RESEARCH NOTE 86-23

DEVELOPMENT OF A SINGLE LIST OF LEADERSHIP/MANAGEMENT NON-MOS OR BRANCH SPECIFIC TASKS FOR OFFICERS AND NONCOMMISSIONED OFFICERS

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This paper develops a consolidated list of leadership tasks performed by both officers and noncommissioned officers. This list was then reviewed by Army subject matter experts to identify common activities which could be grouped into behavioral dimensions. These dimensions were then used to assess the consolidated list and to develop some additional task statements. The final combined list of officer and noncommissioned officer tasks was then evaluated.

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INTRODUCTION

Goals

The design of effective leadership identification and development programs must be based on an examination of behavioral demands placed on leaders. While a variety of strategies is available for obtaining this kind of descriptive information, a task analytic approach was employed in the present research. The use of this particular data collection strategy was based in part on its concordance with ongoing Army research efforts and that it has been found to provide one of the most effective frameworks available for the design of selection and training programs (Fleishman & Quaintance, 1984).

In the earlier phases of the present study, it was found that the leadership activities performed by commissioned officers (officers) and noncommissioned officers (NCOs) were qualitatively different. For example, officers hold command positions, whereas NCOs support officers in command positions--both, however, are in leadership positions. Therefore, it was decided that separate leadership task lists should be formulated. These lists were prepared by obtaining comprehensive task descriptions of activities performed by incumbents in various positions, and examining these lists to identify those leadership activities performed in each position. Leadership activities were defined as reflecting discretionary activities influencing others (Mumford et al., 1985). The task lists were edited, reviewed, and refined to provide a basis for the specification of leadership job requirements and competency dimensions for officers and NCOs.

While identifying the leadership competency dimensions and job requirements associated with the various positions, two important results emerged. First, it was found that a newly identified set of knowledges, skills, abilities, and other persoral characteristics (KSAOs) were likely to be relevant to both officer and NCO leadership performance (Mumford, Yarkin-Levin, Korotkin, Wallis, & Marshall-Mies, 1985). Second, it was found that the job performance dimensions (JPDs) summarizing the officer leadership tasks were very similar to those summarizing the NCO leadership tasks (Korotkin, Mumford, Yarkin-Levin,

Wallis, & Fleishman, 1985). These observations led to the construction of a general descriptive system applicable to both officers and NCOs.

Examination of the existing officer and NCOs task lists suggested that this might be feasible. First, it appeared that development of a general task list would require that the level of the task statements included in the initial officer and NCO lists be broadened. Second, if leadership activities are described in broad task statements, it was felt that procedures must be designed so that tasks could be assigned to multiple JPDs. Third, it was felt that a general conceptual framework should be developed to guide these revisions.

The general framework might be formulated in a number of ways. However, the earlier work of Korotkin et al. (1985) had indicated that it was possible to formulate a valid set of general JPDs based on theoretical considerations. It appeared that a general taxonomy for the definition and summary of leadership behavior might provide an adequate basis for the development of a general task list. The following sections will discuss the considerations influencing the nature of these revisions as well as the methodology employed and the results obtained in carrying out the revisions.

Background

Once a single set of thirteen theoretical JPDs was developed for both officers and NCOs, it appeared logical to develop a single leadership task list for both categories. Since the development of the new set of theoretical JPDs is discussed in Korotkin et al. (1985), that portion of the research will not be discussed in great detail.

Much of the research to date concerned remediation of inadequacies in existing task lists from various sources. While job task analyses had been conducted for company, battalion and brigade level officer positions, there was some uncertainty as to the adequacy of data pertaining to division and Department of the Army level staff positions. At the time of the present contract procurement, the data for NCOs was thought to be adequate since job analysis surveys in both CONUS and USAREUR were to be completed in time to provide a data base for this project. Provision was made to supplement the data for both officers and NCOs, should the existing task lists prove inadequate. It was stipulated in the Statement of Work that the contractor would perform whatever job analysis was required for positions in which existing data were inadequate. It was further stipulated that since the results of this effort and that of earlier efforts must be compared, the methodology should be similar in scope and objectives to that used in the completed U.S. Army Sergeants Major Academy first sergeant job analysis project and the USAREUR effort then in progress.

As discussed in Wallis, Korotkin, Yarkin-Levin, and Schemmer (1985), the officers' remediated task list was developed from the Army Research Institute (ARI) duty modules (Korotkin, Hadley, Davis, & Marsh, 1976), the Review of Education and Training for Officer (1978) duty modules, and the Soldier Support Center-National Capital Region's officer task data bank (CODAP, 1981, 1982). Leadership task lists extracted from these sources and subjected to field verification by panels of incumbents in grades O1 through O6 at Ft. Lewis, Washington, and Ft. Polk, Louisiana, received high ratings for completeness and accuracy. However, the variations in the specificity of the tasks on the remediated list continued to present problems. Some of this was due to the variations in the types of duties performed by lieutenants, for example,

who are primarily doers, and those performed by colonels, who do more supervising of the doers than doing themselves. This variation in specificity, when coupled with increased emphasis by the COTR on the development of a complete list of leadership tasks for officers, resulted in a reexamination of the remediated task list for officers.

Initially, leadership tasks gleaned from the Soldier Suppport Center-National Capital Region's CODAP lists had been examined by incumbents at Ft. Riley, Kansas, Ft. Devens, Massachusetts, and Ft. Lewis, Washington, to be used as a foundation for preparation of a comprehensive list of leadership tasks for E5s through E8s. Examination of the leadership task lists for first sergeants, platoon sergeants, section chiefs and squad leaders developed by the U.S. Army Sergeants Major Academy (USASMA) (Batia & Kaplan, 1981) showed these lists to be at a far more advanced state of development than starting over again with the CODAP lists. A decision had been made to use the USAREUR lists as a beginning and to augment them with any leadership tasks on the CODAP lists that were applicable and seemed to fill a gap. The product of this undertaking was examined by incumbents at Ft. Polk, who generally confirmed that the remediated list adequately covered the non-technical leadership tasks that they perform. This remediated task list contributed to the development of JPDs for NCOs. The remediation of existing leadership task data banks and the development of JPDs summarizing functionally related tasks were taking place in parallel.

The remediated task data bank had been regarded primarily as a stepping stone in the development of a set of job performance dimensions. However, when a second panel of experts had difficulty in assigning leadership tasks to the same JPDs to which the first panel had assigned them, the task list was recognized as containing tasks that could be perceived to fit well into more than one JPD. Analysis of the data collected from the second panel of experts, at Ft. Monroe, Virginia, for officers and at Ft. Bliss, Texas, for NCOs, caused a reassessment of where the project stood at that time and where it should go in the future in order to achieve the desired results.

If the leadership task lists were to serve a purpose other than the development of a set of JPDs for officers and NCOs, then the task lists

had to be remediated further for specificity and comprehensiveness. Also, if the JPDs were to be combined from two separate sets into a single set for both officers and NCOs, it followed that the separate task lists should also be combined into a single task list for grades E5 through O6.

DEVELOPMENT OF THE GENERAL TASK LISTS

A research scientist with a strong military background integrated the NCO list of 217 tasks into the list of 163 tasks for officers. By eliminating redundancies, broadening the scope of some narrowly defined tasks and dropping some tasks which were subsumed in others, the 380 tasks in the two lists were reduced to a single list containing 175 leadership tasks for grades E5 through O6.

The next step was to cluster these tasks under the appropriate newly designed JPD to determine whether the tasks supported the new set of theoretical JPDs for both officers and NCOs as well or better than they did the original set of separate JPDs. It was relatively easy for a staff member, not among those who had developed the new JPDs or combined the task lists, to assign all except 21 of the 175 tasks to one or more JPDs. Closer examination of these 21 tasks indicated that they were of an esoteric nature and should be dropped from the general non-technical list of leadership tasks. Some examples of the types of tasks that were difficult to place are: "Conduct unit physical security training;" "Establish observation posts;" and "Operate in an electronic warfare environment."

When all tasks had been assigned to a JPD, the next step in remediation of this task list was to identify any tasks not listed but required in order to perform the JPD. In some cases a task missing from one JPD had been assigned to a different JPD to which it also contributed. In such a case no new task was added, since it is recognized that many tasks make a contribution to more than one JPD. In seeking to make the task data bank as comprehensive as possible, it was only necessary to add a new task if it was absent from all JPDs. Thirty new tasks were added by a psychologist/military expert team.

Once these tasks had been tentatively assigned to JPDs, the tasks incorporated in the E9 task list (Connor, 1975) were viewed by an Army subject matter expert at the request of the sponsor to ensure coverage of sergeant major leadership activities. The definition of leadership behavior employed throughout this effort was used to identify all those tasks incorporated in this list that could be considered leadership

tasks. Of the 477 original tasks, 462 were designated as legitimate leadership tasks. Subsequently, an attempt was made to determine whether each leadership task was in some way covered by the existing JPDs and the leadership tasks assigned to them. To accomplish this, our Army subject matter experts first determined whether the task could be assigned to one or more of the JPDs and, if it could be so assigned, whether a similar task statement had already been assigned to the JPDs. Of the 462 leadership tasks appearing in the sergeant major list, it was found that all but 11 could be assigned to one or more of the JPDs and were adequately described by one or more of the tasks already assigned to the JPD.

The final step in remediating the combined task list was done by a panel of two psychologists not intimately familiar with either the task list or the revised and newly defined set of theoretical JPDs. Their job was to answer the following questions about each task statement:

- Is the task statement clear?
- Is the general level of specificity of the tasks uniform?
- Is the task clustered into the most appropriate JPD?
- Are there tasks obviously missing from the JPDs?

As a result of this examination, five task statements were reworded and three were deleted, leaving a total of 202 tasks on the integrated list. (See Appendix C).

It should be pointed out that all of the tasks on this list, except for the 33 added by staff members, were extracted from the separate verified task lists for officers and NCOs. While the field list of the revised and combined list planned for panels of officers and NCOs at Ft. Leavenworth, Kansas, in December 1984 would have provided a forum for reverifying most of the tasks and for verifying those that were added or substantially changed, the cancellation of this step does not detract from the overall validity of the task data bank.

CONCLUSIONS

A single leadership/management task list for officers and NCOs is a logical step in developing a taxonomy of tasks performed by all grades from E5 through O6. The two separate task lists developed earlier in the research project provided ample material for generating the combined list when used in conjunction with the theoretically developed JPDs and their definitions.

Examination of additional task lists such as those for command sergeant majors maintained by the Soldier Support Center-National Capital Region and the Lieutenant Leadership Task (Competency) List developed by the Center for Army Leadership reveals that additional tasks for additional grades and from new sources can be integrated into the revised JPDs with supporting tasks, and thus into the leadership task data bank, without difficulty.

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APPENDIX A

Remediated Leadership Task List
For Officers

Officer Leadership Tasks

No	Code*	Task Statement
1.	c.	Assume responsibility for performance of command and take action to solve problems.
2.	c.	Represent commander and act for him in his absence.
3.	c.	Review, interpret directives, orders and information.
4.	c.	Apply directives, orders and information.
5.	a.	Appoint investigating officers, boards and members of courts-martial.
6.	c.	Review and take action on findings of investigating officers, courts and boards.
7.	c.	Issue formal admonitions and reprimands and exercise authority of non-judicial punishment under UCMJ.
8.	a.	Perform appelate functions for Article 15 appeals.
9.	c.	Prefer court martial charges.
10.	c.	Recommend actions to be taken under the provisions of the UCMJ.
11.	c.	Review complaints and suggestions and take corrective action.
12.	c.	Represent superior and organization in contacts with news media.
13.	c.	Schedule, plan and/or conduct appointments, conferences, and meetings.
14.	c.	Prepare and present briefings.
15.	c.	Advise commander/staff on matters within my purview.
16.	c.	Plan, control, and take part in community and public relations activities such as parades, demonstrations, displays and civic assistance.

*Code: a. Task unique to field grade officers.
b. Task unique to company grade officers.
c. Task common to both field and company grade officers.

17.	c.	Issue guidance, train in proper procedures, and evaluate results.
18.	c.	Motivate subordinates and evaluate their job performance.
19.	c.	Review studies, plans, orders, reports and correspondence prepared by assistants and approve, disapprove or refer to supervisor with recommendation.
20.	c.	Organize personnel and other resources into functional elements to accomplish mission.
21.	c.	Establish time requirements for developing a master schedule.
22.	c.	Establish priorities and production controls to distribute workload and optimize use of facilities.
23.	c.	Plan assignment of work to organizational elements.
24.	c.	Plan and allocate ADP equipment utilization time for supported units and activities.
25.	c.	Interpret output of a management information system.
26.	c.	Operate a system for filing, retrieval, display, and reporting of information.
27.	c.	Employ OR/SA methodologies such as simulation models, statistical analyses, network portrayals, gaming and the like for identifying solutions to complex problems.
28.	a.	Develop and implement management analysis methods.
29.	c.	Develop and implement standards of performance and conduct.
30.	c.	Develop and implement procedures for work measurement and simplification.
31.	c.	Make managerial studies for improved efficiency of operation.
32.	c.	Develop budgets and cost estimates for overall projects and included work packages.
33.	c.	Prepare directives for development and preparation of command operating program and budget, and concomitant budget execution review.
34.	c.	Modify and up-date plans, schedules, and budgets on basis of program evaluation and review.

35.	c.	Develop plans, sequence key events and activities, coordinate interdependent networks and identify critical paths.
36.	c.	Develop personnel plans, programs and directives concerning training, organization and manpower.
37.	c.	Develop plans, programs and directives concerning maintenance systems.
38.	c.	Evaluate budgetary constraints and other matters of risk and sensitivity for the decision-maker.
39.	c.	Conduct and review studies and surveys of organizations, manpower, space and equipment to assist in management improvements.
40.	c.	Design and control formats for receiving reports and statistical summaries of operations.
41.	c.	Prescribe and review standing operating procedures for internal functioning.
42.	c.	Prepare studies, plans or correspondence for a superior.
43.	c.	Arrange for headquarters facilities and support services.
44.	c.	Establish and operate a suspense system.
45.	c.	Place demands upon a system for filing, retrieval, display and reporting of information.
46.	c.	Screen incoming correspondence and distribute for action or information.
47.	c.	Report and investigate safety violations, accidents and irregularities, and take corrective action.
48.	a.	Process and accommodate visitors to headquarters.
49.	b.	Administer unit funds.
50.	c.	Authenticate orders and official correspondence.
51.	c.	Conduct personnel administrative programs such as decorations and awards, billeting, promotions and separations.
52.	b.	Perform maintenance record administration in unit.
53.	c.	Initiate concept documents in concert with the TRADOC community.

54.	c.	Conduct concept organizational equipment and material evaluations.
55.	c.	Recommend development, acquisition, rejection or revision of concepts and associated equipment.
56.	c.	Attend meetings and conferences related to test concept and evaluation and observe demonstrations and tests.
57.	c.	Counsel and assist subordinates on personal affairs, job performance, professional development and disciplinary matters.
58.	c.	Coordinate personnel selection and career development.
59.	c.	Guide personnel management operations of subordinate personnel section or special staff.
60.	c.	Recommend/assign personnel to key positions.
61.	c.	Establish procedures for safeguarding classified information.
62.	c.	Arrange for health, legal and religious services.
63.	c.	Encourage personnel to take full advantage of recreational facilties, Post Exchange, mess and club services.
64.	c.	Conduct a reenlistment program.
65.	c.	Conduct race relations and equal opportunity programs.
66.	c.	Conduct an alcohol and drug abuse program.
67.	b.	Operate corrective treatment and rehabilitation program, with aid of professional specialists, including counseling, training and vocational work tailored to individual needs.
68.	c.	Develop and conduct crime prevention or reduction program.
69.	c.	Review MP blotters, obtain pertinent information from other reports and sources and take appropriate action.
70.	c.	Determine and coordinate intelligence requirements for combat patrols, long-range patrols, ground surveillance, radar activity and other forms of ground reconnaissance and surveillance.
71.	c.	Determine intelligence and security requirements of rear area.

72.	c.	Establish procedures for local security, camouflage, cover, concealment, dispersion and NBC protection.
73.	c.	Keep abreast of NBC activities in actual or simulated combat operations and post and display NBC tactical information.
74.	c.	Interpret and apply specialized tables and instruments pertaining to delivery systems and effects of nuclear weapons.
75.	c.	Inspect and evaluate facilities and activities for counter-intelligence security.
76.	b.	Assess friendly and enemy activities in area of operations for the application of PSYOP capabilities.
77.	c.	Plan/employ surveillance radar, sensing devices, and other measures to establish local security.
78.	c.	Develop logistic requirements for supported and/or subordinate units and activities.
79.	c.	Provide logistic support for supported units and activities.
80.	c.	Establish and organize special ammunition supply points, including safety and security arrangements.
81.	c.	Conduct chemical combat service support operations.
82.	c.	Carry out nuclear weapons emergency procedures to recover nuclear items and minimize hazards in event of an accident.
83.	c.	Issue guidance for the requisitioning, movement, storage, security and issuing of supplies.
84.	a.	Plan, coordinate, establish and operate supply, storage and distribution facilities.
85.	c.	Control distribution of scarce and controlled items.
86.	c.	Operate food service facility.
87.	c.	Plan and coordinate assignment and employment of subordinate maintenance unit and sites and facilities for them.
88.	b.	Establish and operate an office, motor pool or comparable field facility for dispatch of vehicles and displaying the status of vehicles.
89.	c.	Allocate and coordinate transportation.

90.	c.	Make plans and preparations for movement of unit by rail or ship and for its on-shore deployment and field set-up.
91.	c.	Inspect condition and verify quantities of organizational equipment, weapons, and supplies.
92.	c.	Establish and spot-check inventory and stock control procedures.
93.	c.	Establish safeguards against pilferage and other hazards.
94.	c.	Assume responsibility for the care, security, and maintenance of facilities, grounds, and installation property in unit custody.
95.	c.	Assign maintenance priorities.
96.	c.	Conduct or arrange for maintenance inspections.
97.	c.	Establish and operate special security measures for the security of and access to ADM and associated classified material.
98.	c.	Plan/arrange for, and carry out construction, alteration, maintenance, and repair of installation's physical plant and facilities.
99.	c.	Plan and prepare units of instruction, POI, lesson plans, training aids and make arrangements for physical facilities.
100.	c.	Coordinate instructional substance, coverage and phasing with others concerned.
101.	c.	Arrange for military personnel educational opportunities.
102.	c.	Formulate training goals, policies and programs.
103.	c.	Conduct specialized training (ceremonies, counter-intelligence, EW, NBC, etc.).
104.	c.	Request training areas, ranges and other training facilities.
105.	c.	Request school allocations to meet needs of unit.
106.	c.	Plan and participate in ROTC summer camp training activities.
107.	c.	Assist designated reserve component units with the preparation and conduct of training.

108.	c.	Accompany Army reserve component unit commander and staff on inspections and assist in handling remedial actions for surfaced problems.
109.	c.	Conduct physical training.
110.	c.	Manage range firing.
111.	c.	Conduct inspections to evaluate unit's performance of mission, compliance with policies and regulations, state of morale, discipline and readiness, and condition of equipment and facilities.
112.	c.	Determine operational readiness requirements and evaluate readiness status of unit.
113.	c.	Ensure unit proficiency in basic soldier skills (hand-to-hand combat, map reading, first aid, weaponry, drill and ceremonies).
114.	c.	Plan and coordinate training exercises.
115.	c.	Evaluate relevant factors including mission, enemy, terrain, and troops; reconnoiter physically or by use of maps and photos and make an estimate of the situation.
116.	c.	Coordinate operations planning within staff and with higher, lower and supporting organizations.
117.	c.	Plan/recommend disposition and employment of unit.
118.	c.	Issue operations order to carry out unit's mission.
119.	c.	Evaluate plans of subordinate units and take action to correct deficiencies.
120.	c.	Evaluate operation's progress and modify orders as the situation warrants.
121.	c.	Check personnel, weapons, equipment and supplies and prepare for futher operations.
122.	c.	Coordinate/ensure overall security of command.
123.	c.	Coordinate employment of vehicles, communications, and other equipment for command group during field exercises.
124.	c.	Arrange and control liaison with other headquarters.
125.	c.	Coordinate signal intelligence and sensor activities.
126.	c.	Coordinate logistical matters within staff and with higher, lower, and supporting organizations.

127.	c.	Coordinate explosive ordnance disposal (EOD) plans and operations with others concerned.
128.	c.	Plan and coordinate actions concerning refugee handling and control of civilian population in theater of operations.
129.	c.	Coordinate/control subordinate combat service support unit operations.
130.	c.	Coordinate actions with friendly units and civil authorities.
131.	c.	Coordinate air defense support and observation plans with supported unit and other fire support units.
132.	c.	Coordinate air-ground recognition, identification, and forward air-control procedures.
133.	c.	Control tactical elements in motor movements and in occupation, organization, preparation and improvement of positions.
134.	c.	Issue guidance for establishment and operation of headquarters command post and Tactical Operations Center (TOC).
135.	c.	Establish and operate tactical operations center (TOC) to include a fire support coordination center.
136.	c.	Reconnoiter and select observation positions, areas or routes of responsibility and fire positions.
137.	c.	Determine capabilities and requirements for overall fire support.
138.	c.	Develop and coordinate support plans such as fire support, intelligence collection, nuclear employment, etc.
139.	c.	Control employment of unit's organic fire support weapons.
140.	c.	Plan for/employ nuclear rounds when authorized.
141.	c.	Plan tactical engineer work such as pioneering, field fortifications, demolitions and mine laying.
142.	c.	Perform tactical engineering work such as pioneering, field fortifications, demolitions and mine laying.
143.	c.	Determine communications requirements and capabilities and plan for their employment.

144.	c.	Train subordinate commanders how to develop/improve morale and esprit in their units.
145.	a.	Supervise nuclear surety (PRP).
146.	a.	Plan/monitor professional association activities (AUSA, Division Assoc., etc).
147.	c.	Ensure that multi-echelon training contributes toward demonstrated competence and confidence of soldiers in themselves, one another, their leaders and their units.
148.	c.	Conduct periodic assessments of status of training/professional development of officers/non-commissioned officers and design a training program to sustain strengths/overcome identified deficiencies.
149.	c.	Prepare dependents of Army personnel for prolonged absences of sponsors to ensure that basic family survival needs are established beforehand.
150.	c.	Develop a work climate that permits rapid development of junior officers and non-commissioned officers, and which encourages the best to opt for a career in the Army.
151.	c.	Resolve conflicts between subordinates.
152.	a.	Establish programs that serve the needs of families within the organization.
153.	c.	Plan/attend social functions with peers, superiors, and subordinates.
154.	c.	Participate in leadership and tactical training seminars.
155.	c.	Discharge sub-standard soldiers administratively from the Army.
156.	c.	Establish programs to enhance the authority of non-commissioned officers.
157.	c.	Conduct financial management at unit level (TUFMIS).
158.	c.	Conduct organizational supply and maintenance management training (OMMS and OSMS).
159.	c.	Praise and censure subordinates as appropriate.
160.	a.	Plan/coordinate/host training meetings.
161.	c.	Supervise an on-the-job training (OJT) program.

162. c. Plan/conduct the Army Test and Evaluation Program (ARTEP) for unit.

163. c. Maintain accountability of equipment at all times by use of hand receipts, inventories and provision of secure storage areas.

APPENDIX B

Remediated Leadership Task List
For Noncommissioned Officers

NCO Task Lists

No	Code*	Task Statement
1.	E8,E7,E6,E5	Insure suspenses are met.
2.	E8,E7,E6,E5	Recommend approval/disapproval of leave and pass requests.
3.	E8,E7,E6,E5	Prepare/maintain/monitor duty rosters.
4.	E8,E7,E6,E5	Review and annotate promotion eligibility roster.
5.	E8,E7,E6,E5	Supervise/serve as Charge of Quarters (CQ).
6.	E8,E7,E6,E5	Maintain/monitor bulletin board.
7.	E8,E7,E6,E5	Receive/monitor and route correspondence.
8.	E8,E7,E6,E5	Answer/refer inquiries concerning personnel actions.
9.	E8,E7,E6	Monitor/analyze contents of communications (correspondence, messages, directives, etc.) for action to be taken.
10.	E8,E7,E6,E5	Conduct both formal and informal counseling sessions and prepare and maintain counseling records.
11.	E8,E7,E6,E5	Review/monitor/report and correct unit Personnel Information Roster.
12.	E8,E7,E6,E5	Answer/refer pay inquiries from service members.
13.	E8,E7,E6,E5	Supervise the inprocessing/outprocessing of personnel.
14.	E8,E7,E6,E5	Initiate administrative action on AWOL soldiers.
15.	E8,E7,E6,E5	Conduct personnel asset inventory with commander.
16.	E8,E7,E6,E5	Prepare/maintain unit alert roster.
17.	E8,E7,E6,E5	Control unit personnel visiting Personnel Actions Center (PAC).
18.	E8,E7,E6,E5	Screen Leave and Earnings Statement (LES) for potential pay problems.

*Code: Grades to which tasks apply are based on a survey of 12-E8s, 12-E7s, 5-E6s, and 17-E5s. None of the E5s in the survey sample were from the combat arms. In all cases where tasks are applicable to grade E5, they should probably be assumed to apply to grade E6 as well.

19.	E8,E7,E6,E5	Maintain unit standing operating procedures (SOP), e.g., draft changes and corrections and post.
20.	E8,E7,E6,E5	Prepare and maintain status reports, boards and charts.
21.	E8,E7,E6,E5	Consolidate/prepare recurring reports.
22.	E8,E7,E6,E5	Prepare military correspondence (draft, assemble, check content, format, accuracy, etc.).
23.	E7,E6,E5	Brief subordinates on precautions for using high voltage equipment and treat casualties for shock and burns, if required.
24.	E8,E7,E6,E5	Develop inspection checklists.
25.	E8,E7,E6,E5	Supervise/use the functional files maintained at the unit.
26.	E8,E7,E5	Monitor fund drive collections.
27.	E8,E7,E5	Prepare sick slips (DA Form 689).
28.	E8,E7	Supervise/contribute to preparation of daily staff journal/unit historical report.
29.	E8,E7,E6,E5	Initiate/monitor requests for orders.
30.	E8,E7,E6,E5	Prepare assigned area for inspection and assist commander in the conduct of inspections. Record inspection results.
31.	E8,E7,E6,E5	Maintain special activities calendar.
32.	E8,E7,E6,E5	Recommend individuals for personnel actions (promotion, reassignment, reduction, flagging action, etc.).
33.	E8,E7	Supervise unit clerk.
34.	E8,E7	Check log of incoming/outgoing correspondence to PAC.
35.	E8,E7,E6,E5	Monitor/maintain suggestion program.
36.	E8,E7,E6,E5	Supervise requisition/maintenance of publications and blank forms.
37.	E8,E7,E6,E5	Supervise maintenance of limited military publications library.
38.	E8,E7,E6	Supervise transmittal of documents to Finance (leaves, allotment, pay elections, etc.).

39.	E8,E7,E6	Supervise/prepare and maintain reading files.
40.	E8,E7,E6	Supervise maintenance of leave control log.
41.	E8	Supervise unit mailroom operations.
42.	E8	Supervise the preparation and maintenance of SIDPERS transactions, records, and reports.
43.	E8	Supervise preparation and maintenance of Personnel Data Cards (DA Form 2475-2).
44.	E8,E7,E6	Prepare After-Action Reports.
45.	E8,E7	Conduct a fire prevention program to include SOPs, drills, firefighting equipment.
46.	E8,E7	Draft messages (DD Form 173).
47.	E8,E7,E6,E5	Conduct meetings (briefings, discussions, seminars, etc.).
48.	E8,E7,E6,E5	Participate in meetings (staff, commander, council, promotion boards, courts martial, etc.).
49.	E8,E7,E6,E5	Check area of responsibility and equipment for unsafe condition/fire hazards and correct/report unsafe conditions/safety violations.
50.	E8,E7	Evaluate/monitor effectiveness of troop mess facility (sanitation, food preparation, etc.).
51.	E8,E7,E6,E5	Evaluate effectiveness of unit supply (economy, accountability, etc.).
52.	E8,E7,E6,E5	Arrange for transportation of personnel and equipment.
53.	E8,E7,E6,E5	Monitor the requisitioning, use and return of protective clothing and safety gear.
54.	E8,E7,E6,E5	Monitor/coordinate resupply operations.
55.	E8,E7,E6,E5	Determine supply requirements.
56.	E8,E7,E6,E5	Counsel soldier on the procedure he/she must follow to be relieved from pecuniary liability.
57.	E8,E7,E6,E5	Review and make recommendations regarding reports of survey and statements of charges.
58.	E8,E7,E6,E5	Control/monitor equipment usage.
59.	E8,E7,E6,E5	Conduct physical inventories (installed property, equipment, supplies, ammunition, etc.).

60.	E8,E7,E6,E5	Conduct/monitor inventory of absentees' personal effects and military equipment.
61.	E8,E7,E6,E5	Inspect basic loads.
62.	E8,E7,E6,E5	Maintain hand receipts.
63.	E8,E7,E6,E5	Monitor ration records and reports.
64.	E8,E7,E6,E5	Enforce standards of military discipline, courtesy, and dress.
65.	E8,E7,E6,E5	Monitor troop health and welfare and advise superior of problem areas.
66.	E8,E7,E6,E5	Determine projects and details for extra duty personnel.
67.	E8,E7,E6,E5	Brief newly assigned personnel on mission and policies.
68.	E8,E7,E6,E5	Recommend judicial (courts martial) and non-judicial (Article 15) action to commander.
69.	E8,E7,E6,E5	Visit personnel in hospital/confinement.
70.	E8,E7,E6,E5	Recommend and initiate non-punitive (letters of reprimand, admonishment, etc.) disciplinary measures.
71.	E8,E7,E6,E5	Protect the rights of an accused or suspected individual.
72.	E8,E7,E6,E5	Explain local laws, regulations, customs, and civilian-military relations (e.g., Status of Forces Agreement, city status, off-limit establishments, etc.) to personnel.
73.	E8,E7,E6,E5	Inspect individual and organizational equipment for serviceability.
74.	E8,E7,E6,E5	Review/prepare/forward accident reports.
75.	E8,E7,E6,E5	Assist in development of junior officers.
76.	E8,E7,E6,E5	Recommend pretrial confinement.
77.	E8,E7,E6,E5	Train/form and march unit for drill and ceremonies.
78.	E8,E7,E6	Plan/coordinate ceremonies.
79.	E8,E7	Prepare and post summary of non-judicial punishment administered Form (DA Form 3743R) on bulletin board.

80.	E8,E7	Monitor administrative preparation of record of proceedings under Article 15, UCMJ.
81.	E8,E7,E6,E5	Plan/organize unit recreation activities.
82.	E8,E7,E6,E5	Research manual for courts martial.
83.	E8,E7,E6,E5	Monitor Unit Fund Council meetings and functions.
84.	E8,E7,E6,E5	Determine or assist commander to determine criteria for probable cause for search and seizure.
85.	E8,E7	Supervise the preparation of sworn/unsworn statements.
86.	E8,E7,E6,E5	Supervise occupation and restoration of bivouac area.
87.	E8,E7,E6,E5	Supervise local area security.
88.	E8,E7,E6,E5	Implement tactical cover and deception plans (noise, light, litter discipline, camouflage, etc.).
89.	E8,E7,E6,E5	Organize/supervise the MUAA/IUA (trains) area.
90.	E8,E7,E6	Direct coordination and preparation of advance party.
91.	E8,E7,E6,E5	Train for or erect/inspect/repair field fortifications.
92.	E8,E7,E6,E5	Plan/implement field sanitation activities.
93.	E8,E7,E6,E5	Evaluate operations orders for impact on unit capabilities.
94.	E8,E7	Plan command post (CP) general location.
95.	E8,E7	Prepare/monitor unit tactical feeding plan.
96.	E8,E7,E6,E5	Decontaminate equipment.
97.	E8,E7,E6,E5	Monitor use of unit radio during NBC survey/monitoring.
98.	E8,E7,E6,E5	Train for/conduct tactical ground movements.
99.	E8,E7,E6,E5	Prepare loading plans and spot check loaded vehicle for compliance with vehicle loading plans.
100.	E8,E7,E6,E5	Supervise handling of prisoners of war and refugees.
101.	E8,E7,E6,E5	Develop, implement, and monitor human relations program.
102.	E8,E7,E6,E5	Support and coordinate post/community details.

103.	E8,E7,E6,E5	Instruct personnel on standards, traditions, and division of duties in Army.
104.	E8,E7,E6,E5	Monitor guard mounts and guard performance, instruct personnel on guard duties, conduct guard mount, post and inspect sentinels.
105.	E8,E7,E6,E5	Counsel and assist personnel with personal problems.
106.	E8,E7,E6,E5	Recommend approval/disapproval of personnel actions (DA Form 4187).
107.	E8,E7,E6,E5	Evaluate and counsel military personnel on job performance (good or bad).
108.	E8,E7,E6,E5	Counsel/assist personnel concerning personnel actions.
109.	E8,E7,E6,E5	Prepare EER/SEER and review for accuracy and completeness.
110.	E8,E7,E6,E5	Make appointments for enlisted personnel (medical, chaplain, IG, AER, etc.).
111.	E8,E7,E6,E5	Recommend personnel for administrative elimination.
112.	E8,E7,E6,E5	Recommend personnel for special/additional duties.
113.	E8,E7,E6,E5	Recommend duty assignment and changes in utilization of personnel.
114.	E8,E7	Review/correct unit manning report.
115.	E8,E7,E6,E5	Monitor/implement/supervise unit weight control program.
116.	E8,E7	Supervise the unit enlisted sponsorship program.
117.	E8,E7,E6,E5	Counsel personnel on SQT (e.g., preparation, scoring, importance, etc.).
118.	E8,E7,E6	Prepare/review enlisted personnel rating scheme.
119.	E8,E7	Recommend personnel for MOS reclassification.
120.	E8,E7,E6,E5	Provide input to TOE/TDA changes.
121.	E8,E7,E6,E5	Write/provide input for recommendations for awards/decorations and monitor program.
122.	E8,E7,E6,E5	Prepare/review military personnel job descriptions.
123.	E8,E7,E6,E5	Write letters of welcome to newly assigned personnel.
124.	E8,E7,E6	Provide input to manpower survey documentation.

125.	E8,E7,E6,E5	Establish work priorities and distribute workloads.
126.	E8	Prepare/review civilian evaluation reports.
127.	E8,E7,E6,E5	Promote understanding and compliance with orders.
128.	E8,E7,E6,E5	Talk to dependent wives, husbands (requests, NEO procedures, etc.).
129.	E8,E7,E6	Provide personnel services.
130.	E8,E7,E6,E5	Apply motivational (rewards and punishments) techniques.
131.	E8,E7,E6	Supervise/monitor conduct of counseling in the unit.
132.	E8,E7,E6,E5	Assist/counsel in career planning and personal development.
133.	E8,E7,E6	Conduct NCO calls.
134.	E7,E6,E5	Instruct personnel in combat patrol techniques.
135.	E8,E7,E6,E5	Recommend personnel to attend service schools/additional for specialized training.
136.	E8,E7,E6,E5	Provide input to training schedules.
137.	E8,E7,E6,E5	Plan/provide input for unit NCO training.
138.	E8,E7,E6,E5	Develop/supervise/conduct physical fitness training/program.
139.	E8,E7,E6,E5	Monitor subordinates' attainment of DA minimum civilian education goals.
140.	E8,E7,E6,E5	Instruct NCO's on relationship between soldiers' manuals, SQT's, and ARTEP's.
141.	E8,E7,E6,E5	Critique deficiency of enlisted instructors.
142.	E8,E7,E6,E5	Evaluate training effectiveness to determine if commanders' training objectives are met.
143.	E8,E7,E6,E5	Implement/conduct training to correct individual/unit deficiencies.
144.	E8,E7,E6,E5	Supervise/conduct training rehearsals and both classroom and outdoor/field type training.
145.	E8,E7,E6,E5	Designate personnel to attend unit training.
146.	E8,E7,E6,E5	Review training performance objectives.

147.	E8,E7,E6,E5	Provide input to unit Master Training Forecast.
148.	E8,E7,E6,E5	Organize/monitor/implement unit SQT study program.
149.	E8,E7,E6,E5	Plan use of available training time.
150.	E8,E7,E6,E5	Plan, coordinate, and supervise/conduct unit and individual training.
151.	E8,E7,E6,E5	Establish performance objectives based on commander's and SQT training guidance.
152.	E8,E7,E6,E5	Instruct subordinates in the basic military skills, e.g., firing and maintenance of TOE weapons, map reading, first aid, communications, etc.).
153.	E8,E7,E6,E5	Designate and train enlisted training instructors.
154.	E8,E7,E6,E5	Determine and coordinate required support for training.
155.	E8	Determine priorities of tasks selected for training in unit.
156.	E8,E7,E6,E5	Draft/review a training outline.
157.	E8,E7,E6,E5	Implement an on-the-job (OJT) training program.
158.	E8,E7,E6,E5	Incorporate multi-echelon collective training in training program (e.g., concurrent training).
159.	E8,E7,E6,E5	Conduct training briefings.
160.	F8,E7,E6,E5	Record results of training.
161.	E8,E7,E6,E5	Inspect unit buildings and grounds.
162.	E8,E7,E6,E5	Supervise and monitor cleaning and lubrication of equipment.
163.	E8,E7,E6,E5	Instruct personnel in vehicle operator maintenance techniques and spot check vehicles for preventive maintenance indicators.
164.	E8,E7,E6,E5	Check/monitor unit vehicles, equipment, and area for hazardous/unsafe conditions and correct/report safety program violations.
165.	E8,E7,E6,E5	Spot check/monitor vehicle trip tickets and dispatch records.
166.	E8,E7,E6,E5	Supervise/monitor personnel performing preventive maintenance.

167.	E8,E7,E6,E5	Review operational readiness status of unit vehicles and equipment.
168.	E8,E7,E6,E5	Establish maintenance priorities.
169.	E7,E6,E5	Review maintenance/repair work assignments and prepare work schedules.
170.	E7,E6,E5	Initiate Equipment Improvement Recommendations (EIR).
171.	E7,E6,E5	Prepare both serviceable and unserviceable equipment for turn-in and initiate requests for issue/turn-in.
172.	E8,E7,E6,E5	Review/revise maintenance SOPs, inspection checklists, modification work orders (MWOs), records, logbooks, and prepare inspection reports.
173.	E7,E6	Process maintenance/calibration requests/work orders and coordinate workload with supporting unit.
174.	E8,E7,E6,E5	Install, maintain, regulate and operate/supervise operation of generators.
175.	E8,E7,E6,E5	Correct/report security violations.
176.	E8,E7,E6,E5	Supervise/monitor key control.
177.	E8,E7,E6,E5	Insure personally owned high dollar value items are registered by serial number.
178.	E8,E7,E6	Handle the receipt, storing, access, and destruction of classified materials in accordance with regulations.
179.	E8,E7,E6,E5	Insure that privately owned weapons are secured in accordance with local directives.
180.	E8,E7,E6,E5	Safeguard "for official use only" and other classified material.
181.	E8,E7,E6,E5	Conduct physical security inspections and determine unit physical security requirements.
182.	E8,E7	Prepare/maintain/review security access roster.
183.	E8,E7,E6,E5	Conduct arms room inspections and inventories of ammunition.
184.	E8,E7	Recommend suspension/revocation of security clearances.
185.	E8,E7,E6,E5	Collect/report information of potential intelligence value.

186.	E8,E7,E6,	Conduct unit physical security training.
187.	E8,E7,E6,E5	Implement/enforce unit communications security procedures.
188.	E8,E7,E6,E5	Develop and enforce unit safety program.
139.	E8	Establish and operate field ration mess.
190.	E8,E7,E6,E5	Emplace/recover or supervise the emplacement and recovery of field expedient warning devices.
191.	E8,E7	Supervise establishment and operations of a unit motor pool.
192.	E8,E7,E6,E5	Evacuate/supervise evacuation of sick and injured to aid station.
193.	E8,E7,E6,E5	Train for/establish a tactical bivouac.
194.	E8,E7,E6,E5	Train for/conduct rear area protection operations.
195.	E8,E7,E6,E5	Train for/conduct civil disturbance operations.
196.	E8,E7,E6,E5	Disseminate intelligence and weather data to subordinates and support elements.
197.	E8,E7,E6,E5	Train for/establish observation and listening posts.
198.	E7,E6,E5	Train for/conduct day and night surveillance.
199.	E8,E7,E6	Train for/occupy and secure company CP.
200.	E8,E7,E6,E5	Train for/assist in site reconnaissance, selection and improvement.
201.	E8,E7,E6,E5	Supervise operations in an EW environment.
202..	E8,E7,E6,E5	Supervise operations in an NBC environment.
203.	E8,E7,E6,E5	Train for/implement/supervise unit defensive posture.
204.	E8,E7,E6,E5	Train for/identify opposing force (OPFOR) weapons and equipment.
205.	E8	Develop plan for medical support.
206.	E8,E6	Prepare operations estimate.
207.	E8,E7,E6	Request/provide/supervise provision of PLL to elements at worksite.
208.	E7,E6,E5	Train in range estimation and adjustment of fire.

209.	E8,E7,E6,E5	Train for/supervise/implement response to air/ground attack.
210.	E8,E7,E6,E5	Treat/supervise the treating of drinking water.
211.	E8,E7,E6,E5	Provide/insure laundry exchange.
212.	E8,E7,E6	Perform command and liaison visits.
213.	E8,E7,E6,E5	Train/organize for combat operations.
214.	E8,E7,E6	Implement and monitor Personnel Reliability Program (PRP).
215.	E8,E7,E6,E5	Instruct members of crew served weapons and vehicles in the operation and maintenance of their equipment.
216.	E8	Train and certify personnel for NBC weapons logistical movement.
217.	E8,E7,E6,E5	Monitor energy conservation program.

APPENDIX C

Single List of Leadership/Management Tasks
For Officers and Noncommissioned Officers
Organized by Relevant Job Performance Dimensions

I. ACQUIRING INFORMATION

Gathering, assimilating, storing raw information from all available sources.

1. Operate a system for filing, safeguarding, and retrieving information.

2. Receive orders or guidance from a superior.

3. Read regulations, bulletins, circulars, manuals, and other publications in depth.

4. Receive written, telephone, and radio messages or correspondence.

5. Attend briefings, meetings, conferences or coffee calls.

6. Conduct interviews.

7. Observe others to profit by their successes and failures under similar circumstances.

8. Keep eyes and ears open. Be attuned to what is going on around you.

9. Investigate charges, complaints, accusations or suspected problem areas.

10. Conduct surveys of organizations, manpower, space, and/or equipment.

11. Attend schools, seminars and specialized training.

12. Observe demonstrations and tests of new weapons and equipment.

13. Conduct tests or evaluations of new doctrine and equipment.

14. Collect information of potential intelligence value.

15. Read maps and aerial photographs.

16. Reconnoiter by foot, vehicle or plane.

17. Request status reports from subordinates.

II. ORGANIZING AND EVALUATING INFORMATION

Categorizing and converting raw information into useful knowledge or awareness by carefully considering sources, timeliness, accuracy, relevance, and overall usefulness.

18. Prepare an operations estimate.

19. Analyze contents of correspondence.

20. Evaluate operations orders to determine their impact on unit capabilities.

21. Interpret the products of a management information system.

22. Convert information about the enemy into intelligence.

23. Keep abreast of combat operations in progress.

24. Evaluate costs versus results desired in terms of time and money in peacetime or lives and equipment in combat.

25. Evaluate the effectiveness of training.

26. Evaluate the effectiveness of new doctrine and equipment.

27. Review efficiency reports rendered on subordinates.

28. Interpret special tables and instrument readings pertaining to the delivery and effects of weapons systems.

29. Sit as a member of a court or board.

30. Evaluate the readiness status of units.

III. IDENTIFYING NEEDS AND REQUIREMENTS

Setting goals and priorities, being alert to existing or potential problem areas or to possibilities for improving an existing system, method or status; identifying significant factors or constraints which influence the nature of a problem or the requirements for problem solution; recognizing, or anticipating whenever possible, the thrust of orders, directives or guidance from a superior.

31. Set goals and priorities for self and subordinates.

32. Interpret orders, regulations, and directives for implementation.

33. Determine operational readiness requirements.

34. Identify critical paths and key events in R & D programs.

35. Assume the duties of the next higher authority in his or her absence.

36. Watch known or potential problem areas for signs of change.

37. Watch for opportunities to intervene in order to improve a situation or system.

38. Be aware of the missions of next higher unit.

39. Determine missions for subordinate units.

40. Set priorities for accomplishing missions.

41. Determine personnel required to accomplish missions.

42. Determine materiel required to accomplish missions.

43. Identify support requirements for materiel on hand.

44. Identify support requirements for personnel assigned.

45. Identify factors or conditions which change or influence missions.

46. Recognize factors or conditions which can change or influence the performance of subordinates.

47. Recognize enemy capabilities to influence your plans or missions.

IV. COMMUNICATING INFORMATION

Transmitting, exchanging, reporting or passing on information in the form of words, messages, emotions, ideas or signals by any means such as speaking, writing, facial expression, gestures, automatic data processing or any combination of these either to individuals or groups.

48. Post or display information on charts, maps, rosters, reports, logs, automatic data processing print-outs, etc.

49. Distribute incoming correspondence for action or information.

50. Prepare written correspondence.

51. Disseminate intelligence and weather data.

52. Prepare and present briefings.

53. Deliver speeches.

54. Conduct coffee calls, meetings, conferences or seminars.

55. Participate in coffee calls, meetings, conferences or seminars.

56. Inform others by means of telephone or radio.

57. Engage in face-to-face conversations.

58. Make recommendations or suggestions.

59. Issue orders or guidance to subordinates.

60. Report information of potential intelligence value.

61. Render status reports.

62. Prepare efficiency reports.

63. Transmit documents to Finance (leaves, allotments, pay elections, etc.).

V. PLANNING AND COORDINATING

Conceiving ways and means to accomplish jobs, goals, and missions with available resources or to satisfy identified needs and requirements and to solve problems; consulting with others in order to apprise them of your plans and activities and to become knowledgeable as to what they are doing or planning to do; confirming what assistance others can and will provide to you and you to them.

64. Design SOPs to handle routine operations and administration.

65. Prepare staff studies.

66. Represent superior at meetings, conferences, seminars or briefings.

67. Develop personnel plans.

68. Develop intelligence plans.

69. Develop operations plans.

70. Develop training programs.

71. Develop logistic plans.

72. Develop budgets.

73. Develop R & D plans.

74. Develop construction and maintenance plans.

75. Develop plans for movement of unit by land, sea or air.

76. Plan field training exercises.

77. Develop plans for public relations activities, e.g., ceremonies, demonstrations, displays, civic assistance, etc.

78. Plan use of available time and facilities.

79. Plan unit recreation activities.

80. Plan social functions.

81. Prepare vehicle loading plans.

82. Plan the location of facilities and positions in the field.

83. Coordinate plans with others.

84. Coordinate air-ground recognition, identification and forward air-control procedures.

85. Coordinate intelligence requirements among possible sources.

86. Coordinate the interdependent network in plans and programs.

87. Provide for liaison to other units.

88. Coordinate fire support.

89. Coordinate tactical operations.

90. Coordinate logistic operations.

91. Coordinate authorized absences from the unit.

92. Coordinate support for post, camp, and station details.

93. Coordinate support for unit training.

VI. OBTAINING AND ALLOCATING MATERIEL RESOURCES

Requisitioning and issuing supplies, food, and equipment; requesting and providing facilities and transportation; requesting and disbursing funds; turning-in supplies and equipment.

94. Initiate requests for issue/turn-in of supplies and equipment.

95. Operate distribution facilities.

96. Control distribution of scarce and controlled items.

97. Obtain funding for projects.

98. Provide recreation and welfare facilities for troops and their dependents.

99. Provide housing, storage, and maintenance facilities for troops and their equipment.

100. Allocate ADP equipment utilization time.

101. Provide access to bath facilities and laundry exchange.

102. Conduct fund drive collections.

VII. MAINTAINING MATERIEL RESOURCES

Storing, safeguarding, servicing or repairing supplies and equipment; repairing facilities and vehicles; safeguarding funds and documents.

103. Establish inventory and stock control procedures.

104. Conduct a preventive maintenance program.

105. Repair and service damaged or worn equipment and facilities.

106. Decontaminate equipment.

107. Establish special security measures for the storage and control of access to sensitive items.

108. Insure that personally owned high dollar value items are registered by serial number.

109. Insure that privately owned weapons are secured in accordance with local directives.

110. Prepare both serviceable and unserviceable equipment for turn-in.

111. Handle the receipt, storing, access, and destruction of classified materials in accordance with regulations.

112. Administer unit funds.

113. Maintain a limited publications library.

114. Conduct an inventory of absentee's personal effects and military equipment.

115. Correct unsafe conditions or safety hazards.

VIII. UTILIZING AND MONITORING MATERIEL RESOURCES

Prescribing how supplies, equipment, facilities, transportation, and funds will be used; preparing and maintaining reports, charts, receipts, logs, files, journals, calendars, checklists, and automatic data processing records as a means of monitoring the status of supplies, equipment, facilities, transportation, funds, and documents.

116. Establish production controls.

117. Maintain accountability for equipment and funds at all times.

118. Implement nuclear weapons emergency procedures to recover nuclear items and minimize hazards in the event of an accident.

119. Perform maintenance record administration.

120. Recommend disposition of reports of survey and statements of charges.

121. Approve/disapprove findings of reports of survey and statements of charges.

122. Operate a shop, warehouse or depot.

123. Operate a motor pool or comparable facility.

124. Operate a food service facility or field mess.

125. Manage range firing.

126. Maintain status reports, boards, charts, logs, files, journals, rosters, calendars, records, and checklists pertaining to materiel.

IX. OBTAINING AND ALLOCATING PERSONNEL RESOURCES

Requisitioning, processing, classifying, and assigning personnel in accordance with authorizations, qualifications, and needs.

127. Requisition authorized replacement personnel.

128. Assign or reassign personnel to units.

129. Recommend the assignment or reassignment of personnel to specific positions.

130. Assign or reassign personnel to specific positions.

131. Conduct in-processing/out-processing procedures.

132. Conduct a reenlistment program.

133. Recommend personnel for MOS reclassification.

134. Approve/disapprove MOS reclassification of personnel.

135. Recommend personnel for special/additional duties.

136. Approve/disapprove personnel for special/additional duties.

137. Prepare military personnel job descriptions.

138. Appoint investigating officers, boards, and members of courts martial.

139. Obtain the use of training facilities and areas.

X. MOTIVATING PERSONNEL RESOURCES

Initiating, processing, acting upon personnel actions (separations, retirements, pay inquires, transfers, etc.); counseling, critiquing, exhibiting a genuine personal interest in the success of soldiers as individuals; improving the quality of life for soldiers and their dependents; instilling pride in unit and pride in self; providing equal opportunity, credibility, security, and a sense of belonging.

140. Promote understanding and compliance with orders.

141. Establish programs to enhance the authority of junior officers and noncommissioned officers.

142. Resolve conflicts among subordinates.

143. Conduct both formal and informal counseling sessions.

144. Assist personnel in resolving personal problems.

145. Take action on valid suggestions or justified complaints.

146. Recommend personnel for awards and decorations.

147. Approve recommendations for awards and decorations.

148. Apply motivational techniques (reward and punishment).

149. Advise superior of problem areas in troop health and welfare.

150. Conduct unit recreation activities.

151. Establish programs that serve the needs of families within the organization.

152. Take part in community activities.

153. Make health, legal, and religious services accessible to troops.

154. Visit personnel in a hospital or in confinement.

155. Initiate morale programs such as officer and enlisted sponsorship of new arrivals, letters of welcome, etc.

156. Recommend personnel for personnel actions (promotion, reduction, flagging action, administrative discharge, etc.).

157. Approve/disapprove personnel actions.

158. Conduct a crime prevention or reduction program.

159. Protect the rights of an accused or suspected individual.

160. Exercise authority of non-judicial punishment under UCMJ.

161. Perform appelate functions for Article 15 appeals.

162. Act on findings of investigating officers, boards, and courts-martial.

XI. DEVELOPING PERSONNEL RESOURCES

Setting standards; fostering promotions, schooling, and professional development for the deserving; teaching soldiers things they need to know in order to survive and win in combat or simulated combat and that will increase their potential value to the Army in both war and peace.

163. Instruct personnel on standards, traditions, and the division of duties in the Army.

164. Explain local laws, regulations, customs, and civilian-military relations to subordinates (e.g., Status of Forces Agreements, off-limits establishments, local attitudes, etc.).

165. Evaluate personnel on job performance.

166. Encourage personnel to attain DA minimum civilian education goals.

167. Designate personnel to attend training.

168. Request service school quotas.

169. Recommend personnel to attend service schools.

170. Approve/disapprove personnel to attend service schools.

171. Formulate training objectives and policies.

172. Determine priorities of tasks selected for training.

173. Prepare units of instruction.

174. Teach classes.

175. Train soldiers to become proficient in their individual jobs.

176. Train crews and teams to become proficient as a crew or team.

177. Train units in coordinated efforts.

178. Assist in the development of junior officers and noncommissioned officers.

179. Assist reserve components during periods of active duty for training.

XII. UTILIZING AND MONITORING PERSONNEL RESOURCES

Dividing workloads; assigning responsibilities; delegating authority; preparing and maintaining reports, charts, logs, files, journals, calendars, records, and checklists as a means of monitoring the status of morale, health, welfare, training, and esprit.

180. Recommend policies for the handling of personnel assets.

181. Approve/disapprove policies for the handling of personnel assets.

182. Organize personnel into functional elements to accomplish mission.

183. Prepare work schedules.

184. Review work assignments.

185. Distribute workloads.

186. Conduct inspections of personnel.

187. Maintain status reports, boards, charts, logs, files, journals, rosters, calendars, records, and checklists pertaining to personnel.

188. Provide in-put for TOE/TDA changes.

XIII. FEEDBACK AND CONTROL

Following up on guidance and orders to learn whether they are understood and being followed at all levels; determining whether the end results of your guidance, policies, and orders are what you expected and desired.

189. Conduct periodic assessments of the status of training/professional development of officers and noncommissioned officers.

190. Examine Army Training and Evaluation Program (ARTEP) performance reports to determine training status of unit.

191. Examine Skill Qualification Test (SQT) results to determine training status of individuals.

192. Examine unit Materiel Readiness Report (DA Form 2406) to determine the status of vehicles and equipment.

193. Verify quantities and conditions of organizational and individual equipment, weapons, and supplies on hand.

194. Observe indications as to the status of morale, esprit, health, and welfare of troops.

195. Modify orders as the situation warrants.

196. Modify and up-date plans.

197. Perform command and liaison visits.

198. Conduct physical security inspections.

199. Make managerial studies for improved efficiency of operation.

200. Employ OR/SA methodologies such as simulation models, statistical analysis, network portrayal, gaming, etc., for identifying solutions to complex problems.

201. Spot check inventory and stock control procedures.

202. Spot check equipment for condition and preventive maintenance indicators.

203. Place demands upon a system for filing, retrieval, display, and reporting of information.

204. Inspect buildings and grounds.

205. Question individuals to learn whether orders and policies are filtering down and are understood at all levels.