

AD-A190 582

DTIC FILE COPY

①

Research Product 87-21

# The Leader Requirements Survey Package

Leadership and Management Technical Area  
Manpower and Personnel Research Laboratory

July 1987

DTIC  
ELECTE  
FEB 02 1988  
S D



88 1 25 055

U. S. Army Research Institute for the Behavioral and Social Sciences

Approved for public release; distribution unlimited.

**Best  
Available  
Copy**

# U. S. ARMY RESEARCH INSTITUTE FOR THE BEHAVIORAL AND SOCIAL SCIENCES

A Field Operating Agency under the Jurisdiction of the  
Deputy Chief of Staff for Personnel

EDGAR M. JOHNSON  
Technical Director

WM. DARRYL HENDERSON  
COL, IN  
Commanding

---

Technical review by

Joel Savell  
Frederick W. Timmerman, Jr., USAC&GSC, Ft. Leavenworth, Ks.

SEARCHED	INDEXED
SERIALIZED	FILED
APR 1968	
Ft. Leavenworth, Ks.	
A-1	
B	

## NOTICES

**FINAL DISPOSITION:** This Research Product may be destroyed when it is no longer needed. Please do not return it to the U.S. Army Research Institute for the Behavioral and Social Sciences.

**NOTE:** This Research Product is not to be construed as an official Department of the Army document in its present form.

2

UNCLASSIFIED

SECURITY CLASSIFICATION OF THIS PAGE (When Data Entered)

REPORT DOCUMENTATION PAGE		READ INSTRUCTIONS BEFORE COMPLETING FORM
1. REPORT NUMBER ARI Research Product 87-21	2. GOVT ACCESSION NO. ADA190582	3. RECIPIENT'S CATALOG NUMBER
4. TITLE (and Subtitle) THE LEADER REQUIREMENTS SURVEY PACKAGE		5. TYPE OF REPORT & PERIOD COVERED February 1986-June 1987
		6. PERFORMING ORG. REPORT NUMBER --
7. AUTHOR(s) Alma G. Steinberg		8. CONTRACT OR GRANT NUMBER(s) --
9. PERFORMING ORGANIZATION NAME AND ADDRESS U.S. Army Research Institute for the Behavioral and Social Sciences, 5001 Eisenhower Avenue Alexandria, VA 22333-5600		10. PROGRAM ELEMENT, PROJECT, TASK AREA & WORK UNIT NUMBERS 2Q263731A792 4.5.3
11. CONTROLLING OFFICE NAME AND ADDRESS U.S. Army Research Institute for the Behavioral and Social Sciences, 5001 Eisenhower Avenue Alexandria, VA 22333-5600		12. REPORT DATE July 1987
14. MONITORING AGENCY NAME & ADDRESS (if different from Controlling Office) ---		13. NUMBER OF PAGES 97
		15. SECURITY CLASS. (of this report) Unclassified
		15a. DECLASSIFICATION/DOWNGRADING SCHEDULE ---
16. DISTRIBUTION STATEMENT (of this Report) Approved for public release; distribution unlimited.		
17. DISTRIBUTION STATEMENT (of the abstract entered in Block 20, if different from Report) ---		
18. SUPPLEMENTARY NOTES ---		
19. KEY WORDS (Continue on reverse side if necessary and identify by block number) Army leadership                      Leadership Job analysis                            Military leadership Leader requirements                  Task analysis		
20. ABSTRACT (Continue on reverse side if necessary and identify by block number) The Leader Requirements Survey Package contains the Leader Requirements Survey (Forms A and B) and the answer booklets. This task analysis survey of the leadership portion of the job was developed by the Army Research Institute in order to provide the Army with empirical information about the progressive and sequential nature of Army leadership. The survey task list was based on interviews with more than 200 commissioned officers (2LT - COL) and noncommissioned officers (SGT - CSM) and was distributed to these same groups Army-wide, (continued)		

DD FORM 1 JAN 73 1473

EDITION OF 1 NOV 65 IS OBSOLETE

UNCLASSIFIED

SECURITY CLASSIFICATION OF THIS PAGE (When Data Entered)

ARI Research Product 87-21

20. Abstract (continued)

across all branches. The results of this survey (to be published in a forthcoming report) will be used to ensure that the Army's multilevel leadership training program is commensurate with leader requirements.

Research Product 87-21

# The Leader Requirements Survey Package

Alma G. Steinberg

Leadership and Management Technical Area  
Robert F. Holz, Chief

**Manpower and Personnel Research Laboratory**  
**Newell K. Eaton, Director**

U.S. ARMY RESEARCH INSTITUTE FOR THE BEHAVIORAL AND SOCIAL SCIENCES  
5001 Eisenhower Avenue, Alexandria, Virginia 22333-5600

Office, Deputy Chief of Staff for Personnel  
Department of the Army

July 1987

---

Army Project Number  
2Q263731A792

Manpower and Personnel

Approved for public release; distribution unlimited.

## FOREWORD

---

The Leadership and Management Technical Area of the Army Research Institute for the Behavioral and Social Sciences (ARI) is conducting research (under Task 4.5.3) to provide an empirical basis for the Army's sequential and progressive leader development training program. This report documents the first Army occupational survey, which focuses on the leadership portion of the job of commissioned and noncommissioned officers (Second Lieutenant through Colonel and Sergeant through Command Sergeant Major), Army-wide and across all branches. The results of this survey (to be presented in a forthcoming report) will be used in the design of leadership training that accurately reflects the role requirements of leaders throughout the Army.

The two sponsors for this research are the Center for Army Leadership (CAL) and the U.S. Army Sergeants Major Academy (USASMA). The Letter of Agreement with CAL under which this research was accomplished, entitled "Leadership Research Program," became effective 2 November 1984. The Letter of Agreement with USASMA, entitled "Support for NCO Leader Performance and Requirements Program," became effective 21 January 1986.

CAL and USASMA were active participants in all stages of this research. As members of the project steering committee, they were kept informed of progress, provided valuable input to the research, provided subject matter experts for the interviews on which this survey was based, and conducted the content validation to establish the final survey task list. In addition, they briefed the project to others (e.g., USASMA briefings to the Chief of Staff of the Army on 12 December 1986, the Sergeant Major of the Army on 16 December 1986, the Training and Doctrine Command (TRADOC) Commander on 11 February 1987, and the CAC Commander on 22 February 1987).



EDGAR M. JOHNSON  
Technical Director

## THE LEADER REQUIREMENTS SURVEY PACKAGE

### EXECUTIVE SUMMARY

---

#### Requirement:

The Army currently has in place a multilevel education and training system directed at enhancing commissioned and noncommissioned officer leadership skills and performance at each successive level. Yet the Army lacks an empirical basis for ensuring that its leadership training program reflects the progressive and sequential nature of Army leader requirements. In response to this need, a Leader Requirements Survey was developed to collect data on leader job requirements and to provide an Army-wide delineation of Army leadership job requirements by level for commissioned and noncommissioned officers.

#### Procedure:

The Leader Requirements Survey package was designed to conform with existing format requirements used by the Army Occupational Survey Program in its task analyses of the technical portion of Army jobs. The package includes the front materials (letter and instructions for completing and returning the survey), the commissioned and noncommissioned officer forms of the survey, and the commissioned and noncommissioned officer answer booklets. (The development of the Leader Requirements Survey and the results from the Survey will be described in forthcoming publications.)

#### Findings:

The Leader Requirements Survey provides the means to identify previously unavailable information about the nature of the leadership portion of the job, by rank and by branch, for Sergeant (E5) through Command Sergeant Major (E9) and Second Lieutenant (O1) through Colonel (O6), Army-wide. The survey also has the additional advantage of being compatible with the existing Army Occupational Survey Program.

#### Utilization of Findings:

The findings from the Leader Requirements Survey will be used by the proponents of Leadership in the Army and the developers of Army Leadership curricula to ensure that Army leadership training corresponds to the leader requirements of commissioned and noncommissioned officer jobs.

THE LEADER REQUIREMENTS SURVEY PACKAGE

CONTENTS

---

	Page
INTRODUCTION . . . . .	1
THE LEADER REQUIREMENTS SURVEY . . . . .	1
Front Materials . . . . .	2
Section I--Background Information . . . . .	2
Section II--Tasks . . . . .	3
Section III--Duty Position Requirements . . . . .	3
Additional Questions . . . . .	3
REFERENCES . . . . .	5
APPENDIX A. LEADER REQUIREMENTS SURVEY: COMMISSIONED OFFICERS . . .	A-1
B. ARMY OCCUPATIONAL SURVEY PROGRAM: COMMISSIONED OFFICER ANSWER BOOKLET . . . . .	E-1
C. LEADER REQUIREMENTS SURVEY: NONCOMMISSIONED OFFICERS (BACKGROUND QUESTIONS) . . . . .	C-1
D. ARMY OCCUPATIONAL SURVEY PROGRAM: ENLISTED ANSWER BOOKLET . . . . .	D-1

LIST OF TABLES

Table 1. Leader Requirements Survey: Number of tasks by content area . . . . .	4
---	---

## THE LEADER REQUIREMENTS SURVEY PACKAGE

### INTRODUCTION

The Leader Requirements Survey was conducted in order to provide the Army with an empirical basis for ensuring that its leadership training program reflects the progressive and sequential nature of Army leader requirements. The survey was designed to collect data on the leadership job requirements and provide a delineation of these leadership job requirements by rank, for both commissioned and noncommissioned officers Army-wide. The current product serves to document the Leader Requirements Survey Package and is designed to provide (a) a reference for the many individuals who have heard about the survey and requested a copy and (b) documentation for previously presented conference papers about the Leader Requirements Survey (Steinberg, 1987; Steinberg, van Rijn, & Hunter, 1986) as well as future technical reports that will describe the development of the survey and the results.

The Leader Requirements Survey Package includes the survey and attached front materials (i.e., letter, cover, introduction, instructions for returning the survey, and instructions for completing the survey) and the answer booklet. Two forms of the survey and the answer booklet were used. Form A was designed for commissioned officers (see Appendix A for the commissioned officer survey and Appendix B for the commissioned officer answer booklet). Form B, for noncommissioned officers, is identical to form A except for the background questions in Section I of the survey and the MOS question in Section III of the survey (see Appendix C for the noncommissioned officer background questions and Appendix D for the background portion of the noncommissioned officer answer booklet).

Two forms of the survey were necessitated by the goal of compatibility with the Army Occupational Survey Program (AOSP) that conducts task analyses surveys for Army jobs. Current AOSP requirements call for separate, standard, pre-printed answer booklets for commissioned and noncommissioned officers. The two forms of the survey were identical except for the background questions, most of which were preprinted in the answer booklets. The sections which follow discuss the various parts of the Leader Requirements Survey Package.

### THE LEADER REQUIREMENTS SURVEY

The Leader Requirements Survey was designed so that the entire survey, with the exception of the background questions would be identical for everyone taking the survey (i.e., commissioned officers in ranks Second Lieutenant through Colonel and noncommissioned officers in ranks Sergeant through Command Sergeant Major). The survey was developed from in-depth interviews with more than 200 soldiers across these same ranks and across the Army branches in order to ensure that it contained the relevant scope of leadership tasks. The result is a survey which allows Army-wide comparisons across ranks and branches, and provides a basis for determining the sequential and progressive nature of Army leadership.

## Front Materials

The front materials in the Leader Requirements Survey Package (see Appendix A) are as follows:

(1) A short letter addressed to all commissioned and noncommissioned officers (a) informing them of the purpose of the survey, (b) enlisting their participation, and (c) assuring them that their input will be used.

(2) The survey cover page.

(3) The half-page introduction which (a) reiterates the purpose of the survey and encourages response, (b) assures the respondents that they, their superior, and their unit are not being evaluated, (c) informs the recipients that the survey was prepared by the U.S. Army Research Institute in conjunction with the Soldier Support Center--National Capital Region, the Center for Army Leadership, and the U.S. Army Sergeants Major Academy, and (d) provides two points of contact, one for questions regarding the technical content of the survey and one for questions about the administration or return of the survey. (Note that this introduction was designed to conform with AOSP format requirements.)

(4) An instruction sheet for returning the commissioned officer survey by mail (in the envelope which was provided). The instruction sheet was included only for the commissioned officer survey since the noncommissioned officer survey was not a mail-out. Instead, it was distributed and collected by the Personnel Service Companies (formerly Military Personnel Offices or MILPO) and as such, required no return instructions. Lack of resources precluded the commissioned officer survey being distributed by this latter route as well.

(5) General instructions for completing the survey. In addition to typical survey instructions (e.g., using a number 2 pencil and completely filling in the circles), this section reminds the respondents to fill out the survey in terms of their current job and instructs them to write the duty specialty/MOS code provided instead of their own on the answer booklet cover. A unique, currently unassigned duty specialty/MOS number was provided in order to ensure that responses from this survey were kept separate by the computer from other occupational surveys conducted by the AOSP (and not incorporated into existing data bases).

## Section I--Background Information

Respondents were requested to complete the background questions as stated in the answer booklet (see Appendix B for commissioned officers and Appendix D for noncommissioned officers), with the following exceptions:

### For commissioned officers

(a) For question #2, instead of duty specialty, respondents entered "10A" (the unique duty specialty assigned). (See discussion above.)

(b) For question #7, instead of duty position code, selected the group that included your current duty specialty. Twenty groups, which roughly correspond to branches, were provided from which to select.

#### For noncommissioned officers

(a) For question #2, instead of MOS, enter "10B00" (the unique MOS assigned). (See discussion above.)

(b) For question #3, instead of ASI, enter the option that applied to you in your current position (e.g., squad leader, instructor, none of the above).

(c) For question #10, instead of duty position code, select the group that includes your current MOS. Twenty groups, which roughly correspond to branches, were provided from which to select. Seventeen of these branches corresponded to the commissioned officer groupings (and therefore are identified with the same numbers) and three do not appear in the officer groupings.

#### Section II--Tasks

Section II of the survey consists of 560 leadership tasks grouped into 20 duty areas (see Table 1). Respondents are instructed to rate only those tasks they do in their current duty assignment and to skip over those tasks they do not do in their current duty assignment. The rating scale for tasks performed follows:

##### Part of Position Scale

1. Insignificant Part of the Job
2. Slightly Significant Part of the Job
3. Somewhat Significant Part of the Job
4. Moderately Significant Part of the Job
5. Quite Significant Part of the Job
6. Highly Significant Part of the Job
7. Extremely Significant Part of the Job

#### Section III--Duty Position Requirements

Section III, Duty Position Requirements, contains 55 questions and covered (a) the importance of 20 different knowledges and abilities to the current job, (b) background job information, (c) perceptions about the nature and requirements of the job, and (d) duty specialty for the officer survey or MOS for noncommissioned officers. The last item, duty specialty or MOS, required a cumbersome listing of alternatives for two reasons: (a) the response blocks in the Background Information portion of the survey (Section I) specifically designed for duty specialty and MOS could not be used for that purpose in this survey (see discussion above), and (b) there were no other available response blocks with more than seven response circle alternatives on the preprinted answer booklet.

#### Additional Questions

Finally, survey recipients were requested to complete two more questions: one about how well the survey covers the work they do, and one about how long it took to complete the survey. In the commissioned officer survey, these questions are located within Section IV of the answer booklet (the equipment section) and in the noncommissioned officer survey, these two questions are located in Section VI (the physical requirements section).

Table 1.

Leader Requirements Survey: Number of tasks by content area

<u>Duty Area</u>	<u>Number of Tasks</u>
A. Train Soldiers	21
B. Teach Soldiers	18
C. Develop Leaders	21
D. Plan and Conduct Training	42
E. Train in the Field to Enter Combat	44
F. Motivate Others (The What)	13
G. Motivate Others (The How)	42
H. Develop Unit Cohesion	52
I. Reward and Discipline Subordinates	30
J. Take Care of Soldiers	33
K. Manage Resources	40
L. Perform/Supervise Administrative Functions	26
M. Coordinate with Others Outside the Unit	20
N. Supervise Others	20
O. Maintain Two-Way Information Exchange with Subordinates	21
P. Maintain Two-Way Information Exchange with Superiors	17
Q. Monitor and Evaluate Performance	38
R. Conduct Counseling	24
S. Establish Direction of the Unit/Element	13
T. Provide Input for the Direction of the Larger Organization	25
TOTAL	560

#### REFERENCES

Steinberg, A. G. (1987, May). Using task analysis to identify Army leader job requirements. Paper presented at the Sixth International Air Force Occupational Analyst Workshop, San Antonio, TX.

Steinberg, A. G., van Rijn, P., & Hunter, F. T. (1986, November). Leader requirements task analysis. Paper presented at the 28th Annual Military Testing Association Conference, Mystic, CT.



DEPARTMENT OF THE ARMY  
US ARMY SOLDIER SUPPORT CENTER  
OFFICE OF THE COMMANDING GENERAL  
FORT BENJAMIN HARRISON, INDIANA 46216

APPENDIX A

LEADER REQUIREMENTS SURVEY. COMMISSIONED OFFICERS

COMMISSIONED AND NONCOMMISSIONED OFFICERS

The Army Research Institute (ARI) in conjunction with the Soldier Support Center-National Capital Region (SSC-NCR) is conducting an occupational survey on the leadership requirements of both commissioned and noncommissioned officers of the Army. This is the first time that an occupational survey will focus on the leadership portion of Army supervisory and managerial jobs.

Your responses to this survey are vitally important to the future leaders of the Army. Your input will be used in designing leadership training that accurately reflects the role requirements of leaders throughout the Army. Therefore, please approach this task seriously and thoughtfully.

Thank you for your help.

Sincerely,

A handwritten signature in cursive script, reading "Maurice O. Edmonds", is written over a horizontal line.

Maurice O. Edmonds  
Major General, USA  
Commanding

# ARMY OCCUPATIONAL SURVEY PROGRAM QUESTIONNAIRE BOOKLET



## LEADER REQUIREMENTS SURVEY

COMMISSIONED OFFICERS (2LT - COL)

FORM A

**RESPONSES TO THIS QUESTIONNAIRE ARE TO BE  
RECORDED IN THE ACCOMPANYING ANSWER BOOKLET**

MARCH 1987

## ARMY OCCUPATIONAL SURVEY PROGRAM

### INTRODUCTION

The primary purpose of this survey is to find out what leadership tasks are important parts of the job for commissioned and noncommissioned officers. As a commissioned or noncommissioned officer, you are the person who knows most about the work you do. Therefore, we need your assistance.

Your answers will be combined with those of others in your rank stationed Army-wide and provided to the proponents for leadership in the Army. Your answers will not be used to evaluate you, your superior, or your unit. They will be used to ensure that leadership training accurately reflects the role requirements of leaders throughout the Army.

This questionnaire was prepared by the U.S. Army Research Institute (ARI) in conjunction with the Soldier Support Center - National Capital Region (SSC-NCR), the Center for Army Leadership (CAL) and the U.S. Army Sergeants Major Academy. Experienced commissioned and noncommissioned officers in field units also helped in the development of this survey.

---

The Point of Contact for technical content of this survey is  
Dr. Alma Steinberg, ARI, AUTOVON 284-8293.

Questions concerning administration or return of this survey  
should be directed to SSC-NCR, AUTOVON 221-0483/9268.

---

SSC-NCR  
200 Stovall Street  
Alexandria, VA 22332-0400

# RETURN MAIL INSTRUCTIONS FOR YOUR AOSP ANSWER BOOKLET

- Please complete and return your Answer Booklet within 10 days of receipt.
- Remember, because your input is being counted on, it is extremely important that you complete and return this survey.
- Place your completed Answer Booklet in the enclosed envelope and drop it in your unit mailbox or mailroom for outgoing official mail.

RETURN ONLY YOUR COMPLETED ANSWER BOOKLET--NOT THE QUESTIONNAIRE. THIS WILL HELP REDUCE POSTAGE COSTS.

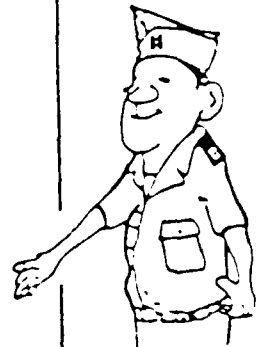
Place the address of your unit here

EXAMPLE

DEPARTMENT OF THE ARMY  
HQ, 1ST PERSCOM  
ATTN: ABCD  
APO NY 09081  
OFFICIAL BUSINESS  
PENALTY FOR PRIVATE USE \$300

FIRST CLASS

Deputy Commander  
USA Soldier Support Center-NCR  
ATTN: ATZI-NOS-D  
200 Stovall Street  
Alexandria, VA 22332-0400



INSTRUCTIONS

I. GENERAL INSTRUCTIONS

(a) Fill out this survey in terms of your CURRENT JOB.

(b)  USE #2 OR 2 1/2 PENCIL ONLY

(c) When you answer, completely fill in circles, but DO NOT go outside the lines of the circles. See examples below:



(d) ERASE COMPLETELY when you change answers.

(e) DO NOT fold or crease the Answer Booklet.

II. INSTRUCTIONS FOR FILLING IN ANSWER BOOKLET COVER

(a) Print your NAME

(b) Do NOT write your own duty specialty. Instead, write "IOA" in both boxes exactly as illustrated below.

COPY SPECIALTY CODE FROM COVER OF QUESTIONNAIRE

IOA

ENTER CURRENT DUTY SPECIALTY

IOA

Turn to Page 3 of Your Answer Booklet

III. INSTRUCTIONS FOR SECTION I - BACKGROUND INFORMATION

Question #    Instructions

- 1            Fill in circle A for Question #1.
- 2            For question #2, do NOT write your own Duty Specialty. Instead, write "10A" and fill in appropriate circles.
- 3 - 6        Answer questions #3 thru #6 as they appear in the answer booklet.

1	A
FORM	●

- 7            Select your 3-digit Duty Position Code as follows:

-Find the code that corresponds to your Current Duty Specialty (Branch/Functional Area).

-For question #7 in your answer booklet, write this code in the boxes and fill in the corresponding circles.

**EXAMPLE:** If your Current Duty Specialty is 21, your code is 002.

7	DUTY POSITION CODE (SEE LIST IN SECTION I OF QUESTIONNAIRE.)	
●	●	○
○	○	○
○	○	●
○	○	○

Choose this code

If your Current Duty Specialty is:

001

INFANTRY: 11

002

ENGINEER: 21

003

FIELD ARTILLERY: 13

004

ADA: 14

005

ARMOR: 12

008

SIGNAL: 25

(continued on next page)

<u>Choose this code</u>	<u>If your Current Duty Specialty is:</u>
<u>009</u>	<u>ADP/FINANCE/AG/OCPA:</u> 41, 42, 44, 45, 46, 53
<u>010</u>	<u>CHEMICAL:</u> 74
<u>011</u>	<u>ORDNANCE:</u> 91
<u>012</u>	<u>TRANSPORTATION:</u> 95
<u>013</u>	<u>CHAPLAINS:</u> 56
<u>014</u>	<u>QUARTERMASTER:</u> 92
<u>015</u>	<u>MEDICAL:</u> 60 - 68
<u>016</u>	<u>AVIATION:</u> 15
<u>017</u>	<u>MP:</u> 31
<u>018</u>	<u>MI:</u> 35
<u>020</u>	<u>PERM FACULTY/ORSA/FORCE DEV/NUC WEAPONS/OPS, PLANS, &amp; TRAINING/ COMBAT DEV:</u> 47, 49, 50, 52, 54, 99
<u>021</u>	<u>RESEARCH &amp; DEV/PROCUREMENT:</u> 51, 97
<u>022</u>	<u>JAG:</u> 55
<u>023</u>	<u>SPECIAL OPS:</u> 18, 48

8 - 23 Answer questions #8 thru #23 as they appear in the answer booklet.

Turn to next page.

INSTRUCTIONS: SECTION II - TASKS

This survey contains a list of leadership tasks that might be performed by Army leaders at different ranks (SGT - CSM and 2LT - COL) and in different branches. No one leader is likely to do all, or even most, of the tasks included in the survey.

The survey IS NOT an evaluation of how well leaders are doing the tasks or of how many tasks they do. The survey items are not necessarily tasks that leaders should or should not do.

---

(1) Read all tasks listed in Section II of this survey and decide which tasks YOU DO in YOUR CURRENT DUTY ASSIGNMENT. Please consider:

- Day-to-day work
- On-the-job training
- Unit training
- Training exercises (e.g., ARTEP, FTX)
- Simulations

(2) If you do NOT perform the task in YOUR CURRENT DUTY ASSIGNMENT, DO NOT RATE IT!

(3) Rate those tasks you do using the scale below:

1. Insignificant Part of the Job
2. Slightly Significant Part of the Job
3. Somewhat Significant Part of the Job
4. Moderately Significant Part of the Job
5. Quite Significant Part of the Job
6. Highly Significant Part of the Job
7. Extremely Significant Part of the Job

EXAMPLES

Insignificant	● ○ ○ ○ ○ ○ ○ ○
Somewhat Significant	○ ○ ● ○ ○ ○ ○ ○
Highly Significant	○ ○ ○ ● ○ ○ ○ ○
Not Done (No Rating)	○ ○ ○ ○ ○ ○ ○ ○

REMEMBER:

- RATE ONLY TASKS THAT ARE PART OF YOUR CURRENT DUTY ASSIGNMENT.
- Fill in ONLY ONE circle for each task you rate.
- Record your answers beginning on PAGE 7 of the separate Answer Booklet.

## SECTION II - TASKS

(Turn to Page 7 in your answer booklet.)

\*\*\*RATE ONLY THOSE TASKS YOU DO\*\*\*

NOTE:

Train - to drill in habits; to develop skill  
 Teach - to instruct; to give knowledge

## PART OF POSITION

1 - INSIGNIFICANT  
 2 - SLIGHTLY SIGNIFICANT  
 3 - SOMEWHAT SIGNIFICANT  
 4 - MODERATELY SIGNIFICANT  
 5 - QUITE SIGNIFICANT  
 6 - HIGHLY SIGNIFICANT  
 7 - EXTREMELY SIGNIFICANT

A. TRAIN SOLDIERS

- 001 Improve performance of subordinates
- 002 Develop regular habits of maintenance in the unit
- 003 Develop good work habits in soldiers
- 004 Develop well-trained unit/element
- 005 Train soldiers in common soldier tasks
- 006 Train soldiers for the skills required to pass SQTs
- 007 Train soldiers to be technically and tactically proficient
- 008 Train soldiers for front-line combat
- 009 Train soldiers to support others in combat
- 010 Train soldiers to work with a weapons system
- 011 Train soldiers to operate equipment
- 012 Train soldiers to maintain equipment
- 013 Train soldiers to check their own work
- 014 Train soldiers to recognize ethical dimensions of both their decisions and behaviors
- 015 Crosstrain soldiers
- 016 Train soldiers to be instructors
- 017 Train soldiers to work with organized labor unions
- 018 Train soldiers to handle stress
- 019 Train soldiers to do their jobs without supervision
- 020 Train soldiers to meet time requirements
- 021 Train soldiers in marketable civilian skills

## SECTION II - TASKS

\*\*RATE ONLY THOSE TASKS YOU DO\*\*

PART OF POSITION

B. TEACH SOLDIERS

- 022 Teach soldiers written communication
- 023 Teach soldiers oral communication
- 024 Teach soldiers personal discipline
- 025 Teach soldiers about wills and insurance
- 026 Teach soldiers interpersonal skills
- 027 Teach soldiers problem solving
- 028 Teach soldiers general decision-making strategies
- 029 Teach soldiers tactics
- 030 Teach soldiers about the current world situation
- 031 Teach soldiers about their rights as veterans
- 032 Teach soldiers about legal rights of civilian employees
- 033 Teach enlisted soldiers proper wearing of the Army uniform
- 034 Teach officers proper wearing of the Army uniform
- 035 Teach enlisted soldiers basic military skills
- 036 Teach officers basic military skills
- 037 Teach enlisted soldiers to do their jobs
- 038 Teach officers to do their jobs
- 039 Prepare individuals to appear before review boards

- 1 - INSIGNIFICANT
- 2 - SLIGHTLY SIGNIFICANT
- 3 - SOMEWHAT SIGNIFICANT
- 4 - MODERATELY SIGNIFICANT
- 5 - QUITE SIGNIFICANT
- 6 - HIGHLY SIGNIFICANT
- 7 - EXTREMELY SIGNIFICANT

## SECTION II - TASKS

\*\*RATE ONLY THOSE TASKS YOU DO\*\*

## PART OF POSITION

- 1 - INSIGNIFICANT
- 2 - SLIGHTLY SIGNIFICANT
- 3 - SOMEWHAT SIGNIFICANT
- 4 - MODERATELY SIGNIFICANT
- 5 - QUITE SIGNIFICANT
- 6 - HIGHLY SIGNIFICANT
- 7 - EXTREMELY SIGNIFICANT

C. DEVELOP LEADERS

- 040 Train soldiers in leadership
- 041 Delegate decision-making to subordinates
- 042 Delegate authority to the lowest appropriate level
- 043 Train subordinates to take initiative
- 044 Develop counseling skills of subordinate leaders
- 045 Advise superiors on leadership issues
- 046 Advise subordinate leaders on ways to resolve ethical conflicts
- 047 Increase leadership responsibilities of soldiers returning from leadership training courses
- 048 Rotate subordinates' assignments in order to give them varied experiences
- 049 Provide opportunities for subordinates to lead in your place in garrison
- 050 Provide opportunities for subordinates to lead in your place in the field
- 051 Support decisions of subordinate leaders
- 052 Allow subordinate leaders to learn from their mistakes
- 053 Teach leaders how to inspect
- 054 Establish leader-development policies
- 055 Implement leader-development policies
- 056 Identify potential leaders
- 057 Recommend military training
- 058 Recommend civilian education
- 059 Provide soldiers the opportunity to receive formal training
- 060 Provide time for subordinates to participate in self-development programs

## SECTION II - TASKS

\*\*RATE ONLY THOSE TASKS YOU DO\*\*

- 1 - INSIGNIFICANT
- 2 - SLIGHTLY SIGNIFICANT
- 3 - SOMEWHAT SIGNIFICANT
- 4 - MODERATELY SIGNIFICANT
- 5 - QUITE SIGNIFICANT
- 6 - HIGHLY SIGNIFICANT
- 7 - EXTREMELY SIGNIFICANT

D. PLAN AND CONDUCT TRAINING

- 061 Determine what should be trained in garrison
- 062 Determine what should be trained in the field
- 063 Determine what should be taught in the classroom
- 064 Write lesson plans
- 065 Design training aids
- 066 Determine the amount of training time
- 067 Develop training schedule
- 068 Incorporate training into ongoing, 24-hour mission
- 069 Coordinate training with partnership unit (i.e., Allied Army unit)
- 070 Coordinate training with roundout units/affiliates (e.g., National Guard, Reserves)
- 071 Plan training programs
- 072 Evaluate training programs
- 073 Evaluate effectiveness of training
- 074 Modify training procedures
- 075 Write ARTEPS
- 076 Conduct individual soldier training
- 077 Conduct team training
- 078 Conduct collective training of units larger than teams
- 079 Conduct hip-pocket training
- 080 Conduct battle drills

## SECTION II - TASKS

\*\*RATE ONLY THOSE TASKS YOU DO\*\*

## PART OF POSITION

PLAN AND CONDUCT TRAINING (continued)

- |     |  |                            |
|-----|--|----------------------------|
| 081 | Instruct in a branch school or training center   | 1 - INSIGNIFICANT          |
| 082 | Instruct NCO development classes   | 2 - SLIGHTLY SIGNIFICANT   |
| 083 | Administer SQTs  | 3 - SOMEWHAT SIGNIFICANT   |
| 084 | Monitor administration of SQTs   | 4 - MODERATELY SIGNIFICANT |
| 085 | Train by demonstrating how it's done (e.g., demonstrate counseling)                      | 5 - QUITE SIGNIFICANT      |
| 086 | Monitor instructor/trainer preparation   | 6 - HIGHLY SIGNIFICANT     |
| 087 | Train the trainers   | 7 - EXTREMELY SIGNIFICANT  |
| 088 | Evaluate the trainers  |                            |
| 089 | Train people who are the same rank as you  |                            |
| 090 | Train people who are higher in rank than you   |                            |
| 091 | Train people who are lower in rank than you  |                            |
| 092 | Train your own replacement   |                            |
| 093 | Train junior enlisted soldiers   |                            |
| 094 | Train NCOs   |                            |
| 095 | Train officers   |                            |
| 096 | Train civilians  |                            |
| 097 | Train military personnel from other U.S. services (e.g., U.S. Navy)                      |                            |
| 098 | Train Allied military personnel  |                            |
| 099 | Train cross-attached units   |                            |
| 100 | Give technical training to subordinates whose MOS/Specialty Area is the same as yours    |                            |
| 101 | Give technical training to subordinates whose MOS/Specialty Area differs from yours      |                            |
| 102 | Supervise technical training of subordinates whose MOS/Specialty Area differs from yours |                            |

## SECTION II - TASKS

\*\*RATE ONLY THOSE TASKS YOU DO\*\*

PART OF POSITION

- 1 - INSIGNIFICANT
- 2 - SLIGHTLY SIGNIFICANT
- 3 - SOMEWHAT SIGNIFICANT
- 4 - MODERATELY SIGNIFICANT
- 5 - QUITE SIGNIFICANT
- 6 - HIGHLY SIGNIFICANT
- 7 - EXTREMELY SIGNIFICANT

E. TRAIN IN THE FIELD TO ENTER COMBAT

- 103. Lead troops into combat-type situations
- 104. Lead task force
- 105. Monitor field training
- 106. Establish maintenance priorities in the field
- 107. Monitor logistics in the field
- 108. Coordinate with adjacent units during combat training
- 109. Control spread of fear in combat-type situations
- 110. Enforce the Laws of War (including the Geneva and Hague conventions)
- 111. Take charge in the absence of instructions from commander
- 112. In a combat-type situation, assign soldiers to perform in a totally different MOS/specialty area
- 113. State the mission
- 114. Ensure mission accomplishment
- 115. Decide on courses of action for the battleplan
- 116. Decide on priority targets
- 117. Obtain operation order
- 118. Determine how to accomplish the mission
- 119. Take charge of tactics in the field
- 120. Direct tactical security in the field
- 121. Oversee preparation to fire
- 122. Influence events on the battlefield that are beyond visual range
- 123. Supervise reconnaissance efforts
- 124. Organize patrols
- 125. Provide combat intelligence information
- 126. Set up command post
- 127. Prepare the unit to move out
- 128. Assist commander with maneuver of the unit

## SECTION II - TASKS

\*\*RATE ONLY THOSE TASKS YOU DO\*\*

PART OF POSITION

TRAIN IN THE FIELD TO ENTER COMBAT (continued)

129. Position the elements of your unit
130. Direct the testing of weapons in the field
131. Direct the use of multiple weapon systems
132. Ensure that vehicles are refueled
133. Dispatch vehicles
134. Maintain communication with the next higher headquarters
135. Direct communications in the field
136. Monitor the radio
137. Request indirect fire
138. Issue fragmentary orders
139. Issue warning orders
140. Plan for prompt medical attention for battle casualties
141. Oversee evacuation of casualties
142. Develop sleep plans for continuous operations
143. Enforce sleep plans
144. Set meal times
145. Assure timely resupply of ammunition and/or food during combat exercises
146. Assess battle damage

1 - INSIGNIFICANT  
2 - SLIGHTLY SIGNIFICANT  
3 - SOMEWHAT SIGNIFICANT  
4 - MODERATELY SIGNIFICANT  
5 - QUITE SIGNIFICANT  
6 - HIGHLY SIGNIFICANT  
7 - EXTREMELY SIGNIFICANT

F. MOTIVATE OTHERS (THE WHAT)

147. Motivate subordinates
148. Motivate superiors
149. Motivate troops to sustain combat-ready teams
150. Motivate troops to become more aggressive
151. Motivate troops to close with the enemy
152. Motivate subordinates to take on special projects with short suspenses

## SECTION II - TASKS

\*\*RATE ONLY THOSE TASKS YOU DO\*\*

- 1 - INSIGNIFICANT
- 2 - SLIGHTLY SIGNIFICANT
- 3 - SOMEWHAT SIGNIFICANT
- 4 - MODERATELY SIGNIFICANT
- 5 - QUITE SIGNIFICANT
- 6 - HIGHLY SIGNIFICANT
- 7 - EXTREMELY SIGNIFICANT

MOTIVATE OTHERS (THE WHAT) - continued

- 153. Motivate soldiers to carry out the mission
- 154. Maintain troop interest in training in garrison
- 155. Increase soldier willingness to take risks in combat
- 156. Keep soldiers motivated under sleep deprivation conditions
- 157. Motivate soldiers who have attitude problems
- 158. Motivate soldiers to reenlist
- 159. Motivate soldiers to perform maintenance

G. MOTIVATE OTHERS (THE HOW)

- 160. Set the example
- 161. Demonstrate Army values
- 162. Demonstrate expertise on weapons subordinates use
- 163. Direct/lead from a forward position in the battle
- 164. Use the authority of the commander
- 165. Foster a positive command climate
- 166. Give your soldiers the best leaders available
- 167. Provide resources needed to fight the battle
- 168. Explain why tasks need to be done
- 169. Give pep talks
- 170. Recognize soldier accomplishments
- 171. Inform unit about why you rewarded an individual
- 172. Encourage competition for Soldier-of-the Month/Quarter/Year
- 173. Provide challenges to keep up motivation
- 174. Develop tasks to relieve boredom
- 175. Distribute details evenly among subordinate units
- 176. Reduce the number of training distractors

## SECTION II - TASKS

\*\*RATE ONLY THOSE TASKS YOU DO\*\*

PART OF POSITION

1 - INSIGNIFICANT  
2 - SLIGHTLY SIGNIFICANT  
3 - SOMEWHAT SIGNIFICANT  
4 - MODERATELY SIGNIFICANT  
5 - QUITE SIGNIFICANT  
6 - HIGHLY SIGNIFICANT  
7 - EXTREMELY SIGNIFICANT

MOTIVATE OTHERS (THE HOW) - continued

177. Motivate subordinates by helping them with their tasks
178. Refrain from doing subordinates' jobs
179. Accompany immediate subordinates on unpleasant tasks
180. Remain available to immediate subordinates until they finish for the day
181. Train subordinates in realistic combat situations/exercises
182. In combat/combat-type situations, remain with the element you lead
183. Share the hardships with soldiers in the field
184. Encourage higher-level leaders to visit troops in the danger area
185. Motivate good maintenance by requiring soldiers to stay with vehicles until they work
186. Conduct inspections
187. Brief the unit on its strengths
188. Brief the unit on its weaknesses
189. On daily basis, have face-to-face contact with immediate subordinates
190. Coach subordinates on career development
191. Arrange for soldiers to get time off
192. Obtain input from subordinates for SOPs
193. Monitor remedial PT
194. Eat chow with subordinates
195. Give detailed guidance to get the task done
196. Require subordinates to maintain military bearing and appearance in the field
197. Promote a unit theme which states desired goals
198. Read inspirational history to troops at formation
199. Prepare written motivational materials
200. Act as a mediator in disputes
201. Identify potential suicides

SECTION II - TASKS

\*\*RATE ONLY THOSE TASKS YOU DO\*\*

PART OF POSITION

- 1 - INSIGNIFICANT
- 2 - SLIGHTLY SIGNIFICANT
- 3 - SOMEWHAT SIGNIFICANT
- 4 - MODERATELY SIGNIFICANT
- 5 - QUITE SIGNIFICANT
- 6 - HIGHLY SIGNIFICANT
- 7 - EXTREMELY SIGNIFICANT

H. DEVELOP UNIT COHESION

- 202. Train all of your unit members together
- 203. Hold group planning sessions with subordinates
- 204. Hold group problem-solving sessions with subordinates
- 205. Hold formations
- 206. Position unit facilities together (e.g., barracks, orderly room, etc.)
- 207. Promote the concept of cohort units
- 208. Reward the unit
- 209. Encourage subordinates to set standards higher than required
- 210. Encourage the unit to critique its own performance
- 211. Ask subordinate leaders what should be trained
- 212. Obtain subordinate input to clarify unit goals
- 213. Assign new soldiers to train with experienced buddy pairs
- 214. Encourage members of the group to rely on one another
- 215. Upgrade informal leaders to legitimate leader positions
- 216. Encourage informal leaders to help others obtain unit objectives
- 217. Develop close working relationships with subordinates
- 218. Spend free time with people in the unit
- 219. Act as "father figure" to subordinates
- 220. Act as a buffer between superior and subordinates
- 221. Act as a buffer between enlisted and officers
- 222. Require attendance at military ceremonies (e.g., parades, award ceremonies)
- 223. Attend ceremonies for subordinates
- 224. Conduct memorial services for unit's dead
- 225. Visit troops in stockade
- 226. Assess the climate of the unit
- 227. Set unit climate

## SECTION II - TASKS

\*\*RATE ONLY THOSE TASKS YOU DO\*\*

PART OF POSITION

DEVELOP UNIT COHESION (continued)

1 - INSIGNIFICANT  
2 - SLIGHTLY SIGNIFICANT  
3 - SOMEWHAT SIGNIFICANT  
4 - MODERATELY SIGNIFICANT  
5 - QUITE SIGNIFICANT  
6 - HIGHLY SIGNIFICANT  
7 - EXTREMELY SIGNIFICANT

228. Monitor unit cohesion
229. Identify sources of discontent
230. Dispel rumors
231. Talk to subordinates about causes for low morale in the unit
232. Resolve conflicts among the troops
233. Establish procedures for reception/integration of newcomers
234. Inform newcomers of the priorities of the unit
235. Initiate hail-and-farewell
236. Encourage emphasis on unit symbols (e.g., emblems, customs, songs, motto)
237. Familiarize the soldier with the history of the unit
238. Promote shared values as a basis for acceptance by unit members
239. Promote shared unit standards as a basis for unit membership
240. Instill belief that your unit is better than other units
241. Communicate the unit mission
242. Align individual and unit goals
243. Make the soldier feel needed by the unit
244. Encourage soldiers to join military associations (e.g., AUSA, NCOA, branch associations)
245. Provide opportunities for the unit to compete against other units
246. Encourage organization of unit sports teams
247. Schedule time during the duty day for sports practice
248. Organize prayer breakfast
249. Arrange unit social functions (picnics, group outings)
250. Welcome the soldier's family into the unit
251. Arrange gatherings with troops and their families
252. Develop bonds among families in the unit
253. Encourage attendance at dining out

## SECTION II - TASKS

\*\*RATE ONLY THOSE TASKS YOU DO\*\*

PART OF POSITION

1 - INCONSIDERABLE  
 2 - SLIGHTLY SIGNIFICANT  
 3 - SOMEWHAT SIGNIFICANT  
 4 - MODERATELY SIGNIFICANT  
 5 - QUITE SIGNIFICANT  
 6 - HIGHLY SIGNIFICANT  
 7 - EXTREMELY SIGNIFICANT

I. REWARD AND DISCIPLINE SUBORDINATES

- 254. Tell soldiers when they are performing well
- 255. Give formal positive counseling statements
- 256. Tell subordinates what their reward will be for doing a good job
- 257. Issue certificates of achievement
- 258. Write letters of appreciation to recognize subordinates' performance
- 259. Recommend subordinates for promotion
- 260. Recommend awards for soldiers
- 261. Recommend awards for civilians
- 262. Approve recommendations for awards
- 263. Request time off for a soldier
- 264. Make the decision to give a soldier time off
- 265. Dismiss subordinates before the end of the duty day if they have finished their work
- 266. Reward achievements by giving more responsibility
- 267. Give inexpensive momentos
- 268. Allow extra privileges
- 269. Counsel subordinates about potential disciplinary action
- 270. Recommend disciplinary actions
- 271. Decide on disciplinary actions
- 272. Discipline subordinates for inappropriate behavior
- 273. Report discipline problems to superiors
- 274. Administer punishments under UCMJ
- 275. Initiate administrative actions (e.g., Article 15s)
- 276. Administer Article 15s
- 277. Initiate court martial proceedings
- 278. Conduct court martial proceedings
- 279. Give verbal reprimand

## SECTION II - TASKS

\*\*RATE ONLY THOSE TASKS YOU DO\*\*

PART OF POSITION

REWARD AND DISCIPLINE SUBORDINATES (continued)

- 280. Draft letter of reprimand
- 281. Assign extra training/corrective training
- 282. Discipline civilian personnel
- 283. Recommend that supervisors award/discipline civilians

1 - INSIGNIFICANT  
 2 - SLIGHTLY SIGNIFICANT  
 3 - SOMEWHAT SIGNIFICANT  
 4 - MODERATELY SIGNIFICANT  
 5 - QUITE SIGNIFICANT  
 6 - HIGHLY SIGNIFICANT  
 7 - EXTREMELY SIGNIFICANT

J. TAKE CARE OF SOLDIERS

- 284. Foster a supportive, caring environment
- 285. Ensure that subordinates follow good health/hygiene practices in garrison
- 286. Ensure that subordinates follow good health/hygiene practices in field
- 287. Ensure that rations are issued
- 288. Teach soldiers to be self-sufficient
- 289. Teach soldiers to be socially responsible
- 290. Teach soldiers about sexually transmitted diseases
- 291. Ensure that soldiers' personal property is secure prior to their going to the field
- 292. Promote physical fitness
- 293. Assist subordinates with their personal problems
- 294. Advise subordinates on how to deal with spouses
- 295. Conduct "We Care Day" for dependents
- 296. Ensure that spouses are aware of schedule for upcoming FTXs
- 297. Respond to concerns of soldiers' parents
- 298. Take care of soldier pay problems
- 299. Make appointments for soldiers with finance
- 300. Personally hand pay voucher to all subordinates
- 301. Provide survivor benefits information to soldiers/families
- 302. Act as credit reference for subordinates

## SECTION II - TASKS

\*\*RATE ONLY THOSE TASKS YOU DO\*\*

PART I - POSITION

- 1 - INSIGNIFICANT
- 2 - SLIGHTLY SIGNIFICANT
- 3 - SOMEWHAT SIGNIFICANT
- 4 - MODERATELY SIGNIFICANT
- 5 - QUITE SIGNIFICANT
- 6 - HIGHLY SIGNIFICANT
- 7 - EXTREMELY SIGNIFICANT

TAKE CARE OF SOLDIERS (continued)

- 303. Act as sponsor for newly-arrived soldiers
- 304. Avoid fraternization with female soldiers
- 305. Avoid fraternization with male soldiers
- 306. Discourage fraternization
- 307. Ensure the absence of sexual harassment
- 308. Enforce crime-prevention procedures
- 309. Check on chow line
- 310. Prepare subordinates for promotions
- 311. Facilitate soldier outprocessing
- 312. Identify and promote individual subordinate's interests (e.g., sports, hobbies)
- 313. Provide time for subordinates to do personal errands (e.g., haircut)
- 314. Provide soldiers rides/transportation
- 315. Drive drunk subordinates home
- 316. Arrange to get soldiers out of jail

K. MANAGE RESOURCES

- 317. Manage time
- 318. Manage people/manpower
- 319. Manage information
- 320. Manage things (money, supplies, equipment, etc.)
- 321. Conduct crisis management (put out fires)
- 322. Solve each problem in order of priority
- 323. Decide on changes in scheduled activities
- 324. Determine time soldiers are dismissed for the day
- 325. Seek ways to improve productivity

## PART OF POSITION

## SECTION II - TASKS

\*\*RATE ONLY THOSE TASKS YOU DO\*\*

- 1 - INSIGNIFICANT
- 2 - SLIGHTLY SIGNIFICANT
- 3 - SOMEWHAT SIGNIFICANT
- 4 - MODERATELY SIGNIFICANT
- 5 - QUITE SIGNIFICANT
- 6 - HIGHLY SIGNIFICANT
- 7 - EXTREMELY SIGNIFICANT

MANAGE RESOURCES (continued)

- 326. Recruit specific personnel to request assignment to your unit
- 327. Requisition personnel assigned to the post for your unit
- 328. Select subordinates who are proven fighters/warriors/heroes
- 329. Select/hand-pick your subordinates
- 330. Select/hand-pick technical experts for the unit
- 331. Screen acceptance of incoming personnel
- 332. Approve placement of new personnel
- 333. Make duty assignments for enlisted personnel
- 334. Make duty assignments for officers
- 335. Recommend compassionate reassignment or hardship discharge
- 336. Assign enlisted personnel to work outside their MOS
- 337. Delegate life-threatening tasks
- 338. Determine your own responsibilities
- 339. Task units to fill details
- 340. Assign additional duties (e.g., security, EEO, arms room)
- 341. Assign individual soldiers to details (e.g., painting barracks, raking)
- 342. Develop Order of Merit List (OML)
- 343. Hire civilian personnel
- 344. Develop job descriptions for civilian personnel
- 345. Allocate funds to units
- 346. Allocate funds within the unit
- 347. Advise on collecting money for functions
- 348. Gather information needed to do the job right
- 349. Write articles for military journals
- 350. Determine what is needed to accomplish the mission (e.g., ammunition, supply, transportation, equipment)

## SECTION II - TASKS      \*\*RATE ONLY THOSE TASKS YOU DO\*\*

1 - INSIGNIFICANT  
 2 - SLIGHTLY SIGNIFICANT  
 3 - SOMEWHAT SIGNIFICANT  
 4 - MODERATELY SIGNIFICANT  
 5 - QUITE SIGNIFICANT  
 6 - HIGHLY SIGNIFICANT  
 7 - EXTREMELY SIGNIFICANT

MANAGE RESOURCES (continued)

- 351. Monitor/delegate activities that must be integrated
- 352. Monitor/control POL allocation
- 353. Update war plans for the region
- 354. Ensure that needed equipment/material is available
- 355. Use statistics to assess how well unit is performing
- 356. Monitor property management of the unit

L. PERFORM/SUPERVISE ADMINISTRATIVE FUNCTIONS

- 357. Supervise administrative services
- 358. Organize office staff
- 359. Ensure that subordinates use complete/up-to-date manuals
- 360. Submit after-action reports
- 361. Establish SOPs for your unit
- 362. Develop SOPs to be used by other units
- 363. Revise SOPs
- 364. Approve SOPs
- 365. Develop emergency preparedness and evacuation plans
- 366. Administer Soldier-of-the-Month/Quarter/Year board
- 367. Administer promotion boards
- 368. Ensure personnel follow proper procedures in filling out paperwork
- 369. Edit and proofread written materials
- 370. Supervise completion of reports
- 371. Write status reports
- 372. Write technical reports
- 373. Write letters of instruction

SECTION II - TASKS

\*\*RATE ONLY THOSE TASKS YOU DO\*\*

PART OF POSITION

PERFORM/SUPERVISE ADMINISTRATIVE FUNCTIONS (continued)

- 1 - INSIGNIFICANT
- 2 - SLIGHTLY SIGNIFICANT
- 3 - SOMEWHAT SIGNIFICANT
- 4 - MODERATELY SIGNIFICANT
- 5 - QUITE SIGNIFICANT
- 6 - HIGHLY SIGNIFICANT
- 7 - EXTREMELY SIGNIFICANT

- 374. Write staff studies
- 375. Write soldiers' manuals
- 376. Write information papers
- 377. Write regulations
- 378. Update regulations
- 379. Decide where to route task requests
- 380. Approve paperwork for your unit
- 381. Process soldiers for elimination
- 382. Approve requests for civilian personnel actions

M. COORDINATE WITH OTHERS OUTSIDE THE UNIT

- 383. Respond to the needs of other units
- 384. Coordinate drug and alcohol counseling programs with outside agencies
- 385. Coordinate unit activities with other types of units
- 386. Integrate different types of units into the mission
- 387. Coordinate with other branches within the Army
- 388. Coordinate with other U.S. military services (e.g., Air Force, Navy)
- 389. Coordinate activities with military services of other countries
- 390. Coordinate supervision of Allied personnel with Allied military leader counterpart
- 391. Recognize Allied country military codes/customs
- 392. Develop contacts with organizations outside the Army
- 393. Develop network with others throughout the Army
- 394. Perform duties of safety officer
- 395. Perform duties of health and services liaison officer
- 396. Perform duties of community public relations liaison officer

## SECTION II - TASKS

\*\*RATE ONLY THOSE TASKS YOU DO\*\*

PART OF POSITION

- 1 - INSIGNIFICANT
- 2 - SLIGHTLY SIGNIFICANT
- 3 - SOMEWHAT SIGNIFICANT
- 4 - MODERATELY SIGNIFICANT
- 5 - QUITE SIGNIFICANT
- 6 - HIGHLY SIGNIFICANT
- 7 - EXTREMELY SIGNIFICANT

COORDINATE WITH OTHERS OUTSIDE THE UNIT (continued)

- 397. Perform duties of liaison with NATO
- 398. Perform duties of liaison with government of the country to which you are assigned
- 399. Perform duties of a community commander (OCONUS)
- 400. Coordinate work with civilian specialists
- 401. Participate in contract negotiations with labor unions
- 402. Develop rapport with the civilian community

N. SUPERVISE OTHERS

- 403. Supervise U.S. soldiers
- 404. Supervise Allied soldiers
- 405. Supervise U.S. civilians
- 406. Supervise non-U.S. civilians overseas
- 407. Supervise male soldiers
- 408. Supervise female soldiers
- 409. Supervise personnel attached to the unit
- 410. Supervise personnel assigned to another unit
- 411. Supervise soldiers who supervise others
- 412. Supervise subordinates who are older than you
- 413. Supervise subordinates who are more experienced than you
- 414. Supervise subordinates who have more education than you
- 415. Supervise subordinates who are not highly motivated
- 416. Supervise subordinates on different shifts
- 417. Supervise civilians who are retired military
- 418. Supervise subordinates in a variety of MOS/Specialty Areas
- 419. Supervise soldiers, most of whom live on post
- 420. Supervise soldiers, most of whom live off post

## PART OF POSITION

## SECTION II - TASKS

\*\*RATE ONLY THOSE TASKS YOU DO\*\*

- 1 - INSIGNIFICANT
- 2 - SLIGHTLY SIGNIFICANT
- 3 - SOMEWHAT SIGNIFICANT
- 4 - MODERATELY SIGNIFICANT
- 5 - QUITE SIGNIFICANT
- 6 - HIGHLY SIGNIFICANT
- 7 - EXTREMELY SIGNIFICANT

SUPERVISE OTHERS (continued)

- 421. Supervise soldiers stationed 60 or more miles away
- 422. Supervise a greater number of civilians than military

O. MAINTAIN 2-WAY INFORMATION EXCHANGE WITH SUBORDINATES

- 423. Establish communication channels
- 424. Encourage upward communication
- 425. Encourage downward communication
- 426. Encourage subordinates to provide positive feedback
- 427. Encourage subordinates to provide constructive criticism
- 428. Evaluate communication channels
- 429. Communicate with subordinates primarily by radio and/or telephone
- 430. Tell subordinates what their critical tasks are
- 431. Tell subordinates daily what their tasks are
- 432. Provide subordinates with guidelines to follow
- 433. Communicate the intent of the commander
- 434. Conduct meetings
- 435. Conduct close to 100% formations
- 436. Give information briefings
- 437. Keep soldiers informed about the current situation
- 438. Write operation orders
- 439. Make sure that subordinates backbrief operations orders
- 440. Check that bulletin boards are current
- 441. Act as senior advisor
- 442. Ask subordinates to teach you what you don't know
- 443. Enforce carrying instruction cards (reminders about what to do in particular situations)

- 1 - INSIGNIFICANT
- 2 - SLIGHTLY SIGNIFICANT
- 3 - SOMEWHAT SIGNIFICANT
- 4 - MODERATELY SIGNIFICANT
- 5 - QUITE SIGNIFICANT
- 6 - HIGHLY SIGNIFICANT
- 7 - EXTREMELY SIGNIFICANT

## SECTION II - TASKS

\*\*RATE ONLY THOSE TASKS YOU DO\*\*

P. MAINTAIN 2-WAY INFORMATION EXCHANGE WITH SUPERIORS

- 444. Provide positive feedback to higher-ranked individuals
- 445. Provide constructive criticism to individuals one rank higher
- 446. Provide constructive criticism to individuals two ranks higher
- 447. Provide constructive criticism to individuals more than two ranks higher
- 448. Provide superiors with information about the enemy situation
- 449. Explain the "why" of things to higher-ranked individuals
- 450. Make on-the-spot corrections to higher-ranked individuals
- 451. Backbrief operation orders
- 452. Act as the commander's "eyes and ears"
- 453. Keep the commander informed about people-problems
- 454. Make presentations at decision briefings
- 455. Influence the philosophy of the commander
- 456. Convince the commander to change the SOP
- 457. Advise higher-ranked leaders from other US/foreign services
- 458. Represent the soldiers to the commander
- 459. Provide input to inspectors from higher headquarters
- 460. On a regular basis, respond to direct taskings from several individuals

Q. MONITOR AND EVALUATE PERFORMANCE

- 461. Monitor tasks being performed at the same time at different locations
- 462. Monitor rear detachment organization
- 463. Check equipment of subordinates
- 464. Monitor troop appearance
- 465. Monitor safety practices in subordinate leader's units
- 466. Monitor maintenance in subordinate leaders' units
- 467. Monitor quarters/barracks in subordinate leader's unit
- 468. Inspect immediate subordinates' living quarters

## SECTION II - TASKS      \*\*RATE ONLY THOSE TASKS YOU DO\*\*

1 - INSIGNIFICANT  
 2 - SLIGHTLY SIGNIFICANT  
 3 - SOMEWHAT SIGNIFICANT  
 4 - MODERATELY SIGNIFICANT  
 5 - QUITE SIGNIFICANT  
 6 - HIGHLY SIGNIFICANT  
 7 - EXTREMELY SIGNIFICANT

MONITOR AND EVALUATE PERFORMANCE (continued)

469. Check that subordinates are at their appointed place of duty
470. Check that subordinates accomplish assigned tasks
471. Monitor subordinates as they do technical tasks
472. Keep job books (or the equivalent) for subordinates
473. Identify soldiers who need special training to increase competence
474. Conduct external evaluations/inspections
475. Conduct courtesy evaluations/inspections
476. Conduct health and welfare inspections
477. Conduct safety inspections
478. Administer drug abuse screening procedures
479. Determine whether a unit drug problem exists
480. Evaluate group performance
481. Act as observer/controller for field exercises
482. Conduct after action reviews (AARs)
483. Develop technical tests to assess soldier performance (e.g., identification of vehicles)
484. Assess whether overall unit mission is being accomplished
485. Evaluate group/unit readiness for combat
486. Inspect work upon its completion by subordinates
487. Inspect after your subordinate leaders inspect
488. Check with people who rely on the work/products of your subordinates
489. Approve work of subordinates based upon reports of others
490. Evaluate individual soldier performance against established standards
491. Assess potential of subordinates
492. Write EERs
493. Write OERs

SECTION II - TASKS

\*\*RATE ONLY THOSE TASKS YOU DO\*\*

PART OF POSITION

- 1 - INSIGNIFICANT
- 2 - SLIGHTLY SIGNIFICANT
- 3 - SOMEWHAT SIGNIFICANT
- 4 - MODERATELY SIGNIFICANT
- 5 - QUITE SIGNIFICANT
- 6 - HIGHLY SIGNIFICANT
- 7 - EXTREMELY SIGNIFICANT

MONITOR AND EVALUATE PERFORMANCE (continued)

- 494. Write civilian performance appraisals
- 495. Review performance ratings
- 496. Endorse performance ratings
- 497. Act as second-level signer for evaluations (OERs, GPASs, etc.)
- 498. Serve on selection and/or promotion boards

R. CONDUCT COUNSELING

- 499. Counsel male soldiers on their performance
- 500. Counsel female soldiers on their performance
- 501. Counsel civilians on their performance
- 502. Document performance problems of subordinates
- 503. Write counseling statements
- 504. Communicate performance standards to subordinates
- 505. Counsel soldiers on wearing the proper uniform
- 506. Counsel soldiers on observing posted directives
- 507. Counsel soldiers on military courtesy
- 508. Counsel subordinate leaders on correcting their subordinates
- 509. Make on-the-spot corrections
- 510. Give reception and integration counseling
- 511. Advise spouses of soldiers
- 512. Explain the soldiers' jobs to their families
- 513. Counsel soldiers on family problems
- 514. Counsel soldiers on finances
- 515. Counsel soldiers on child abuse
- 516. Counsel soldiers on spouse abuse
- 517. Counsel soldiers on their careers

SECTION II - TASKS

\*\*RATE ONLY THOSE TASKS YOU DO\*\*

PART OF POSITION

- 1 - INSIGNIFICANT
- 2 - SLIGHTLY SIGNIFICANT
- 3 - SOMEWHAT SIGNIFICANT
- 4 - MODERATELY SIGNIFICANT
- 5 - QUITE SIGNIFICANT
- 6 - HIGHLY SIGNIFICANT
- 7 - EXTREMELY SIGNIFICANT

CONDUCT COUNSELING (continued)

- 518. Counsel soldiers on alcohol abuse
- 519. Counsel soldiers on drug abuse
- 520. Counsel soldiers against smoking
- 521. Identify soldiers who may have undisclosed personal problems
- 522. Refer soldiers to other counselors

S. ESTABLISH DIRECTION OF YOUR UNIT/ELEMENT

- 523. Lead the unit/element without much direct supervision
- 524. Establish the mission for the subordinate unit
- 525. Communicate mission purpose
- 526. Establish short-term unit/element objectives
- 527. Establish long-term unit/element goals
- 528. Establish standards for your unit/element
- 529. Clarify standards for your unit/element
- 530. Enforce standards for your unit/element
- 531. Identify alternative courses of action
- 532. Determine how to accomplish the mission according to doctrine
- 533. Determine the critical tasks of the overall mission
- 534. Determine task milestones
- 535. Ensure readiness of your unit/element

## SECTION II - TASKS

\*\*RATE ONLY THOSE TASKS YOU DO\*\*

T. PROVIDE INPUT FOR THE DIRECTION OF THE LARGER ORGANIZATION

- |  | PART OF POSITION                                       |
|--|--|
| 536. Determine goals of the larger organization                                |  |
| 537. Periodically reassess goals of the larger organization                    | 1 - INSIGNIFICANT<br>2 - SLIGHTLY SIGNIFICANT          |
| 538. Determine organizational priorities                                       | 3 - SOMEWHAT SIGNIFICANT<br>4 - MODERATELY SIGNIFICANT |
| 539. Determine philosophy of the organization                                  | 5 - QUITE SIGNIFICANT<br>6 - HIGHLY SIGNIFICANT        |
| 540. Create the vision of the organization                                     | 7 - EXTREMELY SIGNIFICANT                              |
| 541. Suggest the Army theme of the year  |  |
| 542. Make policy decisions   |  |
| 543. Write doctrine  |  |
| 544. Provide general direction for organizational planning                     |  |
| 545. Design an organizational planning system                                  |  |
| 546. Determine values of the organization                                      |  |
| 547. Write policies to make organizational values operational                  |  |
| 548. Structure the organization  |  |
| 549. Designate organizational relationships                                    |  |
| 550. Determine force structure required to satisfy tactical planning           |  |
| 551. Coordinate/integrate subsystems in the organization                       |  |
| 552. Integrate organizational programs with objectives                         |  |
| 553. Create combined arms teams  |  |
| 554. Integrate combined arms teams with logistics and support functions        |  |
| 555. Participate in design of combat-ready force for joint military operations |  |
| 556. Design organizational information systems                                 |  |
| 557. Design organizational chain of communication                              |  |
| 558. Establish the level at which decisions are made                           |  |
| 559. Advise the staff  |  |
| 560. Assess the general political climate in other countries                   |  |

Turn to PAGE 16 of your answer booklet.

SECTION III - DUTY POSITION REQUIREMENTS (Turn to Page 16 of your answer booklet)

USE THE FOLLOWING SCALE FOR QUESTIONS NO. 001 through 020:

1. Not important
  2. Of little importance
  3. Somewhat important
  4. Moderately important
  5. Quite important
  6. Very important
  7. Extremely important
- 

How IMPORTANT are the following to your CURRENT JOB?

- 001 Knowledge of grammar
- 002 Knowledge of spelling
- 003 Knowledge of national current events
- 004 Knowledge of military correspondence
- 005 Knowledge of military protocol
- 006 Knowledge of organizational structure of the Army
- 007 Knowledge of survey-design procedures
- 008 Ability to speak effectively/clearly
- 009 Ability to deliver talks before large audiences
- 010 Ability to listen effectively/actively
- 011 Ability to develop rapport in interviews
- 012 Ability to read technical manuals
- 013 Ability to read aloud clearly/fluently
- 014 Ability to communicate effectively in writing
- 015 Ability to analyze data
- 016 Ability to use computers for statistical analyses
- 017 Ability to use use computers for word processing
- 018 Ability to make decisions
- 019 Technical and tactical proficiency
- 020 Ability to develop cohesive units/elements

021 To which slot are you NOW assigned:

1. A slot at my grade level
2. One slot below my grade level
3. One slot above my grade level
4. Two slots above my grade level
5. Don't know

022 How many immediate subordinates do you supervise directly?  
(Do NOT count the subordinates of those you supervise.)

1. none
2. 1 to 5
3. 6 to 10
4. 11 to 15
5. 16 to 20
6. 21 to 25
7. 26 or more

023 IN YOUR CURRENT POSITION, which of the following is your primary mission?

1. Combat
2. Combat support
3. Combat service support
4. Not sure

024 On the average, how many hours a day are you on duty?

1. 5 or less
2. 6 to 7
3. 8 to 9
4. 10 to 11
5. 12 to 13
6. 14 to 15
7. 16 or more

025 In your current position, how many days in a year would you expect to train in the field?

1. 0 days
2. 1 - 5 days
3. 6 - 20 days
4. 21 - 36 days
5. 37 - 100 days
6. 101 - 199 days
7. 200 or more days

- 026 In your current position, how similar are the tasks you perform in garrison to those you perform in field-training exercises/combat?
1. Not similar at all
  2. Slightly similar
  3. Moderately similar
  4. Extremely similar
  5. Exactly the same
- 027 In your opinion, how much of your immediate subordinates' jobs do you have to be able to do in order to do your own job well?
1. 0%
  2. 1% - 20%
  3. 21% - 40%
  4. 41% - 60%
  5. 61% - 80%
  6. 81% - 100%
- 028 How adequate was the Army's formal school training in leadership in preparing you to lead?
1. I did not receive any Army formal training in leadership
  2. Not adequate
  3. Slightly adequate
  4. Moderately adequate
  5. Highly adequate

USE THE FOLLOWING SCALE FOR QUESTIONS NO. 029 through 038:

1. Yes
  2. No
  3. Don't know
- 

- 029 Have you ever participated in training exercises at the National Training Center (NTC) at Fort Irwin, California?
- 030 Are you currently in a staff position (as opposed to a line position)?
- 031 Are you currently a commander?
- 032 Are you currently authorized to wear a green leadership tab?
- 033 Is the mission of your unit to provide formal training for others in the Army?
- 034 Are you an instructor in a training unit?
- 035 Currently, is there an Army NCO responsible for developing your individual leadership ability?

036 Currently, is there an Army officer responsible for developing your individual leadership ability?

037 Currently, is there a DA civilian responsible for developing your individual leadership ability?

038 Are you currently assigned to a COHORT unit?

-----

039 What is the MOST time you allow an immediate subordinates to work on assigned tasks before reporting back to you?

1. less than 1 hour
2. more than 1 hour, but less than 1 day
3. more than 1 day, but less than 1 week
4. more than 1 week, but less than 1 month
5. 1 to 5 months
6. 6 to 12 months
7. More than 1 year

USE THE FOLLOWING SCALE TO ANSWER QUESTIONS NO. 040 through 048:

1. 0%
2. 1% to 20%
3. 21% to 40%
4. 41% to 60%
5. 61% to 80%
6. 81% to 100%

NOTE:

Answer each question separately. (A total of 100% is not expected. Some questions may overlap.)

-----

In your opinion, about what percent of your job involves doing tasks that are:

040 technical?

041 conceptual (related to ideas and information)?

042 interpersonal (related to people)?

-In your opinion, about what percent of your time is spent:

043 leading?

044 managing?

045 training for war?

046 performing administrative duties?

047 performing tasks not directly assigned?

048 setting the example?

Below are questions about 3 kinds of planning you do on your job:

- short-term planning
- long-term planning
- planning during training in combat-type situations

---

SHORT-TERM planning

049 For short-term planning, in terms of which one of the following do you plan?

1. Minutes
2. Hours
3. Days
4. Weeks
5. Months
6. Years
7. Decades

050 For short-term planning, how many of these minutes, hours, days, weeks, etc. do you plan? (See question #49 above.) For example, if you plan ahead for days, how many days ahead do you plan?)

1. 1
2. 2
3. 3
4. 4
5. 5
6. 6
7. 7 or more

LONG-TERM planning:

051 Now, think about the LONGEST time you normally are required to plan ahead in your current job. For this long-term planning, in terms of which one of the following do you plan?

1. Minutes
2. Hours
3. Days
4. Weeks
5. Months
6. Years
7. Decades

052 For this long-term planning, how many of these minutes, hours, days, weeks, etc. do you plan ahead? (See question #51, above.)

1. 1
2. 2
3. 3
4. 4
5. 5
6. 6
7. 7 or more

Planning DURING TRAINING IN COMBAT-TYPE SITUATIONS:

053 For planning during training in combat-type situations, in terms of which one of the following do you plan?

1. Minutes
2. Hours
3. Days
4. Weeks
5. Months
6. Years
7. I do not participate in this type of training.

054 During training in combat-type situations, how many of these minutes, hours, days, weeks, etc. do you plan ahead? (See question #45, above).

1. 1
  2. 2
  3. 3
  4. 4
  5. 5
  6. 6 or more
  7. I do not participate in this type of training
-

Please read all the instructions on this page.

1. On the following pages is a list of Duty Specialties. Do **NOT** answer more than one question. Only select the one choice that corresponds to your **CURRENT DUTY SPECIALTY**.

2. Look through the list of Duty Specialties until you find your **CURRENT DUTY SPECIALTY**. When you have found your current Duty Specialty, look across to the Question # and Circle columns to determine which question # and circle correspond to your Duty Specialty.

3. Now look at page 16 of your answer booklet and locate this Question #.

4. When you have found this Question #, fill in the circle which has the same number as the circle you found in Step 2 above.

**FOR EXAMPLE**, if your current Duty Specialty is 92 (Quartermaster), then you would:

- (1) look down the list of Duty Specialties until you found 92 on page 32,
- (2) look across to the Question # and Circle columns to find Question #059, Circle 7,
- (3) look at page 16 of your answer booklet and find Question #59,
- (4) fill in circle number 7 because it corresponds to the circle you found in step 2.

059

IF YOUR CURRENT

THEN FILL IN

DUTY SPECIALTY IS:

QUESTION #

CIRCLE:

11 (Infantry)	055	1
12 (Armor)	055	2
13 (Field Artillery)	055	3
14 (Air Defense Artillery)	055	4
15 (Aviation)	055	5
18 (Special Operations)	055	6
21 (Corps of Engineers)	055	7

25 (Signal Corps)	056	1
31 (Military Police Corps)	056	2
35 (Military Intelligence)	056	3
38 (Civil Affairs)	056	4
41 (Personnel Management)	056	5
42 (Adjutant General Corps)	056	6
44 (Finance Corps)	056	7

(continued on next page)

IF YOUR CURRENT

THEN FILL IN

<u>DUTY SPECIALTY IS:</u>	<u>QUESTION #</u>	<u>CIRCLE:</u>
45 (Comptroller)	057	1
46 (Public Affairs)	057	2
47 (Permanent Faculty)	057	3
48 (Foreign Area)	057	4
49 (Operations Research/Systems Analyst)	057	5
50 (Force Development)	057	6
51 (Research & Development)	057	7
52 (Nuclear Weapons)	058	1
53 (Systems Automation Officer)	058	2
54 (Operations, Plans, and Training)	058	3
55 (Legal)	058	4
56 (Chaplain)	058	5
60 (Medical Corps)	058	6
61 (Medical Corps)	058	6
62 (Medical Corps)	058	6
63 (Dental Corps)	058	7
64 (Veterinary Corps)	059	1
65 (Army Medical Specialist Corps)	059	2
66 (Army Nurse Corps)	059	3
67 (Medical Service Corps)	059	4
68 (Medical Service Corps)	059	4
74 (Chemical Corps)	059	5
91 (Ordnance Corps)	059	6
92 (Quartermaster Corps)	059	7
95 (Transportation Corps)	060	1
97 (Procurement)	060	2
99 (Combat Developments)	060	3
None of the above	060	4

---

0 NOW TURN TO PAGE 19 OF YOUR ANSWER BOOKLET.

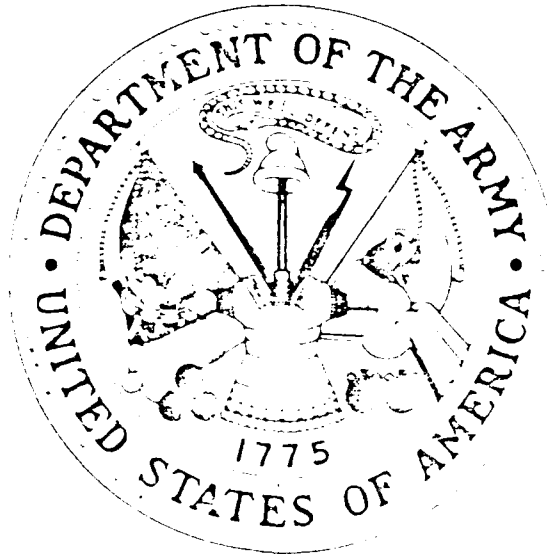
0 ANSWER THE 2 QUESTIONS ON THIS PAGE.

**THANK YOU FOR COMPLETING THIS SURVEY.**

(The remaining sections of your answer booklet are not applicable to this survey.)

# ARMY OCCUPATIONAL SURVEY PROGRAM

## COMMISSIONED OFFICER ANSWER BOOKLET



NAME \_\_\_\_\_

COPY SPECIALTY CODE FROM COVER OF QUESTIONNAIRE

\_\_\_\_\_

ENTER CURRENT DUTY SPECIALTY

\_\_\_\_\_

THESE SPECIALTIES MUST MATCH

IF SPECIALTIES DO NOT MATCH, RETURN QUESTIONNAIRE AND ANSWER BOOKLET

OCCUPATIONAL SURVEY DIVISION  
 UNITED STATES ARMY SOLDIER SUPPORT CENTER  
 NATIONAL CAPITAL REGION  
 200 STOVALL STREET  
 ALEXANDRIA, VIRGINIA 22332



AUTHORITY: AR 611-3 ARMY OCCUPATIONAL SURVEY PROGRAM (AOSP)

PRINCIPLE PURPOSE: To obtain information on tasks performed and job related requirements.

- ROUTINE USES:
1. Development and evaluation of training and personnel management programs.
  2. Preparation of job descriptions (AR 611-101) based on tasks performed and job related requirements.
  3. Development and evaluation of Military Qualification Standards (MQS) for your specialty.





# SECTION I - BACKGROUND INFORMATION (CONT.)

<p>13 HOURS SPENT ON DUTY (AVERAGE WEEK)</p> <p> <input type="checkbox"/> 0    <input type="checkbox"/> 9  <input type="checkbox"/> 1    <input type="checkbox"/> 1  <input type="checkbox"/> 2    <input type="checkbox"/> 2  <input type="checkbox"/> 3    <input type="checkbox"/> 3  <input type="checkbox"/> 4    <input type="checkbox"/> 4  <input type="checkbox"/> 5    <input type="checkbox"/> 5  <input type="checkbox"/> 6    <input type="checkbox"/> 6  <input type="checkbox"/> 7    <input type="checkbox"/> 7  <input type="checkbox"/> 8    <input type="checkbox"/> 8                 </p>	<p>14 HOURS SPENT ON DUTY OUTSIDE DUTY SPECIALTY (AVERAGE WEEK)</p> <p> <input type="checkbox"/> 0    <input type="checkbox"/> 6  <input type="checkbox"/> 1    <input type="checkbox"/> 1  <input type="checkbox"/> 2    <input type="checkbox"/> 2  <input type="checkbox"/> 3    <input type="checkbox"/> 3  <input type="checkbox"/> 4    <input type="checkbox"/> 4  <input type="checkbox"/> 5    <input type="checkbox"/> 5  <input type="checkbox"/> 6    <input type="checkbox"/> 6  <input type="checkbox"/> 7    <input type="checkbox"/> 7  <input type="checkbox"/> 8    <input type="checkbox"/> 8                 </p>	<p>15 CIVILIAN EDUCATION</p> <p> <input type="radio"/> HIGH SCHOOL GRADUATE OR EQUIVALENT  <input type="radio"/> LESS THAN 2 YEARS OF COLLEGE  <input type="radio"/> 2 OR MORE YEARS OF COLLEGE  <input type="radio"/> BACHELOR'S DEGREE  <input type="radio"/> SOME GRADUATE WORK  <input type="radio"/> MASTERS DEGREE  <input type="radio"/> DOCTORATE  <input type="radio"/> PROFESSIONAL DEGREE (e.g. LL.B., M.D.)                 </p>
--	---	--

<p>16 DESCRIPTION OF WORK PERFORMED</p> <p> <input type="radio"/> WORK IN DESIGNATED SPECIALTY  <input type="radio"/> DO NOT WORK IN DESIGNATED SPECIALTY                 </p>	<p>17 HIGHEST LEVEL OF MILITARY EDUCATION</p> <p> <input type="radio"/> BASIC OFFICER COURSE (OCS)  <input type="radio"/> ADVANCED OFFICER COURSE  <input type="radio"/> COMBINED ARMS SERVICES STAFF SCHOOL (CAS)  <input type="radio"/> C AND GSC (OR EQUIVALENT)  <input type="radio"/> PRE-COMMAND COURSE (PCO)  <input type="radio"/> SENIOR SERVICE COLLEGE                 </p>	<p>18 CURRENT USE OF YOUR MILITARY EDUCATION</p> <p> <input type="radio"/> NONE  <input type="radio"/> POOR  <input type="radio"/> FAIR  <input type="radio"/> GOOD  <input type="radio"/> EXCELLENT                 </p>
--	--	---

## SECTION I - BACKGROUND INFORMATION (CONT.)

19

## JOB SATISFACTION

- EXTREMELY DISSATISFIED
- VERY DISSATISFIED
- MODERATELY DISSATISFIED
- NEITHER DISSATISFIED
- MODERATELY SATISFIED
- VERY SATISFIED
- EXTREMELY SATISFIED

20

## ARMY CAREER INTENTIONS

- PLAN TO SEPARATE BEFORE RETIREMENT (LESS THAN 20 YRS)
- UNDECIDED, PROBABLY LEAVE BEFORE RETIREMENT (LESS THAN 20 YRS)
- UNDECIDED, PROBABLY STAY FOR RETIREMENT (20 YRS)
- PLAN TO STAY UNTIL RETIREMENT (20 YRS)
- UNDECIDED, PROBABLY STAY FOR RETIREMENT (MORE THAN 20 YRS)
- PLAN TO STAY UNTIL RETIREMENT (MORE THAN 20 YRS)

21

## TYPE UNIT

- INFANTRY
- ARMOR
- FIELD ARTILLERY
- AIR DEFENSE
- ENGINEER
- SIGNAL
- ORDNANCE
- AVIATION
- TRANSPORTATION
- ADJUTANT GENERAL
- QUARTERMASTER
- CHEMICAL
- INTELLIGENCE
- MILITARY POLICE
- MEDICAL
- MAINTENANCE
- OTHER

## SECTION I - BACKGROUND INFORMATION (CONT.)

22

## COMMAND ORGANIZATION

- FORSCOM (FORCES CMD)
- TRADOC (TRAINING & DOC CMD)
- USAREUR (EUROPE)
- USAEIGHT (EIGHTH ARMY)
- AMC (ARMY MATERIAL COMMAND)
- USACC (COMMUNICATION CMD)
- USAHSC (HEALTH SVCS)
- USAWESTCOM (WESTERN CMD)
- USARJ (JAPAN)
- MTMC (MIL TRAFFIC MGT)
- USACDC (CRIMINAL INVE)
- USAREC (RECRUITING CMD)
- USMEPCOM (MIL ENT PROC CMD)
- USAINSCOM (INTELL & SECURITY)
- USACSC (COMPUTER SYS CMD)
- MDW (MIL DISTRICT WASH)
- USMA (MILITARY ACADEMY)
- DOD ARMY JOINT ELEMENTS
- HQDA
- OTHER

23

## LOCATION

## CONUS

- APG
- BELVOIR
- BEN HARRISON
- BENNING
- BLISS
- BRAGG
- CAMPBELL
- CARLISLE BKS
- CARSON
- DEVENS
- DIX
- EUSTIS
- GORDON
- HOMESTEAD AFB
- HODD
- HUACHUCA
- HUNTER AAF
- IRWIN
- JACKSON
- KNOX
- LEAVENWORTH
- LEE
- LEONARD WOOD
- LEWIS
- MCCLELLAN
- McPHERSON
- MEADE
- MILPERCEN
- MONMOUTH
- MONROE
- OPC
- PENTAGON
- PDM
- PRESIDIO OF SF
- RILEY
- RUCKER
- REDSTONE ARSENAL
- SAM HOUSTON
- SHERIDAN
- SILL
- STEWART
- WEST HUNT
- OTHER CONUS

## OVERSEAS

- ALASKA
- GERMANY
- HAWAII
- ITALY
- JAPAN
- KOREA
- MIDDLE EAST
- PANAMA CZ
- TURKEY
- OTHER OVERSEAS









SECTION II - TASKS (CONT.)

- 551
- 552
- 553
- 554
- 555
- 556
- 557
- 558
- 559
- 560
- 561
- 562
- 563
- 564
- 565
- 566
- 567
- 568
- 569
- 570
- 571
- 572
- 573
- 574
- 575
- 576
- 577
- 578
- 579
- 580
- 581
- 582
- 583
- 584
- 585
- 586
- 587
- 588
- 589
- 590
- 591
- 592
- 593
- 594
- 595
- 596
- 597
- 598
- 599
- 600
- 601
- 602
- 603
- 604
- 605

- 606
- 607
- 608
- 609
- 610
- 611
- 612
- 613
- 614
- 615
- 616
- 617
- 618
- 619
- 620
- 621
- 622
- 623
- 624
- 625
- 626
- 627
- 628
- 629
- 630
- 631
- 632
- 633
- 634
- 635
- 636
- 637
- 638
- 639
- 640
- 641
- 642
- 643
- 644
- 645
- 646
- 647
- 648
- 649
- 650
- 651
- 652
- 653
- 654
- 655
- 656
- 657
- 658
- 659
- 660

- 661
- 662
- 663
- 664
- 665
- 666
- 667
- 668
- 669
- 670
- 671
- 672
- 673
- 674
- 675
- 676
- 677
- 678
- 679
- 680
- 681
- 682
- 683
- 684
- 685
- 686
- 687
- 688
- 689
- 690
- 691
- 692
- 693
- 694
- 695
- 696
- 697
- 698
- 699
- 700
- 701
- 702
- 703
- 704
- 705
- 706
- 707
- 708
- 709
- 710
- 711
- 712
- 713
- 714
- 715















SECTION IV - EQUIPMENT (CONT.)

- 111
- 112
- 113
- 114
- 115
- 116
- 117
- 118
- 119
- 120
- 121
- 122
- 123
- 124
- 125
- 126
- 127
- 128
- 129
- 130
- 131
- 132
- 133
- 134
- 135
- 136
- 137
- 138
- 139
- 140
- 141
- 142
- 143
- 144
- 145
- 146
- 147
- 148
- 149
- 150
- 151
- 152
- 153
- 154
- 155
- 156
- 157
- 158
- 159
- 160
- 161
- 162
- 163
- 164
- 165

- 166
- 167
- 168
- 169
- 170
- 171
- 172
- 173
- 174
- 175
- 176
- 177
- 178
- 179
- 180
- 181
- 182
- 183
- 184
- 185
- 186
- 187
- 188
- 189
- 190
- 191
- 192
- 193
- 194
- 195
- 196
- 197
- 198
- 199
- 200
- 201
- 202
- 203
- 204
- 205
- 206
- 207
- 208
- 209
- 210
- 211
- 212
- 213
- 214
- 215
- 216
- 217
- 218
- 219
- 220

- 221
- 222
- 223
- 224
- 225
- 226
- 227
- 228
- 229
- 230
- 231
- 232
- 233
- 234
- 235
- 236
- 237
- 238
- 239
- 240
- 241
- 242
- 243
- 244
- 245
- 246
- 247
- 248
- 249
- 250

OVERALL, HOW WELL DID THIS QUESTIONNAIRE COVER THE WORK YOU DO?

- NOT AT ALL
- VERY POORLY
- POORLY
- FAIRLY WELL
- VERY WELL
- EXCELLENTLY

APPROXIMATELY HOW LONG DID IT TAKE YOU TO COMPLETE THIS QUESTIONNAIRE?

- HOURS
- HOUR
- HOURS AND  MIN.
- HOURS  MIN.
- HOURS  MIN.
- HOURS
- HOURS OR MORE

10  
11  
12  
13  
14

# SECTION V – PERSONAL COMMENTS

DUTY SPECIALTY  
RANK  
LOCATION

## TRAINING

1. What would you do to IMPROVE training in your DUTY SPECIALTY?



SECTION V – PERSONAL COMMENTS (CONT.)

CAREER MANAGEMENT

2. What would you do to IMPROVE career management (e.g., assignments, educational opportunities, promotion opportunities) for officers in your DUTY SPECIALTY?

SECTION V – PERSONAL COMMENTS (CONT.)

NON-DUTY SPECIALTY WORK

3. What kind of work OTHER THAN ADDITIONAL DUTIES do you perform outside your DUTY SPECIALTY?

QUESTIONNAIRE

4. What areas (tasks, duty position requirements, or equipment items) of your job WERE NOT covered by this questionnaire?



100

1970-1971  
1970-1971  
1970-1971

1970-1971

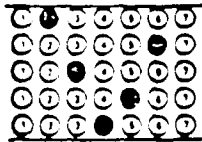
I. GENERAL INSTRUCTIONS

(a) Fill out this survey in terms of your CURRENT JOB.

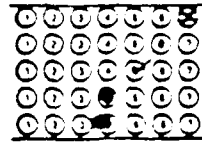
(b)  USE #2 OR 2 1/2 PENCIL ONLY

(c) When you answer, completely fill in circles, but DO NOT go outside the lines of the circles. See examples below:

RIGHT



WRONG



(d) ERASE COMPLETELY when you change answers.

(e) DO NOT fold or crease the Answer Booklet.

II. INSTRUCTIONS FOR COMPLETING ANSWER BOOKLET COVER

(a) Print your NAME

(b) Do NOT write your own MOS. Instead, write "13B10" in both boxes exactly as illustrated below.

COPY MOS CODE FROM COVER OF QUESTIONNAIRE

13B10

ENTER CURRENT DUTY MOS

13B10

Turn to Page 3 of Answer Booklet

III. INSTRUCTIONS FOR SECTION I - BACKGROUND INFORMATION

Question # Instructions

1	A	B	C
FORM	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

1 Fill in circle B in item 1.

2 Do NOT write your own MOS. Instead, write "11B" and fill in appropriate circles.

3 Instead of ASI, select the option below that applies to you in your current position:

- |                                 |                                 |
|---------------------------------|---------------------------------|
| <u>A</u> Assistant Squad Leader | <u>F</u> Sergeant Major         |
| <u>B</u> Squad Leader           | <u>G</u> Command Sergeant Major |
| <u>C</u> Platoon Sergeant       | <u>H</u> Drill Sergeant         |
| <u>D</u> Master Sergeant        | <u>I</u> Instructor             |
| <u>E</u> First Sergeant         | <u>J</u> None of the Above      |

4 - 9 Answer questions 4 - 9 as they appear in the booklet.

10 Select your 2-digit Duty Position Code as Follows:

-Find the code that corresponds to your MOS.

-For question #10 in your answer booklet, write this code in the boxes and fill in the corresponding circles.

EXAMPLE: If your MOS is 12E,  
your code is 02. →

10 DUTY POSITION CODE (SEE LIST IN SECTION I OF QUESTIONNAIRE)	
<input type="radio"/>	<input type="radio"/>
<input checked="" type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input checked="" type="radio"/>

Choose

this code: If your MOS is one of these:

01 INFANTRY/18B: 11B, 11C, 11H, 11M, 18B

02 ENGINEER/18C: 00B, 12B, 12C, 12E, 12F,  
12Z, 18C, 51B, 51C, 51G, 51H, 51K, 51M,  
51R, 51T, 51Z, 52E, 52G, 62E, 62F, 62G,  
62H, 62J, 62N, 81B, 82B

03 FIELD ARTILLERY: 13B, 13C, 13E, 13F, 13M,  
13N, 13R, 13T, 13Z, 15E, 15J, 17B, 17C,  
21G, 82C, 93F

04 ADA/AD SYS MAINT: 16D, 16E, 16F, 16G,  
16H, 16J, 16L, 16P, 16R, 16S, 16T, 16Z,  
24C, 24E, 24G, 24M, 24N, 24R, 24S, 24T,  
24U, 24W, 25L, 26H

(continued on next page)

Choose  
this code: If your MOS is one of  
these:

- 05 ARMOR: 19D, 19E, 19K, 19Z
- 06 AUDIO-VISUAL: 25Z, 26T, 41E, 81E, 84B,  
84C, 84F, 84T, 84Z
- 07 LAND COMBAT/AD SYS INTERMED MAINT/AMMO:  
21L, 22L, 22N, 23N, 23U, 23W, 24H, 24J,  
24K, 24L, 24V, 27B, 27C, 27D, 27E, 27F,  
27G, 27L, 27M, 27N, 27P, 27Q, 27Z, 46N,  
55B, 55D, 55G, 55R, 55X, 55Z
- 08 COMMO/18E: 18E, 26C, 26Q, 29E, 29F, 29G,  
29H, 29J, 29M, 29N, 29P, 29S, 29T, 29U,  
29V, 29W, 29X, 29Y, 29Z, 31C, 31K, 31M,  
31N, 31V, 31Z, 32D, 34C, 34K, 34L, 34T,  
34Y, 34Z, 35E, 35H, 35K, 35L, 35M, 35P,  
35R, 36C, 36L, 36M, 39B, 72E, 72G,
- 09 ADMIN/BAND/PA/ADP/RECRUITMENT AND  
REENLISTMENT: 00E, 00J, 00R, 00U, 02B,  
02C, 02D, 02E, 02F, 02G, 02H, 02J, 02K,  
02L, 02M, 02N, 02S, 02T, 02U, 02Z, 03C,  
71C, 71D, 71E, 71L, 71Q, 71R, 73C, 73D,  
73Z, 74D, 74F, 74Z, 75B, 75C, 75D, 75E,  
75F, 75Z, 79D
- 10 CHEMICAL: 54C, 54E, 54Z
- 11 MECHANICAL MAINT: 41C, 41J, 44B, 44E,  
45B, 45D, 45E, 45G, 45K, 45L, 45N, 45T,  
45Z, 52C, 52D, 52F, 52X, 62B, 63B, 63D,  
63E, 63G, 63H, 63J, 63N, 63S, 63T, 63W,  
63Y, 63Z
- 12 TRANSPORTATION/AIRCRAFT MAINT: 57H, 61B,  
61C, 61Z, 64C, 64Z, 66G, 66H, 66J, 66N,  
66R, 66S, 66T, 66U, 66V, 66X, 66Y, 67G,  
67H, 67N, 67R, 67S, 67T, 67U, 67V, 67X,  
67Y, 67Z, 68B, 68D, 68F, 68G, 68H, 68J,  
68K, 68M, 71N
- 13 CHAPEL ACTIVITIES SP: 71M
- 14 QM: 43E, 43M, 51N, 57E, 57F, 76C, 76P,  
76V, 76W, 76X, 76Y, 76Z, 77F, 77L, 77W,  
92C, 94B

(continued on next page)

Choose  
this code: If your MOS is one of these:

- 15            MEDICAL/18D: 01H, 18D, 35G, 35U, 42C,  
42D, 42E, 76J, 71G, 91A, 91B, 91C, 91D,  
91E, 91F, 91G, 91H, 91J, 91L, 91N, 91P,  
91Q, 91R, 91S, 91T, 91U, 91V, 91W, 91X,  
91Y, 92B, 93E, 94F
- 16            AVIATION OPERATION: 93B, 93D, 93H, 93J,  
93P
- 17            LAW ENFORCEMENT: 95B, 95C, 95D
- 18            INTELL: 05D, 05H, 05K, 18F, 33M, 33P,  
33Q, 33R, 33T, 33V, 33Z, 96B, 96D, 96F,  
96H, 96R, 96Z, 97B, 97E, 97G, 97Z, 98C,  
98G, 98J, 98Z
- 19            CSM: 00Z
- 20            None of the above

Answer questions 11 thru 27 as they appear in the answer booklet.

Turn to next page.

Please read ALL the instructions on this page.

1. On the following pages is a list of MOS. Do NOT answer more than one question. Only select the one choice that corresponds to your CURRENT DUTY MOS.
2. Look through the list of MOS until you find your CURRENT DUTY MOS. When you have found your CURRENT DUTY MOS, look across to the Question # and Circle columns to determine which question # and circle correspond to your MOS.
3. Now look at page 16 of your answer booklet and locate this Question #.
4. When you have found this Question #, fill in the circle which has the same number as the circle you found in Step 2 above.

FOR EXAMPLE, if your current duty MOS is 19K, then you would:

- (1) look down the list of MOS until you found 19K on page 33,
- (2) look across to the Question # and Circle columns to find Question #065, Circle 1,
- (3) look at page 16 of your answer booklet and find Question #065,
- (4) fill in circle number 1 because it corresponds to the circle you found in step 2: 065 1 2 3 4 5 6 7

IF YOUR CURRENT

THEN FILL IN

DUTY MOS IS:

QUESTION #

CIRCLE:

00B	055	1
00D	055	2
00E	055	3
00J	055	4
00R	055	5
00U	055	6
00Z	055	7
01H	056	1
02B	056	2
02C	056	3
02D	056	4
02E	056	5
02F	056	6
02G	056	7
02H	057	1
02J	057	2
02K	057	3
02L	057	4
02M	057	5
02N	057	6
02S	057	7

(continued)

IF YOUR CURRENT

THEN FILL IN

DUTY MOS IS:

QUESTION #

CIRCLE:

02T	058	1
02U	058	2
02Z	058	3
03C	058	4
05D	058	5
05H	058	6
05K	058	7
11B	059	1
11C	059	2
11H	059	3
11M	059	4
12B	059	5
12C	059	6
12E	059	7
12F	060	1
12Z	060	2
13B	060	3
13C	060	4
13E	060	5
13F	060	6
13M	060	7
13N	061	1
13R	061	2
13T	061	3
13Z	061	4
15E	061	5
15J	061	6
16D	061	7
16E	062	1
16F	062	2
16G	062	3
16H	062	4
16J	062	5
16L	062	6
16P	062	7
16R	063	1
16S	063	2
16T	063	3
16Z	063	4
17B	063	5
17C	063	6
18B	063	7

(continued)

IF YOUR CURRENT

THEN FILL IN

DUTY MOS IS:

QUESTION #

CIRCLE:

18C	064	1
18D	064	2
18E	064	3
18F	064	4
18Z	064	5
19D	064	6
19E	064	7
19K	065	1
19Z	065	2
21G	065	3
21L	065	4
22L	065	5
22N	065	6
23N	065	7
23U	066	1
23W	066	2
24C	066	3
24E	066	4
24G	066	5
24H	066	6
24J	066	7
24K	067	1
24L	067	2
24M	067	3
24N	067	4
24R	067	5
24S	067	6
24T	067	7
24U	068	1
24V	068	2
24W	068	3
25L	068	4
25Z	068	5
26C	068	6
26H	068	7
26Q	069	1
26T	069	2
27B	069	3
27C	069	4
27D	069	5
27E	069	6
27F	069	7

(continued)

IF YOUR CURRENT

THEN FILL IN

DUTY MOS IS:

QUESTION #

CIRCLE:

27G	070	1
27L	070	2
27M	070	3
27N	070	4
27P	070	5
27Q	070	6
27Z	070	7
29E	071	1
29F	071	2
29G	071	3
29H	071	4
29J	071	5
29M	071	6
29N	071	7
29P	072	1
29S	072	2
29T	072	3
29U	072	4
29V	072	5
29W	072	6
29X	072	7
29Y	073	1
29Z	073	2
31C	073	3
31K	073	4
31M	073	5
31N	073	6
31V	073	7
31Z	074	1
32D	074	2
33M	074	3
33P	074	4
33Q	074	5
33R	074	6
33T	074	7
33V	075	1
33Z	075	2
34C	075	3
34K	075	4
34L	075	5
34T	075	6
34Y	075	7

(continued)

IF YOUR CURRENT

THEN FILL IN

DUTY MOS IS:

QUESTION #

CIRCLE:

34Z	076	1
35E	076	2
35G	076	3
35H	076	4
35K	076	5
35L	076	6
35M	076	7
35P	077	1
35R	077	2
35U	077	3
36C	077	4
36L	077	5
36M	077	6
39B	077	7
41B	078	1
41C	078	2
41E	078	3
41J	078	4
42C	078	5
42D	078	6
42E	078	7
43E	079	1
43M	079	2
44B	079	3
44E	079	4
45B	079	5
45D	079	6
45E	079	7
45G	080	1
45K	080	2
45L	080	3
45N	080	4
45T	080	5
45Z	080	6
46N	080	7
51B	081	1
51C	081	2
51G	081	3
51H	081	4
51K	081	5
51M	081	6
51R	081	7

(continued)

IF YOUR CURRENT

THEN FILL IN

DUTY MOS IS:

QUESTION #

CIRCLE:

51T	082	1
51Z	082	2
52C	082	3
52D	082	4
52E	082	5
52F	082	6
52G	082	7
52X	083	1
54C	083	2
54E	083	3
54Z	083	4
55B	083	5
55D	083	6
55G	083	7
55R	084	1
55X	084	2
55Z	084	3
57E	084	4
57F	084	5
57H	084	6
61B	084	7
61C	085	1
61Z	085	2
62B	085	3
62E	085	4
62F	085	5
62G	085	6
62H	085	7
62J	086	1
62N	086	2
63B	086	3
63D	086	4
63E	086	5
63G	086	6
63H	086	7
63J	087	1
63N	087	2
63S	087	3
63T	087	4
63W	087	5
63Y	087	6
63Z	087	7

(continued)

IF YOUR CURRENT

THEN FILL IN

DUTY MOS IS:

QUESTION #

CIRCLE:

64C	088	1
64Z	088	2
65B	088	3
65D	088	4
65E	088	5
65F	088	6
65G	088	7
65H	089	1
65J	089	2
65K	089	3
65Z	089	4
66G	089	5
66H	089	6
66J	089	7
66N	090	1
66R	090	2
66S	090	3
66T	090	4
66U	090	5
66V	090	6
66X	090	7
66Y	091	1
67G	091	2
67H	091	3
67N	091	4
67R	091	5
67S	091	6
67T	091	7
67U	092	1
67V	092	2
67X	092	3
67Y	092	4
67Z	092	5
68B	092	6
68D	092	7
68F	093	1
68G	093	2
68H	093	3
68J	093	4
68K	093	5
68M	093	6
71C	093	7

(continued)

IF YOUR CURRENT

THEN FILL IN

DUTY MOS IS:

QUESTION #

CIRCLE:

71D	094	1
71E	094	2
71G	094	3
71L	094	4
71M	094	5
71N	094	6
71Q	094	7
71R	095	1
72E	095	2
72G	095	3
73C	095	4
73D	095	5
73Z	095	6
74D	095	7
74F	096	1
74Z	096	2
75B	096	3
75C	096	4
75D	096	5
75E	096	6
75F	096	7
75Z	097	1
76C	097	2
76J	097	3
76P	097	4
76V	097	5
76X	097	6
76Y	097	7
76Z	098	1
77F	098	2
77L	098	3
77W	098	4
79D	098	5
81B	098	6
81C	098	7
81E	099	1
81Q	099	2
81Z	099	3
82B	099	4
82C	099	5
82D	099	6
83E	099	7

(continued)

IF YOUR CURRENT

THEN FILL IN

DUTY MOS IS:

QUESTION #

CIRCLE:

83F	100	1
84B	100	2
84C	100	3
84F	100	4
84T	100	5
84Z	100	6
91A	100	7
91B	101	1
91C	101	2
91D	101	3
91E	101	4
91F	101	5
91G	101	6
91H	101	7
91J	102	1
91L	102	2
91N	102	3
91P	102	4
91Q	102	5
91R	102	6
91S	102	7
91T	103	1
91U	103	2
91V	103	3
91W	103	4
91X	103	5
91Y	103	6
92B	103	7
92E	104	1
93D	104	2
93F	104	3
93H	104	4
93J	104	5
93P	104	6
94B	104	7
94F	105	1
95B	105	2
95C	105	3
95D	105	4
96B	105	5
96D	105	6
96F	105	7

(continued)

IF YOUR CURRENT

THEN FILL IN

DUTY MOS IS:

QUESTION #

CIRCLE:

96H	106	1
96R	106	2
96Z	106	3
97B	106	4
97E	106	5
97G	106	6
97Z	106	7
98C	107	1
98G	107	2
98J	107	3
98Z	107	4
None of the above	107	5

---

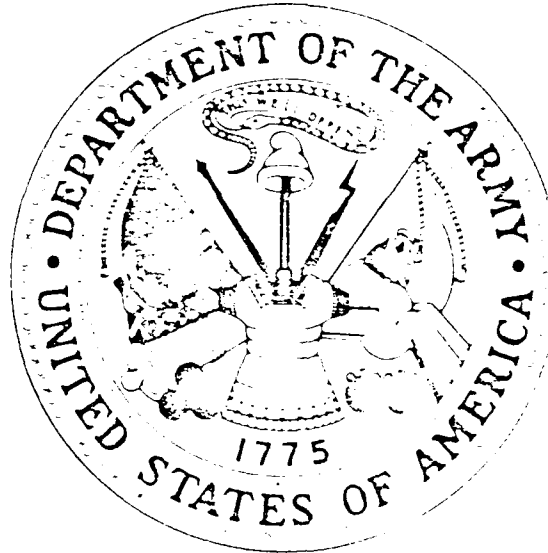
- NOW TURN TO PAGE 20 OF YOUR ANSWER BOOKLET.
- ANSWER THE 2 QUESTIONS ON THIS PAGE.

THANK YOU FOR COMPLETING THIS SURVEY.

(The remaining sections of your answer booklet are not applicable to this survey.)

# ARMY OCCUPATIONAL SURVEY PROGRAM

## ENLISTED ANSWER BOOKLET



NAME \_\_\_\_\_

COPY MOS CODE FROM COVER OF QUESTIONNAIRE

ENTER CURRENT DUTY MOS

THESE MOS MUST MATCH

IF MOS DO NOT MATCH, RETURN QUESTIONNAIRE AND ANSWER BOOKLET

OCCUPATIONAL SURVEY DIVISION  
 UNITED STATES ARMY SOLDIER SUPPORT CENTER  
 NATIONAL CAPITAL REGION  
 200 STOVALL STREET  
 ALEXANDRIA, VIRGINIA 22332

AUTHORITY: AR-611-3 ARMY OCCUPATIONAL SURVEY PROGRAM (AOSP)

PRINCIPLE PURPOSE: To obtain information on tasks performed and job related requirements.

ROUTINE USES:

1. Development and evaluation of training and personnel management programs.
2. Preparation of job descriptions (AR 611-201) based on tasks performed and job related requirements.
3. Development and evaluation of Soldiers' Manuals and related documents.

## SECTION I – BACKGROUND INFORMATION

1	FORM <input type="radio"/> A <input type="radio"/> B <input type="radio"/> C <input type="radio"/> D <input type="radio"/> E <input type="radio"/> F <input type="radio"/> G <input type="radio"/> H <input type="radio"/> I <input type="radio"/> J <input type="radio"/> K <input type="radio"/> L												(SEE QUESTIONNAIRE)																																																																					
2	DUTY MOS (DMOS) (COPY FROM DATA SHEET)					3 ASI (SEE DATA SHEET)		4 SOURCE OF DMOS (CHOOSE ONE)				5 DATE DMOS RECEIVED																																																																						
	<table style="width: 100%; border-collapse: collapse;"> <tr><td style="width: 10%; border: 1px solid black; text-align: center;">1</td><td style="width: 10%; border: 1px solid black; text-align: center;">2</td><td style="width: 10%; border: 1px solid black; text-align: center;">3</td><td style="width: 10%; border: 1px solid black; text-align: center;">4</td><td style="width: 10%; border: 1px solid black; text-align: center;">5</td></tr> <tr><td style="border: 1px solid black; text-align: center;">A</td><td style="border: 1px solid black; text-align: center;">B</td><td style="border: 1px solid black; text-align: center;">C</td><td style="border: 1px solid black; text-align: center;">D</td><td style="border: 1px solid black; text-align: center;">E</td></tr> <tr><td style="border: 1px solid black; text-align: center;">F</td><td style="border: 1px solid black; text-align: center;">G</td><td style="border: 1px solid black; text-align: center;">H</td><td style="border: 1px solid black; text-align: center;">I</td><td style="border: 1px solid black; text-align: center;">J</td></tr> <tr><td style="border: 1px solid black; text-align: center;">K</td><td style="border: 1px solid black; text-align: center;">L</td><td style="border: 1px solid black; text-align: center;">M</td><td style="border: 1px solid black; text-align: center;">N</td><td style="border: 1px solid black; text-align: center;">O</td></tr> <tr><td style="border: 1px solid black; text-align: center;">P</td><td style="border: 1px solid black; text-align: center;">Q</td><td style="border: 1px solid black; text-align: center;">R</td><td style="border: 1px solid black; text-align: center;">S</td><td style="border: 1px solid black; text-align: center;">T</td></tr> <tr><td style="border: 1px solid black; text-align: center;">U</td><td style="border: 1px solid black; text-align: center;">V</td><td style="border: 1px solid black; text-align: center;">W</td><td style="border: 1px solid black; text-align: center;">X</td><td style="border: 1px solid black; text-align: center;">Y</td></tr> <tr><td style="border: 1px solid black; text-align: center;">Z</td><td style="border: 1px solid black; text-align: center;">1</td><td style="border: 1px solid black; text-align: center;">2</td><td style="border: 1px solid black; text-align: center;">3</td><td style="border: 1px solid black; text-align: center;">4</td></tr> <tr><td style="border: 1px solid black; text-align: center;">5</td><td style="border: 1px solid black; text-align: center;">6</td><td style="border: 1px solid black; text-align: center;">7</td><td style="border: 1px solid black; text-align: center;">8</td><td style="border: 1px solid black; text-align: center;">9</td></tr> </table>					1	2	3	4	5	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z	1	2	3	4	5	6	7	8	9	<table style="width: 100%; border-collapse: collapse;"> <tr><td style="width: 10%; border: 1px solid black; text-align: center;">1</td><td style="width: 10%; border: 1px solid black; text-align: center;">2</td></tr> <tr><td style="border: 1px solid black; text-align: center;">A</td><td style="border: 1px solid black; text-align: center;">B</td></tr> <tr><td style="border: 1px solid black; text-align: center;">C</td><td style="border: 1px solid black; text-align: center;">D</td></tr> <tr><td style="border: 1px solid black; text-align: center;">E</td><td style="border: 1px solid black; text-align: center;">F</td></tr> <tr><td style="border: 1px solid black; text-align: center;">G</td><td style="border: 1px solid black; text-align: center;">H</td></tr> <tr><td style="border: 1px solid black; text-align: center;">I</td><td style="border: 1px solid black; text-align: center;">J</td></tr> <tr><td style="border: 1px solid black; text-align: center;">K</td><td style="border: 1px solid black; text-align: center;">L</td></tr> <tr><td style="border: 1px solid black; text-align: center;">M</td><td style="border: 1px solid black; text-align: center;">N</td></tr> <tr><td style="border: 1px solid black; text-align: center;">O</td><td style="border: 1px solid black; text-align: center;">P</td></tr> <tr><td style="border: 1px solid black; text-align: center;">Q</td><td style="border: 1px solid black; text-align: center;">R</td></tr> <tr><td style="border: 1px solid black; text-align: center;">S</td><td style="border: 1px solid black; text-align: center;">T</td></tr> <tr><td style="border: 1px solid black; text-align: center;">U</td><td style="border: 1px solid black; text-align: center;">V</td></tr> <tr><td style="border: 1px solid black; text-align: center;">W</td><td style="border: 1px solid black; text-align: center;">X</td></tr> <tr><td style="border: 1px solid black; text-align: center;">Y</td><td style="border: 1px solid black; text-align: center;">Z</td></tr> </table>		1	2	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z	<input type="radio"/> SCHOOL/TRAINING CENTER  <input type="radio"/> OSUT  <input type="radio"/> OJT  <input type="radio"/> CIVILIAN ACQUIRED SKILLS  <input type="radio"/> RECLASSIFICATION  <input type="radio"/> OTHER				<input type="radio"/> JAN <input type="radio"/> FEB <input type="radio"/> MAR <input type="radio"/> APR <input type="radio"/> MAY <input type="radio"/> JUN <input type="radio"/> JUL <input type="radio"/> AUG <input type="radio"/> SEP <input type="radio"/> OCT <input type="radio"/> NOV <input type="radio"/> DEC		
1	2	3	4	5																																																																														
A	B	C	D	E																																																																														
F	G	H	I	J																																																																														
K	L	M	N	O																																																																														
P	Q	R	S	T																																																																														
U	V	W	X	Y																																																																														
Z	1	2	3	4																																																																														
5	6	7	8	9																																																																														
1	2																																																																																	
A	B																																																																																	
C	D																																																																																	
E	F																																																																																	
G	H																																																																																	
I	J																																																																																	
K	L																																																																																	
M	N																																																																																	
O	P																																																																																	
Q	R																																																																																	
S	T																																																																																	
U	V																																																																																	
W	X																																																																																	
Y	Z																																																																																	
								<input type="radio"/> NONE <input type="radio"/> POOR <input type="radio"/> FAIR <input type="radio"/> GOOD <input type="radio"/> EXCELLENT				<input type="radio"/> MTOE  <input type="radio"/> TDA/JTD  <input type="radio"/> DON'T KNOW																																																																						
								<input type="radio"/> E1 PVT <input type="radio"/> E2 PVT <input type="radio"/> E3 PFC <input type="radio"/> E4 CPL/SP4 <input type="radio"/> E5 SGT/SP5 <input type="radio"/> E6 SSG/SP6 <input type="radio"/> E7 PSG/SFC <input type="radio"/> E8 MSG/1SG <input type="radio"/> E9 SGM/CSM				<input type="radio"/> E3 PFC <input type="radio"/> E4 CPL/SP4 <input type="radio"/> E5 SGT/SP5 <input type="radio"/> E6 SSG/SP6 <input type="radio"/> E7 PSG/SFC <input type="radio"/> E8 MSG/1SG <input type="radio"/> E9 SGM/CSM																																																																						

68188  DO NOT WRITE IN THIS AREA

## SECTION I - BACKGROUND INFORMATION (CONT.)

10 DUTY POSITION CODE (SEE LIST IN SECTION I OF QUESTIONNAIRE)	11 DATE ASSIGNED TO PRESENT DUTY POSITION (SEE QUESTION 10)	12 DESCRIPTION OF WORK PERFORMED
<input type="checkbox"/> <input type="checkbox"/> <input type="radio"/> 0 <input type="radio"/> 0 <input type="radio"/> 1 <input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/> 5 <input type="radio"/> 6 <input type="radio"/> 6 <input type="radio"/> 7 <input type="radio"/> 7 <input type="radio"/> 8 <input type="radio"/> 8 <input type="radio"/> 9 <input type="radio"/> 9	<input type="radio"/> JAN <input type="radio"/> 1976 <input type="radio"/> FEB <input type="radio"/> 1977 <input type="radio"/> MAR <input type="radio"/> 1978 <input type="radio"/> APR <input type="radio"/> 1979 <input type="radio"/> MAY <input type="radio"/> 1980 <input type="radio"/> JUN <input type="radio"/> 1981 <input type="radio"/> JUL <input type="radio"/> 1982 <input type="radio"/> AUG <input type="radio"/> 1983 <input type="radio"/> SEP <input type="radio"/> 1984 <input type="radio"/> OCT <input type="radio"/> 1985 <input type="radio"/> NOV <input type="radio"/> 1986 <input type="radio"/> DEC <input type="radio"/> 1987	<input type="radio"/> WORK IN PRIMARY MOS (PMOS)  <input type="radio"/> WORK IN SECONDARY MOS (SMOS)  <input type="radio"/> UNDERGOING OJT  <input type="radio"/> WORK IS OTHER THAN ABOVE
13 CURRENT DATE	14 DATE ENTERED MILITARY SERVICE	15 ETS DATE
<input type="radio"/> JAN <input type="radio"/> 1982 <input type="radio"/> FEB <input type="radio"/> MAR <input type="radio"/> 1983 <input type="radio"/> APR <input type="radio"/> MAY <input type="radio"/> 1984 <input type="radio"/> JUN <input type="radio"/> JUL <input type="radio"/> 1985 <input type="radio"/> AUG <input type="radio"/> SEP <input type="radio"/> 1986 <input type="radio"/> OCT <input type="radio"/> NOV <input type="radio"/> 1987 <input type="radio"/> DEC	<input type="radio"/> JAN <input type="radio"/> FEB <input type="radio"/> 0 <input type="radio"/> MAR <input type="radio"/> 1 <input type="radio"/> APR <input type="radio"/> 2 <input type="radio"/> MAY <input type="radio"/> 3 <input type="radio"/> JUN <input type="radio"/> 4 <input type="radio"/> JUL 19 <input type="radio"/> 5 <input type="radio"/> 5 <input type="radio"/> AUG <input type="radio"/> 6 <input type="radio"/> 6 <input type="radio"/> SEP <input type="radio"/> 7 <input type="radio"/> 7 <input type="radio"/> OCT <input type="radio"/> 8 <input type="radio"/> 8 <input type="radio"/> NOV <input type="radio"/> 9 <input type="radio"/> 9 <input type="radio"/> DEC	<input type="radio"/> JAN <input type="radio"/> 1982 <input type="radio"/> FEB <input type="radio"/> 1983 <input type="radio"/> MAR <input type="radio"/> 1984 <input type="radio"/> APR <input type="radio"/> 1985 <input type="radio"/> MAY <input type="radio"/> 1986 <input type="radio"/> JUN <input type="radio"/> 1987 <input type="radio"/> JUL <input type="radio"/> 1988 <input type="radio"/> AUG <input type="radio"/> 1989 <input type="radio"/> SEP <input type="radio"/> 1990 <input type="radio"/> OCT <input type="radio"/> 1991 <input type="radio"/> NOV <input type="radio"/> 1992 <input type="radio"/> DEC <input type="radio"/> 1993
16 TERM OF ENLISTMENT	17 REENLISTMENT/SEPARATION PLANS (CURRENT ENLISTMENT)	18 JOB SATISFACTION
<input type="radio"/> FIRST, I HAVE NOT REENLISTED  <input type="radio"/> SECOND  <input type="radio"/> THIRD  <input type="radio"/> FOURTH OR SUBSEQUENT	<input type="radio"/> DEFINITELY PLAN TO SEPARATE <input type="radio"/> UNCERTAIN, PROBABLY SEPARATE <input type="radio"/> UNCERTAIN, PROBABLY REENLIST <input type="radio"/> DEFINITELY PLAN TO REENLIST <input type="radio"/> PLAN TO RETIRE	<input type="radio"/> EXTREMELY DISSATISFIED <input type="radio"/> VERY DISSATISFIED <input type="radio"/> MODERATELY DISSATISFIED <input type="radio"/> NEITHER DISSAT. SAT. <input type="radio"/> MODERATELY SATISFIED <input type="radio"/> VERY SATISFIED <input type="radio"/> EXTREMELY SATISFIED

## SECTION I – BACKGROUND INFORMATION (CONT.)

19	EDUCATION	20	SEX																																																																																																																																																										
<input type="radio"/> NON HIGH SCHOOL GRADUATE <input type="radio"/> GED OR HIGH SCHOOL EQUIVALENCY <input type="radio"/> HIGH SCHOOL DIPLOMA GRADUATE <input type="radio"/> LESS THAN 2 YEARS OF COLLEGE <input type="radio"/> 2 OR MORE YEARS OF COLLEGE <input type="radio"/> BACHELOR'S DEGREE <input type="radio"/> SOME GRADUATE WORK <input type="radio"/> GRADUATE DEGREE		<input type="radio"/> MALE  <input type="radio"/> FEMALE																																																																																																																																																											
21	22	23																																																																																																																																																											
HOURS SPENT ON DUTY (AVERAGE WEEK)	HOURS SPENT ON DUTY OUTSIDE DMOS (AVERAGE WEEK)	SOCIAL SECURITY NUMBER																																																																																																																																																											
<table border="1"> <tr><td></td><td></td></tr> <tr><td>0</td><td>0</td></tr> <tr><td>1</td><td>1</td></tr> <tr><td>2</td><td>2</td></tr> <tr><td>3</td><td>3</td></tr> <tr><td>4</td><td>4</td></tr> <tr><td>5</td><td>5</td></tr> <tr><td>6</td><td>6</td></tr> <tr><td>7</td><td>7</td></tr> <tr><td>8</td><td>8</td></tr> <tr><td>9</td><td>9</td></tr> </table>			0	0	1	1	2	2	3	3	4	4	5	5	6	6	7	7	8	8	9	9	<table border="1"> <tr><td></td><td></td></tr> <tr><td>0</td><td>0</td></tr> <tr><td>1</td><td>1</td></tr> <tr><td>2</td><td>2</td></tr> <tr><td>3</td><td>3</td></tr> <tr><td>4</td><td>4</td></tr> <tr><td>5</td><td>5</td></tr> <tr><td>6</td><td>6</td></tr> <tr><td>7</td><td>7</td></tr> <tr><td>8</td><td>8</td></tr> <tr><td>9</td><td>9</td></tr> </table>			0	0	1	1	2	2	3	3	4	4	5	5	6	6	7	7	8	8	9	9	<table border="1"> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td></tr> <tr><td>1</td><td>1</td><td>1</td><td>1</td><td>1</td><td>1</td><td>1</td><td>1</td><td>1</td><td>1</td></tr> <tr><td>2</td><td>2</td><td>2</td><td>2</td><td>2</td><td>2</td><td>2</td><td>2</td><td>2</td><td>2</td></tr> <tr><td>3</td><td>3</td><td>3</td><td>3</td><td>3</td><td>3</td><td>3</td><td>3</td><td>3</td><td>3</td></tr> <tr><td>4</td><td>4</td><td>4</td><td>4</td><td>4</td><td>4</td><td>4</td><td>4</td><td>4</td><td>4</td></tr> <tr><td>5</td><td>5</td><td>5</td><td>5</td><td>5</td><td>5</td><td>5</td><td>5</td><td>5</td><td>5</td></tr> <tr><td>6</td><td>6</td><td>6</td><td>6</td><td>6</td><td>6</td><td>6</td><td>6</td><td>6</td><td>6</td></tr> <tr><td>7</td><td>7</td><td>7</td><td>7</td><td>7</td><td>7</td><td>7</td><td>7</td><td>7</td><td>7</td></tr> <tr><td>8</td><td>8</td><td>8</td><td>8</td><td>8</td><td>8</td><td>8</td><td>8</td><td>8</td><td>8</td></tr> <tr><td>9</td><td>9</td><td>9</td><td>9</td><td>9</td><td>9</td><td>9</td><td>9</td><td>9</td><td>9</td></tr> </table>												0	0	0	0	0	0	0	0	0	0	1	1	1	1	1	1	1	1	1	1	2	2	2	2	2	2	2	2	2	2	3	3	3	3	3	3	3	3	3	3	4	4	4	4	4	4	4	4	4	4	5	5	5	5	5	5	5	5	5	5	6	6	6	6	6	6	6	6	6	6	7	7	7	7	7	7	7	7	7	7	8	8	8	8	8	8	8	8	8	8	9	9	9	9	9	9	9	9	9	9
0	0																																																																																																																																																												
1	1																																																																																																																																																												
2	2																																																																																																																																																												
3	3																																																																																																																																																												
4	4																																																																																																																																																												
5	5																																																																																																																																																												
6	6																																																																																																																																																												
7	7																																																																																																																																																												
8	8																																																																																																																																																												
9	9																																																																																																																																																												
0	0																																																																																																																																																												
1	1																																																																																																																																																												
2	2																																																																																																																																																												
3	3																																																																																																																																																												
4	4																																																																																																																																																												
5	5																																																																																																																																																												
6	6																																																																																																																																																												
7	7																																																																																																																																																												
8	8																																																																																																																																																												
9	9																																																																																																																																																												
0	0	0	0	0	0	0	0	0	0																																																																																																																																																				
1	1	1	1	1	1	1	1	1	1																																																																																																																																																				
2	2	2	2	2	2	2	2	2	2																																																																																																																																																				
3	3	3	3	3	3	3	3	3	3																																																																																																																																																				
4	4	4	4	4	4	4	4	4	4																																																																																																																																																				
5	5	5	5	5	5	5	5	5	5																																																																																																																																																				
6	6	6	6	6	6	6	6	6	6																																																																																																																																																				
7	7	7	7	7	7	7	7	7	7																																																																																																																																																				
8	8	8	8	8	8	8	8	8	8																																																																																																																																																				
9	9	9	9	9	9	9	9	9	9																																																																																																																																																				
24	25																																																																																																																																																												
NUMBER OF PERSONNEL DIRECTLY SUPERVISED	TYPE UNIT																																																																																																																																																												
<input type="radio"/> NONE <input type="radio"/> 1-3 <input type="radio"/> 4-6 <input type="radio"/> 7-9 <input type="radio"/> 10-16 <input type="radio"/> 17 OR MORE	<input type="radio"/> INFANTRY <input type="radio"/> ARMOR <input type="radio"/> FIELD ARTILLERY <input type="radio"/> AIR DEFENSE <input type="radio"/> ENGINEER <input type="radio"/> SIGNAL <input type="radio"/> ORDNANCE <input type="radio"/> AVIATION <input type="radio"/> TRANSPORTATION  <input type="radio"/> ADJUTANT GENERAL <input type="radio"/> QUARTERMASTER <input type="radio"/> CHEMICAL <input type="radio"/> INTELLIGENCE <input type="radio"/> MILITARY POLICE <input type="radio"/> MEDICAL <input type="radio"/> MAINTENANCE <input type="radio"/> OTHER																																																																																																																																																												

# SECTION I – BACKGROUND INFORMATION (CONT.)

26 COMMAND/ORGANIZATION	27 LOCATION	
	<u>CONUS</u>	<u>OVERSEAS</u>
<input type="radio"/> FORSCOM (FORCES CMD)	<input type="radio"/> APG	<input type="radio"/> ALASKA
<input type="radio"/> TRADOC (TRAINING & DOC CMD)	<input type="radio"/> BELVOIR	<input type="radio"/> GERMANY
<input type="radio"/> USAREUR (EUROPE)	<input type="radio"/> BEN HARRISON	<input type="radio"/> HAWAII
<input type="radio"/> USAEIGHT (EIGHTH ARMY)	<input type="radio"/> BENNING	<input type="radio"/> ITALY
<input type="radio"/> DARCOM (MATERIEL & READINESS)	<input type="radio"/> BLISS	<input type="radio"/> JAPAN
<input type="radio"/> USACC (COMMUNICATION CMD)	<input type="radio"/> BRAGG	<input type="radio"/> KOREA
<input type="radio"/> USAHSC (HEALTH SVCS)	<input type="radio"/> CAMPBELL	<input type="radio"/> MIDDLE EAST
<input type="radio"/> USAWESTCOM (WESTERN CMD)	<input type="radio"/> CARLISLE BKS	<input type="radio"/> PANAMA CZ
<input type="radio"/> USARJ (JAPAN)	<input type="radio"/> CARSON	<input type="radio"/> TURKEY
<input type="radio"/> MTMC (MIL TRAFFIC MGT)	<input type="radio"/> DEVENS	<input type="radio"/> OTHER OVERSEAS
<input type="radio"/> USACIDC (CRIMINAL INVES)	<input type="radio"/> DIX	
<input type="radio"/> USAREC (RECRUITING CMD)	<input type="radio"/> EUSTIS	
<input type="radio"/> MEPCOM (METRO ENL PROC)	<input type="radio"/> GORDON	
<input type="radio"/> USAINSCOM (INTELL & SECURITY)	<input type="radio"/> HOMESTEAD AFB	
<input type="radio"/> USACSC (COMPUTER SYS CMD)	<input type="radio"/> HOOD	
<input type="radio"/> MDW (MIL DISTRICT WASH)	<input type="radio"/> HUACHUCA	
<input type="radio"/> USMA (MILITARY ACADEMY)	<input type="radio"/> HUNTER AAF	
<input type="radio"/> DOD ARMY/JOINT ELEMENTS	<input type="radio"/> IRWIN	
<input type="radio"/> HQDA	<input type="radio"/> JACKSON	
<input type="radio"/> OTHER	<input type="radio"/> KNOX	
	<input type="radio"/> LEAVENWORTH	
	<input type="radio"/> LEE	
	<input type="radio"/> LEONARD WOOD	
	<input type="radio"/> LEWIS	
	<input type="radio"/> McCLELLAN	
	<input type="radio"/> McPHERSON	
	<input type="radio"/> MEADE	
	<input type="radio"/> MILPERCEN	
	<input type="radio"/> MONMOUTH	
	<input type="radio"/> MONROE	
	<input type="radio"/> ORD	
	<input type="radio"/> PENTAGON	
	<input type="radio"/> POLK	
	<input type="radio"/> PRESIDIO OF SF	
	<input type="radio"/> RILEY	
	<input type="radio"/> RUCKER	
	<input type="radio"/> REDSTONE ARSENAL	
	<input type="radio"/> SAM HOUSTON	
	<input type="radio"/> SHERIDAN	
	<input type="radio"/> SILL	
	<input type="radio"/> STEWART	
	<input type="radio"/> WEST POINT	
	<input type="radio"/> OTHER CONUS	

P  
 1  
 8  
 8  
 4  
 2  
 1  
 8  
 4  
 2  
 1  
 8  
 4  
 2  
 1  
 8  
 4  
 2  
 1