA FORM 872 IS COVERED BY AR 614-185. THIS FORM WILL BE USED TO REQUEST INITIAL AND BACKFILL USAR-AGR PERSONNEL, AND WILL SERVE TO VALIDATE POSITION VACANCIES.
3. SPECIFIC INSTRUCTIONS FOR PREPARATION OF DA FORM 872 FOR OFFICERS ARE AS FOLLOWS:

A. REQUISITION NUMBER:

REQUISITION NUMBER WILL BE A 16 DIGIT REPRESENTATION CONSTRUCTED AS FOLLOWS:

FIELD DESCRIPTION	NUMBER OF CHARACTERS	EXAMPLE
LETTERS AGR	3	AGR
UIC OF UNIT WITH VACANCY	6	RXMTOA
PARAGRAPH NUMBER OF VACANT POSITION	4	050A

EXAMPLE REQUISITION NUMBER

AGR RXMTOA 050A105

B. JOB DESCRIPTION:

(1) FTUS POSITIONS SHOULD BE SUBMITTED IAW FORSCOM MESSAGE DATED 211828Z OCT 83, SUBJECT: JOB DESCRIPTION FOR FULL TIME MANNING PERSONNEL.

(2) ALL OTHER AGENCY POSITIONS TO BE IDENTIFIED SAME AS AR 614-185, CHAPTER 4, PARAGRAPH 4-2E.

C. ALL OTHER INFORMATION ITEMS SHOULD BE COMPLETED IAW AR 614-185.

4. SPECIFIC INSTRUCTIONS FOR PREPARATION OF DA FORM 872 MODIFIED FOR ENLISTED PERSONNEL ARE AS FOLLOWS:

- A. X OUT OFFICER - TYPE ABOVE IT "ENLISTED".
- B. REQUISITION NUMBER SAME AS INSTRUCTIONS FOR OFFICER PERSONNEL.
- C. PRINCIPAL POSITION SPECIALTY WILL INDICATE DUTY MOS.
- D. SECONDARY POSITION SPECIALTY CODE - N/A.
- E. ASI - N/A.
- F. SECOND ASIC - N/A.
- G. AERB VALIDATION NUMBER - N/A.
- H. INCUMBENT NAME WILL LIST THE PERSON'S NAME CURRENTLY FILLING THE POSITION IF SUBMITTING FOR A PROJECTED VACANCY.
- I. BRANCH - N/A.
- J. CONTROL SPECIALTY - N/A.
- K. JOB DESCRIPTION - SAME AS INSTRUCTIONS FOR OFFICER.

5. UPON COMPLETION BY THE UNIT LEVEL INDICATING THE VACANCY OR PROJECTED VACANCY, THE DA FORM 872 SHOULD BE APPROVED THROUGH THE CHAIN OF COMMAND, I.E., MUSARC HAVING THE POSITION CHANGE AUTHORITY, CONUSA, THE POSITION CHANGE APPROVAL AUTHORITY, HQ FORSCOM, ATTN: AFOP-FSR (MAJ DEVINE) FOR VALIDATION OF THE POSITION AND CDR, ARPERCEN, DARP-FS FOR PERSONNEL ACTION. THIS FORM WILL

NOT BE PREPARED BY THE MILPO IAW 614-185. THE PROCEDURES INDICATED IN THIS LOI ARE FOR USAR-AGR PERSONNEL ONLY.

6. THIS PROCEDURE WILL ENHANCE THIS HEADQUARTER'S ABILITY TO BETTER FILL AND BACKFILL ALL EXISTING AND PROPOSED USAR AGR POSITIONS, AND WILL AID IN THE IDENTIFICATION OF THE BEST QUALIFIED INDIVIDUAL TO HELP INSURE MOBILIZATION READINESS. THIS PROCEDURE WILL ALSO MORE CLOSELY PARALLEL THE REQUISITION PROCEDURE OF ACTIVE COMPONENT OFFICERS, AND WHEN SIDPERS SYSTEMS ACCEPT THE ENLISTED USAR-AGR FORCE, WILL ENABLE THE PROPER REQUISITION PROCEDURE TO BE INITIATED.

7. COORDINATION AND APPROVAL HAS BEEN COMPLETED WITH OCAR AND HQ FORSCOM. EFFECTIVE 9 FEB 84, USA MILPERCENT APPROVED THE USE OF THE DA FORM 872 FOR USAR-AGR REQUISITION PROCEDURES.

8. POC FOR THIS ACTION IS MAJ RILEY OR SSG SCHROETER AT AV 693-7715 OR COMM (314) 263-7715. BT