OPTIMUM DISTRIBUTION OF SOLDIERS' DUTY TIME:
USAREUR COMMANDERS' ESTIMATES

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Research Problem Review 79-1

OPTIMUM DISTRIBUTION OF SOLDIERS' DUTY TIME:
USAREUR COMMANDERS' ESTIMATES

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January 1979

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Research Problem Reviews are special reports to military management. They are usually prepared to meet requirements for research results bearing on specific management problems. A limited distribution is made—primarily to the operating agencies directly involved.
FOREWORD

The Army Research Institute for the Behavioral and Social Sciences (ARI) maintains a field unit with the U.S. Army, Europe (USAREUR) to conduct research to meet the special needs of USAREUR and to evaluate other research projects and products under front-line operational readiness requirements, with feedback leading to modification and refinements.

This report was prepared in response to a request by the Deputy Chief of Staff for Operations, USAREUR to define the amount of time experts felt should be devoted to each of the necessary activities in each major type of USAREUR battalion. The research was conducted under Army Project 2Q163743A773, "Combat Unit Training," FY 78 Work Program.

JOSEPH ZEIDNER
Technical Director
BRIEF

Requirement:
The purpose of the research reported here was to obtain from experienced battalion personnel estimates of the percentage of time that should be devoted to each of the numerous battalion activities by E1-E4 personnel in order to fulfill all mission and other requirements. Of particular interest was the amount of time to be devoted to mission related training.

Procedure:
Data were obtained from questionnaires administered to current or previous battalion commanders, S-3s, assistant S-3s, executive officers, and battery commanders from each of the major types of USAREUR battalions.

Principal Findings:
The estimates of percentage of duty time which should be devoted to the individual battalion activities varied with type of battalion. The percentage of time recommended for mission related training ranged from 31% to 52%.
Utilization of Findings:

These estimates by experienced personnel offer guidelines for inexperienced commanders and S-3s to use in scheduling battalion activities. However, the estimates should be verified as to operational feasibility and optimization of combat readiness.
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OPTIMUM DISTRIBUTION OF SOLDIERS’ DUTY TIME: USAREUR COMMANDERS’ ESTIMATES

INTRODUCTION

There is much concern in USAREUR about how much time battalions should be devoting to individual and collective mission-related training, training which is necessary to maximize and sustain unit and individual readiness. Battalions have many other demands on their time. They are required to furnish manpower for guard and other support details, and time must be devoted to maintenance, physical readiness training, inspections, administrative requirements, leave, German-American relations, and satisfaction of the individual soldier’s personal and professional needs. Many battalion and company commanders have stated during previous ARI research that there is not enough duty time for all requirements to be fulfilled, and that they must continually compromise unit and individual training time because of these other requirements. With these conditions in mind, the goal of this project, as requested by the Deputy Chief of Staff for Operations (DCSOPS), USAREUR, was to define the amount of time that should be devoted to each of the necessary activities for each major type of USAREUR battalion. To reach this goal, a survey was conducted of experts in battalion operations and training, present or previous battalion commanders, S-3s, and other knowledgeable battalion personnel. Respondents gave their opinion of how E1-E4 personnel in their type of unit should be spending their time in order to meet combat readiness and other requirements. Types of battalions covered by the report were infantry, armor, field artillery, air defense artillery, 56th brigade artillery, division combat engineer, combat heavy engineer, and non-division combat engineer.
METHODOLOGY

Data was collected by questionnaire from representative samples of the major types of USAREUR battalions. The questionnaire requested expert opinion of how E1-E4 personnel should spend their time so that their "unit can accomplish its operational and training missions under the SQT/ARTEP concepts in USAREUR, while providing the unit's fair share of support to other requirements and programs, as well as providing for the satisfaction of individual soldier needs."

Questionnaires: A draft survey instrument was developed using a list of tasks derived from the results of a previous ARI survey of the activities of combat arms battalions in USAREUR. This instrument was pilot tested by administering it to officers who had been either a battalion commander or an S-3 in one of the nine types of battalions in the study. Based on the recommendations of the nine officer consultants, changes were made to the draft instrument to accommodate differences in branch activities. In addition, for three types of units, two questionnaires were designed in order to accommodate personnel differences within the branch. These units and their subgroups are:

Air Defense Artillery (ADA), HAWK and NIKE

- manning crews
- normal duty personnel

56th Field Artillery Brigade

- quick reaction alert (GRA) personnel
- non-GRA personnel
Non-division Combat Engineer

construction personnel

combat personnel

Since one questionnaire was adequate for infantry, armor, and field artillery units, a total of nine questionnaires were used in the study. They are given in the Appendix.

The 16 activities included in the questionnaires are listed below. The descriptions of these activities, which vary somewhat with branch, are given on the questionnaires.

Individual Weapons Proficiency

Crew Served Weapons Proficiency

Physical Readiness Training

General Military Knowledge and Personal Adjustment

Personal Development

Interoperability

Other Individual MOS Training/Professional Development

Army Training and Evaluation Program (ARTEP) Missions

GDP Missions

Maintenance

Technical Proficiency Inspection (TPI)

Other Inspections

Support Duties

Personal and Administrative Time

Leave

Ceremonies
Because ARTEP and GDP mission activities were inseparable for some branches (see questionnaires, Appendix), these two activities were combined in the data analysis in order to sum responses over all branches.

**Subjects:** The number of respondents from each type of battalion and command are given in Table 1. The commands were requested to select their "most experienced officer or officers, either current or former battalion commanders or S-3s," to complete the questionnaires, either individually or by group consensus. Questionnaires were requested from 42 respondents or respondent groups, and 43 questionnaires were received as one command returned more questionnaires than were requested.

Table 2 lists the duty positions of the respondents. Battalion commanders and/or S-3s responded, either individually or in coordination with others, on 35 of the 43 questionnaires. Respondents for the other questionnaires had duty positions which would classify them as knowledgeable personnel.

**Data Collection:** Questionnaires were mailed by ODCSOPS to the commands listed in Table 1. They were distributed by the commands and returned through the commands to ODCSOPS. They were then forwarded to ARI.

**Data Analysis:** On six of the questionnaires the total duty time did not equal 100%. On these questionnaires the individual item percentages were adjusted so that their total equaled 100% and the rank order and proportional relationship between the item percentages remained the same. Percentages were then averaged for each branch, for type of activity, for activity groups, and for all branches combined.
### Table 1

**NUMBER OF UNITS IN SOLDIER UTILIZATION SURVEY**

<table>
<thead>
<tr>
<th>Command</th>
<th>Type of Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Mech INF</td>
</tr>
<tr>
<td>V Corps</td>
<td>5</td>
</tr>
<tr>
<td>VII Corps</td>
<td>4</td>
</tr>
<tr>
<td>56th Field Artillery Brigade</td>
<td>5</td>
</tr>
<tr>
<td>32d Air Defense</td>
<td>5</td>
</tr>
<tr>
<td>24th Engineer Groups</td>
<td>5</td>
</tr>
</tbody>
</table>

---

*Substitution of a USAREUR HQ ex-battalion commander was made for combat personnel results.*

*Five respondents were requested.*

*Only 2 respondents were requested.*
### TABLE 2

**DUTY POSITION OF QUESTIONNAIRE RESPONDENTS**

<table>
<thead>
<tr>
<th>Duty Position</th>
<th>Number of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bn Cdr&lt;sup&gt;a&lt;/sup&gt;</td>
<td>6</td>
</tr>
<tr>
<td>S-3</td>
<td>20</td>
</tr>
<tr>
<td>Asst S-3</td>
<td>4</td>
</tr>
<tr>
<td>XO</td>
<td>2</td>
</tr>
<tr>
<td>Btry Cdr</td>
<td>1</td>
</tr>
<tr>
<td>Bn Cdr, S-3</td>
<td>1</td>
</tr>
<tr>
<td>Bn Cdr, Asst S-3</td>
<td>1</td>
</tr>
<tr>
<td>XO, S-3&lt;sup&gt;b&lt;/sup&gt;</td>
<td>3</td>
</tr>
<tr>
<td>Bn Cdr, XO, Asst XO, FO</td>
<td>1</td>
</tr>
<tr>
<td>S-3, S-1, Co Cdr, Plt Ldr</td>
<td>1</td>
</tr>
<tr>
<td>S-3, 5 Btry Cdrs</td>
<td>1</td>
</tr>
<tr>
<td>S-3, Asst S-3, EEMO (Engr)</td>
<td>1</td>
</tr>
<tr>
<td>Undesignated</td>
<td>1</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>43</strong></td>
</tr>
</tbody>
</table>

<sup>a</sup>Both former and current Bn Cdrs included

<sup>b</sup>Both former and current S-3s included
RESULTS

In the discussion of results, the following yearly percentage scale should be used for conversion of percentages to days, weeks, or months. The scale is based on a 40-hour week (2080 hours/year); however, some units used a scale with a different number of hours per week. Varying the number of hours per week did not change the relationship between the first and third columns in the scale.

YEARLY PERCENTAGE CONVERSION SCALE

<table>
<thead>
<tr>
<th>Time Period</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>20 hr/yr</td>
<td>1%</td>
</tr>
<tr>
<td>1 day/quarter</td>
<td>32 hr/yr</td>
</tr>
<tr>
<td>1 week</td>
<td>40 hr/yr</td>
</tr>
<tr>
<td>1 day/mo</td>
<td>96 hr/yr</td>
</tr>
<tr>
<td>1 month</td>
<td>165 hr/yr</td>
</tr>
<tr>
<td>1 day/wk</td>
<td>416 hr/yr</td>
</tr>
<tr>
<td>1 wk/mo</td>
<td>480 hr/yr</td>
</tr>
</tbody>
</table>

In reviewing these results the reader is cautioned to keep in mind that these are recommended time distributions and not actual ones.

When related activities from the questionnaire were grouped together and the results from all battalions were combined, the resulting eight categories indicated that mission related training (individual and crew served weapons proficiency, other individual training/professional development, and ARTEP/GDP missions) should comprise the largest amount of battalion duty time (43%) in USAREUR (Figure 1). The second most time-consuming activity, according to the survey, should be maintenance, with 18% of time to be devoted to it. In third position (13%) was the personal/administrative/leave/ceremonies category. The remaining five categories, physical fitness, inspections, general military knowledge/interoperability,
support, and personal development, accounted for considerably less time individually, ranging from 4% for personal development to 7% for physical readiness training. However, their total, 26%, was relatively large.

When all groups but the two highest—mission related training and maintenance—were combined, they comprised 39% of total duty time (Figure 2).

Table 3 lists the duty time percentages for the eight activity groups for the individual branches. Branch differences were apparent in some groups. The range of percentages for branches was highest for mission related training (21%), personal/administrative/leave/ceremonies (16%), maintenance (15%), and inspections (14%).

For the other activity categories the range of percentages for the branches was small, 5% to 8%.

Armor had the highest percentage of time for mission related training (52%). The lowest was 31% for 56th Brigade QRA personnel (Figure 3). The higher percentages for the personal/administrative/leave/ceremonies categories (15% thru 20%, Figure 4) were due primarily to the higher percentage of leave which NIKE, non-DIV combat engineer, and combat heavy engineer respondents reported should be taken (Figures 5-7).

The 56th Brigade (21%, 28%) and HAWK manning crew (22%) respondents reported the highest percentages of time that should be spent on maintenance (Figure 8). The lowest percentages were for non-DIV engineer (15%, 14%), combat heavy engineer (14%), and HAWK normal duty personnel (13%). For inspections (Figure 9), the four highest percentages were for 56th Brigade (16%, 13%), NIKE manning crew (12%), and FA (10%). The higher percentage of duty time which these respondents indicated should be spent on inspections was due to their TPI inspections (Figures 5, 10, 11).
### TABLE 3

Mean Percent of Duty Time by Activity Group and Branch

<table>
<thead>
<tr>
<th>Branch</th>
<th>Mission Related Training</th>
<th>Maintenance</th>
<th>Personal/ Admin/Leave/ Ceremonies</th>
<th>Physical Readiness Training</th>
<th>Inspections</th>
<th>Gen Milt Knowledge/ Interoperability</th>
<th>Support</th>
<th>Personal Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>INF</td>
<td>44%</td>
<td>19%</td>
<td>12%</td>
<td>8%</td>
<td>4%</td>
<td>5%</td>
<td>5%</td>
<td>3%</td>
</tr>
<tr>
<td>AR</td>
<td>52%</td>
<td>19%</td>
<td>9%</td>
<td>5%</td>
<td>3%</td>
<td>4%</td>
<td>5%</td>
<td>3%</td>
</tr>
<tr>
<td>FA</td>
<td>44%</td>
<td>18%</td>
<td>11%</td>
<td>6%</td>
<td>10%</td>
<td>4%</td>
<td>4%</td>
<td>3%</td>
</tr>
<tr>
<td>ADA HAWK</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Manning Crew</td>
<td>50%</td>
<td>22%</td>
<td>13%</td>
<td>6%</td>
<td>2%</td>
<td>5%</td>
<td>1%</td>
<td>3%</td>
</tr>
<tr>
<td>Normal Duty</td>
<td>51%</td>
<td>13%</td>
<td>13%</td>
<td>6%</td>
<td>3%</td>
<td>7%</td>
<td>3%</td>
<td>6%</td>
</tr>
<tr>
<td>NIKE</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Manning Crew</td>
<td>39%</td>
<td>18%</td>
<td>18%</td>
<td>5%</td>
<td>12%</td>
<td>3%</td>
<td>6%</td>
<td>2%</td>
</tr>
<tr>
<td>Normal Duty</td>
<td>43%</td>
<td>18%</td>
<td>19%</td>
<td>5%</td>
<td>3%</td>
<td>3%</td>
<td>7%</td>
<td>2%</td>
</tr>
<tr>
<td>56th Bde</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>QRA</td>
<td>31%</td>
<td>28%</td>
<td>4%</td>
<td>7%</td>
<td>16%</td>
<td>5%</td>
<td>6%</td>
<td>6%</td>
</tr>
<tr>
<td>Non-QRA</td>
<td>38%</td>
<td>21%</td>
<td>10%</td>
<td>6%</td>
<td>13%</td>
<td>4%</td>
<td>7%</td>
<td>2%</td>
</tr>
<tr>
<td>DIV Combat Engr</td>
<td>34%</td>
<td>18%</td>
<td>12%</td>
<td>13%</td>
<td>3%</td>
<td>8%</td>
<td>6%</td>
<td>8%</td>
</tr>
<tr>
<td>Heavy Combat Engr</td>
<td>45%</td>
<td>14%</td>
<td>16%</td>
<td>12%</td>
<td>3%</td>
<td>6%</td>
<td>3%</td>
<td>3%</td>
</tr>
<tr>
<td>Non-DIV Combat Engr</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Construction</td>
<td>44%</td>
<td>15%</td>
<td>20%</td>
<td>7%</td>
<td>3%</td>
<td>6%</td>
<td>3%</td>
<td>3%</td>
</tr>
<tr>
<td>Combat</td>
<td>49%</td>
<td>14%</td>
<td>15%</td>
<td>8%</td>
<td>3%</td>
<td>5%</td>
<td>4%</td>
<td>4%</td>
</tr>
</tbody>
</table>

Range of Branch Differences

21  15  16  8  14  5  6  6
Figures 5-7 and 10-15 indicate the percentage of time that each branch or subgroup within a branch should be devoting to each of the 15 activities listed on the questionnaire. On these graphs the activities which were previously grouped for presentation are listed individually. ARTEP/GDP mission and maintenance showed the highest percentages of time (range of 19% to 44%) for all branch groups except for non-DIV engineer construction personnel and combat heavy engineer. The highest percentages for these two groups were ARTEP/GDP mission (17%) and other individual training (22%) for non-DIV engineer construction personnel (Figure 6), and other individual training (28%), ARTEP/GDP mission (14%) and maintenance (14%) for combat heavy engineer (Figure 7).

Branch differences for the four mission related variables (Figures 16-19) were highest for ARTEP/GDP mission, other individual training, and crew served weapons. Percentages for ARTEP/GDP mission ranged from 14% for combat heavy engineer to 44% for non-DIV engineer combat personnel (Figure 16). Other individual MOS training ranged from 4% for 56th Brigade and non-DIV combat engineer combat personnel to 28% for combat heavy engineer (Figure 17). Crew served weapons proficiency ranged from 0% for non-DIV combat engineer to 18% for armor respondents (Figure 18). The individual weapons proficiency range was small, from 1% for five of the units to 6% for infantry and non-DIV combat engineer construction personnel (Figure 19).

Few branch differences (1% to 6%) appeared for most of the other activities that were grouped previously—general military knowledge and personal adjustment (Figure 20), interoperability (Figure 21), ceremonies (Figure 22), personal and administrative time (Figure 23), support duties (Figure 24), and other inspections (Figure 25). However, two of these variables, TPI and leave,
did have considerable branch differences. Percentages for TPI ranged from 0% to 13% (Figure 26). Percentages for leave ranged from 1% to 16% (Figure 27).

Figure 28 indicates the mean percentages of all branches combined for the 15 activity items. In agreement with the results for the individual branches, this graph shows that ARTEP/GDP mission, maintenance, and other individual training, with 25%, 18%, and 11% of time respectively, should have more time devoted to them collectively than should be devoted individually or collectively (46%) to the other activities, as judged by respondents.

DISCUSSION OF RESULTS

The estimates of duty time which should be devoted to the various battalion activities, as given by these respondents who were all experienced in battalion operations and training, indicated that the optimal division of time between mission related training and other necessary battalion functions varied with the type of battalion. The percentage of time for mission related training ranged from 31% to 52%. Whether these ratios of time are feasible in an operational setting and whether they will actually optimize the combat readiness of units while fulfilling other unit requirements remains to be determined in future research. In the meantime, these estimates by experienced personnel offer guidelines for incoming commanders and S-3s.
MISSION RELATED TRAINING

MAINTENANCE

PERSONAL/ADMIN/ LEAVE/CEREMONIES

PHYSICAL READINESS TRAINING

INSPECTIONS

GEN MIL KNOWLEDGE/ INTEROPERABILITY

SUPPORT

PERSONAL DEVELOPMENT

PERCENT OF DUTY TIME

FIGURE 1. EIGHT ACTIVITY CATEGORIES
FIGURE 2. THREE MAJOR ACTIVITY CATEGORIES

MISSION RELATED TRAINING

MAINTENANCE

OTHER

PERCENT OF DUTY TIME
INDIVIDUAL WEAPONS PROFICIENCY
CREW SERVED WEAPONS PROFICIENCY
PHYSICAL READINESS TRAINING
GENERAL MILITARY KNOWLEDGE AND PERSONAL ADJUSTMENT
PERSONAL DEVELOPMENT
INTEROPERABILITY
OTHER INDIVIDUAL MOS TRAINING/PROFESSIONAL DEVELOPMENT
ARTEP/GDP MISSION
MAINTENANCE
TPI
OTHER INSPECTIONS
SUPPORT DUTIES
PERSONAL AND ADMINISTRATIVE TIME
LEAVE
CEREMONIES

*Activity percents do not add to 100% due to rounding.

FIGURE 5. AIR DEFENSE ARTILLERY, NIKE
*Activity percents do not add to 100% due to rounding.
INDIVIDUAL WEAPONS PROFICIENCY
CREW SERVED WEAPONS PROFICIENCY
PHYSICAL READINESS TRAINING
GENERAL MILITARY KNOWLEDGE AND PERSONAL ADJUSTMENT
PERSONAL DEVELOPMENT
INTEROPERABILITY
OTHER INDIVIDUAL MOS TRAINING/PROFESSIONAL DEVELOPMENT
ARTEP/GDP MISSION
MAINTENANCE
TPI
OTHER INSPECTIONS
SUPPORT DUTIES
PERSONAL AND ADMINISTRATIVE TIME
LEAVE
CEREMONIES

*Activity percents do not add to 100% due to rounding.

FIGURE 7. COMBAT HEAVY ENGINEER
Figure 8. Maintenance
FIGURE 9. INSPECTIONS

PERCENT OF DUTY TIME

INF
AR
FA
ADA
HAWK
MANNING
NORMAL
NIKE
MANNING
NORMAL
56th BDE
QRA
NON-QRA
DIV COMBAT ENGR
COMBAT HEAVY ENGR
NON-DIV COMBAT ENGR
CONSTRUCTION
COMBAT
INDIVIDUAL WEAPONS PROPICIENCY
CREW SERVED WEAPONS PROPICIENCY
PHYSICAL READINESS TRAINING
GENERAL MILITARY KNOWLEDGE AND PERSONAL ADJUSTMENT
PERSONAL DEVELOPMENT
INTEROPERABILITY
OTHER INDIVIDUAL MOS TRAINING/PROFESSIONAL DEVELOPMENT
ARTEP/GDP MISSION
MAINTENANCE
TPI
OTHER INSPECTIONS
SUPPORT DUTIES
PERSONAL AND ADMINISTRATIVE TIME
LEAVE
CEREMONIES

PERCENT OF DUTY TIME

*Activity percents do not add to 100% due to rounding.

FIGURE 10. 56TH BRIGADE
INDIVIDUAL WEAPONS PROFICIENCY
CREW SERVED WEAPONS PROFICIENCY
PHYSICAL READINESS TRAINING
GENERAL MILITARY KNOWLEDGE AND PERSONAL ADJUSTMENT
PERSONAL DEVELOPMENT
INTEROPERABILITY
OTHER INDIVIDUAL MOS TRAINING/PROFESSIONAL DEVELOPMENT
ARTEP/GDP MISSION
MAINTENANCE
TPI
OTHER INSPECTIONS
SUPPORT DUTIES
PERSONAL AND ADMINISTRATIVE TIME
LEAVE
CEREMONIES

PERCENT OF DUTY TIME*

*Activity percents do not add to 100% due to rounding.

FIGURE 11. FIELD ARTILLERY
INDIVIDUAL WEAPONS PROFICIENCY
CREW SERVED WEAPONS PROFICIENCY
PHYSICAL READINESS TRAINING
GENERAL MILITARY KNOWLEDGE AND PERSONAL ADJUSTMENT
PERSONAL DEVELOPMENT INTEROPERABILITY
OTHER INDIVIDUAL MOS TRAINING/PROFESSIONAL DEVELOPMENT ARTEP/GDP MISSION MAINTENANCE TPI OTHER INSPECTIONS SUPPORT DUTIES PERSONAL AND ADMINISTRATIVE TIME LEAVE CEREMONIES

*Activity percents do not add to 100% due to rounding.

FIGURE 12. AIR DEFENSE ARTILLERY, HAWK
INDIVIDUAL WEAPONS PROFICIENCY
CREW SERVED WEAPONS PROFICIENCY
PHYSICAL READINESS TRAINING
GENERAL MILITARY KNOWLEDGE AND PERSONAL ADJUSTMENT
PERSONAL DEVELOPMENT
INTEROPERABILITY
OTHER INDIVIDUAL MOS TRAINING/PROFESSIONAL DEVELOPMENT
ARTEP/GDP MISSION
MAINTENANCE
TPI
OTHER INSPECTIONS
SUPPORT DUTIES
PERSONAL AND ADMINISTRATIVE TIME
LEAVE
CEREMONIES

*Activity percents do not add to 100% due to rounding.

FIGURE 13. DIVISION COMBAT ENGINEER
*Activity percents do not add to 100% due to rounding.
INDIVIDUAL WEAPONS PROFICIENCY
CREW SERVED WEAPONS PROFICIENCY
PHYSICAL READINESS TRAINING
GENERAL MILITARY KNOWLEDGE AND PERSONAL ADJUSTMENT
PERSONAL DEVELOPMENT
INTEROPERABILITY
OTHER INDIVIDUAL MOS TRAINING/PROFESSIONAL DEVELOPMENT
ARTEP/GDP MISSION MAINTENANCE
TPI
OTHER INSPECTIONS
SUPPORT DUTIES
PERSONAL AND ADMINISTRATIVE TIME
LEAVE
CEREMONIES

PERCENT OF DUTY TIME

FIGURE 15. INFANTRY
FIGURE 16. ARTEP/GDP MISSION
Figure 17. Other Individual MOS Training/Professional Development
FIGURE 18. CREW SERVED WEAPONS PROFICIENCY
Figure 20. General Military Knowledge and Personal Adjustment
FIGURE 21. INTEROPERABILITY
Figure 23. Personal and Administrative Time
Figure 25. Other Inspections
INDIVIDUAL WEAPONS PROFICIENCY  
CREW SERVED WEAPONS PROFICIENCY  
PHYSICAL READINESS TRAINING  
GENERAL MILITARY KNOWLEDGE AND PERSONAL ADJUSTMENT  
PERSONAL DEVELOPMENT  
INTEROPERABILITY  
OTHER INDIVIDUAL MOS TRAINING/PROFESSIONAL DEVELOPMENT  
ARTEP/GDP MISSION  
MAINTENANCE  
TPI  
OTHER INSPECTIONS  
SUPPORT DUTIES  
PERSONAL AND ADMINISTRATIVE TIME  
LEAVE  
CEREMONIES

PERCENT OF DUTY TIME

FIGURE 28. ALL ACTIVITIES AND ALL BRANCHES

*aDoes not include battalions which have none of the activity
APPENDIX QUESTIONNAIRES

SOLDIER ACTIVITIES SURVEY
FOR NON-DIVISION COMBAT ENGINEER BATTALIONS

OBJECTIVE

The purpose of this survey is to establish a baseline estimate of how the soldiers in various types of USAREUR units should be spending their on-duty time so that the unit can best accomplish its various missions.

INSTRUCTIONS

1. Complete the information at the top of the attached page.

2. Using the total duty year as a base (approximately 2000 hours, not including holidays) estimate the average percent of time that soldiers in grade E-1 to E-4 should spend in each of the performance areas listed on the attached pages. Please fill out both activities lists attached. One is designated for combat platoon/company personnel, and the other for construction platoon/company personnel.

3. Use the percent conversion scale listed to aid in translating your estimates to yearly percentages. Total number of hours in the duty base may be adjusted to fit your type unit by changing the hr/yr figures as desired. Percents for week, day/mo,............wk/mo will remain the same.

4. The total of the percentages must equal 100%. Enter percentage figures to the nearest whole number.

5. Indicate how much time should be spent in an activity irrespective of where the activity is conducted. For example, time spent at a major training area would be listed under the activities which account for its major purpose.

*Should means the ideal distribution of the individual's time so that the unit can accomplish its operational and training missions under the SQT/ARTEP concepts in USAREUR, while providing the unit's fair share of support to other requirements and programs, as well as providing for the satisfaction of individual soldier needs.
BACKGROUND INFORMATION

Position(s) of Respondent(s):

ACTIVITIES LIST FOR CONST PLT/CO PERSONNEL

Please read all activities before estimating percentages. Percentages represent the amount of time which should\(^a\) be spent in each activity.

<table>
<thead>
<tr>
<th>Activity Description</th>
<th>Yearly Percentage Conversion Scale</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Individual Weapons Proficiency (Includes M-16, LAW, Cal. 45, etc.)</td>
<td>1 day/quarter = 20 hr/yr = 1%</td>
</tr>
<tr>
<td>2. Physical Readiness Training (Includes PT, On-duty sports, etc.)</td>
<td>1 week = 32 hr/yr = 2%</td>
</tr>
<tr>
<td>3. General Military Knowledge and Personal Adjustment (Includes Mil. Just., RR/EO, CDAAC, etc.)</td>
<td>1 day/mo = 40 hr/yr = 2%</td>
</tr>
<tr>
<td>4. Personal Development (Includes On-duty ed. time, GED, etc.)</td>
<td>1 month = 96 hr/yr = 5%</td>
</tr>
<tr>
<td>5. Interoperability (Includes Language tng., partnership activities, exchange tng.(^b) etc.)</td>
<td>1 day/wk = 165 hr/yr = 8%</td>
</tr>
<tr>
<td>6. Other Individual MOS Training/Professional Development (Includes SQT,(^b) OJT, NCOES, Schools, etc.)</td>
<td>1 wk/mo = 416 hr/yr = 20%</td>
</tr>
<tr>
<td>7. ARTEP Tasks(^c)</td>
<td></td>
</tr>
<tr>
<td>a. GDP Mission (Includes alerts)</td>
<td></td>
</tr>
<tr>
<td>b. Other ARTEP (Includes troop construction projects)</td>
<td></td>
</tr>
</tbody>
</table>

\(^a\)Defined on first page

\(^b\)Those tasks not included in ARTEP

\(^c\)Includes crew served weapons proficiency
<table>
<thead>
<tr>
<th>Item</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maintenance (operation and training)</td>
<td></td>
</tr>
<tr>
<td>TPI</td>
<td></td>
</tr>
<tr>
<td>Other Inspections</td>
<td></td>
</tr>
<tr>
<td>Support Duties (Guard, Details, etc.)</td>
<td></td>
</tr>
<tr>
<td>Personal and Administrative time</td>
<td></td>
</tr>
<tr>
<td>(Includes medical and admin. appts.)</td>
<td></td>
</tr>
<tr>
<td>Leave</td>
<td></td>
</tr>
<tr>
<td>(Includes annual leave, passes, training holidays etc.)</td>
<td></td>
</tr>
<tr>
<td>Ceremonies</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>100 %</strong></td>
</tr>
</tbody>
</table>
BACKGROUND INFORMATION

Position(s) of Respondent(s): ________________________________

ACTIVITIES LIST FOR COMBAT PLT/CO PERSONNEL

Please read all activities before estimating percentages. Percentages represent the amount of time which should\(^a\) be spent in each activity.

**YEARLY PERCENTAGE CONVERSION SCALE**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Conversion Scale</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 day/quarter</td>
<td>32 hr/yr</td>
</tr>
<tr>
<td>1 week</td>
<td>40 hr/yr</td>
</tr>
<tr>
<td>1 day/mo</td>
<td>96 hr/yr</td>
</tr>
<tr>
<td>1 month</td>
<td>165 hr/yr</td>
</tr>
<tr>
<td>1 day/wk</td>
<td>416 hr/yr</td>
</tr>
<tr>
<td>1 wk/mo</td>
<td>480 hr/yr</td>
</tr>
</tbody>
</table>

1. Individual Weapons Proficiency
   (Includes M-16, LAW, Cal. 45, etc.)

2. Physical Readiness Training
   (Includes PT, On-duty sports, etc.)

3. General Military Knowledge and Personal Adjustment
   (Includes Mil. Just., RR/EO, CDAAC, etc.)

4. Personal Development
   (Includes On-duty ed. time, GED, etc.)

5. Interoperability
   (Includes Language tng., partnership activities, exchange tng.\(^b\) etc.)

6. Other Individual MOS Training/Professional Development
   (Includes SQT,\(^b\) OJT, NCOES, Schools, etc.)

7. ARTEP Tasks\(^c\)
   a. GDP Mission (Includes alerts)
   b. Other ARTEP (Includes troop construction projects)

\(^a\)Defined on first page
\(^b\)Those tasks not included in ARTEP
\(^c\)Includes crew served weapons proficiency
<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>8.</td>
<td>Maintenance (operation and training)</td>
</tr>
<tr>
<td>9.</td>
<td>TPI</td>
</tr>
<tr>
<td>10.</td>
<td>Other Inspections</td>
</tr>
<tr>
<td>11.</td>
<td>Support Duties (Guard, Details, etc.)</td>
</tr>
</tbody>
</table>
| 12. | Personal and Administrative time  
(Includes medical and admin. appts.) |
| 13. | Leave  
(Includes annual leave, passes, training holidays etc.) |
| 14. | Ceremonies |
| TOTAL | 100 % |
SOLDIER ACTIVITIES SURVEY
FOR INFANTRY, ARMOR, AND FIELD ARTILLERY BATTALIONS

OBJECTIVE

The purpose of this survey is to establish a baseline estimate of how the soldiers in various types of USAREUR units should be spending their on-duty time so that the unit can best accomplish its various missions.

INSTRUCTIONS

1. Complete the information at the top of the attached page.

2. Using the total duty year as a base (approximately 2000 hours, not including holidays) estimate the average percent of time that soldiers in grade E-1 to E-4 should* spend in each of the performance areas listed on the attached pages.

3. Use the percent conversion scale listed to aid in translating your estimates to yearly percentages. Total number of hours in the duty base may be adjusted to fit your type unit by changing the hr/yr figures as desired. Percents for week, day/mo,.........wk/mo will remain the same.

4. The total of the percentages must equal 100%. Enter percentage figures to the nearest whole number.

5. Indicate how much time should be spent in an activity irrespective of where the activity is conducted. For example time spent at a major training area would be listed under the activities which account for its major purpose.

*Should means the ideal distribution of the individual's time so that the unit can accomplish its operational and training missions under the SQT/ARTEP concepts in USAREUR, while providing the unit's fair share of support to other requirements and programs, as well as providing for the satisfaction of individual soldier needs.
BACKGROUND INFORMATION

Position(s) of Respondent(s): ____________________________

Type Unit: INF AR FA

ACTIVITIES LIST

Please read all activities before estimating percentages. Percentages represent the amount of time which should\(^a\) be spent in each activity.

YEARLY PERCENTAGE CONVERSION SCALE

<table>
<thead>
<tr>
<th>Activity Duration</th>
<th>Annual Hours</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 day/quarter</td>
<td>20 hr/yr</td>
<td>1%</td>
</tr>
<tr>
<td>1 week</td>
<td>32 hr/yr</td>
<td>2%</td>
</tr>
<tr>
<td>1 day/mo</td>
<td>40 hr/yr</td>
<td>2%</td>
</tr>
<tr>
<td>1 month</td>
<td>96 hr/yr</td>
<td>5%</td>
</tr>
<tr>
<td>1 day/wk</td>
<td>165 hr/yr</td>
<td>8%</td>
</tr>
<tr>
<td>1 wk/mo</td>
<td>416 hr/yr</td>
<td>20%</td>
</tr>
<tr>
<td></td>
<td>480 hr/yr</td>
<td>23%</td>
</tr>
</tbody>
</table>

1. Individual Weapons Proficiency
   (Includes M-16, LAW, Cal. 45, etc.) _____________

2. Crew Served Weapons Proficiency
   (Includes TOW, DRAGON, Tank, AD systems, Arty, etc.) _____________

3. Physical Readiness Training
   (Includes PT, On-duty sports, etc.) _____________

4. General Military Knowledge and Personal Adjustment
   (Includes Mil. Just., RR/EO, CDAAC, etc.) _____________

5. Personal Development
   (Includes On-duty ed. time, GED, etc.) _____________

6. Interoperability
   (Includes language tng., partnership activities, exchange tng., etc.) _____________

7. Other Individual MOS Training/Professional Development
   (Includes SQT,\(^b\) OJT, NCOES, Schools, etc.) _____________

\(^a\)Defined on previous page
\(^b\)Those tasks not included in ARTEP

47
<table>
<thead>
<tr>
<th></th>
<th>Description</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>8</td>
<td>ARTEP/TAC EVAL Missions (Includes training and evaluation periods)</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>GDP Mission training (Includes alerts)</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Maintenance (operation and training)</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>TPI</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Other Inspections</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>Support Duties (Guard, details, etc.)</td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>Personal and Administrative time (Includes medical and admin. appts., etc.)</td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>Leave (Includes annual leave, passes, training holidays, etc.)</td>
<td></td>
</tr>
<tr>
<td>16</td>
<td>Ceremonies</td>
<td></td>
</tr>
</tbody>
</table>

**TOTAL** 100 %
OBJECTIVE

The purpose of this survey is to establish a baseline estimate of how the soldiers in various types of USAREUR units should be spending their on-duty time so that the unit can best accomplish its various missions.

INSTRUCTIONS

1. Complete the information at the top of the attached page.

2. Using the total duty year as a base (approximately 3120 hours, not including holidays) estimate the average percent of time that soldiers in grade E-1 to E-4 should spend in each of the performance areas listed on the attached pages. Please fill out both activity lists attached. One is designated for manning crews, and the other for normal duty personnel.

3. Use the percent conversion scale listed to aid in translating your estimates to yearly percentages. Total number of hours in the duty base may be adjusted to fit your type unit by changing the hr/yr figures as desired. Percents for week, day/mo,...........wk/mo will remain the same.

4. The total of the percentages must equal 100%. Enter percentage figures to the nearest whole number.

5. Indicate how much time should be spent in an activity irrespective of where the activity is conducted. For example time spent at a major training area would be listed under the activities which account for its major purpose.

*Should means the ideal distribution of the individual's time so that the unit can accomplish its operational and training missions under the SQT/ARTEM concepts in USAREUR, while providing the unit's fair share of support to other requirements and programs, as well as providing for the satisfaction of individual soldier needs.
BACKGROUND INFORMATION

Position(s) of Respondent(s):

ACTIVITIES LIST FOR MANNING CREWS

Please read all activities before estimating percentages. Percentages represent the amount of time which should\textsuperscript{a} be spent in each activity.

YEARLY PERCENTAGE CONVERSION SCALE

<table>
<thead>
<tr>
<th>Activity</th>
<th>30 hr/yr</th>
<th>48 hr/yr</th>
<th>60 hr/yr</th>
<th>144 hr/yr</th>
<th>260 hr/yr</th>
<th>624 hr/yr</th>
<th>720 hr/yr</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 day/quarter</td>
<td>1%</td>
<td>2%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 week</td>
<td>2%</td>
<td></td>
<td>2%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 day/mo</td>
<td>5%</td>
<td></td>
<td></td>
<td>5%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 month</td>
<td>8%</td>
<td></td>
<td></td>
<td></td>
<td>8%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 day/wk</td>
<td>20%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>20%</td>
<td></td>
</tr>
<tr>
<td>1 wk/mo</td>
<td>23%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>23%</td>
</tr>
</tbody>
</table>

1. Individual Weapons Proficiency
   (Includes M16, LAW, Cal. 45, etc.)

2. Crew Served Weapons Proficiency
   (Includes TOW, DRAGON, Tank, AD systems, Arty, etc.)

3. Physical Readiness Training
   (Includes PT, On-duty sports, etc.)

4. General Military Knowledge and Personal Adjustment
   (Includes Mil. Just., RR/EO, CDAAC, etc.)

5. Personal Development
   (Includes On-duty ed. time, GED, etc.)

6. Interoperability
   (Includes language tng., partnership activities, exchange tng., etc.)

7. Other Individual MOS Training/Professional Development
   (Includes SQT,\textsuperscript{b} OJT, NCOES, Schools, etc.)

\textsuperscript{a}As defined on first page
\textsuperscript{b}These tasks not included in \#8 and \#9
8. ARTEP/TAC EVAL/ORE Missions  
   (Includes training and evaluation periods)
9. GDP Mission training  
   (Includes alerts)
10. Maintenance (operation and training)
11. TPI
12. Other Inspections
13. Support Duties (Guard, details, etc.)
14. Personal and Administrative time  
   (Includes medical and admin. appts., etc.)
15. Leave  
   (Includes annual leave, passes, training holidays, etc.)
16. Ceremonies

TOTAL 100
ACTIVITIES LIST FOR NORMAL DUTY PERSONNEL

Please read all activities before estimating percentages. Percentages represent the amount of time which should\textsuperscript{a} be spent in each activity.

YEARELY PERCENTAGE CONVERSION SCALE

<table>
<thead>
<tr>
<th>Time Period</th>
<th>Hours per Year</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 day/quarter</td>
<td>30 hr/yr</td>
<td>1%</td>
</tr>
<tr>
<td>1 week</td>
<td>48 hr/yr</td>
<td>2%</td>
</tr>
<tr>
<td>1 day/mo</td>
<td>60 hr/yr</td>
<td>2%</td>
</tr>
<tr>
<td>1 month</td>
<td>144 hr/yr</td>
<td>5%</td>
</tr>
<tr>
<td>1 day/wk</td>
<td>260 hr/yr</td>
<td>8%</td>
</tr>
<tr>
<td>1 wk/mo</td>
<td>624 hr/yr</td>
<td>20%</td>
</tr>
<tr>
<td></td>
<td>720 hr/yr</td>
<td>23%</td>
</tr>
</tbody>
</table>

1. Individual Weapons Proficiency  
   (Includes M-16, LAW, Cal. 45, etc.)

2. Crew Served Weapons Proficiency  
   (Includes TOW, DRAGON, Tank, AD systems, Arty, etc.)

3. Physical Readiness Training  
   (Includes PT, On-duty sports, etc.)

4. General Military Knowledge and Personal Adjustment  
   (Includes Mil. Just., RR/EO, CDAAC, etc.)

5. Personal Development  
   (Includes On-duty ed. time, GED, etc.)

6. Interoperability  
   (Includes language tng., partnership activities, exchange tng., etc.)

7. Other Individual MOS Training/Professional Development  
   (Includes SQT, OJT, NCOES, Schools, etc.)

8. ARTEP/TAC EVAL/ORE Missions  
   (Includes training and evaluation periods)

9. GDP Mission training  
   (Includes alerts)

\textsuperscript{a}As defined on first page
\textsuperscript{b}These tasks not included in \#8 and \#9
<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>10.</td>
<td>Maintenance (operation and training)</td>
</tr>
<tr>
<td>11.</td>
<td>TPI</td>
</tr>
<tr>
<td>12.</td>
<td>Other Inspections</td>
</tr>
<tr>
<td>13.</td>
<td>Support Duties (Guard, details, etc.)</td>
</tr>
<tr>
<td>14.</td>
<td>Personal and Administrative time</td>
</tr>
<tr>
<td></td>
<td>(Includes medical and admin. appts., etc.)</td>
</tr>
<tr>
<td>15.</td>
<td>Leave</td>
</tr>
<tr>
<td></td>
<td>(Includes annual leave, passes, training holidays, etc.)</td>
</tr>
<tr>
<td>16.</td>
<td>Ceremonies</td>
</tr>
<tr>
<td></td>
<td>TOTAL</td>
</tr>
</tbody>
</table>

53
SOLDIER ACTIVITIES SURVEY
FOR COMBAT HEAVY ENGINEER BATTALIONS

OBJECTIVE

The purpose of this survey is to establish a baseline estimate of how the soldiers in various types of USAREUR units should be spending their on-duty time so that the unit can best accomplish its various missions.

INSTRUCTIONS

1. Complete the information at the top of the attached page.

2. Using the total duty year as a base (approximately 2000 hours, not including holidays) estimate the average percent of time that soldiers in grade E-1 to E-4 should* spend in each of the performance areas listed on the attached pages.

3. Use the percent conversion scale listed to aid in translating your estimates to yearly percentages. Total number of hours in the duty base may be adjusted to fit your type unit by changing the hr/yr figures as desired. Percents for week, day/mo,.............wk/mo will remain the same.

4. The total of the percentages must equal 100%. Enter percentage figures to the nearest whole number.

5. Indicate how much time should be spent in an activity irrespective of where the activity is conducted. For example time spent at a major training area would be listed under the activities which account for its major purpose.

*Should means the ideal distribution of the individual's time so that the unit can accomplish its operational and training missions under the SQT/ARTEP concepts in USAREUR, while providing the unit's fair share of support to other requirements and programs, as well as providing for the satisfaction of individual soldier needs.
BACKGROUND INFORMATION

Positions(s) of Respondent(s):

YEARNLY PERCENTAGE CONVERSION SCALE

<table>
<thead>
<tr>
<th>Activity</th>
<th>20 hr/yr</th>
<th>32 hr/yr</th>
<th>40 hr/yr</th>
<th>96 hr/yr</th>
<th>165 hr/yr</th>
<th>416 hr/yr</th>
<th>480 hr/yr</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 day/quarter</td>
<td>1%</td>
<td>2%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 week</td>
<td>2%</td>
<td></td>
<td>8%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 day/mo</td>
<td>2%</td>
<td></td>
<td></td>
<td>20%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 month</td>
<td>8%</td>
<td></td>
<td></td>
<td></td>
<td>55%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 day/wk</td>
<td>20%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>23%</td>
<td></td>
</tr>
<tr>
<td>1 wk/mo</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>7%</td>
</tr>
</tbody>
</table>

ACTIVITIES LIST

Please read all activities before estimating percentages. Percentages represent the amount of time which should be spent in each activity.

1. Individual Weapons Proficiency
   (Includes M-16, LAW, Cal. 45, etc.)

2. Crew Served Weapons Proficiency
   (Includes TOW, DRAGON, Tank, AD systems, Arty, etc.)

3. Physical Readiness Training
   (Includes PT, On-duty sports, etc.)

4. General Military Knowledge and Personal Adjustment
   (Includes Mil. Just., RR/EO, CDAAC, etc.)

5. Personal Development
   (Includes On-duty ed. time, GED, etc.)

6. Interoperability
   (Includes language tng., partnership activities, exchange tng., etc.)

7. Other Individual MOS Training/Professional Development
   (Includes SQT, OJT, NCOES, schools, construction, etc.)

8. ARTEP/TAC EVAL/Bridge tng.
   (Includes general combat training and evaluation periods)

*Defined on previous page*
9. GDP Mission Training
   (Includes alerts)
10. Maintenance
    (Operation and Training)
11. TPI
12. Other Inspections
13. Support Duties
    (Guard, details, etc.)
14. Personal and Administrative time
    (Includes medical and admin. appts., etc.)
15. Leave
    (Includes annual leave, passes, training holidays, etc.)
16. Ceremonies

TOTAL 100 %
SOLDIER ACTIVITIES SURVEY
FOR DIVISION COMBAT ENGINEER BATTALIONS

OBJECTIVE

The purpose of this survey is to establish a baseline estimate of how the soldiers in various types of USAREUR units should be spending their on-duty time so that the unit can best accomplish its various mission.

INSTRUCTIONS

1. Complete the information at the top of the attached page.

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BACKGROUND INFORMATION

Position(s) of Respondent(s): ________________________________

YEARNLY PERCENTAGE CONVERSION SCALE

<table>
<thead>
<tr>
<th>Activity</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 day/quarter</td>
<td>20 hr/yr</td>
</tr>
<tr>
<td>1 week</td>
<td>40 hr/yr</td>
</tr>
<tr>
<td>1 day/mo</td>
<td>96 hr/yr</td>
</tr>
<tr>
<td>1 month</td>
<td>165 hr/yr</td>
</tr>
<tr>
<td>1 day/wk</td>
<td>416 hr/yr</td>
</tr>
<tr>
<td>1 wk/mo</td>
<td>480 hr/yr</td>
</tr>
</tbody>
</table>

ACTIVITIES LIST

Please read all activities before estimating percentages. Percentages represent the amount of time which should be spent in each activity.

1. Individual Weapons Proficiency
   (Includes M-16, LAW, Cal. 45, etc.)

2. Crew Served Weapons Proficiency
   (Includes TOW, DRAGON, Tank, AD systems, Arty, etc.)

3. Physical Readiness Training
   (Includes PT, On-duty sports, etc.)

4. General Military Knowledge and Personal Adjustment
   (Includes Mil Just., RR/EO, CDAAC, etc.)

5. Personal Development
   (Includes On-duty ed. time, GED, etc.)

6. Interoperability
   (Includes language tng., partnership activities, exchange tng., etc.)

7. Other Individual MOS Training/Professional Development
   (Includes SQT, OJT, NCOES, Schools, etc.)

*Defined on previous page.
8. Direct Mission Training
   a. ARTEP Tasks
   b. GDP Practices
      (Includes alerts, terrain walks, etc.)

9. Maintenance
   (Includes vehicular/crew, personal weapons/gear)

10. TPI

11. Other Inspections

12. Support Duties
    (Guard and details, etc.)

13. Personal and Administrative Time
    (Includes medical and admin. appts., etc.)

14. Leave
    (Includes annual leave, passes, training holidays, etc.)

15. Ceremonies

   TOTAL 100
SOLDIER ACTIVITIES SURVEY
FOR 56th BDE

OBJECTIVE

The purpose of this survey is to establish a baseline estimate of how the soldiers in various types of USAREUR units should be spending their on-duty times so that the unit can best accomplish its various missions.

Since your unit spends approximately 1/4 of its time in QRA, two activity lists are attached. One is for the activities of artillery crewmen during QRA, and the other is for the activities of artillery crewmen during all other time periods. Please fill out both lists, making the percents on each list add to 100%.

INSTRUCTIONS

1. Complete the information at the top of the attached page.

2. Using the total duty year as a base (approximately 2000 hours, not including holidays) estimate the average percent of time that soldiers in grade E-1 to E-4 should* spend in each of the performance areas listed on the attached pages.

3. Use the percent conversion scale listed to aid in translating your estimates to yearly percentages. Total number of hours in the duty base may be adjusted to fit your type unit by changing the hr/yr figures as desired. Percents for week, day/mo............wk/mo will remain the same.

4. The total of the percentages must equal 100%. Enter percentages figures to the nearest whole number.

5. Indicate how much time should be spent in an activity irrespective of where the activity is conducted. For example time spent at a major training area would be listed under the activities which account for its major purpose.

*Should means the ideal distribution of the individual's time so that the unit can accomplish its operational and training missions under the SQT/ARTEM concepts in USAREUR, while providing the unit's fair share of support to other requirements and programs, as well as providing for the satisfaction of individual soldier needs.
BACKGROUND INFORMATION

Position(s) of Respondent(s):

ACTIVITIES LIST FOR QRA TIME PERIODS

Please read all activities before estimating percentages. Percentages represent the amount of time which should be spent in each activity.

YEARLY PERCENTAGE CONVERSION SCALE

<table>
<thead>
<tr>
<th>Activity</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>20 hr/yr</td>
<td>1%</td>
</tr>
<tr>
<td>32 hr/yr</td>
<td>2%</td>
</tr>
<tr>
<td>40 hr/yr</td>
<td>2%</td>
</tr>
<tr>
<td>96 hr/yr</td>
<td>5%</td>
</tr>
<tr>
<td>165 hr/yr</td>
<td>8%</td>
</tr>
<tr>
<td>416 hr/yr</td>
<td>20%</td>
</tr>
<tr>
<td>480 hr/yr</td>
<td>23%</td>
</tr>
</tbody>
</table>

1. Individual Weapons Proficiency
   (Includes M-16, LAW, Cal. 45, etc.)

2. Crew Serves Weapons Proficiencyb
   (Includes TOW, DRAGON, Tank, AD systems, Arty, etc.)

3. Physical Readiness Training
   (Includes Pt, On-duty sports, etc.)

4. General Military Knowledge and Personal Adjustment
   (Includes Mil. Just., RR/EO, CDAAC, etc.)

5. Personal Development
   (Includes On-duty ed. time, GED, etc.)

6. Interoperability
   (Includes language tng., partnership activities and exchange tng., etc.)

7. Other Individual MOS Training/Professional Development
   (Includes SQT, OJT, NCOES, schools, etc.)

8. ARTEP/TAC EVAL Missions
   (Includes training and evaluation periods)

aDefined on first page
bThose tasks not included in items 7, 8 and 10.
<table>
<thead>
<tr>
<th>No.</th>
<th>Description</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>9.</td>
<td>Mission training</td>
<td></td>
</tr>
<tr>
<td>10.</td>
<td>Maintenance (Operation and Training)</td>
<td></td>
</tr>
<tr>
<td>11.</td>
<td>TPI</td>
<td></td>
</tr>
<tr>
<td>12.</td>
<td>Other Inspections</td>
<td></td>
</tr>
<tr>
<td>13.</td>
<td>Support Duties</td>
<td></td>
</tr>
<tr>
<td></td>
<td>(Guard, details, etc.)</td>
<td></td>
</tr>
<tr>
<td>14.</td>
<td>Personal and Administrative time</td>
<td></td>
</tr>
<tr>
<td></td>
<td>(Includes medical and admin. appts., etc.)</td>
<td></td>
</tr>
<tr>
<td>15.</td>
<td>Leave</td>
<td></td>
</tr>
<tr>
<td></td>
<td>(Includes annual leave, passes, training holidays, etc.)</td>
<td></td>
</tr>
<tr>
<td>16.</td>
<td>Ceremonies</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>
ACTIVITIES LIST FOR OTHER (NON-QRA) TIME PERIOD

Please read all activities before estimating percentages. Percentages represent the amount of time which should be spent in each activity.

YEARLY PERCENTAGE CONVERSION SCALE

<table>
<thead>
<tr>
<th>Time Period</th>
<th>20 hr/yr</th>
<th>1%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 day/quarter</td>
<td>32 hr/yr</td>
<td>2%</td>
</tr>
<tr>
<td>1 week</td>
<td>40 hr/yr</td>
<td>2%</td>
</tr>
<tr>
<td>1 day/mo</td>
<td>96 hr/yr</td>
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<td>20%</td>
</tr>
<tr>
<td>1 wk/mo</td>
<td>480 hr/yr</td>
<td>23%</td>
</tr>
</tbody>
</table>

1. Individual Weapons Proficiency
   (Includes M-16, LAW, Cal. 45, etc.)

2. Crew Served Weapons Proficiency+
   (Includes TOW, DRAGON, Tank, AD systems, Arty, etc.)

3. Physical Readiness Training
   (Includes PT, On-duty sports, etc.)

4. General Military Knowledge and Personal Adjustment
   (Includes Mil. Just., RR/EO, CDAAC, etc.)

5. Personal Development
   (Includes On-duty ed. time, GED, etc.)

6. Interoperability
   (Includes language tng., exchange tng., partnership tng., etc.)

7. Other individual MOS Training/Professional Development
   (Includes SQT, OJT, NCOES, Schools, etc.)

8. ARTEP/TAC EVAL Missions
   (Includes training and evaluation periods)

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*Defined on first page
+Those tasks not included in 7, 8 and 10
9. Mission training  
   (Includes alerts)  

10. Maintenance  
    (Operation and training)  

11. TPI  

12. Other inspections  

13. Support Duties  
    (Guard and details, etc.)  

14. Personal and Administrative time  
    (Includes medical and admin, appts., etc.)  

15. Leave  
    (Includes annual leave, passes, training holidays, etc.)  

16. Ceremonies

TOTAL 100 %