

Research Note 82-5

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EVALUATION OF DATA ELEMENTS FOR TRAINING INFORMATION  
FEEDBACK SYSTEM IN CONTEXT OF POST-CGSC ASSIGNMENTS

Matthew R. Wallis, Arthur L. Korotkin,  
and

Joanne C. Marshall-Mies  
The Institute for Behavioral Research

MANPOWER AND PERSONNEL RESEARCH LABORATORY



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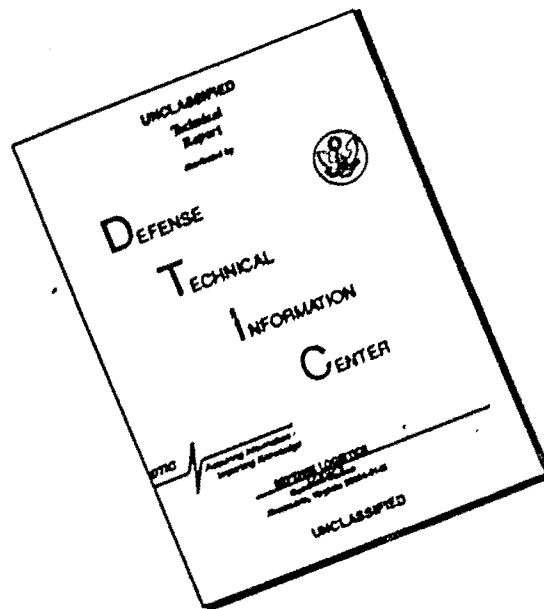
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20. ABSTRACT (Continue on reverse side if necessary and identify by block number) The key objective of this research was to create and evaluate a methodology for developing data elements capable of providing objective feedback from the field to define the structure and direction of a professional self-development program for field grade officers. The research exploited data bases and research results obtained in both the development of duty modules and a training informa- tion feedback system (TIFS) for junior officers.		

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An exploratory investigation was also conducted to create a methodology for the identification of soft skills related to specific Command and General Staff College (CGSC) curriculum content.

Part I reports on the feasibility of collecting job survey data by mail response for use in clustering related tasks into job components which have essentially the same meaning in each assignment in which they are components. From these job components applicable to 20 salient assignments for officers in the 7 to 9 years following graduation from the CGSC (or their non-graduate peers), job component certification instruments (JCCI) were developed capable of defining, measuring and tracking the assignments of incumbents. Procedures for development of all required sequential steps in the creation of data elements and in their application to a TIFS for field grade officers are presented in this report.

Part II reports on the results of examining Officer Personnel Management System specialty #48, Foreign Area Officer, utilization of sub-course #771, "Low Intensity Conflict" in the performance of their duties involving "soft skills." Of the 32 learning objectives for the sub-course, 22 were rated by survey respondents as requiring a skill level of moderate or above in order to effectively carry out their FAO assignment duties. The remaining 10 learning objectives were illuminated for examination by curriculum designers to determine whether they should be retained, changed or dropped from the sub-course

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## INTRODUCTION

Department of the Army Contract DAHC 19-78-C-0026, titled "Evaluation of Data Elements for Training Information Feedback System in Context of Post-CGSC Assignments," dated March 15, 1978, with modifications was issued by the U.S. Army Research Institute for the Behavioral and Social Sciences to Richard A. Gibboney Associates. Reports on an exploratory investigation to create a methodology for the identification of "soft skills" -- those intergrating characteristics beyond hard knowledge which are indirectly recognizable through quality of task or duty accomplishment, and while not qualitatively measurable, can be reflected back to identified training needs.

Part I contains a report on the development of instrumentation for the collection of job survey data by mail response from selected incumbents and techniques for the evaluation of the criticality of task clusters relative to total assignment requirements as viewed by incumbents. Both rationale and an approach for a validation of Job Component Certification Instruments (JCCI) developed from survey data to define, measure and track assignments of incumbents are included. This research draws heavily on earlier work performed for ARI in the development of Duty Modules. The Duty Module is a product of a procedure for representing clusters of tasks which go together statistically and logically so that jobs can be represented in a more specific manner than an MOS and with greater simplicity than task descriptions. Duty Modules covering five Army branches have been developed for officers to date.

Under Contract No. DAHC-19-76-C-0046 a mechanism was developed for providing objective feedback from the field regarding the adequacy of training in Army Service Schools. The Armor School provided the vehicle for conducting this earlier research with graduates of the Basic and Advanced Officer Courses serving as respondents. Performance Certification Components (PCC) based on Duty Module data were developed in the course of this research.

In its continuing efforts to decrease the emphasis on formal school training and place greater reliance on directed self-paced professional development the Army seeks a means of determining which skills and subject matter should be taught in its schools and which can be taught in correspondence courses and on-the-job training. The creation of a Training Information Feedback System (TIFS) to guide training planners in making decisions as to what, where and how material is to be taught is one avenue being explored.

The objective of this research in support of the Army's professional development program is the creation of a methodology for the definition, development and evaluation of data elements reflecting the subject matter dimensions of assignments which meet criteria of criticality, observability and scorability as components of certified competence. The methodology must identify the dimensions and create the data elements of professional requirements of the most salient post-CGSC assignments dichotomized between resident graduates and non-graduates. The utility of these data elements will be evaluated to define the content of the CGSC-level programs, to construct post-CGSC self-study materials and to create objective certification standards. The data elements must also assist the individual officer to identify his professional needs and to monitor his progress schedule. Finally, they must also be of use to career managers and superior officers in making appropriate assignment decisions.

Part II contains a report on the exploratory investigation to create a methodology for the identification of "soft-skills" -- those integrating characteristics beyond hard knowledge which are indirectly recognizable through quality of task or duty accomplishment, and while not qualitatively measurable, can be reflected back to identified training needs.

The curriculum for the 1978-1979 regular course at the Army Command and General Staff College was examined in consultation with members of the staff and faculty of the college concerned with curriculum analysis and design. Two courses were selected for further study as possible vehicles for this research--Course 5: "Strategic Studies" and Course 7: "Joint, Combined, and Special Operations." Within Course 7, Sub-course P771--"Low-Intensity Conflict"--was singled out by the staff and faculty conference representative as being of special interest in the "soft-skill" area. This sub-course was to be increased from 33 to 49 hours in college year 1979-1980. Following a detailed study by the research staff of the syllabus for "Low-Intensity Conflict" it was agreed between the COTR and the chief investigator that this sub-course would provide the vehicle for this portion of the research effort and that the Officer Personnel Management System (OPMS) specialty 48, Foreign Area Officer, would provide the pool of incumbents from which the survey sample would be selected.

## PART I PROCEDURE

### Sample Selection

In cooperation with the Contracting Officer's Representative (COR) it was agreed that the target sample would be selected from among officers who had graduated from the resident course at CGSC in the classes of 1968, 1969, and 1970 and their non-graduate peers. The justification for selecting this group was that it would include officers in their seventh to ninth year following graduation. Graduates of later classes would not have had as many assignment experiences and graduates of earlier classes would include many who had either attended a Senior Service College or retired. The non-graduate peer sample possessed the same Basic Year Date of Entry as those who made up the largest representation in the CGSC classes of 68, 69, and 70. Thus, the two sub-samples were composed of officers with approximately the same length of service and about the same age but who differed in that one sub-sample had attended the resident course at CGSC\* and the other had not.

The COR made machine print-outs available to the contractor which listed the Social Security Number (SSN), Officer Personnel Management System (OPMS) specialty code and alternate specialty code and the salient assignments filled by the potential survey sample since graduation or the equivalent period for non-graduates. An analysis was made of the frequency distributions of the OPMS specialties held by graduates and those held by non-graduates in order to narrow the two sub-samples to a total of twenty OPMS specialties. The number of graduates and non-graduates in each of the forty-six OPMS specialties is shown at Figure #1.

In order to select the ten OPMS specialties most peculiar to either graduates or non-graduates, the specialties were rank ordered as to frequency of occurrence among each sub-sample. Figure #2 portrays the results of rank order analysis. The rank order of difference between graduates and non-graduates in each of the forty-six OPMS specialties was then computed and is shown in Figure #3. At this point those specialties which met the following criteria were eliminated from further consideration in selecting the approximately ten salient assignments identified for each sub-sample based on density and differentiation in frequency.

- a. Less than six potential total sample members in specialty.
- b. Less than 2 difference in rank order between sub-samples.
- c. Density ratio not approximately 2 to 1 in same direction as rank order of difference.

\* Officers who had received equivalent credit by attending a comparable course at another service school were included.

**Figure 1**  
**Number of Officers In Each OPMS Specialty**

<u>OPMS Specialty Code</u>	<u>No. of CGSC Graduates Having this Specialty as Primary or Alternate</u>	<u>No. of Non-Graduates Having this Specialty as Primary or Alternate</u>
11	60	35
12	28	16
13	34	27
14	10	12
15	16	13
-----		
21	39	37
25	15	6
26	3	6
27	3	7
28	2	5
-----		
31	7	9
35	10	16
36	5	7
37	0	5
41	28	25
-----		
42	7	10
43	0	1
44	2	8
45	3	7
46	2	4
-----		
47	20	16
48	15	15
49	7	4
51	21	13
52	5	1
-----		
53	3	9
54	32	27
70	16	9
71	6	10
72	3	2
-----		
73	0	4
74	3	4
75	3	9
76	1	2
77	2	1
-----		
81	1	2
82	1	1
83	1	5
86	0	3
87	0	1
-----		
88	0	1
91	6	14
92	20	42
93	1	11
95	7	7
97	3	14
-----		
	451 Usable *	483 Usable *

\* Some professional specialties such as JAG, Surgeon, and Chaplain were on machine print-outs but were not considered for this research.

Figure 2  
Rank Order of OPMS Specialties Among Potential Survey Sample

<u>OPMS Specialty Code</u>	<u>Rank Order of Frequency Among CGSC Graduates</u>	<u>Rank Order of Frequency Among Non-Graduates</u>
11	1	3
12	5.5	8
13	3	4.5
14	14.5	15
15	10.5	13.5
<hr/>		
21	2	2
25	12.5	28
26	27.5	28.5
27	25	25.5
28	33.5	31
<hr/>		
31	17.5	20.5
35	14.5	8
36	22	25.5
37	43.5	31
41	5.5	6
<hr/>		
42	17.5	17.5
43	43.5	43.5
44	28	23
45	25	25.5
46	33.5	34.5
<hr/>		
47	8.5	8
48	12.5	10
49	17.5	29
51	7	13.5
52	22.5	43.5
<hr/>		
53	25	20.5
54	4	4.5
70	10.5	20.5
71	20.5	17.5
72	27.5	39
<hr/>		
73	43.5	34.5
74	27.5	34.5
75	27.5	20.5
76	38	39
77	33.5	43.5
<hr/>		
81	38	39
82	38	43.5
83	38	31
86	43.5	37
87	43.5	43.5
<hr/>		
88	43.5	43.5
91	20.5	11.5
92	8.5	1
93	38	16
95	17.5	25.5
97	25	11.5

Figure 3

Difference in Rank Order of Frequency Between Graduates  
and Non-Graduates for OPMS Specialties

OPMS Specialty Code	No. of Officers in Sub-Sample with this OPMS Specialty		Rank Order of Frequency Among Sub-Samples with this OPMS Specialty		Difference* in Rank Order between Sub-Samples
	Graduate	Non-Graduate	Graduate	Non-Graduate	
11	60	35	1	3	+ 2
12	28	16	5.5	8	+ 2.5
13	34	27	3	4.5	+ 1.5
14	10	12	14.5	15	+ 0.5
15	16	13	10.5	13.5	+ 3
<hr/>					
21	39	37	2	2	0
25	15	6	12.5	28.5	+16
26	3	6	27.5	28.5	+ 1
27	3	7	27.5	25.5	- 2
28	2	5	33.5	31	- 2.5
<hr/>					
31	7	9	17.5	20.5	+ 3
35	10	16	14.5	8	- 6.5
36	5	7	22.5	25.5	+ 3
37	0	5	43.5	31	-12.5
41	28	25	5.5	6	+ 0.5
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42	7	10	17.5	17.5	0
43	0	1	43.5	43.5	0
44	2	8	33.5	23	-10.5
45	3	7	27.5	25.5	- 2
46	2	4	33.5	34.5	+ 1
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47	20	16	8.5	8	- 0.5
48	15	15	12.5	10	- 2.5
49	7	4	17.5	34.5	+17
51	21	13	7	13.5	+ 6.5
52	5	1	22.5	43.5	+21
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53	3	9	27.5	20.5	- 7
54	32	27	4	4.5	+ 0.5
70	16	9	10.5	20.5	+10
71	6	10	20.5	17.5	- 3
72	3	2	27.5	39	+11.5
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73	0	4	43.5	34.5	- 9
74	3	4	27.5	34.5	+ 7
75	3	9	27.5	20.5	- 7
76	1	2	38	39	+ 1
77	2	1	33.5	43.5	+10
<hr/>					
81	1	2	38	39	+ 1
82	1	1	38	43.5	5.5
83	1	5	38	31	- 7
86	0	3	43.5	37	- 6.5
87	0	1	43.5	43.5	0
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88	0	1	43.5	43.5	0
91	6	14	20.5	11.5	- 9
92	20	42	8.5	1	- 7.5
93	1	11	38	16	-22
95	7	7	17.5	25.5	+ 8
97	3	14	27.5	11.5	-16

\* + indicates rank order is higher among graduates.  
 - indicates rank order is higher among non-graduates.

The chart at Figure #4 shows which specialties were retained and which were dropped from further consideration and why.

An examination of Figure #4 reveals that only seven of the twenty retained specialties have a rank order difference in favor of CGSC graduates while thirteen favor non-graduates. In coordination with the COR a decision was made to drop six of the specialties in which non-graduates had a higher rank order and retain only seven to match against the seven in which graduates had a higher rank order of 2 or more. In order to both increase the number of OPMS specialties for investigation to twenty and retain the balance between those weighted on the side of CGSC graduates and those weighted on the side of non-graduates it was decided to add the six specialties which were most neutral in rank order of difference and which had sufficient potential survey respondents for including in the investigation. Thus the list of specialties selected for the project included seven in which the rank order of difference was highest for non-graduates, seven in which the rank order of difference was highest for graduates and six in which there was virtually no difference in rank order. The OPMS specialties and their rank orders of difference recomputed for this group alone are at Figure #5 together with the Chi squares for the groups.

The next step in selecting "twenty salient assignments filled by graduates and non-graduates in the seven to nine years following graduation" was to examine the machine rosters to determine the specific assignments of the officers with the twenty OPMS specialties already selected for investigation. Salient assignments with the highest densities in each of the specialties were selected for detailed analysis in order to develop instrumentation for the collection of job survey data by mail response. The OPMS specialties and the salient assignments within the specialties with the greatest frequencies are shown in Figure #6.

The machine roster identification numbers of the 381 officers serving in these twenty salient assignments were used to identify the officers by name and to secure their mailing addresses. Approximately half (132) of the available survey sample, not to exceed seven in each of the twenty salient assignments, was chosen to participate in a survey by mail to collect job survey data. No more than half of the available sample in any salient assignment was used for this purpose in order to retain an independent sample for verification of the data collected. The available sample was reduced somewhat due to retirements and personnel being in transit or without a current mailing address on the machine records. Of the 132 survey instruments mailed out, fifty-one were returned by respondents.

Figure 4

Tentatively Retained OPMS Specialties

OPMS Specialty Code	No. of Officers in Sub-Samples with this OPMS Specialty		Rank Order of Frequency Among Sub-Samples with this OPMS Specialty		Difference* in Rank Order between Sub-Samples
	Graduates	Non-Graduates	Graduates	Non-Graduates	
11	60	35	1	3	+ 2
12	28	16	5.5	8	+ 2.5
25	15	6	12.5	28.5	+16
27	3	7	27.5	25.5	- 2
28	2	5	33.5	31	- 2.5
<hr/>					
35	10	16	14.5	8	- 6.5
44	2	8	33.5	23	-10.5
45	3	7	27.5	25.5	- 2
49	7	4	17.5	34.5	+17
51	21	13	7	13.5	+ 6.5
<hr/>					
52	5	1	22.5	43.5	+21
53	3	9	27.5	20.5	- 7
70	16	9	10.5	20.5	+10
71	6	10	20.5	17.5	- 3
75	3	9	27.5	20.5	- 7
<hr/>					
83	1	5	38	31	- 7
91	6	14	20.5	11.5	- 9
92	20	42	8.5	1	- 7.5
93	1	11	38	16	-22
97	3	14	27.5	11.5	-16

Tentatively Dropped OPMS Specialties

13	34	27	3	4.5	+ 1.5 <sup>1</sup>
14	10 <sup>3</sup>	12	14.5	15	+ 0.5 <sup>1</sup>
15	16 <sup>3</sup>	13	10.5	13.5	+ 3
21	39 <sup>3</sup>	37	2	2	0 <sup>1</sup>
26	3	6	27.5	28.5	+ 1 <sup>1</sup>
<hr/>					
31	7 <sup>3</sup>	9	17.5	20.5	+ 3
36	5 <sup>3</sup>	7	22.5	25.5	+ 3
37	0 <sup>2</sup>	5	43.5	31	-12.5
41	28 <sup>3</sup>	25	5.5	6	+ 0.5 <sup>1</sup>
42	7 <sup>3</sup>	10	17.5	17.5	0 <sup>1</sup>
<hr/>					
43	0 <sup>2</sup>	1	43.5	43.5	0 <sup>1</sup>
46	2 <sup>3</sup>	4	33.5	34.5	+ 1 <sup>1</sup>
47	20 <sup>3</sup>	16	8.5	8	- 0.5 <sup>1</sup>
48	15 <sup>3</sup>	15	12.5	10	- 2.5
54	32 <sup>3</sup>	27	4	4.5	+ 0.5 <sup>1</sup>
<hr/>					
72	3 <sup>2</sup>	2	27.5	39	+11.5
73	0 <sup>2</sup>	4	43.5	34.5	- 9
74	3 <sup>3</sup>	4	27.5	34.5	+ 7
76	1 <sup>2</sup>	2	38	39	+ 1 <sup>1</sup>
77	2 <sup>2</sup>	1	33.5	43.5	+10
<hr/>					
81	1 <sup>2</sup>	2	38	39	+ 1 <sup>1</sup>
82	1 <sup>2</sup>	1	38	43.5	5.5
86	0 <sup>2</sup>	3	43.5	37	- 6.5
87	0 <sup>2</sup>	1	43.5	43.5	0 <sup>1</sup>
88	0 <sup>2</sup>	1	43.5	43.5	0 <sup>1</sup>
95	7 <sup>3</sup>	7	17.5	25.5	+ 8

Notes: <sup>1</sup> Dropped because Rank Order of Difference was less than 2.<sup>2</sup> Dropped because total potentially available sample was less than 6.<sup>3</sup> Density ratio does not approximate 2 to 1 in same direction as rank order of difference.

\* + indicates rank order is higher among graduates.

- indicates rank order is higher among non-graduates.

Figure 5  
Final List of OPMS Specialties to be Investigated

OPMS Specialty Code	No. of Officers in Sub-Samples With This OPMS Specialty		Rank Order of Frequency Among Sub-Samples With This OPMS Specialty		Difference in Rank Order Between Sub-Samples	
	Graduates	Non-Graduates	Graduates	Non-Graduates	"D"	"D" <sup>2</sup>
11	60	35	1	2	+1	1
12	28	16	2	3.5	+1.5	2.25
25	15	6	6	12	+6	36
49	7	4	8	13	+5	25
51	21	13	3	7	+4	16
52	5	1	10	14	+4	16
70	16	9	5	9.5	+4.5	20.25
35	10	16	7	3.5	-3.5	12.25
44	2	8	13	11	-2	4
75	3	9	11.5	9.5	-2	4
91	6	14	9	5.5	-3.5	12.25
92	20	42	4	1	-3	9
93	1	11	14	8	-6	36
97	3	14	11.5	5.5	-6	36

$$P = 1 - \frac{6\sum D^2}{N(N^2-1)} = 1 - \frac{6 \times 230}{14(14^2-1)} = 0.49$$

\* \* \* \* \*

13	34	27	2	2.5	+0.5	0.25
14	10	12	6	6	0	0
21	39	37	1	1	0	0
41	28	25	4	4	0	0
47	20	16	5	5	0	0
54	32	27	3	2.5	-0.5	0.25

$$P = 1 - \frac{6\sum D^2}{N(N^2-1)} = 1 - \frac{6 \times 0.5}{6(6^2-1)} = 0.98$$

P = Rank difference coefficient of correlation.  
 $\sum D^2$  = Sum of the squared differences between ranks.  
N = Number of pairs of measurement.

Figure 6

## Frequency of Salient Assignments Within OPMS Specialties

<u>OPMS Specialty Code</u>	<u>Salient Assignments</u>	<u>Frequency within Survey Sample (N)</u>
11	Senior Advisor, Reserve Component	13
12	Staff & Faculty, School Center	12
25	Comm-Elect Staff Officer	10
49	Operations Research/Systems Analysis Staff Officer	10
51	Research & Development Staff Officer	32
52	Nuclear Weapons Effects Staff Officer	7
70	Logistics Management Staff Officer	24
<hr/>		
35	Tactical/Strategic Intelligence Staff Officer	18
44	Unit Finance Officer	9
75	Munitions Materiel Management Staff Officer	9
91	Maintenance Management Staff Officer	17
92	Supply Management Staff Officer	41
93	Logistics Services Management Staff Officer	10
97	Procurement Officer	17
<hr/>		
13	Commander, Artillery Unit	9
14	Post, Camp & Station Staff Officer	12
21	Division Engineer	11
41	Personnel Management Staff Officer	33
47*	Professor Military Science	35
54	Operations & Force Development Staff Officer	52

\* OPMS specialty deleted since research began.

### Survey Instruments

As directed in the statement of work, completed research in job taxonomy and Duty Module methodology was drawn upon in the development of instrumentation for the collection of job survey data by mail response from the random list of officers serving in the twenty salient assignments. From the Duty Module Catalogue developed under Contract No. DAHC 19-75-C-0026 those Duty Modules which appeared to the principal investigator to apply to each salient assignment were grouped by assignment. A memorandum explaining the survey to respondents together with a set of instructions as to how to complete the survey forms and a Privacy Act Statement were attached to the survey instruments. See Appendix A.

The first item in the survey instrument was a catalogue list of the 160 Duty Modules already developed covering five branches of the Army grouped by functional areas. The purpose of including the catalogue list was to familiarize respondents with the job components from which to choose those covering their own duty positions.

The second survey item was a packet of job components selected from the Duty Module catalogue by the principal investigator as those which might have application to the respondent's assignment being investigated. Listed beneath each job component are tasks which would logically apply to that specific job component. Like its Duty Module predecessor, the job component can be used in different combinations, like building blocks, to describe the essential functions of various duty positions. Columns to the right of the listed component tasks permit respondents to select from five levels of performance for indicating how they perform each task. "Assist," "do," "do and supervise," and "supervise" are self explanatory. "Direct" is defined as being two levels above the performer with a supervisor in between. Below the list of tasks is a place for respondents to make a judgemental assessment as to the level at which the job component overall is performed.

In the lower portion of the job component survey instrument respondents are afforded an opportunity to indicate the degree to which the job component applies to their duty position. Choices range from "not applicable" to "all tasks" applying. There is provision for further refining the degree of application by choosing between an "actual or simulated combat" environment and a "garrison" situation.

In order to ascertain the relative amounts of time spent in performing the various components of a job, respondents were next asked to estimate the percentage

of their working time spent performing each job component at whatever level applied to them. Again provision was made for differences in a combat or garrison environment.

The final bit of information sought on this portion of the survey instrument was an indication of the degree of criticality of each job component, or building block, to the accomplishment of the job as a whole. Choices ranging from "least" to "most" critical were offered, and the environment in which the criticality applied was described.

An additional data sheet in two parts completed the survey instrument. The first part solicited personal data in order to verify that the respondent worked in the assignment and OPMS specialty being surveyed and that he or she was or was not a CGSC graduate and his basic year group if not a graduate. The second part sought job data as to whether additional job components from the catalogue were necessary in order to adequately describe the duties performed; whether some of the job components included in the survey instrument did not apply to the job; the percentage of working time accounted for by the group of job components provided; and what additional job components are needed to completely describe the duty position.

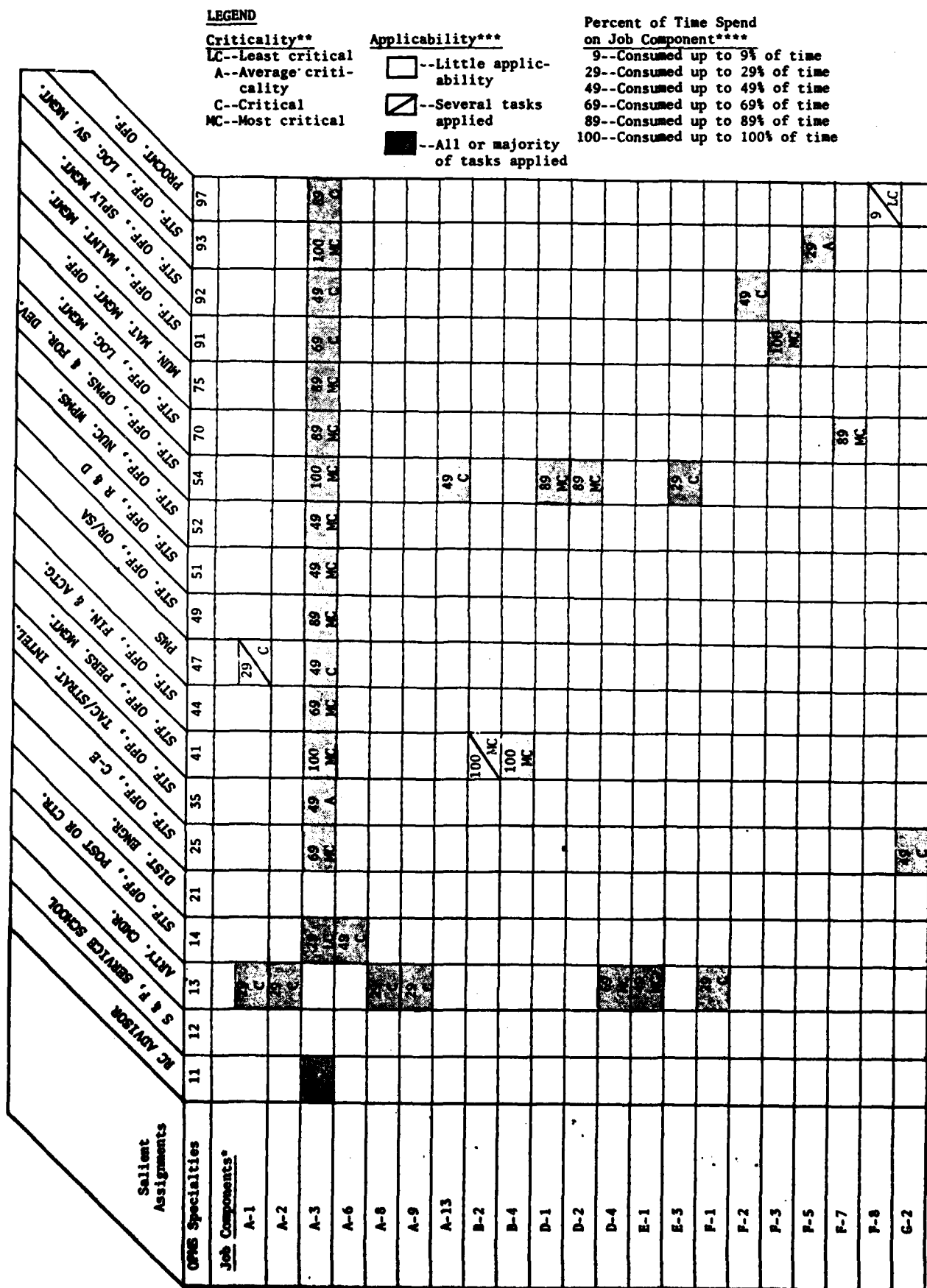
The thrust of this survey instrument was to collect job survey data by mail response from a random sample of job incumbents composed of the two sub-samples described earlier in this report. The completed survey instruments were also designed to provide a basis for evaluating the criticality of each task cluster (job component) applicable to the selected salient assignment relative to total assignment requirements.

#### Analysis

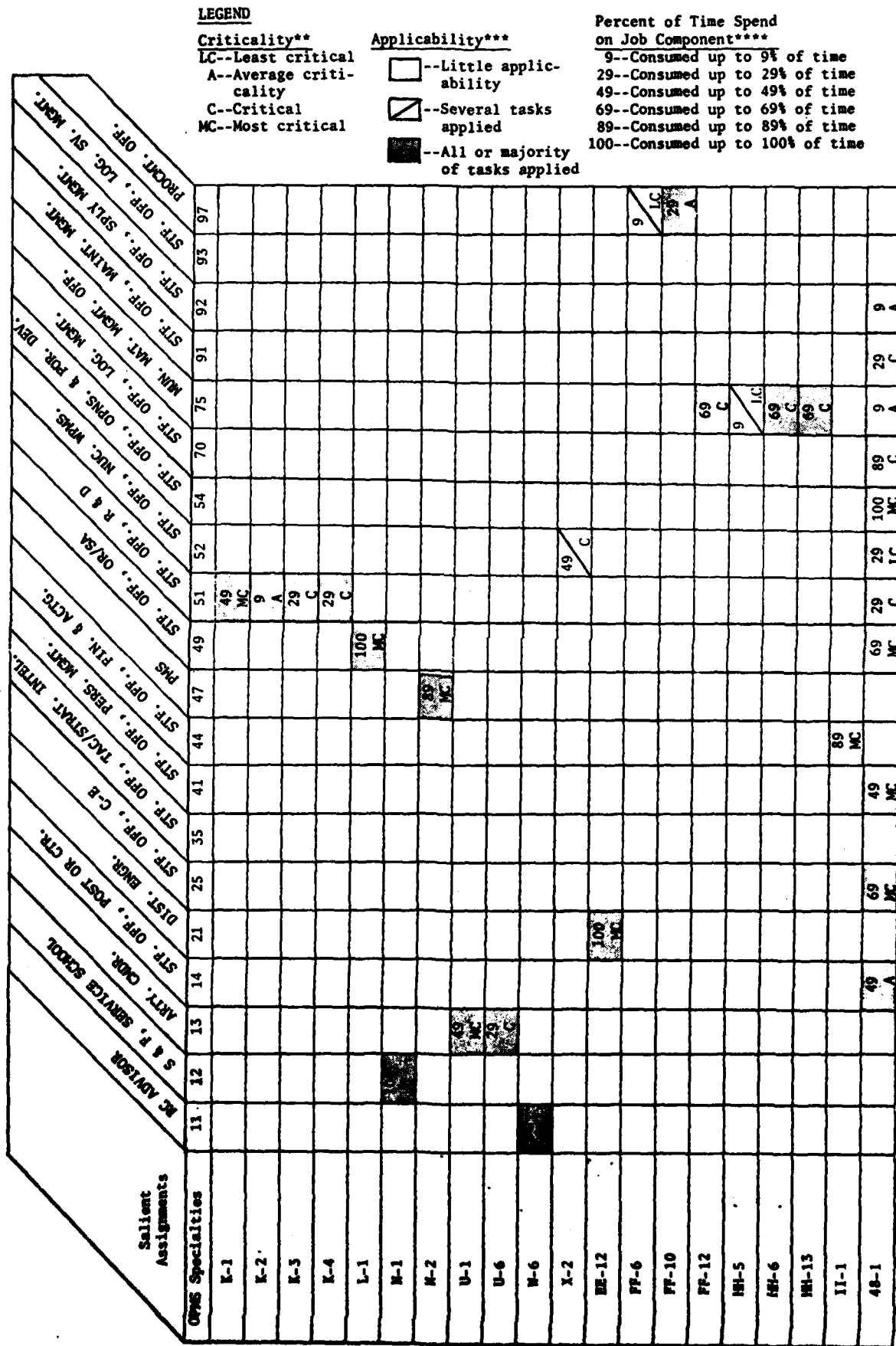
Although the survey sample was small and the number of survey instruments completed and returned by respondents even smaller, the instruments were developed from verified job analysis data compiled in earlier research when Infantry, Armor, Ordnance, Quartermaster and Engineer officer positions were surveyed in order to design Duty Modules. The collection of job survey data by mail response for this project amounted to an up-dating and reverification of job information compiled since 1971 for many of the twenty salient assignments surveyed.

The matrix at Figure #7 depicts those job components which respondents selected from the survey instruments as applicable to their duty position, the maximum percentage of time which was spent performing the job component and the maximum criticality which was attributed to the component by any respondent in the salient assignment. For a more detailed analysis of the relationship of job components to salient assignments, see Appendix B.

Figure 7  
Matrix Depicting Relationship of Job Components  
to Salient Job Assignments in Twenty OPMS Specialties



(Figure 7 Cont'd.)



(Figure 7 Cont'd.)  
Index of Job Components

<u>No.</u>	<u>Description</u>
A-1	Perform general administration
A-2	Exercise command authority in military justice matters
A-3	Supervises a staff section, detachment or office
A-6	Directs, coordinates and supervises a staff
A-8	Counsels and evaluates subordinates as a troop leader and takes action on personal problems
A-9	Supervises troop appearance and care and maintenance of materiel and facilities in unit
A-13	Performs management analysis staff functions
B-2	Performs personnel management staff functions
B-4	Performs officer personnel management functions at department level
D-1	Performs operations staff functions in a general staff or other coordinating staff
D-2	Performs operations planning staff functions in a general staff or other coordinating staff
D-4	Coordinates five support for unit tactical operations
E-1	Trains troop and/or civilian employees in units and activities
E-3	Performs force development functions in a general staff or other coordinating staff
F-1	Performs supply operations at consumer unit level
F-2	Performs supply staff functions
F-3	Performs equipment maintenance and readiness staff functions in a general staff or other coordinating staff
F-5	Performs logistics services staff functions in general staff or other coordinating staff

(Figure 7 Cont'd.)

<u>No.</u>	<u>Description</u>
F-7	Performs general logistics staff functions
F-8	Performs staff functions concerning procurement of materiel
G-2	Performs communications - electronics (C-E) staff functions
K-1	Performs staff functions pertaining to research, development, test and evaluation of new equipment and materiel
K-2	Conducts service or operational test and evaluation of new equipment and materiel
K-3	Coordinates tests and evaluation of new equipment and materiel
K-4	Coordinates or conducts research, development and engineering for developmental materiel or system
L-1	Perform operations research/systems analysis
N-1	Prepares and conducts formal instruction in a service school
N-2	Conducts ROTC activities at a civilian educational institution
U-1	Directs and controls employment of a Field Artillery Unit
U-6	Participates individually and directly in ground combat
W-6	Provides advice and assistance for Army reserve components
X-2	Performs specialized nuclear weapons effects analysis
EE-12	Performs on-site supervision of Engineer contract construction projects and related contract administration
FF-6	Performs purchasing and contracting functions under the Armed Services
FF-10	Performs contract administration functions under the Armed Services Procurement Regulations
FF-12	Oversees a Government granted munitions plant
HH-5	Directs and controls repair of non-missile equipment

(Figure 7 Cont'd.)

<u>No.</u>	<u>Description</u>
HH-6	Supervises storage and warehouse operations
HH-13	Directs and controls conventional ammunition supply and storage operations
II-1	Performs finance and accounting functions
48-1	Performs action officer functions on a high level staff

It is apparent from a study of Figure #7 that the survey sample spent most of its time "Supervising a staff section, detachment, or office," Job Component No. A-3. In other words, officers in the seven to nine years following graduation from CGSC (and their non-graduate peers) are primarily managers and supervisors regardless of their OPMS specialty and the assignment they hold.

Examples: The respondents in OPMS Specialty No. 93, Logistics Services Management Staff Officer, spent from 90% to 100% of their time "supervising a staff section, detachment, or office" and considered this to be their most critical function while they spent from 10% to 29% of their time "performing logistics services staff functions" which they considered to be of average criticality.

The respondents in OPMS Specialty No. 75, Munitions Materiel Management Officer, spent from 70% to 89% of their time "supervising a staff section, detachment, or office," and considered this to be either critical or their most critical function while they spent less time and considered less critical the various job components associated with munitions management --FF-12, HH-5, HH-6, and HH-13.

Remembering that responses were spread as to degree of application, time spent performing the job component and the criticality of the component to the job, one can still detect from the information on Figure #7, which displays the upper limits of the spread responses, that the survey instruments were more on target for some respondents than others. For example, OPMS Specialty No. 14, (Air Defense Artillery) Post or Center Staff Officer, gave relatively low time spent and criticality scores to the three job components which applied. One can surmise that additional job components are needed to adequately cover the duty position.

Job Component Certification Instruments (JCCI)

Following the collection of job survey data by mail response and analysis of the results of the survey, the next step was to develop task clusters and corresponding JCCIs corresponding to each job component and to design evaluation techniques required for mail-order completion by respondents. The completed job analysis survey instruments were screened to delete those tasks which respondents marked as not applicable or a combination of "little applicability," "little time spent in performance," and "least critical" to the entire job. Job components which were added by respondents from the Job Component Catalogue List as well as tasks which were added to the job components survey forms were utilized in the

design of the JCCIs which could define, measure and track the assignments of incumbents.

The original plan was to run a limited validation of the JCCIs on a sample of incumbents which was independent of that used for the collection of the occupational data. See Appendix C for a sample of the survey instrument which was designed to be mailed to raters of an independent sample. Due to the moratorium placed by the Department of the Army on personnel surveys at the time that a field verification was scheduled, it was decided, with the concurrence of the COR, to follow an alternate plan for a very limited verification of the data. The chief investigator and the COR visited the CGSC and discussed the draft JCCIs with three members of the Curriculum Management and Instructional Design Division and with three members of the Plans and Analysis Division of the staff and faculty of the college.

This group was thoroughly briefed on the purpose and progress of the research. The draft JCCIs were examined by officers possessing many of the OPMS specialties represented in the twenty salient assignments selected for this research. The officers discussed the acceptability of the draft JCCIs to local decision makers; whether modularity appeared to exist in the performance standards for each JCCI; whether a single data element record for a JCCI was representative for progress on the entire set of performance standards pertaining to each job component; the clarity (understandability) of the performance standards; and whether they believed incumbents should be certified on each task standard separately or collectively.

The consensus of the group was that the JCCIs appeared, to these experts at least, to adequately cover the jobs described and should therefore be acceptable to local decision makers; they believed that modularity did exist in the composition of the performance standards for each job component; opinion varied as to whether a single data element record for a JCCI was representative for progress on the entire set of performance standards pertaining to a job component; the performance standards were clear in the opinion of all; and like the discussion of whether a single data element record were indicative of overall progress, the group did not reach a consensus as to whether or not incumbents should be certified on each performance standard separately or collectively.

The consensus of the group was that the JCCI approach appeared to have the best potential of anything they had seen to date for getting a handle on the

revised CGSC curriculum which would place greater emphasis on on-the-job training and correspondence courses and a greatly shortened resident course for more Army officers than under the present system which reaches approximately 50% of those eligible to attend the current resident course. See Appendix D for examples of the JCCIs developed during this research to cover the twenty salient assignments included in the survey by mail response.

Standardized Procedures for Operational Implementation of a Training Information Feedback System (TIFS) Utilizing JCCIs as In-put

Step 1. Perform a job analysis of the duty assignments of interest to the proponent agency for professional development. Duty Modules, personal interviews and surveys by mail are approved techniques.

Step 2. Cluster the tasks which are related and have essentially the same meaning in each assignment of which they are a part, have required characteristics to serve as the basis of corresponding data elements on which officers can be certified as qualified and which are not too unwieldy to store in an automated record system.

Step 3. Verify the data collected in Step 1 by conducting of field verification by mail of the accuracy and completeness of the draft job components. Utilize a survey sample independent of but comparable to that used in Step 1.

Step 4. Design Job Component Certification Instruments (JCCI) corresponding to each verified job component. Convert the inherent job component tasks into performance standards applicable to successful performance of the whole component.

Step 5. Develop a catalogue of the completed JCCIs.

Step 6. Develop a catalogue of all Army officer duty positions by job title and level (Brigade, Corps, Post, Field Army, MACOM, DA, etc.).

Step 7. List the job components (each of which has a corresponding JCCI) beside each job title and level to which they apply.

Step 8. Design a set of instructions for supervisors explaining what a JCCI is, how to fill it out and what to do with it when completed.

Step 9. Custodian of officers' records make-up a jacket of the JCCIs which apply to each job at each level. Mail the appropriate packet to the supervisor of each officer occupying a position of interest to the proponent agency on a one-time basis.

Step 10. Upon receipt of the completed forms, the custodian of the officers' records would annotate each officer's personnel file with all job components by number on which the officer had been certified as competent. MILPERCEN and the

custodian of the officers' field personnel records file would receive a printout giving the same information which would be recorded in the officers' records.

Step 11. Custodians of field personnel files would routinely prepare packets of JCCIs which apply to each duty position and on which the incumbent's records did not list him/her as being qualified. This packet would be sent to the rating officer along with each efficiency report due on the rated officer until the officer was either certified on all applicable components of the job or was moved to another position where the process would begin again. Certifications would be forwarded to the custodian of records and MILPERCEN after being noted in the officer's field personnel record file. Over a period of years all officers would build up a large volume of job component certifications which would be of interest to personnel officers in making assignments and to commanders in assigning duties and providing experience.

Step 12. After the system has been in effect for some years, perhaps eight or ten, the machine records data from the custodian of officers' records will be of interest to the proponent agency for professional development programs. By then statistical data should be available as to the number of officers by year group and OPMS specialty who are qualified in each job component. This information should be of assistance in determining which skills are needed at which times in an officer's career, which skills can be acquired on-the-job and which can best be taught in a school environment.

#### CONCLUSIONS

The survey sample which responded to the job survey by mail response was extremely small. Yet, many of these duty positions had been surveyed in earlier research in the development of Duty Modules. Although field verification of the data collected in the job survey by mail had to be cancelled for the independent sample held back for this purpose, the fact that the initial survey was itself a reverification of previously verified Duty Module data lends a high degree of confidence in the results of the data collection.

The staff and faculty members at the CGSC most eminently connected with curriculum design seemed enthusiastic in their support of the results attained and the potential for assisting with the development of the CAS program for the Staff College.

The administration and mechanics of the procedures outlined in this report for implementing a TIFS utilizing JCCI results as in-put appear feasible but remain untested on even a pilot basis.

## PART II PROCEDURE

### Sample Selection

ARI provided the contractor with a computer print-out of all officers who had graduated from the Command and General Staff College (CGSC) in 1968, 1969 and 1970, and whose primary or alternate specialty is that of Foreign Area Officer, code #48. In addition, the print-out listed the job titles held by the officers from 1968 through 1978, the seven to nine years since their graduation from CGSC. Of the 204 officers listed on the print-out, 127 had not served in an OPMS #48 position since 1976 and were eliminated from the prospective survey sample as not current in the desired specialty. Twenty-seven additional officers were eliminated through further screening because of vague job descriptions or missing data. ARI was requested to provide the current duty addresses of the remaining 50 officers who would comprise the survey sample. These FAO specialists were assigned throughout the Army as shown in Figure 8. Of these 50 survey candidates, 2 names were not identifiable by the computer and 16 had no current address listed on the tape. The survey sample was thus reduced to 32. This sample was divided so that 16 officers received one type of survey instrument and 16 received another.

### Survey Instruments

The statement of work required that two separate methods be investigated for collecting data from independent sub-samples. One method specified was to utilize the Program of Instruction (POI) at the CGSC as the basis for developing a survey instrument and the other was to be based upon a task list (Duty Module-type) developed from data collected in earlier research in developing officer Duty Modules.

#### POI Instrument, Sub-Sample #1

From the Advance Sheets which CGSC students receive before each block of instruction, it was possible to lift the scope and learning or instructional objectives for each lesson. Each learning objective was transposed into a statement of learning beginning with an active verb such as "know, identify, define, analyze, evaluate," etc. The total list of learning objectives for the 33 hour sub-course numbered 32. A survey instrument was developed on which the survey sample could indicate which of 5 degrees or levels of performance their experience had shown to be necessary in each learning objective or "soft-skill." A sample of the survey instrument together with accompanying instructions and

Figure 8  
Distribution of Foreign Area Officer (FAO)  
Survey Sample

<u>Type of Assignment</u>	<u>Frequency</u>
Defense Attache System	23
Defense Intelligence Agency	2
North Atlantic Treaty Organization	2
Unified Command	3
John F. Kennedy Center	6
Security Assistance Mission	6
Department of the Army Staff	6
United Nations Team, Jerusalem	1
Organization of the Joint Chiefs of Staff	<u>1</u>
TOTAL	50

Privacy Act statement are included as Appendix E. The lesson Advance Sheets from which the survey instruments were developed are included as Appendix F.

Task List (functional area) Instrument, Sub-Sample #2

The Task Data Bank Task List accompanying the Catalogue of Army Officer Experimental Duty Modules dated October 1975 developed in cooperation with ARI under Contract No. DAHC19-75-C-0026 was examined in order to select those tasks which appeared to the investigator to be most appropriate to officers in FAO positions. The initial list of selected tasks was refined to eliminate redundancy and to remove any implied inference as to the level of performance from the task statements. Ultimately 54 separate tasks were listed on the functional area survey instrument. Incumbents were requested to select from 5 possible degrees or levels of performance ranging from "assist" to "direct." There was also a provision for marking a task as "not applicable." Respondents were further requested to assign a criticality rating to each task with choices consisting of "least," "average" or "most." A sample of the survey instrument together with accompanying instructions and Privacy Act statement is included as Appendix G. The Task Data Bank Task List from which the tasks were selected is included as Appendix H.

Analysis

Sub-Sample #1

By comparing the levels of performance required by the survey sample for each learning objective, it should be possible to determine which learning objectives ("soft-skills") are most important to the job performance of FAO officers in the field. The table at Figure 9 summarizes the responses of the 11 officers who completed and returned their survey instruments indicating the applicability of the 32 learning objectives to their FAO duties. The bar graph at Figure 10 is a more dramatic presentation of the same information as that summarized in Figure 9.

In order to find the "mean" skill level among respondents thought to be required for each of the 32 learning objectives, values from 0 through 4 were assigned to the possible responses. The average numerical response was computed and is depicted in bar graph form in Figure 11. From a glance at Figure 11, it appears that learning objectives 5, 8, 10, 15, 16, 20, 21, 24, 25, 30 and 31 are suspect in that the average need among the survey sample for these skills is between "slight" and "moderate" degrees of expertise. Figure 9, on the other hand, shows that 8 out of the 11 respondents indicated a need for either a "high" or a "moderate" degree of expertise. The fact that no respondents said they needed to be an "expert" combined with 2 who chose "none" and

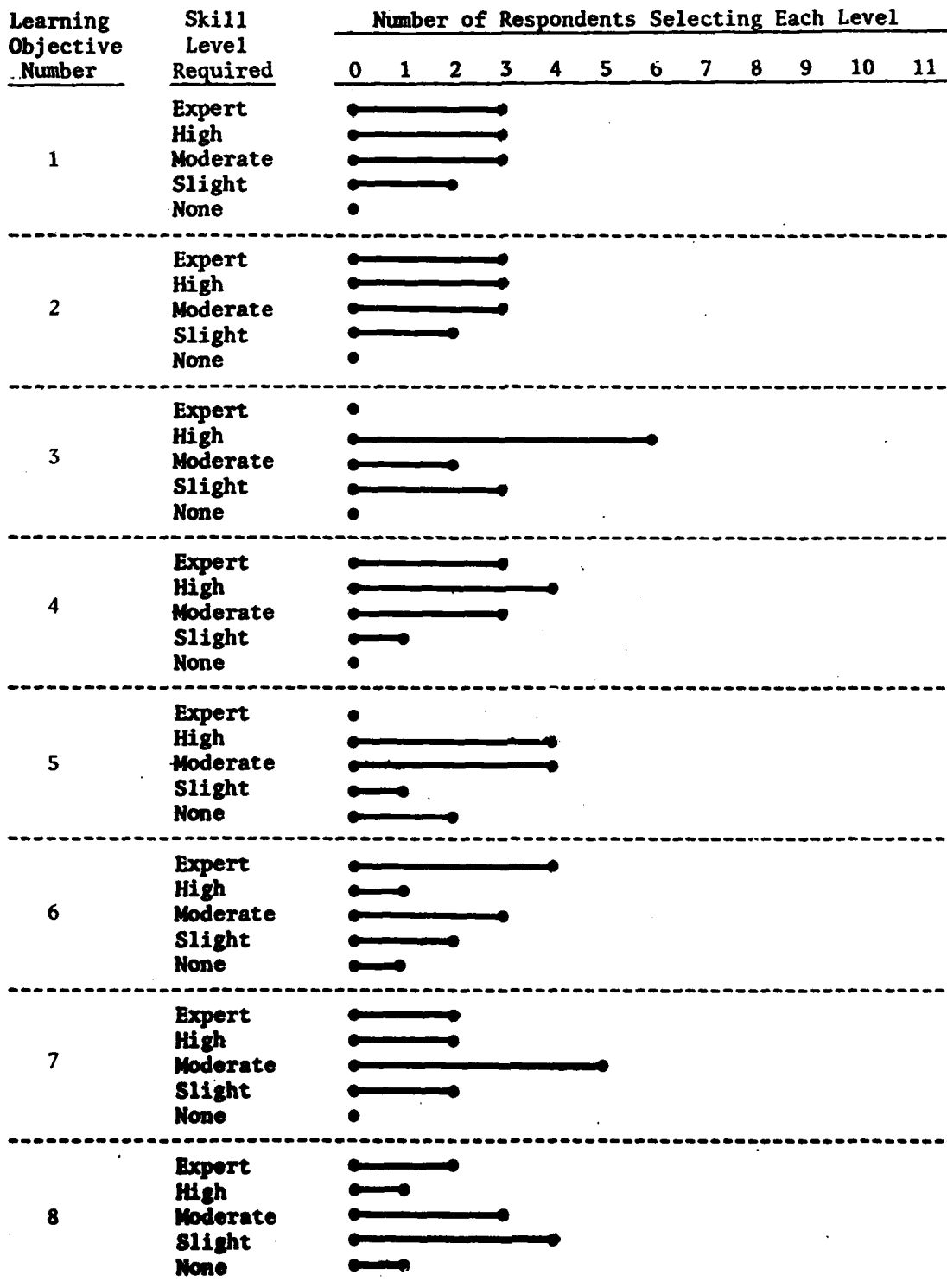
Figure 9  
(Sub-Sample #2)

Summary of Responses of 11 Officers as to the Applicability  
of the 32 Learning Objectives to Their FAO Duties

Learning Objective Number	Level of Knowledge or Skill Required for Capable Performance of Job				
	None (0)	Slight (1)	Moderate (2)	High (3)	Expert (4)
1	0	2	3	3	3
2	0	2	3	3	3
3	0	3	2	6	0
4	0	1	3	4	3
-----					
5	2	1	4	4	0
6	1	2	3	1	4
7	0	2	5	2	2
8	1	4	3	1	2
-----					
9	0	3	5	1	2
10	4	4	1	2	0
11	1	2	3	3	2
12	0	2	5	3	1
-----					
13	0	4	3	2	2
14	0	4	4	2	1
15	3	2	4	0	2
16	3	1	3	4	0
-----					
17	1	1	2	6	1
18	0	2	5	4	0
19	0	5	3	1	2
20	2	2	4	1	2
-----					
21	2	3	4	1	1
22	0	2	6	3	0
23	1	4	2	2	2
24	3	3	3	2	0
-----					
25	3	5	1	0	2
26	0	1	4	3	3
27	0	4	3	0	4
28	0	4	3	0	4
-----					
29	1	3	1	4	2
30	1	3	4	2	1
31	4	4	1	2	0
32	2	1	3	5	0

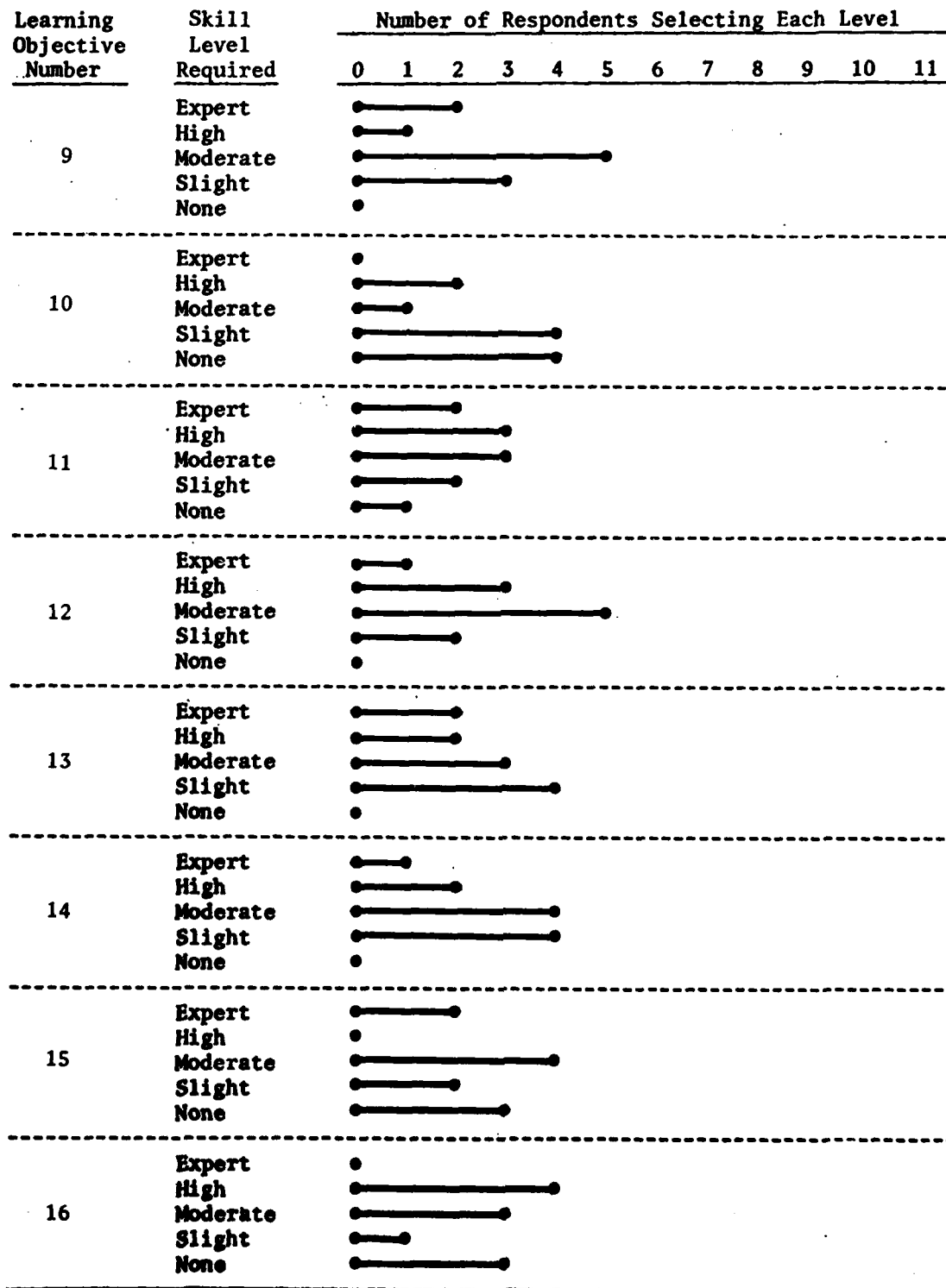
Figure 10  
(Sub-Sample #1)

Bar Graph of Responses of 11 Officers as to the Applicability  
of the 32 Learning Objectives to their FAO Duties



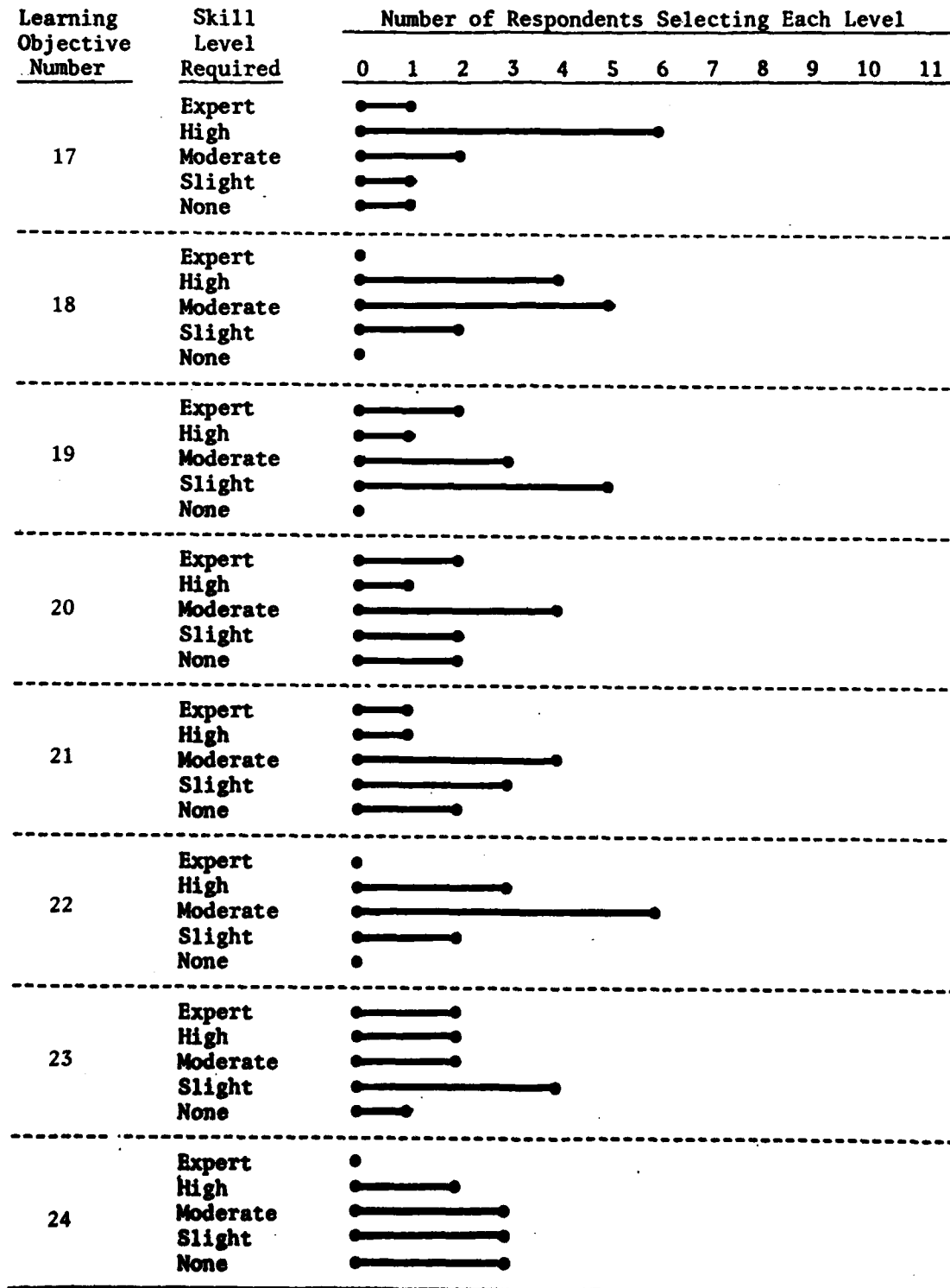
(Figure 10 Cont'd.)  
(Sub-Sample #1)

Bar Graph of Responses of 11 Officers as to the Applicability  
of the 32 Learning Objectives to their FAO Duties



(Figure 10 Cont'd.)  
(Sub-Sample #1)

Bar Graph of Responses of 11 Officers as to the Applicability  
of the 32 Learning Objectives to their FAO Duties



(Figure 10 Cont'd.)  
(Sub-Sample #1)

Bar Graph of Responses of 11 Officers as to the Applicability  
of the 32 Learning Objectives to their FAO Duties

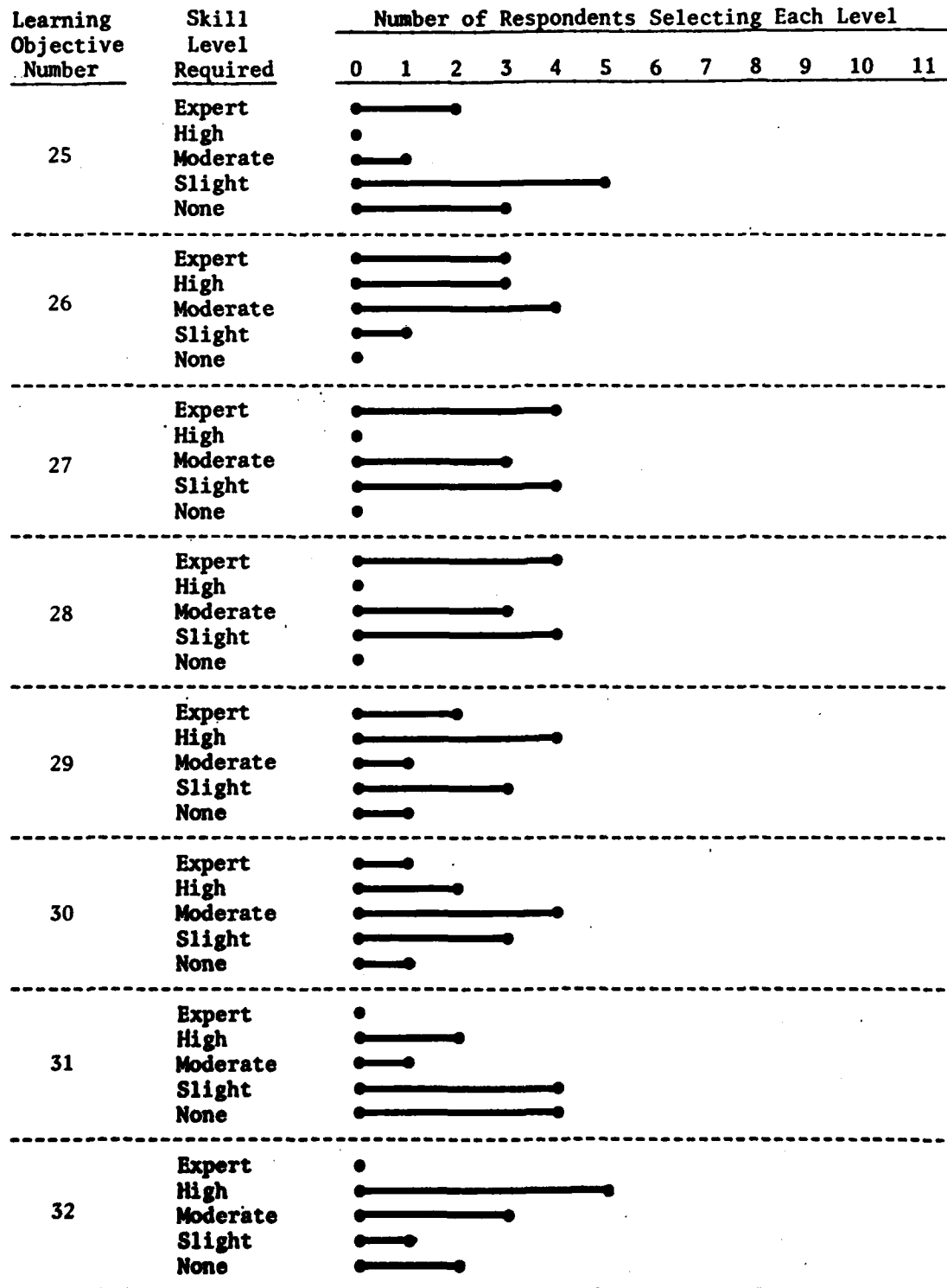
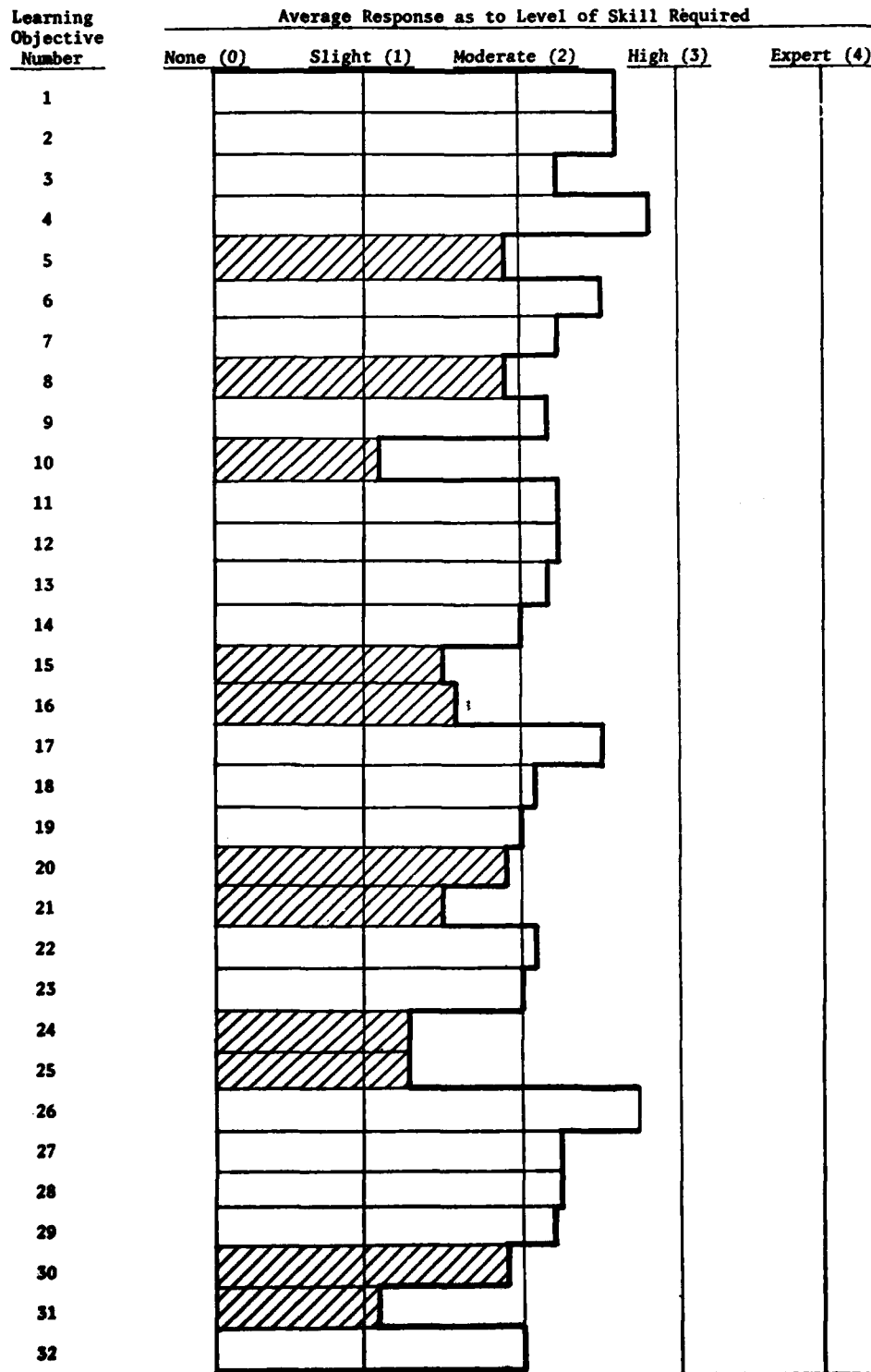


Figure 11  
(Sub-Sample #1)  
Bar Graph of Means of Responses from Survey Sample



1 who chose "slight" average out between "slight" and "moderate" for the group. Learning objective #10, on the other hand, appears to have few practitioners. Learning objectives #16, #20 and #21 are similar to #5 while #8, #10, #15, #25 and #31 lack a strong advocacy. Numbers 24 and 30 are less clear in either direction.

Let us assume for a moment that curriculum developers at CGSC, after studying Figure 11, select item #10--"Analyze an insurgency using a linear model"--as a candidate for dropping from the learning objectives of lesson #2 in sub-course #771. Might not this teaching vehicle be analogous to the use of diagramming in teaching English grammar and sentence composition to high school students? I doubt that many of us who were taught English grammar by this method would say that we "diagram" sentences in our current jobs, however, the method was sound and those who were taught by using it tend to be better grammarians as a group than those who have not had the benefit of the diagramming method. Perhaps the linear model used at CGSC as a teaching vehicle for analyzing insurgency plays a similar role, not used by students specifically in the performance of later assignments, but both a logical and lucid teaching vehicle for coming to grips with a nebulous subject.

The most that can be claimed from an analysis of the data depicted in Figure 11 is that course developers could regard as suspect the 11 learning objectives whose required average "soft-skill" level is less than "moderate" among the survey sample. Those "learning objectives" are worthy of further investigation before deleting from the sub-course. Questions such as the following have not been answered in this research effort.

- How critical or important is the skill to those who do require moderate or above expertise?
- Is there a special school or course, other than CGSC, which officers requiring the skill attend before being assigned to the job?
- Is this skill or learning objective a building block for a more critical one in the student's education?

Respondents were asked to indicate whether the list of learning objectives for sub-course #771 adequately describes the essential requirements of their FAO duties to which 45% replied in the affirmative. In addition, these same respondents were asked what percentage of their total working time was spent in performing the listed learning objectives or "soft-skills." Ninety-one percent replied that they spent 30% or less of their working time on these soft-skills. This apparent inconsistency raises a number of questions.

- Did respondents understand the question?
- Even though the listed learning objectives adequately describe the jobs for nearly half of the survey sub-sample, are there some additional "soft-skills" which are far more time consuming to perform?

Respondents were invited to list additional "soft-skills" they performed, if appropriate. The following list summarizes those proffered:

"Knowledge of the mentality of the indigenous peoples in order to better assess their actions and reactions on the political/economic/social fronts."

"Understanding of U.S. objectives within that country in accordance with strategic interests."

"Understanding of peace treaties, protocols and U.N. regulations as they apply to Israel and her neighbors."

"Know one's profession and the environment in which it will be applied."

"Insurgency is not a problem in my assignment in western Europe."

When asked where additional "soft-skills" not taught in sub-course #771 should be acquired, 45% of the POI survey sample replied on-the-job training, while 18% favored both CGSC and OJT. Nine percent preferred that the "soft-skills" be learned at CGSC and 27% felt that other sources such as the Army War College or the Defense Intelligence School should be utilized.

#### Sub-Sample #2

In responding to the task list questionnaire concerning the level of performance required and the criticality of each of the 54 tasks extracted from "Duty Modules" applicable to various Intelligence type assignments, 8 of the 16 officers to whom survey instruments were mailed provided the results shown in Figure 12. Eight members of sub-sample #2 failed to respond. To make the results more meaningful to curriculum developers values have been assigned to the levels of performance in accordance with the degree of involvement of the respondent. As an example, the person most involved in the performance of a task is the one who actually does the task, the doer. A top value of 5 was assigned for doing a task. The person who both does a task and supervises others who are also doing the task in accordance with some ratio, i.e., 25% doing and 75% supervising others who are doing the task, or 70% doing and 30% supervising others; that person is the next most directly involved in the task's performance. A value of 4 was assigned for both doing and supervising. One who is the immediate supervisor of the doer of a task, while not actually performing the task, should have a good grasp of what the task involves and is awarded a value of 3

Figure 12  
(Sub-Sample #2)

Summary of Responses of 8 Officers as to the Level of Performance  
and Degree of Criticality of 54 Job Tasks as They Apply to Their FAO Duties

Task No.	Level of Performance Required						Degree of Criticality to Job			
	NA 0	Direct 1	Assist 2	Supervise 3	Do and Supervise 4	Do 5	NA 0	Least 1	Average 2	Most 3
1	3	0	1	2	1	1	3	2	3	0
2	1	0	1	2	2	2	1	2	4	1
3	4	0	1	2	0	1	4	0	3	1
4	1	0	0	1	2	4	1	2	2	3
5	4	0	0	2	1	1	4	0	3	1
6	3	0	0	2	1	2	3	0	2	3
7	1	0	0	0	4	3	1	1	3	3
8	3	0	1	3	1	0	3	1	3	1
9	1	0	0	1	3	3	1	0	3	4
10	4	0	0	2	1	1	4	0	2	2
11	2	0	1	1	3	1	2	1	4	1
12	2	0	1	1	1	3	2	1	5	0
13	0	0	1	1	3	3	0	2	3	3
14	2	1	2	1	2	0	2	0	3	3
15	0	0	2	2	2	2	0	1	4	3
16	1	0	0	1	3	3	1	1	2	4
17	3	0	1	1	2	1	3	1	2	2
18	3	0	2	1	2	0	3	1	4	0
19	1	1	0	2	2	2	1	1	2	4
20	2	1	0	1	1	3	2	1	4	1
21	1	1	1	0	2	3	1	2	3	2
22	4	1	0	0	2	1	4	1	0	3
23	1	1	0	0	1	5	1	2	3	2
24	2	0	0	1	1	4	2	1	2	3
25	4	0	0	0	2	2	4	1	0	3
26	5	0	0	0	2	1	5	0	1	2
27	2	0	0	1	3	2	2	0	3	3
28	2	0	0	1	1	4	2	1	1	4
29	5	0	1	0	2	0	5	0	1	2
30	6	0	0	0	1	1	6	0	1	1
31	5	0	0	0	2	1	5	0	0	3
32	6	0	1	1	0	0	6	0	1	1
33	7	0	0	1	0	0	7	0	1	0
34	6	0	1	1	0	0	6	0	2	0
35	7	0	1	0	0	0	7	0	1	0
36	7	0	0	0	1	0	7	0	0	1
37	6	0	0	1	0	1	6	0	1	1
38	7	0	1	0	0	0	7	0	1	0
39	4	0	0	1	1	2	4	0	1	3
40	2	1	0	0	1	4	2	1	2	3
41	5	0	0	1	2	0	5	0	0	3
42	4	0	1	1	2	0	4	1	0	3
43	4	1	0	0	2	1	4	0	0	4
44	4	1	2	0	1	0	4	0	2	2
45	6	0	0	1	1	0	6	0	2	0
46	6	0	0	1	1	0	6	0	2	0
47	6	1	0	0	0	1	6	0	1	1
48	7	0	0	0	0	1	7	0	0	1
49	4	1	1	0	1	1	4	1	1	2
50	0	0	0	0	4	4	0	1	3	4
51	5	0	0	1	2	0	5	0	1	2
52	3	1	0	0	1	3	3	2	1	2
53	6	0	0	0	1	1	5	0	0	2
54	4	0	0	0	2	2	4	0	1	4

points for supervising. Next comes the assistant or helper in the performance of a task. He does only parts of the task and is usually learning about the whole task as he works. Assisting has been assigned a value of 2. Finally, the person who directs a task to be done is two steps removed from the doer since the supervisor stands between them. For this reason, directing the task has been assigned a value of 1. Using the above weights for the levels of performance, Figure 13 depicts the mean level of knowledge or skill required among all respondents for each task listed.

If one assigns numerical values of 1, 2 and 3 respectively for degrees of criticality ranging from least through average to most, a bar graph such as that at Figure 14 will illustrate the means of the criticalities assigned to each task by all respondents. Curriculum developers may find Figures 13 and 14 useful in determining which tasks are to be taught at CGSC, which might best be covered in specialized training and which can best be acquired in on-the-job training. For example, task number 50 appears to fall into the first category and tasks 32-38 into the last. Caution: tasks 13, 15 and 16 resemble task 50 on the bar graphs but, like many others, they are probably learned on-the-job rather than in the classroom. The ultimate decision as to whether or not a task should be included in a course might again depend on many additional factors other than the level of performance required of graduates and the criticality of the task. Some examples are:

- Has the skill been included in earlier career courses?
- Is there a special school or course to which those requiring the skill are sent?
- Is there an elective course at CGSC which teaches the required level of skill for those who will need it?

When members of sub-sample #2 were asked whether the lists of tasks at Appendix C extracted from Duty Modules applicable to the "Intelligence" functional area describe the essentials of their duties, 38% replied in the affirmative. When further requested to estimate the percentage of their total working time required to perform the listed tasks, 75% of this same group replied that they spent 50% or more of their time performing these tasks.

Among the task list survey sub-sample respondents, 38% favored acquiring the skills both in CGSC and OJT, while 25% preferred CGSC, 25% preferred the Army War College or Defense Intelligence School, and 12% favored OJT.

#### Summary

In recapitulation, 45% of the "soft-skill" POI survey sub-sample indicated that the learning objectives extracted from the CGSC "Low-Intensity Conflict" sub-course adequately describe their essential duties, but that they spend 30% or

Figure 13  
(Sub-Sample #2)  
Bar Graph of Level of Performance Required

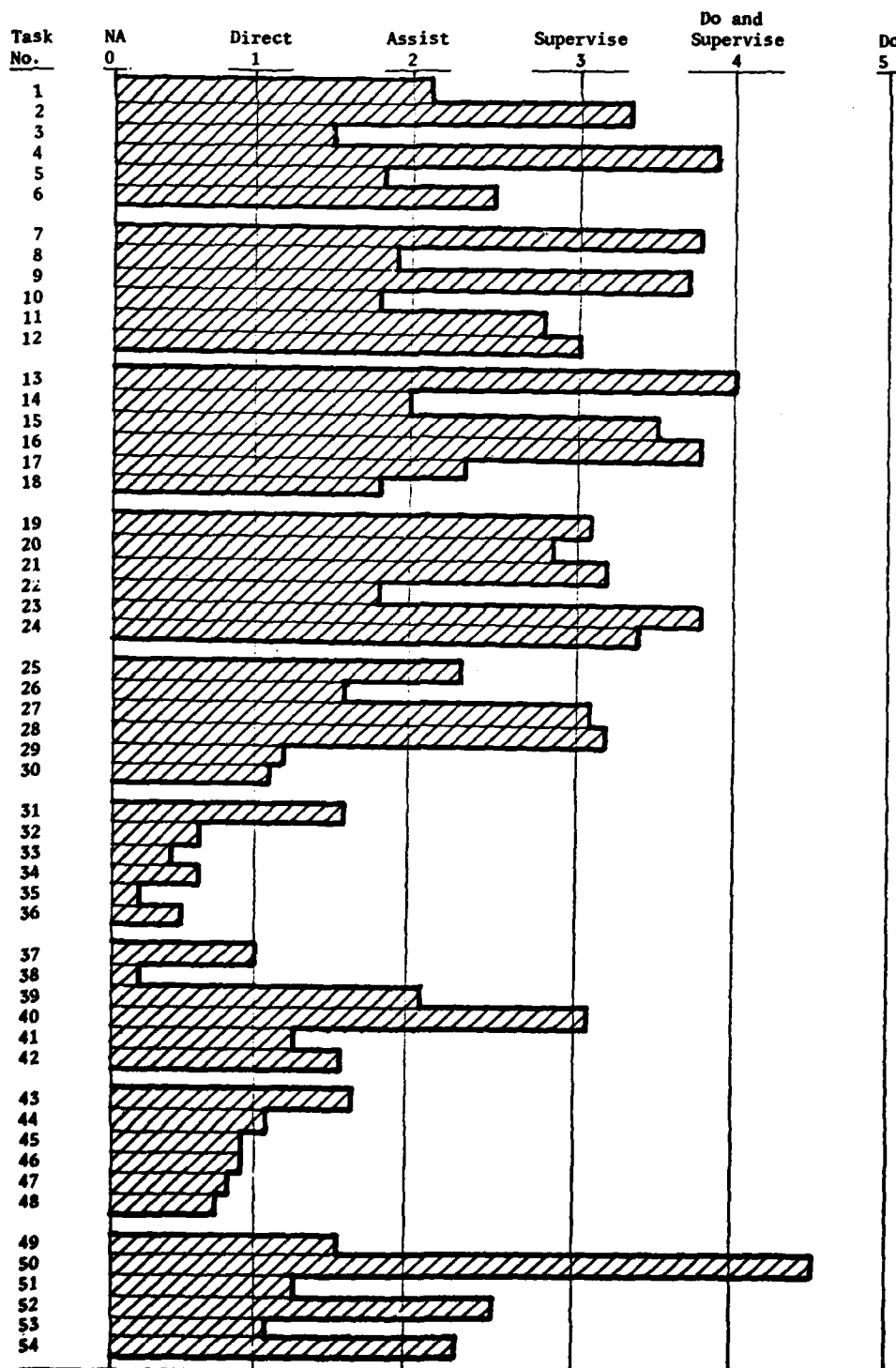
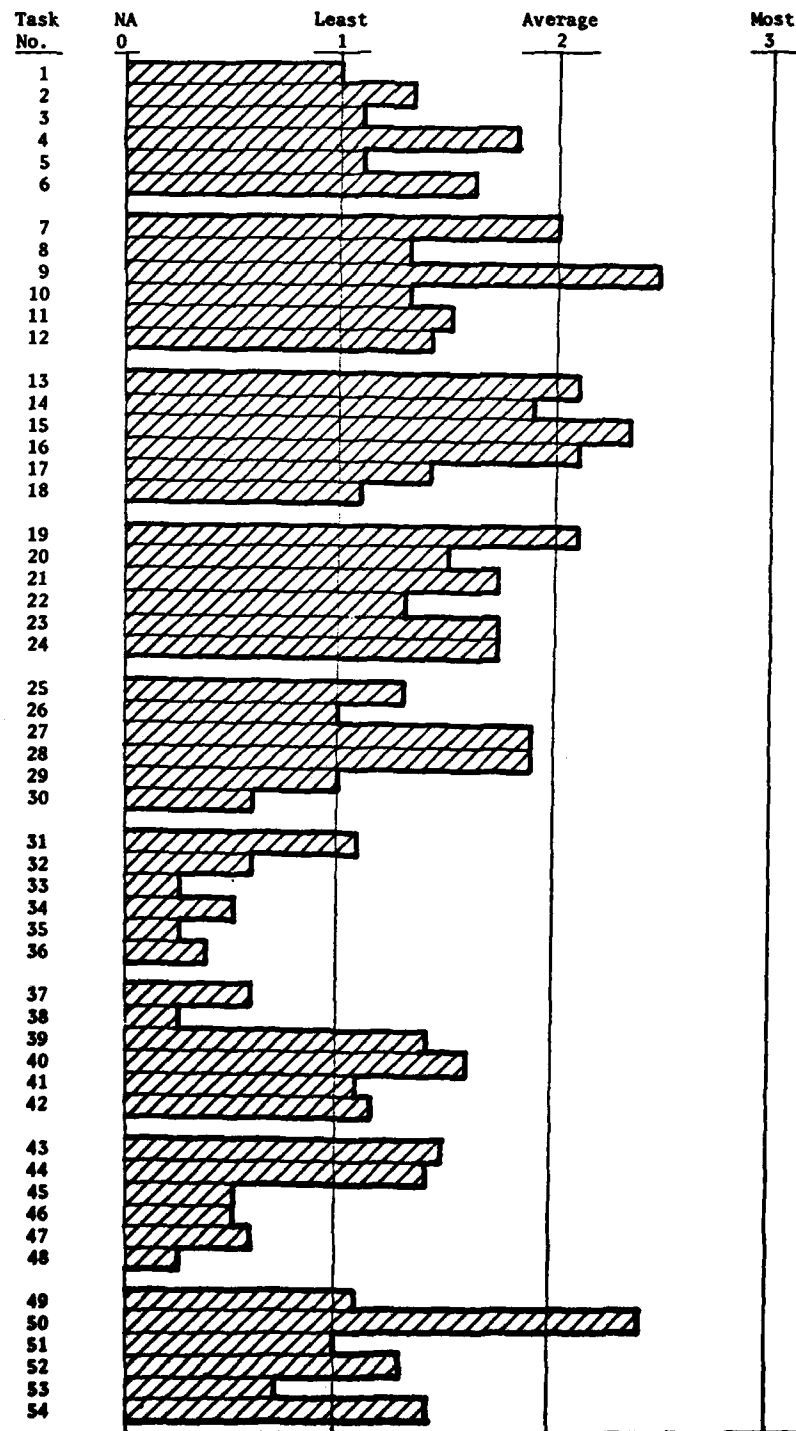


Figure 14  
(Sub-Sample #2)  
Bar Graph of Degree of Criticality to Job



less of their working time on these duties. On the other hand, only 38% of the task list or functional area survey sub-sample stated that the list of tasks which they were furnished adequately describes their essential duties, but 75% of the sub-sample spends 50% or more of their time performing the listed tasks.

If the above data appear inconclusive, they do confirm the diversity and complexity of officer assignments/duty positions and the problems associated with designing a single curriculum to fit all requirements. The Army has attempted to ameliorate some of these problems by offering elective courses to students designed to enhance their competence in their OPMS specialty and to answer their individual career needs. In addition, special short tailored courses such as those offered at the Defense Language School, the Commander's Orientation or Battle Captains' Course for brigade and battalion commanders, the Maintenance Refresher Course, the Battalion Command Group Refresher Course, to name a few, attempt to address specific training needs of small groups who will occupy or are occupying important positions critical to the Army's mission. This trend toward small specialized courses has increased with the modern Army. It is reflected in the CGSC curriculum which is divided into Professional Development Courses or "Core" curriculum for all students and Advanced Professional Development Courses which include approximately 180 hours for elective courses. One must remember that the survey sample included FAO officers assigned as Defense Attaches in both developed and developing countries, a U.N. observer in Palestine, and officers assigned to the Department of the Army Staff, the Security Assistance School, a Psychological Warfare Group, and to Defense Intelligence Agencies. Obviously, the jobs vary as to the skills required of incumbents.

## CONCLUSIONS

Researchers have examined two methods for obtaining training feedback for curriculum developers in a "soft-skill" area. One method uses learning objectives taken from student advance sheets for a core curriculum sub-course, "Low-Intensity Conflict." A survey sub-sample of incumbents was asked to indicate the degree to which a "soft-skill" is important in the performance of duty when assigned as Foreign Area Officers. The Foreign Area Officer OPMS #48 was chosen as the one from which to obtain data because the sub-course is particularly applicable to that specialty group in peacetime.

The second method was to select from the available catalogue of experimental "Duty Modules" those tasks which are most applicable to the selected FAO specialty. A survey sub-sample of incumbents was requested to indicate both the level of performance of each task required in their duty position and the criticality of the task as compared with other requirements of the job.

The response to the survey by only 19 of the 32 incumbents from which information was solicited makes the resultant data inconclusive. We can only hope that statistical data obtained from a larger and more meaningful survey sample would show comparable results.

- Of the 32 learning objectives listed on student advance sheets for sub-course #771, ten average less than a moderate skill level requirement on the part of the incumbents in FAO type assignments.
- Of the 54 tasks taken from "Duty Modules" applicable to FAO type assignments, 14 both require less than a doer or supervisor's knowledge or skill level and are least critical to the performance of the job.
- Manipulation and analysis of the data provide a basis for singling out certain learning objectives and "Duty Module" tasks for closer examination when considering curriculum changes. Changes could run a gamut from deletion to a revision in emphasis.

## APPENDICES

### Part I

- A. Sample Survey Instrument
- B. Detailed Analysis of Job Components  
as They Applied to Salient Assignments  
within 20 OPMS Specialties
- C. Example of Survey Instrument Developed  
to Field Test the JCCIs
- D. Job Component Certification Instruments  
(JCCIs)

### Part II

- E. Sample Survey Instrument (POI-type)
- F. Extracts from "Low-Intensity Conflict"  
Advance Sheets
- G. Sample Survey Instrument (Task List-type)
- H. Extract from Task Data Bank Task List

APPENDIX A

Sample Survey Instrument

Identification No.

**EVALUATION OF DATA ELEMENTS FOR A TRAINING INFORMATION  
FEEDBACK SYSTEM IN THE CONTEXT OF POST-CGSC ASSIGNMENTS**

**Memorandum for: Army Field Grade Officers Participating in Job Component  
Certification Instrument (JCCI) Field Survey**

This survey is part of a research project being conducted for the U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) by Richard A. Gibboney Associates, Inc. Its purpose is to develop and evaluate the utility of Job Component Certification Instruments (JCCI) to describe field grade officer professional development.

A job component consists of a cluster of related tasks. Each component describes a distinctive and relatively self-contained portion of a job. Usually an officer's duty position will contain several job components, each describing a specific cluster of tasks. Similar task clusters found in different positions are described by a single common job component. It should be possible to describe any position by using distinctive combinations of job components like building blocks.

Through analysis of a broad sample of Army positions normally filled by field grade officers, a number of experimental job components for certain categories of officer positions have been developed. You have been identified as the incumbent in March 1978 of one such duty position in the selection of the respondent sample. Job components for that duty position are attached. If your duty position has been changed, please respond for the assignment which you held on 31 March, 1978. You are asked to participate in this project through review and response to the attached material in accordance with the instructions provided.

Your participation in this research is voluntary. The data you provide are for research purposes only and will not in any way become part of your DA personnel files. Do not include your name or social security number.

Your cooperation in this research for the Army is appreciated. Instructions follow on the next page.

Identification No.

EVALUATION OF DATA ELEMENTS FOR A TRAINING INFORMATION  
FEEDBACK SYSTEM IN THE CONTEXT OF POST-CGSC ASSIGNMENTS

Instructions

Project Materials

Form A. Privacy Act Information: DA Form 4368-R dated 1 May 1975 contains information required by the Privacy Act of 1974.

Form B. Catalogue List of Officer Job Components: This is a list of experimental job components in a variety of officer positions.

Form C. Job Component Forms: These are a group of experimental job components in field survey form which have been pre-selected for your review. It is believed that this group of job components most nearly describes the duty position which you held in March 1978.

Form D. Individual Data Sheet: This sheet contains spaces for entering personal and job related data. Since legible entries are essential, please print or type your responses.

Procedure

1. Review the catalogue list of officer job components, Form B, to familiarize yourself with the job component titles and to identify those applicable to your position, subject to the more detailed examination in the steps below.
2. Examine all the job components attached for your March 1978 assignment, Form C, to see if they apply to your position and cover its significant functions. Each page includes a detailed description of a single job component. If a job component is not applicable in any significant degree to your March 1978 position in either (a) actual or simulated combat operations or (b) garrison or other circumstances, then print "NOT APPLICABLE" in large letters across the face of the form and disregard the rest of that form.
3. Fill out each job component survey form which is applicable to your March 1978 position (either on the basis of present job performance or estimated requirements under operational conditions), as follows:
  - a. For each listed task mark an "X" in the appropriate right-hand column. (Note: In the column headings, "supervise" means person-to-person, continuous supervision of immediate subordinates, as in the relationship of a rating officer to rated officer. "Direct" means actively directing from one echelon higher than "supervising", as in the usual relationship of an endorsing officer to rated officer.)

b. If changes or additions to the task statement are needed, please write any suggestions on the face or back of the job component survey form.

c. Complete the lower portion of each job component survey form, by placing an "X" in the appropriate box on each line. There are two lines per question.

- 1) Notice that each of the three question items relates to two different circumstances: (a) "In actual or simulated combat operations and support", and (b) "In garrison and other than a".
  - 2) If your March 1978 position was in a non-deployable unit and would not involve actual or simulated combat operations, then for Question 1, Line a, simply mark Block 1 "little applicability", and disregard Line a of Questions 2 and 3. Conversely, if the job component applies only in actual or simulated combat operations or support, simply mark Block 1 of Question 1, Line b, and disregard Line b of Questions 2 and 3.
  - 3) In answering Question 2 (Time Spent on Job Component), you should reflect your own actual performance. If the component applies to your March 1978 position in combat operations, estimate that time on the basis of experience and training.
  - 4) In answering Question 3 (Relative Criticality of Job Component), only one of your components should be marked as "least critical" and one as "most critical".
4. If you believe other job components are necessary to cover the significant functions of your March 1978 position, a. select them from the catalogue list of job component titles, Form B. In considering components with overlapping content, use only the one that fits best. Do not seek components for minor common activities or miscellaneous duties not integral to your position. b. Use the space on the back of your Individual Data Sheet to describe any further job component requirements of your March 1978 position beyond the job component titles in the catalogue list, Form B.
5. Provide the information requested on the Individual Data Sheet, Form D.
6. Please return Forms C and D in the self-addressed envelope within 10 working days after receipt of material.

Thank you for your contribution to Army research.

DATA REQUIRED BY THE PRIVACY ACT OF 1974 (5 U.S.C. 552a)	
TITLE OF FORM	Evaluation of Data Elements for a Training Information Feedback System
PRESCRIBING DIRECTIVE AR 70-1	
1 AUTHORITY  10 USC Sec 4503	
2 PRINCIPAL PURPOSE(S)  The data collected with the attached forms are to be used for research purposes only.	
3 ROUTINE USES  This is an experimental personnel data collection form developed for the U.S. Army Research Institute for the Behavioral and Social Sciences pursuant to its research mission as prescribed in AR 70-1. When identifiers (name or Social Security Number) are requested they are to be used for administrative and statistical control purposes only. Full confidentiality of the responses will be maintained in the processing of these data.	
4 MANDATORY OR VOLUNTARY DISCLOSURE AND EFFECT ON INDIVIDUAL NOT PROVIDING INFORMATION  Your participation in this research is strictly voluntary. Individuals are encouraged to provide complete and accurate information in the interests of the research, but there will be no effect on individuals for not providing all or any part of the information. This notice may be detached from the rest of the form and retained by the individual if so desired.	
FORM	Privacy Act Statement - 28 Sep 75

DA Form 4368-R, 1 May 75

FORM A

CATALOGUE LIST OF ARMY OFFICER DUTY MODULES  
(BY AREA)NUMBERTITLE OF JOB COMPONENT

## COMMAND MANAGEMENT, GENERAL MANAGEMENT, AND ADMINISTRATION

- A-1 Performs general administration
- A-2 Exercises military command authority
- A-3 Supervises a staff section, detachment, or office
- A-4 Performs headquarters management staff functions
- A-5 Performs special staff administrative and adjutant type functions
- A-6 Directs, coordinates, and supervises a staff
- A-7 Performs executive staff secretariat functions
- A-8 Counsels and evaluates subordinates as troop leader and takes action on personal problems
- A-9 Supervises troop appearance and care and maintenance of materiel and facilities in unit
- A-10 Performs overall programming evaluation and review staff work
- A-11 Performs management analysis staff functions

## PERSONNEL

- B-1 Performs manpower management staff functions
- B-2 Performs personnel management staff functions
- B-3 Performs staff functions pertaining to personnel services
- B-4 Performs officer personnel management functions at departmental level
- B-5 Directs or coordinates postal services for an installation or command

## INTELLIGENCE

- C-1 Performs combat intelligence staff functions
- C-2 Performs counterintelligence and security staff functions in a general staff or coordinating staff
- C-3 Performs foreign area strategic intelligence staff functions
- C-4 Performs aerial surveillance staff functions in a general staff or other coordinating staff
- C-5 Performs intelligence staff functions concerning ground reconnaissance and surveillance
- C-6 Directs and conducts operations of counterintelligence unit
- C-7 Conducts military intelligence collection operations in the field

#### OPERATIONS AND PLANS (STAFF)

- D-1 Performs operations staff functions in a General Staff or other coordinating staff
- D-2 Performs operations planning staff functions in a General Staff or other coordinating staff
- D-3 Performs air support staff functions in a General Staff or coordinating staff
- D-4 Coordinates fire support for unit tactical operations
- D-5 Directs school troop unit operations at a service school center

#### ORGANIZATION, TRAINING

- E-1 Trains troops and/or civilian employees in units and activities
- E-2 Performs training staff functions
- E-3 Performs force development functions in general staff or other coordinating staff

#### LOGISTICS (STAFF, CONSUMER UNITS, AND COMPOSITE COMBAT SUPPORT COMMAND)

- F-1 Performs supply operations at consumer unit level
- F-2 Performs supply staff functions
- F-3 Performs equipment maintenance and readiness staff functions in a general staff or other coordinating staff
- F-4 Performs transportation staff functions in a general staff or other coordinating staff
- F-5 Performs logistical services staff functions in a general staff or other coordinating staff
- F-6 Performs staff functions pertaining to motor vehicle maintenance and operations
- F-7 Performs general logistics staff functions
- F-8 Performs staff functions concerning procurement of materiel
- F-9 Reviews, processes, and coordinates military construction budgetary planning and programming at Major command or departmental level
- F-10 Plans, staffs, and coordinates military base and facility engineering requirements
- F-11 Directs and controls operations of a combat support command or comparable composite combat service support organization

#### COMMUNICATIONS AND ELECTRONICS

- G-1 Serves as Battalion or Brigade Communications Officer
- G-2 Performs communications-electronics (CE) staff functions
- G-3 Directs and controls operations of mobile communications support unit

- G-4 Establishes and controls mobile area signal center
- G-5 Manages communications-electronics facilities and services at major command post or operations center
- G-6 Directs and controls fixed telecommunications center
- G-7 Establishes and controls communications-electronic services for military posts and comparable fixed installations

#### CIVIL-MILITARY AFFAIRS

- H-1 Performs civil-military staff functions
- H-2 Plans and controls civil affairs operations
- H-3 Plans and coordinates psychological warfare operations
- H-4 Performs attache type intelligence functions

#### COMPTROLLERSHIP AND PROGRAM/PROJECT/PRODUCT MANAGEMENT

- I-1 Performs program and budget staff functions
- I-2 Conducts cost studies and analyses of financial management
- I-3 Develops and designs budgetary methods and procedures for financial management systems

#### ARMY AVIATION

- J-1 Performs Army aviation staff functions
- J-2 Pilots rotary wing aircraft
- J-3 Pilots fixed wing aircraft
- J-4 Directs and controls Army aircraft maintenance
- J-5 Performs Army aviation safety duties

#### RESEARCH, DEVELOPMENT, TEST, AND EVALUATION

- K-1 Performs staff functions pertaining to research, development, test, and evaluation of new equipment and materiel
- K-2 Conducts service or operational test and evaluation of new equipment and materiel
- K-3 Coordinates test and evaluation of new equipment and materiel
- K-4 Coordinates or conducts research, development, and engineering for developmental materiel or system
- K-5 Performs or assists in overall life-cycle management of special materiel project or product

#### OPERATIONS RESEARCH AND SYSTEMS ANALYSIS

- L-1 Performs operations research analysis

#### ADP MANAGEMENT AND PROGRAMMING

- M-1 Performs ADP staff functions

### EDUCATION, INSTRUCTION

- N-1 Prepares and conducts formal instruction in a school
- N-2 Conducts ROTC activities at civilian education institution
- N-3 Prepares doctrinal or formal instructional publications

### INFORMATION ACTIVITIES

- O-1 Performs public information staff functions
- O-2 Assembles and prepares materials for command information or troop information activities
- O-3 Manages television or radio station of the Armed Forces Radio and Television Service

### AUDIO-VISUAL ACTIVITIES

- P-1 Manages various audio-visual services for a major installation or activity
- P-2 Produces taped television or motion picture films for instructional or information purposes

### TACTICAL DIRECTION OF COMBAT UNITS

- U-1 Directs and controls employment of Infantry and Armor maneuver unit
- U-2 Directs and controls mortars
- U-3 Directs and controls tactical employment of reconnaissance and scout unit
- U-4 Directs and controls heat seeking type air defense weapons (Redeye)
- U-5 Directs and controls antitank elements
- U-6 Participates individually and directly in ground combat

### MISCELLANEOUS

- W-1 Provides personal assistance to general officer
- W-2 Directs and leads honor guard unit and performs staff functions pertaining to ceremonies
- W-3 Performs unit liaison activities
- W-4 Performs Inspector General staff functions
- W-5 Performs military history staff functions
- W-6 Provides advice and assistance for Army reserve components
- W-7 Represents US forces in military standardization activities with other countries

### INDIVIDUAL FUNCTIONS AND SPECIAL QUALIFIERS

- X-1 Participates in airborne operations as a parachutist (MOS SQI prefix 7)
- X-2 Performs specialized nuclear weapons effects analysis (MOS SQI prefix 5)

#### AIR DEFENSE ARTILLERY

- AA-1 Directs and controls employment of light air defense artillery weapons
- AA-2 Directs and controls HAWK type air defense launchers and missiles

#### FIELD ARTILLERY

- BB-1 Directs and controls employment of field artillery cannon firing battery
- BB-2 Performs field artillery reconnaissance and survey
- BB-3 Performs field artillery target acquisition

#### MILITARY POLICE, LAW ENFORCEMENT, CRIMINAL INVESTIGATIONS

- CC-1 Serves as Provost Marshal
- CC-2 Controls and participates in military police operations
- CC-3 Directs and operates a military confinement facility
- CC-4 Directs, controls, and participates in operation of criminal investigation unit
- CC-5 Directs and operates criminal information center or system

#### ENGINEERING

- EE-1 Directs and controls combat engineer unit
- EE-2 Directs and controls portable bridging
- EE-3 Directs and controls mobile water supply point unit operations
- EE-4 Directs and employs atomic demolitions (ADM)
- EE-5 Serves as engineer staff officer
- EE-6 Directs and controls engineer construction or heavy equipment unit
- EE-7 Designs, plans, and monitors construction projects for military engineer units
- EE-8 Directs and controls facilities engineering services for an installation
- EE-9 Prepares terrain study material
- EE-10 Conducts engineering surveys
- EE-11 Manages field production or revision of topographic and photographic military maps
- EE-12 Performs on-site supervision of engineer contract construction projects, and related contract administration
- EE-13 Coordinates military construction activities in an engineer district
- EE-14 Provides resident engineer district representation and services at a military installation
- EE-15 Conducts engineer oriented strategic studies and analyses
- EE-16 Plans, constructs, and maintains military pipeline system

### LOGISTICAL SERVICE OPERATIONS (SPECIALIZED)

- FF-1 Manages installation commissary
- FF-2 Manages officers' open mess
- FF-3 Performs food service and advisor staff functions
- FF-4 Directs and controls operation of mobile field laundry and bath units
- FF-5 Directs and controls support service unit or activity
- FF-6 Performs purchasing and contracting functions under the Armed Services Procurement Regulations
- FF-7 Directs and controls field mortuary and cemetery activities
- FF-8 Manages materiel supply control for one or more commodities within an organization or activity
- FF-9 Performs staff and operating functions concerning property disposal
- FF-10 Performs contract administration functions under the Armed Services Procurement Regulations
- FF-11 Coordinates materiel production and procurement activities for a major project or program
- FF-12 Oversees contractor-operated munitions plant
- FF-13 Directs a unit engaged in explosive ordnance disposal operations
- FF-14 Performs explosive ordnance disposal staff functions
- FF-15 Directs and controls chemical combat support
- FF-16 Performs chemical staff functions in a combat or combined arms organization

### TRANSPORTATION (OPERATIONS AND SPECIALIZED FUNCTIONS)

- GG-1 Coordinates military passenger traffic and movement operations
- GG-2 Performs staff management and coordination of military cargo shipments to and from overseas
- GG-3 Coordinates cargo handling operations at military ocean terminal
- GG-4 Directs or coordinates operations of deployable water terminal operating unit
- GG-5 Directs and controls operations of amphibious truck unit
- GG-6 Directs and controls operations of transportation truck unit
- GG-7 Performs highway traffic engineering staff functions

### SUPPLY AND MAINTENANCE SUPPORT OPERATIONS

- HH-1 Directs parachute maintenance and aerial delivery equipment support
- HH-2 Directs and controls petroleum supply unit
- HH-3 Directs and controls supply unit or activity
- HH-4 Supervises division heavy drop support
- HH-5 Directs and controls repair of non-missile equipment

- HH-6 Supervises storage and warehouse operations
- HH-7 Directs and controls support maintenance for artillery missile systems
- HH-8 Directs and controls machine shop and metal-working
- HH-9 Directs and controls special ammunition combat service support operations
- HH-10 Exercises staff supervision and technical control over maintenance support operations
- HH-11 Performs technical parts supply staff function
- HH-12 Manages parts supply activities or units
- HH-13 Directs and controls conventional ammunition supply and storage operations
- HH-14 Coordinates large-scale bulk POL movement and storage operations

#### FINANCE

- II-1 Performs finance and accounting functions
- II-2 Performs financial services staff functions for a deployable command

#### CRYPTOLOGY, SPECIALIZED SIGNAL INTELLIGENCE AND SECURITY OPERATIONS, AND ELECTRONIC WARFARE

- KK-1 Directs and conducts ground signal surveillance, intercept, intelligence, and related electronic warfare operations
- KK-2 Directs and conducts airborne signal intelligence operations
- KK-3 Directs, conducts, and/or performs specialized cryptologic functions
- KK-4 Performs functions concerning Electronic Warfare (EW) in a general staff

Date: July 1979

Code: 21

JOB COMPONENT A-1 Performs general administration	(5) Direct	(4) Supervise	(3) Do and supervise	(2) Do	(1) Assist	(0) Not applicable
Prepare administrative SOPs and instructions.						
Monitor security of classified documents.						
Prepare and review administrative correspondence, memoranda, and reports.						
Establish and monitor arrangements for collection and distribution of mail within unit.						
Screen incoming correspondence and distribute for action or information.						
Establish and operate suspense system.						
Authenticate orders and official correspondence.						
Establish and post files of records and regulations.						
Review, interpret and apply directives and information.						
Schedule appointments, conferences, and other such activities.						
Provide for reproduction and duplication services.						
Prepare and review unit journal, historical records and morning report (or change reports for centralized systems).						
Administer unit funds.						
Establish and operate unit message center.						
Prepare daily bulletin or similar publication.						
Other						
Level of performance most applicable for job component as a whole						

**1. DO COMPONENT AND TASKS APPLY TO YOUR POSITION:**

	(0) Not applicable	(1) Little applicability	(2) Several of tasks	(3) Majority of tasks	(4) All of tasks
a. In actual or simulated combat operations and support?					
b. In garrison and other than a?					

**2. PERCENT OF TIME SPENT ON THIS JOB COMPONENT:**

	(0) Not applicable	(1) 1-9%	(2) 10-29%	(3) 30-49%	(4) 50-69%	(5) 70-89%	(6) 90-100%
a. In actual or simulated combat operations and support?							
b. In garrison and other than a?							

**3. CRITICALITY OF THIS JOB COMPONENT TO ENTIRE JOB:**

	(0) Not applicable	(1) Least critical	(2) Average	(3) Critical	(4) The most critical
a. In actual or simulated combat operations and support?					
b. In garrison and other than a?					

Date: July 1979

Code: 21

JOB COMPONENT A-3 Supervises a staff section, detachment, or office	(5) Direct	(4) Supervise	(3) Do and supervise	(2) Do	(1) Assist	(0) Not applicable
Gather, interpret and apply pertinent directives and information.						
Organize personnel and other resources into functional elements to accomplish mission.						
Prescribe standing operating procedures for internal functioning.						
Schedule and allocate work, assign priorities, issue guidance.						
Monitor, review and evaluate work.						
Operate a system for filing, retrieval, display and reporting of information.						
Provide for office services and clerical support						
Monitor safeguarding classified information and other aspects of internal security.						
Motivate, evaluate, and counsel subordinates						
Other						
<i>Not Applicable</i>						
Level of performance most applicable for job component as a whole						

1. DO COMPONENT AND TASKS APPLY TO YOUR POSITION:	(0) Not applicable	(1) Little applicability	(2) Several of tasks	(3) Majority of tasks	(4) All of tasks
a. In actual or simulated combat operations and support?					
b. In garrison and other than g?					

2. PERCENT OF TIME SPENT ON THIS JOB COMPONENT:	(0) Not applicable	(1) 1-9%	(2) 10-29%	(3) 30-49%	(4) 50-69%	(5) 70-89%	(6) 90-100%
a. In actual or simulated combat operations and support?							
b. In garrison and other than g?							

3. CRITICALITY OF THIS JOB COMPONENT TO ENTIRE JOB:	(0) Not applicable	(1) Least critical	(2) Average	(3) Critical	(4) The most critical
a. In actual or simulated combat operations and support?					
b. In garrison and other than g?					

Date: July 1979

Code: 21

JOB COMPONENT EE-6 Directs and controls engineer construction or heavy equipment	(5) Direct	(4) Supervise	(3) Do and supervise	(2) Do	(1) Assist	(0) Not applicable
Formulate engineer construction or heavy equipment unit SOP.						
Advise, and coordinate with others concerning engineer support matters.						
Perform on-site reconnaissance for construction support.						
Organize and conduct rock quarrying and crushing operations.						
Build structures, roads, bridges and air fields.						
Organize and conduct concrete or asphalt mixing, paving, and other pouring operations.						
Organize and conduct dump-truck operations.						
Provide heavy and special engineer equipment and operators to assist engineer construction units.						
Estimate materials, equipment, and manpower required for unit's construction and construction support operations.						
Provide maintenance support for specified engineer equipment items.						
Employ design and quality control measures to monitor and inspect engineer construction.						
Prepare and review correspondence, memoranda, records, and reports concerning engineer construction support matters.						
Assign personnel to duty, inspect work, train in proper procedures and provide leadership.						
Other						
Level of performance most applicable for job component as a whole						

1. DO COMPONENT AND TASKS APPLY TO YOUR POSITION:	(0) Not applicable	(1) Little applicability	(2) Several of tasks	(3) Majority of tasks	(4) All of tasks		
2. PERCENT OF TIME SPENT ON THIS JOB COMPONENT:	(0) Not applicable	(1) 1-9%	(2) 10-29%	(3) 30-49%	(4) 50-69%	(5) 70-89%	(6) 90-100%
3. CRITICALITY OF THIS JOB COMPONENT TO ENTIRE JOB:	(0) Not applicable	(1) Least critical	(2) Average	(3) Critical	(4) The most critical		

Date: July 1979

Code: &gt; 1

JOB COMPONENT EE-7 Designs, plans, and monitors construction projects for military engineer units	(5) Direct	(4) Supervise	(3) Do and supervise	(2) Do	(1) Assist	(0) Not applicable
Analyze military construction project requirements or requests to determine feasibility and impact.						
Perform on-site reconnaissance for construction projects.						
Prepare or review engineering design for construction projects.						
Issue guidance to architectural and construction draftsmen for preparation of detailed structural and engineering plans and blueprints, and review such work.						
Prepare or review estimated requirements for materials, personnel, and equipment for construction projects.						
Coordinate project planning with others concerned including arrangements for materials.						
Arrange for contractor support, either by contracting if authorized or by request to authorized contracting officer.						
Prepare order or letter of instructions assigning project execution to subordinate units.						
Monitor project execution and quality control by observation and reports review.						
Brief and advise superiors and others concerning construction project matters.						
Preview or review correspondence, memoranda, and reports concerning construction projects, including final project completion report with cost data.						
Other						

Level of performance most applicable for job component as a whole

1. DO COMPONENT AND TASKS APPLY TO YOUR POSITION:	(0) Not applicable	(1) Little applicability	(2) Several of tasks	(3) Majority of tasks	(4) All of tasks
a. In actual or simulated combat operations and support?					
b. In garrison and other than a?					

2. PERCENT OF TIME SPENT ON THIS JOB COMPONENT:	(0) Not applicable	(1) 1-9%	(2) 10-29%	(3) 30-49%	(4) 50-69%	(5) 70-89%	(6) 90-100%
a. In actual or simulated combat operations and support?							
b. In garrison and other than a?							

3. CRITICALITY OF THIS JOB COMPONENT TO ENTIRE JOB:	(0) Not applicable	(1) Least critical	(2) Average	(3) Critical	(4) The most critical
a. In actual or simulated combat operations and support?					
b. In garrison and other than a?					

Date: July 1979

Code: 71

Identification No. 2161015

JOB COMPONENT EE-9: Prepares terrain study material	(5) Direct	(4) Supervise	(3) Do and supervise	(2) Do	(1) Assist	(0) Not applicable
Perform field terrain research in area of interest, obtaining and recording field data.						
Perform research of maps, photos, records, reports, intelligence materials and other sources of information concerning a geographic area.						
Prepare or review and assemble overall terrain study materials on areas of interest.						
Prepare hydrological portions of terrain studies.						
Prepare topographic portions of terrain studies.						
Prepare terrain study material concerning soil and surface conditions and other pertinent geomorphic aspects such as location of construction raw materials.						
Prepare or incorporate climate data for terrain studies.						
Plan graphic portrayal of terrain information and arrange for drafting and reproduction services.						
Coordinate terrain study work with others concerned.						
Review and comment on terrain studies and related material produced by other units or agencies.						
Prepare correspondence, memoranda, reports, and records concerning terrain studies.						
Other						
Level of performance most applicable for job component as a whole						

1. DO COMPONENT AND TASKS  
APPLY TO YOUR POSITION:

- a. In actual or simulated combat operations and support?  
b. In garrison and other than a?

(0) Not applicable	(1) Little applicability	(2) Several of tasks	(3) Majority of tasks	(4) All of tasks

2. PERCENT OF TIME SPENT  
ON THIS JOB COMPONENT:

- a. In actual or simulated combat operations and support?  
b. In garrison and other than a?

(0) Not applicable	(1) 1-9%	(2) 10-29%	(3) 30-49%	(4) 50-69%	(5) 70-89%	(6) 90-100%

3. CRITICALITY OF THIS JOB  
COMPONENT TO ENTIRE JOB:

- a. In actual or simulated combat operations and support?  
b. In garrison and other than a?

(0) Not applicable	(1) Least critical	(2) Average	(3) Critical	(4) The most critical

Date: July 1979

Code: 21

JOB COMPONENT EE-10 Conducts engineering surveys	(5) Direct	(4) Supervise	(3) Do and supervise	(2) Do	(1) Assist	(0) Not applicable
Prepare SOP for survey unit operations.						
Study maps or photos, and available survey records of area to be surveyed, and make physical reconnaissance.						
Plan survey and organize survey team accordingly.						
Determine established benchmarks or other survey control point to be used, physically locate or establish, and verify.						
Perform survey operations in the field, employing transit, theodolite and level, and trigonometric calculations.						
Issue instructions to survey team and inspect their work.						
Verify own and subordinates' survey accuracy by proper closure on control point, independent survey, or other techniques.						
Produce survey data by use of photogrammetric techniques.						
Establish additional survey control points for use by other engineer and artillery units and provide horizontal and vertical survey control data to them.						
Check existing maps and marked photos for accuracy by comparison against verified survey data.						
Prepare survey records and reports, and correspondence and memoranda concerning survey matters.						
Other						
Level of performance most applicable for job component as a whole						

1. DO COMPONENT AND TASKS  
APPLY TO YOUR POSITION:

- a. In actual or simulated combat operations and support?  
b. In garrison and other than a?

(0) Not applicable	(1) Little applicability	(2) Several of tasks	(3) Majority of tasks	(4) All of tasks

2. PERCENT OF TIME SPENT  
ON THIS JOB COMPONENT:

- a. In actual or simulated combat operations and support?  
b. In garrison and other than a?

(0) Not applicable	(1) 1-9%	(2) 10-29%	(3) 30-49%	(4) 50-69%	(5) 70-89%	(6) 90-100%

3. CRITICALITY OF THIS JOB  
COMPONENT TO ENTIRE JOB:

- a. In actual or simulated combat operations and support?  
b. In garrison and other than a?

(0) Not applicable	(1) Least critical	(2) Average	(3) Critical	(4) The most critical

Date: July 1979

Code: 2 /

JOB COMPONENT EE-12 Performs on-site supervision of engineer contract construction projects, and related contract administration	(5) Direct	(4) Supervise	(3) Do and supervise	(2) Do	(1) Assist	(0) Not applicable
Establish engineer field office and facilities, arrange staffing, and disestablish when no longer needed.		X				
Furnish contract information, interpretations, and guidance to contractor.	X					
Approve placement of subcontracts.						X
Conduct coordination conferences with contractors, customer agency representatives, and others involved.			X			
Review contractor's plan, directives, architectural studies, drawings, schedules for compliance with contract.	X					
Review contractor's employment practices and pay structure for compliance with law.	X					
Monitor on-site compliance with security, safety, and protection requirements.	X					
Establish and operate system for monitoring construction operations and progress by observation, detailed technical inspections, quality assurance procedures, records, and reports.	X					
Make or review proposals for contract changes or supplemental agreements, negotiate those within authority, and recommend action on those requiring higher contracting officer approval.			X			
Review contractor claims, approve interim payments to contractors, and certify project completion for final payments.			X			
Represent higher authority in community relations and public information activities pertaining to project.				X		
Prepare other correspondence memoranda and reports concerning assigned construction project and supervision thereof.		X				
Other						
Level of performance most applicable for job component as a whole	X					

1. DO COMPONENT AND TASKS APPLY TO YOUR POSITION:	(0) Not applicable	(1) Little applicability	(2) Several of tasks	(3) Majority of tasks	(4) All of tasks		
a. In actual or simulated combat operations and support?	X						
b. In garrison and other than a?				X			
2. PERCENT OF TIME SPENT ON THIS JOB COMPONENT:	(0) Not applicable	(1) 1-9%	(2) 10-29%	(3) 30-49%	(4) 50-69%	(5) 70-89%	(6) 90-100%
a. In actual or simulated combat operations and support?							
b. In garrison and other than a?							X
3. CRITICALITY OF THIS JOB COMPONENT TO ENTIRE JOB:	(0) Not applicable	(1) Least critical	(2) Average	(3) Critical	(4) The most critical		
a. In actual or simulated combat operations and support?							
b. In garrison and other than a?					X		

Date: July 1979

Code: 21

JOB COMPONENT EE-13 Coordinates military construction activities in an engineer district	(5) Direct	(4) Supervise	(3) Do and supervise	(2) Do	(1) Assist	(0) Not applicable
<p>Advise superiors and staff on military construction matters.</p> <p>Coordinate with installation and user organizations and provide representation on request at installation master planning board meetings.</p> <p>Provide technical advice and assistance to installation authorities in long-range planning and cost estimating.</p> <p>Coordinate and review work of technical staff in design, engineering, and monitoring of military construction projects.</p> <p>Coordinate real estate transactions required for military construction projects.</p> <p>Plan establishment of engineer field offices for on-site supervision of construction projects.</p> <p>Issue guidance to and monitor subordinate area and field offices concerned with local supervision of construction projects.</p> <p>Visit and inspect contract construction projects and offices in district.</p> <p>Conduct in-process reviews of construction projects and review reports from area and field offices on construction matters.</p> <p>Other</p>						
Level of performance most applicable for job component as a whole						

1. DO COMPONENT AND TASKS APPLY TO YOUR POSITION:	(0) Not applicable	(1) Little applicability	(2) Several of tasks	(3) Majority of tasks	(4) All of tasks		
a. In actual or simulated combat operations and support?							
b. In garrison and other than a?							
2. PERCENT OF TIME SPENT ON THIS JOB COMPONENT:	(0) Not applicable	(1) 1-9%	(2) 10-29%	(3) 30-49%	(4) 50-69%	(5) 70-89%	(6) 90-100%
a. In actual or simulated combat operations and support?							
b. In garrison and other than a?							
3. CRITICALITY OF THIS JOB COMPONENT TO ENTIRE JOB:	(0) Not applicable	(1) Least critical	(2) Average	(3) Critical	(4) The most critical		
a. In actual or simulated combat operations and support?							
b. In garrison and other than a?							

Date: July 1979Code: 21

JOB COMPONENT EE-14 Provides resident Engineer District representation and services at a military installation		(5) Direct	(4) Supervise	(3) Do and supervise	(2) Do	(1) Assist	(0) Not applicable
<p>Establish office at military installation and liaison with installation authorities.</p> <p>Provide technical advice and assistance to installation authorities in installation planning and cost estimates.</p> <p>Provide, or arrange for, engineering support services for installation such as real estate transactions, planning of major construction on projects and related contractual services of types beyond local capability or authority.</p> <p>Coordinate with installation authorities, customer units, higher engineer headquarters and area office, and others concerned.</p> <p>Prepare studies, reports, records, correspondence, and memoranda pertaining to engineering matters.</p> <p>Travel to higher engineer headquarters and area office to coordinate, present briefings, and obtain information and guidance.</p> <p>Other</p>							
Level of performance most applicable for job component as a whole							

*Not Applicable*

1. DO COMPONENT AND TASKS APPLY TO YOUR POSITION:	(0) Not applicable	(1) Little applicability	(2) Several of tasks	(3) Majority of tasks	(4) All of tasks		
a. In actual or simulated combat operations and support?							
b. In garrison and other than a?							
2. PERCENT OF TIME SPENT ON THIS JOB COMPONENT:	(0) Not applicable	(1) 1-9%	(2) 10-29%	(3) 30-49%	(4) 50-69%	(5) 70-89%	(6) 90-100%
a. In actual or simulated combat operations and support?							
b. In garrison and other than a?							
3. CRITICALITY OF THIS JOB COMPONENT TO ENTIRE JOB:	(0) Not applicable	(1) Least critical	(2) Average	(3) Critical	(4) The most critical		
a. In actual or simulated combat operations and support?							
b. In garrison and other than a?							

## INDIVIDUAL DATA SHEET

## PART 1 -- Personal Data

Position Title (31 Mar 1978): DISTRICT ENGINEER OPMS Duty Code: 21  
Organization/Unit (31 Mar 1978): DIST, US ARMY Corps of Engrs.  
Station (31 Mar 1978): \_\_\_\_\_ Zip Code: \_\_\_\_\_  
Grade (31 Mar 1978): OL Branch: CE  
Graduated CGSC (Year): 1989 No: \_\_\_\_\_  
Today's Date: 21 Sep 79 Basic Year Group: 53

## PART 11 -- Job Data

1. Did you select from the catalogue list any additional job components which were not included among the forms provided for your duty position?
  - a. No ☒
  - b. Yes ☐, I added the following \_\_\_\_\_  
(List by job component number from Form B.)
2. Did you mark "Not Applicable" on any job component forms issued to you?
  - a. No ☐
  - b. Yes ☒, the following EE 6, 7, 9, 10, 13, 14  
(List by job component number from Form B.)
3. Do the attached job component forms (including any titles you added from the catalogue list but excluding any marked "Not Applicable") fit your position (primary duty assignment) and reasonably describe the essentials of the duties indicated? (See Note below.)\*
  - a. Yes ☒
  - b. No ☐, (if "No", explain on back of this sheet).
4. What estimated percentage of your total working time is accounted for by your attached job component forms?
  - a. In actual or simulated combat operations and support? 0 %  
(Omit a if it is inapplicable or you feel unable to estimate.)
  - b. In garrison and other than a? 98-100 %
5. Besides the job component forms attached and those included on the catalogue list, do you still need other job components or tasks to cover the significant duties of your position (primary assignment)? (See Note below.)\*
  - a. No ☒, the attached job component forms plus those I have added from the catalogue list suffice.
  - b. Yes ☐, I need other components or tasks, which I indicate on the back of this sheet.

\*Note: In your analysis, ignore minor local variations and miscellaneous minor common tasks.

APPENDIX B

Detailed Analysis of Job Components as They  
Applied to Salient Assignments Within 20 OPMS Specialties

## APPENDIX B

### 1. *OPMS Specialty Code No.: 11*

*Salient Assignment: Senior Army Advisor*

Job Component No.: A-3

Job Component Description: Supervises a staff section, detachment, or office.

Environment: Garrison

Application: All tasks

Time Consumed: 10% to 49%

Criticality: Average to critical

Environment: Combat

Application: Little

Job Component No.: W-6

Job Component Description: Provides advice and assistance for Army reserve components.

Environment: Garrison

Application: All tasks

Time Consumed: 50% to 90%

Criticality: Most critical

Additions: 3 tasks recommended

Environment: Combat

Application: Little

### 2. *OPMS Specialty Code No.: 12*

*Salient Assignment: Service School Staff & Faculty*

Job Component No.: N-1

Job Component Description: Prepares and conducts formal instruction in a service school.

Environment: Garrison

Application: Majority of tasks

Time Consumed: 90% to 100%

Criticality: Critical

Environment: Combat

Application: Majority of tasks

Time Consumed: 10% to 100%

Criticality: Critical

### 3. *OPMS Specialty Code No.: 13*

*Salient Assignment: Artillery Commander, Battalion, Group or Division Artillery*

Job Component No.: A-1

Job Component Description: Performs general administration.

Environment: Garrison  
Application: All tasks  
Time Consumed: 1% to 29%  
Criticality: Least critical to critical

Environment: Combat  
Application: All tasks  
Time Consumed: 1% to 29%  
Criticality: Least critical to critical

Job Component No.: A-2

Job Component Description: Exercises command authority in military justice matters.

Environment: Garrison  
Application: All tasks  
Time Consumed: 1% to 29%  
Criticality: Average to critical

Environment: Combat  
Application: All tasks  
Time Consumed: 1% to 29%  
Criticality: Average to critical

Job Component No.: A-8

Job Component Description: Counsels and evaluates subordinates as troop leader and takes action on personal problems.

Environment: Garrison  
Application: All tasks  
Time Consumed: 1% to 29%  
Criticality: Average to critical

Environment: Combat  
Application: All tasks  
Time Consumed: 1% to 29%  
Criticality: Average to Critical

Job Component No.: A-9

Job Component Description: Supervises troop appearance and care and maintenance of materiel and facilities in unit.

Environment: Garrison  
Application: All tasks  
Time Consumed: 10% to 29%  
Criticality: Critical

Environment: Combat  
Application: All tasks  
Time Consumed: 10% to 29%  
Criticality: Critical

Job Component No.: D-4

Job Component Description: Coordinates fire support for unit tactical operations.

Environment: Garrison  
Application: Little

Environment: Combat  
Application: All tasks  
Time Consumed: 10% to 69%  
Criticality: Critical to most critical

Job Component No.: E-1  
Job Component Description: Trains troop and/or civilian employees in units and activities.

Environment: Garrison  
Application: All tasks  
Time Consumed: 10% to 49%  
Criticality: Critical to most critical

Environment: Combat  
Application: Little

Job Component No.: F-1  
Job Component Description: Performs supply operations at consumer unit level.

Environment: Garrison  
Application: All tasks  
Time Consumed: 1% to 29%  
Criticality: Average to critical

Environment: Combat  
Application: All tasks  
Time Consumed: 1% to 29%  
Criticality: Average to critical

Job Component No.: U-1  
Job Component Description: Directs and controls employment of Field Artillery unit.

Environment: Garrison  
Application: All tasks  
Time Consumed: 1% to 29%  
Criticality: Not applicable to average

Environment: Combat  
Application: All tasks  
Time Consumed: 30% to 49%  
Criticality: Critical to most critical

Job Component No.: U-6  
Job Component Description: Participates individually and directly in ground combat.

Environment: Garrison  
Application: Not applicable

Environment: Combat  
Application: All tasks  
Time Consumed: 1% to 29%  
Criticality: Average to critical

4. *OPMS Specialty Code No.: 14*

*Salient Assignment: Staff Officer, Post or Center*

Job Component No.: A-3

Job Component Description: Supervises a staff section, detachment or office.

Environment: Garrison

Application: Majority of tasks

Time Consumed: 10% to 29%

Criticality: Least critical

Environment: Combat

Application: Not applicable

Job Component No.: A-6

Job Component Description: Directs, coordinates and supervises a staff.

Environment: Garrison

Application: Majority of tasks

Time Consumed: 30% to 49%

Criticality: Critical

Environment: Combat

Application: Not applicable

Job Component No.: 48-1

Job Component Description: Performs action officer functions on a high level staff.

Environment: Garrison

Application: Majority of tasks

Time Consumed: 30% to 49%

Criticality: Average

Environment: Combat

Application: Not applicable

5. *OPMS Specialty Code No.: 21*

*Salient Assignment: District Engineer or Assistant*

Job Component No.: EE-12

Job Component Description: Performs on-site supervision of Engineer contract construction projects and related contract administration.

Environment: Garrison

Application: Majority of tasks

Time Consumed: 90% to 100%

Criticality: Most critical

Environment: Combat

Application: Not applicable

6. *OPMS Specialty Code No.: 25*

*Salient Assignment: Combat Communications - Electronics Staff Officer*

Job Component No.: A-3

Job Component Description: Supervises a staff section, detachment or office.

Environment: Garrison

Application: All tasks

Time Consumed: 50% to 69%

Criticality: Most critical

Environment: Combat

Application: Not applicable

Job Component No.: G-2

Job Component Description: Performs communications-Electronics (C-E) staff functions.

Environment: Garrison

Application: Majority of tasks

Time Consumed: 1% to 49%

Criticality: Least critical to critical

Environment: Combat

Application: Majority of tasks

Time Consumed: 1% to 49%

Criticality: Least critical to critical

Job Component No.: 48-1

Job Component Description: Performs action officer functions on a high level staff.

Environment: Garrison

Application: All tasks

Time Consumed: 50% to 69%

Criticality: Most critical

Environment: Combat

Application: All tasks

Time Consumed: 50% to 69%

Criticality: Most critical

7. *OPMS Specialty Code No.: 35*

*Salient Assignment: Tactical/Strategic Intelligence Staff Officer*

Job Component No.: A-3

Job Component Description: Supervises a staff section, detachment, or office.

Environment: Garrison

Application: All tasks

Time Consumed: 30% to 49%

Criticality: Average

Environment: Combat  
Application: Not applicable

8. OPMS Specialty Code No.: 41  
Salient Assignment: Personnel Management Staff Officer

Job Component No.: A-3  
Job Component Description: Supervises a staff section, detachment or office.

Environment: Garrison  
Application: All tasks  
Time Consumed: 70% to 100%  
Criticality: Most critical

Environment: Combat  
Application: Not applicable

Job Component No.: B-2  
Job Component Description: Performs personnel management staff functions.

Environment: Garrison  
Application: Several tasks  
Time Consumed: 1% to 100%  
Criticality: Average to most critical

Environment: Combat  
Application: Several tasks  
Time Consumed: 10% to 29%  
Criticality: Average

Job Component No.: B-4  
Job Component Description: Performs officer personnel management functions at department level.

Environment: Garrison  
Application: From several to a majority of tasks  
Time Consumed: 1% to 100%  
Criticality: Least to most critical

Environment: Combat  
Application: Several tasks  
Time Consumed: 1% to 9%  
Criticality: Average

Job Component No.: 48-1  
Job Component Description: Performs action officer functions on a high level staff.

Environment: Garrison  
Application: None to all tasks  
Time Consumed: 1% to 49%  
Criticality: Least to most critical

Environment: Combat  
Application: Little applicability

9. *OPMS Specialty Code No.: 44*

*Salient Assignment: Finance and Accounting Staff Officer*

Job Component No.: A-3

Job Component Description: Supervises a staff section, detachment or office.

Environment: Garrison  
Application: All tasks  
Time Consumed: 30% to 69%  
Criticality: Critical to most critical

Environment: Combat  
Application: Little applicability

Job Component No.: II-1

Job Component Description: Performs finance and accounting functions.

Environment: Garrison  
Application: Majority of tasks  
Time Consumed: 30% to 89%  
Criticality: Least to most critical

Environment: Combat  
Application: Little applicability

10. *OPMS Specialty Code No.: 47*

*Salient Assignment: Professor of Military Science at a College or University*

Job Component No.: A-1

Job Component Description: Performs general administration.

Environment: Garrison  
Application: Little applicability  
Time Consumed: 1% to 29%  
Criticality: Least critical to critical

Environment: Combat  
Application: Not applicable

Job Component No.: A-3

Job Component Description: Supervises a staff section, detachment or office.

Environment: Garrison  
Application: Majority of tasks  
Time Consumed: 1% to 49%  
Criticality: Critical

Environment: Combat  
Application: Not applicable

Job Component No.: N-2  
Job Component Description: Conducts ROTC activities at a civilian educational institution.

Environment: Garrison  
Application: All tasks  
Time Consumed: 50% to 89%  
Criticality: Most critical

Environment: Combat  
Application: Not applicable

11. *OPMS Specialty Code No.: 49*  
*Salient Assignment: Operations Research/Systems Analysis Staff Officer*

Job Component No.: A-3  
Job Component Description: Supervises a staff section, detachment, or office.

Environment: Garrison  
Application: All tasks  
Time Consumed: 30% to 89%  
Criticality: Average to most critical

Environment: Combat  
Application: Not applicable

Job Component No.: L-1  
Job Component Description: Performs operations research/systems analysis.

Environment: Garrison  
Application: Majority of tasks  
Time Consumed: 1% to 100%  
Criticality: Least to most critical

Environment: Combat  
Application: Not applicable

Job Component No.: 48-1  
Job Component Description: Performs action officer functions on a high level staff.

Environment: Garrison  
Application: Several to all tasks  
Time Consumed: 1% to 69%  
Criticality: Least to most critical

Environment: Combat  
Application: Not applicable

12. *OPMS Specialty Code No.: 51*  
*Salient Assignment: Research and Development Staff Officer*

Job Component No.: A-3  
Job Component Description: Supervises a staff section, detachment, or office.

Environment: Garrison  
Application: All tasks  
Time Consumed: 1% to 49%  
Criticality: Average to critical

Environment: Combat  
Application: Not applicable

Job Component No.: K-1  
Job Component Description: Performs staff functions pertaining to research, development, test and evaluation of new equipment and materiel.

Environment: Garrison  
Application: Majority to all tasks  
Time Consumed: 10% to 49%  
Criticality: Average to most critical

Environment: Combat  
Application: Not applicable

Job Component No.: K-2  
Job Component Description: Conducts service or operational test and evaluation of new equipment and materiel.

Environment: Garrison  
Application: Several to a majority of tasks  
Time Consumed: 1% to 9%  
Criticality: Average

Environment: Combat  
Application: Not applicable

Job Component No.: K-3  
Job Component Description: Coordinates tests and evaluation of new equipment and materiel.

Environment: Garrison  
Application: Several to a majority of tasks  
Time Consumed: 1% to 29%  
Criticality: Least to critical

Environment: Combat  
Application: Not applicable

Job Component No.: K-4  
Job Component Description: Coordinates or conducts research, development and engineering for developmental materiel or system.

Environment: Garrison  
Application: Majority to all tasks  
Time Consumed: 10% to 39%  
Criticality: Average to critical

Environment: Combat  
Application: Not applicable

Job Component No.: 48-1  
Job Component Description: Performs action officer functions on a high level staff.

Environment: Garrison  
Application: Majority to all tasks  
Time Consumed: 10% to 29%  
Criticality: Average to critical

Environment: Combat  
Application: Not applicable

13. *OPMS Specialty Code No.: 52*  
*Salient Assignment: Nuclear Weapons Effects Staff Officers*

Job Component No.: A-3  
Job Component Description: Supervises a staff section, detachment, or office.

Environment: Garrison  
Application: All tasks  
Time Consumed: 30% to 49%  
Criticality: Most critical

Environment: Combat  
Application: Little applicability

Job Component No.: X-2  
Job Component Description: Performs specialized nuclear weapons effects analysis.

Environment: Garrison  
Application: Majority of tasks  
Time Consumed: 30% to 49%  
Criticality: Critical

Environment: Combat  
Application: Little applicability

Job Component No.: 48-1  
Job Component Description: Performs action officer functions on a high level staff.

Environment: Garrison  
Application: Majority of tasks  
Time Consumed: 10% to 29%  
Criticality: Least critical

Environment: Combat  
Application: Little applicability

14. *OPMS Specialty Code No.: 54*

*Salient Assignment: Operations and Force Development Staff Officer*

Job Component No.: A-3  
Job Component Description: Supervises a staff section, detachment, or office.

Environment: Garrison  
Application: All tasks  
Time Consumed: 30% to 100%  
Criticality: Average to most critical

Environment: Combat  
Application: All tasks  
Time Consumed: 30% to 100%  
Criticality: Average to most critical

Job Component No.: A-13  
Job Component Description: Performs management analysis staff functions.

Environment: Garrison  
Application: All tasks  
Time Consumed: 30% to 49%  
Criticality: Critical

Environment: Combat  
Application: All tasks  
Time Consumed: 30% to 49%  
Criticality: Critical

Job Component No.: D-1  
Job Component Description: Performs operations staff functions in a general staff or other coordinating staff.

Environment: Garrison  
Application: Several to all tasks  
Time Consumed: 10% to 89%  
Criticality: Average to critical

Environment: Combat  
Application: Little to all tasks  
Time Consumed: 10% to 89%  
Criticality: Average to most critical

Job Component No.: D-2  
Job Component Description: Performs operations planning staff functions in a general staff or other coordinating staff.

Environment: Garrison  
Application: Several to all tasks  
Time Consumed: 1% to 69%  
Criticality: Average to most critical

Environment: Combat  
Application: Little to all tasks  
Time Consumed: 0% to 89%  
Criticality: None to most critical

Job Component No.: E-3  
Job Component Description: Performs force development functions in a  
general staff or other coordinating staff.

Environment: Garrison  
Application: None to all tasks  
Time Consumed: 0% to 29%  
Criticality: None to critical

Environment: Combat  
Application: None to all tasks  
Time Consumed: 0% to 29%  
Criticality: None to critical

Job Component No.: 48-1  
Job Component Description: Performs action officer functions on a high  
level staff.

Environment: Garrison  
Application: All tasks  
Time Consumed: 1% to 100%  
Criticality: Least to most critical

Environment: Combat  
Application: Little to all tasks  
Time Consumed: None to 100%  
Criticality: None to most critical

15. *OPMS Specialty Code No.: 70*  
*Salient Assignment: Logistics Management Staff Officer*

Job Component No.: A-3  
Job Component Description: Supervises a staff section, detachment, or  
office.

Environment: Garrison  
Application: None to a majority of tasks  
Time Consumed: 0% to 89%  
Criticality: None to most critical

Environment: Combat  
Application: None to a majority of tasks  
Time Consumed: 0% to 29%  
Criticality: Least critical

Job Component No.: F-7  
Job Component Description: Performs general logistics staff functions.

Environment: Garrison  
Application: Little to all tasks  
Time Consumed: 0% to 29%  
Criticality: None to average

Environment: Combat  
Application: Little to a majority of tasks  
Time Consumed: 0% to 89%  
Criticality: None to most critical

Job Component No.: 48-1  
Job Component Description: Performs action officer functions on a high level staff.

Environment: Garrison  
Application: Little to all tasks  
Time Consumed: 0% to 89%  
Criticality: None to critical

Environment: Combat  
Application: Little to all tasks  
Time Consumed: 0% to 29%  
Criticality: None to average

16. *OPMS Specialty Code No.: 75*  
*Salient Assignment: Munitions Materiel Management Officer*

Job Component No.: A-3  
Job Component Description: Supervises a staff section, detachment, or office.

Environment: Garrison  
Application: Majority to all tasks  
Time Consumed: 70% to 89%  
Criticality: Critical to most critical

Environment: Combat  
Application: Not applicable

Job Component No.: FF-12  
Job Component Description: Oversees a Government operated munitions plant.

Environment: Garrison  
Application: None to a majority of tasks  
Time Consumed: 0% to 69%  
Criticality: None to critical

Environment: Combat  
Application: Not applicable

Job Component No.: HH-5  
Job Component Description: Directs and controls repair of non-missile equipment.

Environment: Garrison  
Application: Little  
Time Consumed: 1% to 9%  
Criticality: Least critical

Environment: Combat  
Application: Not applicable

Job Component No.: HH-6  
Job Component Description: Supervises storage and warehouse operations.

Environment: Garrison  
Application: None to all tasks  
Time Consumed: 0% to 69%  
Criticality: None to critical

Environment: Combat  
Application: Not applicable

Job Component No.: HH-13  
Job Component Description: Directs and controls conventional ammunition supply and storage operations.

Environment: Garrison  
Application: None to a majority of tasks  
Time Consumed: 0% to 69%  
Criticality: None to critical

Environment: Combat  
Application: Not applicable

Job Component No.: 48-1  
Job Component Description: Performs action officer functions on a high level staff.

Environment: Garrison  
Application: None to all tasks  
Time Consumed: 0% to 9%  
Criticality: None to average

Environment: Combat  
Application: Not applicable

17. OPMS Specialty Code No.: 91  
Salient Assignment: Maintenance Management Staff Officer

Job Component No.: A-3  
Job Component Description: Supervises a staff section, detachment, or office.

Environment: Garrison  
Application: None to a majority of tasks  
Time Consumed: 0% to 89%  
Criticality: None to critical

Environment: Combat  
Application: None to a majority  
Time Consumed: 0% to 29%  
Criticality: Least critical

Job Component No.: F-3  
Job Component Description: Performs equipment maintenance and readiness staff functions in a general staff or other coordinating staff.

Environment: Garrison  
Application: Several to all tasks  
Time Consumed: 1% to 100%  
Criticality: Critical to most critical

Environment: Combat  
Application: None to all tasks  
Time Consumed: 0% to 89%  
Criticality: None to most critical

Job Component No.: 48-1  
Job Component Description: Performs action officer functions on a high level staff.

Environment: Garrison  
Application: Several to all tasks  
Time Consumed: 1% to 29%  
Criticality: Average to critical

Environment: Combat  
Application: None to all tasks  
Time Consumed: 0% to 29%  
Criticality: None to critical

18. *OPMS Specialty Code No.: 92*  
*Salient Assignment: Supply Management Staff Officer*

Job Component No.: A-3  
Job Component Description: Supervises a staff, section, detachment, or office.

Environment: Garrison  
Application: Majority to all tasks  
Time Consumed: 10% to 49%  
Criticality: Least critical to critical

Environment: Combat  
Application: Not applicable

Job Component No.: F-2  
Job Component Description: Performs supply staff functions.

Environment: Garrison  
Application: None to a majority of tasks  
Time Consumed: 0% to 49%  
Criticality: None to critical

Environment: Combat  
Application: None to a majority of tasks  
Time Consumed: 0% to 9%  
Criticality: None to critical

Job Component No.: 48-1  
Job Component Description: Performs action officer staff functions on a high level staff.

Environment: Garrison  
Application: None to all tasks  
Time Consumed: 0% to 9%  
Criticality: None to average

Environment: Combat  
Application: Not applicable

19. *OPMS Specialty Code No.: 93*  
*Salient Assignment: Logistic Services Management Staff Officer*

Job Component No.: A-3  
Job Component Description: Supervises a staff section, detachment, or office.

Environment: Garrison  
Application: All tasks  
Time Consumed: 90% to 100%  
Criticality: Most critical

Environment: Combat  
Application: Not applicable

Job Component No.: F-5  
Job Component Description: Performs logistics services staff functions in a general staff or other coordinating staff.

Environment: Garrison  
Application: Little  
Time Consumed: 10% to 29%  
Criticality: Average

Environment: Combat  
Application: Not applicable

20. *OPMS Specialty Code No.: 97*  
*Salient Assignment: Procurement Officer*

Job Component No.: A-3  
Job Component Description: Supervises a staff, section, detachment, or office.

Environment: Garrison  
Application: Majority of tasks  
Time Consumed: 30% to 89%  
Criticality: Critical

Environment: Combat  
Application: None to majority of tasks  
Time Consumed: 0% to 89%  
Criticality: None to critical

Job Component No.: F-8  
Job Component Description: Performs staff functions concerning procurement of materiel.

Environment: Garrison  
Application: None to several tasks  
Time Consumed: 0% to 9%  
Criticality: Least critical

Environment: Combat  
Application: Not applicable

Job Component No.: FF-6  
Job Component Description: Performs purchasing and contracting functions under the Armed Services Procurement Regulations.

Environment: Garrison  
Application: None to several tasks  
Time Consumed: 0% to 9%  
Criticality: Least critical

Environment: Combat  
Application: Not applicable

Job Component No.: FF-10  
Job Component Description: Performs contract administration functions under the Armed Services Procurement Regulations.

Environment: Garrison  
Application: None to all  
Time Consumed: 0% to 29%  
Criticality: None to average

Environment: Combat  
Application: Not applicable

Job Component No.: 48-1  
Job Component Description: Performs action officer functions on a high level, staff.

Environment: Garrison  
Application: None to several tasks  
Time Consumed: 0% to 49%  
Criticality: None to average

Environment: Combat  
Application: None to several tasks  
Time Consumed: 0% to 49%  
Criticality: None to average

## APPENDIX C

Example of Survey Instrument Developed  
to Field Test the JCCIs

## Section I

Memorandum for: Army Officers Participating in Job Component Certification Instrument (JCCI) Survey

"..., there is a real need to be explicit about what officers must know and do, to establish unambiguous standards, and to make available the mechanism to assist officers in attaining acceptable levels of performance. This need should be satisfied in the 1990 Army by Military Qualification Standards."<sup>1</sup>

The above quotation from the RETO report summarizes the Army's recognition of a need to establish Military Qualification Standards for officers. The Army Research Institute is conducting research to create a prototype and evaluate a methodology for developing feedback from the field to define the structure and direction of a professional self-development program for field grade officers.

Read the instructions in Section II, keeping in mind that they are prepared for supervisors.

Read the Job Component Certification Instruments (JCCI), Section III, which should describe the critical components of a job which you supervise. If this were an actual evaluation of an incumbent's job qualification, his/her name and additional data would have been filled in at the top of each page of Section III. His/her supervisor would place an "x" in the appropriate square and sign and date the instrument which would become a permanent record attesting to the incumbent's qualification to perform these job components in whatever duty positions they are found. Some job components are unique; many are common to a number of jobs. You need not fill in any information on Section III. Just read it in order to answer the questions in Section IV.

Please read and answer the six (6) questions in Section IV.

Thank you for your cooperation in this worthwhile research effort for the Army.

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<sup>1</sup>Army, Dept. of the. A review of education and training for officers. Washington, DC: Hq. Dept. of the Army, 30 June 1978, 1, V6.

## Section II

### INSTRUCTIONS FOR SUPERVISOR

The Job Component(s) listed on the attached Job Component Certification Instrument(s) (JCCI) describe(s) the principal jobs (duties) performed by the officer whose name appears at the top of the page at the left.

Listed below each Job Component are the performance standards whose attainment by the incumbent contribute towards successful accomplishment of the basic Job Component.

Read each Job Component and the accompanying performance standards.

Place an "x" in the appropriate box near the bottom of the page which best describes the incumbent's mastery of the Job Component.

Sign and date each JCCI.

*Place the completed JCCI forms in the accompanying self-addressed envelope and mail.*

Section III

Identification No. \_\_\_\_\_

**Job Component Certification Instrument (JCCI)  
for Senior Army Advisors**

_____ Name (Incumbent)	_____ Grade	_____ SSN	_____ Date Joined in Current Position
_____ Job Title		_____ Organization	

**Job Component: SUPERVISES A DETACHMENT OR OFFICE**

**Performance Standards:**

1. Gather, interpret and apply pertinent directives and information.
2. Organize resources into functional elements to accomplish mission.
3. Prescribe standing operating procedures for internal functioning.
4. Schedule and allocate work, assign priorities and issue guidance.
5. Monitor, review and evaluate work.
6. Operate a system for filing, retrieval, display and reporting of information.
7. Provide for office services and clerical support.
8. Motivate, evaluate and counsel subordinates.

**Manner of Performance:**

Not Observed	Not Yet Qualified	Qualified
--------------	-------------------	-----------

\_\_\_\_\_  
Name of Supervisor (signed)

\_\_\_\_\_  
Name of Supervisor (typed)

\_\_\_\_\_  
Date

## Section III

Identification No. \_\_\_\_\_

Job Component Certification Instrument (JCCI)  
for Senior Army Advisors

_____ Name (Incumbent)	_____ Grade	_____ SSN	_____ Date Joined in Current Position
_____ Job Title	_____ Organization		

Job Component: PROVIDES ADVICE AND ASSISTANCE FOR ARMY RESERVE COMPONENTS

## Performance Standards:

1. Represent and advise superior and others on National Guard or Reserve matters.
2. Interpret and implement policy guidance concerning Reserve Component (RC) activities.
3. Advise commander of RC units on training, administration, operations, logistics, planning, personnel management to include recruiting, intelligence, communications and ceremonies.
4. Prepare RC units for mobilization.
5. Coordinate with higher echelons and supported units concerning RC activities.
6. Provide periodic reports and records on training and readiness status of reserve units.
7. Accompany RC unit commander and staff on inspections and assist in dealing with remedial actions for problems surfaced.
8. Coordinate activities of subordinate advisory/augmentee personnel.
9. Accomplish required staff actions as an augmentee on a Reserve Command staff.
10. Represent Army in community activities.

Manner of Performance:

Not Observed	Not Yet Qualified	Qualified
--------------	-------------------	-----------

\_\_\_\_\_  
Name of Supervisor (signed)\_\_\_\_\_  
Name of Supervisor (typed)\_\_\_\_\_  
Date

Identification No. \_\_\_\_\_

Section IV

Survey Questionnaire

**Explanation:** The following questions pertain to the utility of the Job Component Certification Instrument (JCCI) as a means to define, measure and track the assignments of incumbents. Please read and answer the six (6) questions which follow from the point of view of a training planner.

1. Are the instructions on Section II clear as to what a supervisor is expected to do?

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2. In your opinion do the JCCI(s), Section II, adequately describe an incumbent's principal duties? If not, please elaborate.

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3. Are the performance standards listed for each JCCI related and thus describe a distinctive and relatively self-contained component or part of an incumbent's duty position?

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If not, please comment as to which standards do not conform to this description.

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Section IV  
Continued

Identification No. \_\_\_\_\_

4. Does a single overall evaluation for the JCCI represent an accurate evaluation of the individual performance standards which apply to that JCCI?

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If not, should an incumbent be evaluated individually on each performance standard?

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5. Are the performance standards themselves clear and understandable?

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6. Once an incumbent has received a "Qualified" evaluation on a component of his/her job, do you believe that his/her supervisors or personnel managers could use this information in future utilization of the individual or that training planners could use the information in planning what, where and how needed training is to be presented? Explain.

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APPENDIX D

Job Component Certification Instruments (JCCIs)

Job Component Certification Instruments (JCCIs)

<u>OPMS Specialty Code No.</u>	<u>Salient Assignment</u>
11	- Senior Army Advisor
12	- Staff & Faculty, Service School
13	- Field Artillery Commander, Bn, Gp, Div. Arty.
14	- Staff Officer, Post or Center
21	- District Engineer or Assistant District Engineer
25	- Combat Communications-Electronics (C-E) Staff Officer
35	- Tactical/Strategic Intelligence Staff Officer
41	- Personnel Management Staff Officer
44	- Finance and Accounting Staff Officer
47	- Professor of Military Science
49	- Operations Research/Systems Analysis Staff Officer
51	- Research and Development Staff Officer
52	- Nuclear Weapons Effects Staff Officer
54	- Operations and Force Development Staff Officer
70	- Logistics Management Staff Officer
75	- Munitions Materiel Management Officer
91	- Maintenance Management Staff Officer
92	- Supply Management Staff Officer
93	- Logistics Services Management Staff Officer
97	- Procurement Officer

## Section III

Identification No. \_\_\_\_\_

Job Component Certification Instrument (JCCI)  
for Senior Army Advisor

_____ Name (Incumbent)	_____ Grade	_____ SSN	_____ Date Joined in Current Position
_____ Job Title	_____ Organization		

Job Component: SUPERVISES A DETACHMENT OR OFFICE

## Performance Standards:

1. Gather, interpret and apply pertinent directives and information.
2. Organize resources into functional elements to accomplish mission.
3. Prescribe standing operating procedures for internal functioning.
4. Schedule and allocate work, assign priorities and issue guidance.
5. Monitor, review and evaluate work.
6. Operate a system for filing, retrieval, display and reporting of information.
7. Provide for office services and clerical support.
8. Motivate, evaluate and counsel subordinates.
9. Monitor safeguarding classified information and other aspects of internal security.

Manner of Performance:

Not Observed	Not Yet Qualified	Qualified
--------------	-------------------	-----------

\_\_\_\_\_  
Name of Supervisor (signed)\_\_\_\_\_  
Name of Supervisor (typed)\_\_\_\_\_  
Date

## Section III

Identification No. \_\_\_\_\_

Job Component Certification Instrument (JCCI)  
for Senior Army Advisor

_____ Name (Incumbent)	_____ Grade	_____ SSN	_____ Date Joined in Current Position
_____ Job Title	_____ Organization		

Job Component: PROVIDES ADVICE AND ASSISTANCE FOR ARMY RESERVE COMPONENTS

## Performance Standards:

1. Represent and advise superior and others on National Guard or Reserve matters.
2. Interpret and implement policy guidance concerning Reserve Component (RC) activities.
3. Advise commander of RC units on training, administration, operations, logistics, planning, personnel management to include recruiting, intelligence, communications and ceremonies.
4. Prepare RC units for mobilization.
5. Coordinate with higher echelons and supported units concerning RC activities.
6. Provide periodic reports and records on training and readiness status of reserve units.
7. Accompany RC unit commander and staff on inspections and assist in dealing with remedial actions for problems surfaced.
8. Coordinate activities of subordinate advisory/augmentee personnel.
9. Accomplish required staff actions as an augmentee on a Reserve Command staff.
10. Represent Army in community activities.

Manner of Performance:

Not Observed	Not Yet Qualified	Qualified
--------------	-------------------	-----------

\_\_\_\_\_  
Name of Supervisor (signed)\_\_\_\_\_  
Name of Supervisor (typed)\_\_\_\_\_  
Date

## Section III

Identification No. \_\_\_\_\_

**Job Component Certification Instrument (JCCI)  
for Staff & Faculty, Service School**

_____ Name (Incumbent)	_____ Grade	_____ SSN	_____ Date Joined in Current Position
_____ Job Title		_____ Organization	

**Job Component: PREPARES AND CONDUCTS FORMAL INSTRUCTION IN A SERVICE SCHOOL**

**Performance Standards:**

1. Prepare instructional unit SOP.
2. Plan and prepare units of instruction, POI, lesson plans, training aids and make arrangements for physical facilities.
3. Prepare and review pamphlets, papers or other instructional materials and training aids.
4. Coordinate instructional substance, coverage and phasing with others concerned.
5. Present formal classroom instruction.
6. Assign student workload to accomplish class objectives.
7. Conduct instructional demonstrations.
8. Lead group discussion and seminar type instruction.
9. Prepare and conduct examinations, tests, classroom exercises and laboratory work.
10. Evaluate instructional effectiveness and student learning.
11. Evaluate, motivate and counsel students.

**Manner of Performance:**

Not Observed	Not Yet Qualified	Qualified
--------------	-------------------	-----------

\_\_\_\_\_  
Name of Supervisor (signed)\_\_\_\_\_  
Name of Supervisor (typed)\_\_\_\_\_  
Date

**Section III**

Identification No. \_\_\_\_\_

**Job Component Certification Instrument (JCCI)**  
**for Field Artillery Commander, Battalion, Group, Division Artillery**

Name (Incumbent)	Grade	SSN	Date Joined in Current Position
Job Title		Organization	

Job Component: PERFORMS GENERAL ADMINISTRATION

**Performance Standards:**

1. Prepare administrative SOPs and instructions.
2. Monitor security of classified documents.
3. Prepare and review administrative correspondence, memoranda and reports.
4. Establish and monitor arrangements for collection and distribution of mail within unit.
5. Screen incoming correspondence and distribute for action or information.
6. Establish and operate suspense system.
7. Authenticate orders and official correspondence.
8. Establish and post files of records and regulations.
9. Review, interpret and apply directives and information.
10. Schedule appointments, conferences and other such activities.
11. Provide for reproduction and duplication services.
12. Prepare and review unit journal, historical records and morning report (or change reports for centralized systems).
13. Administer unit funds.
14. Establish and operate unit message center.
15. Prepare daily bulletin or similar publication.

**Manner of Performance:**

Not Observed	Not Yet Qualified	Qualified
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\_\_\_\_\_  
**Name of Supervisor (signed)**\_\_\_\_\_  
**Name of Supervisor (typed)**\_\_\_\_\_  
**Date**

Section III

Identification No. \_\_\_\_\_

**Job Component Certification Instrument (JCCI)**  
**for Field Artillery Commander, Battalion, Group, Division Artillery**

_____ <b>Name (Incumbent)</b>	_____ <b>Grade</b>	_____ <b>SSN</b>	_____ <b>Date Joined in Current Position</b>
_____ <b>Job Title</b>		_____ <b>Organization</b>	

Job Component: EXERCISES COMMAND AUTHORITY IN MILITARY JUSTICE MATTERS

**Performance Standards:**

1. Issue formal admonitions and reprimands.
2. Prefer charges.
3. Appoint investigation officers, boards and members of courts martial.
4. Review and take command action on findings of investigation officers, courts and boards.
5. Exercise authority of non-judicial punishment under UCMJ.

**Manner of Performance:**

Not Observed	Not Yet Qualified	Qualified
--------------	-------------------	-----------

\_\_\_\_\_  
**Name of Supervisor (signed)**

\_\_\_\_\_  
**Name of Supervisor (typed)**

\_\_\_\_\_  
**Date**

## Section III

Identification No. \_\_\_\_\_

**Job Component Certification Instrument (JCCI)**  
**for Field Artillery Commander, Battalion, Group, Division Artillery**

<b>Name (Incumbent)</b>	<b>Grade</b>	<b>SSN</b>	<b>Date Joined in Current Position</b>
<b>Job Title</b>	<b>Organization</b>		

**Job Component: COUNSELS AND EVALUATES SUBORDINATES AS A TROOP LEADER AND TAKES ACTION ON PERSONAL PROBLEMS**

**Performance Standards:**

1. Interview, consult and counsel subordinates concerning personal problems, performance and career development, or for other leadership purposes.
2. Investigate and seek information to counsel, advise or assist subordinates.
3. Pursue follow-up actions to help resolve personal problems of subordinates, coordinating with any other authorities concerned.
4. Evaluate subordinates.

**Manner of Performance:**

<b>Not Observed</b>	<b>Not Yet Qualified</b>	<b>Qualified</b>
---------------------	--------------------------	------------------

\_\_\_\_\_  
**Name of Supervisor (signed)**\_\_\_\_\_  
**Name of Supervisor (typed)**\_\_\_\_\_  
**Date**

**Section III**

Identification No. \_\_\_\_\_

**Job Component Certification Instrument (JCCI)**  
**for Field Artillery Commander, Battalion, Group, Division Artillery**\_\_\_\_\_  
**Name (Incumbent)**\_\_\_\_\_  
**Grade**\_\_\_\_\_  
**SSN**\_\_\_\_\_  
**Date Joined in  
Current Position**\_\_\_\_\_  
**Job Title**\_\_\_\_\_  
**Organization****Job Component: SUPERVISE TROOP APPEARANCE AND CARE AND MAINTENANCE OF MATERIEL  
AND FACILITIES IN UNIT****Performance Standards:**

1. Operate "motor stables" or similar activity for care and maintenance of vehicles, aircraft and associated equipment.
2. Monitor care and maintenance and security of weapons and other equipment.
3. Monitor care, security and maintenance of facilities, grounds and installation property in unit custody.
4. Monitor dress and appearance of subordinate personnel and care and maintenance of their individual uniform clothing and equipment.
5. Perform maintenance record administration in unit.
6. Inspect troops, equipment and facilities.

**Manner of Performance:**

Not Observed	Not Yet Qualified	Qualified
--------------	-------------------	-----------

\_\_\_\_\_  
**Name of Supervisor (signed)**\_\_\_\_\_  
**Name of Supervisor (typed)**\_\_\_\_\_  
**Date**

## Section III

Identification No. \_\_\_\_\_

**Job Component Certification Instrument (JCCI)**  
**for Field Artillery Commander, Battalion, Group, Division Artillery**

\_\_\_\_\_  
Name (Incumbent)\_\_\_\_\_  
Grade\_\_\_\_\_  
SSN\_\_\_\_\_  
Date Joined in  
Current Position\_\_\_\_\_  
Job Title\_\_\_\_\_  
Organization

Job Component: COORDINATES FIRE SUPPORT FOR UNIT TACTICAL OPERATIONS

## Performance Standards:

1. Advise commander and others concerning fire support.
2. Establish and operate fire support coordination center.
3. Develop and coordinate fire support plan in concert with concept of operations and representatives of other fire support agencies.
4. Control employment of unit's organic fire support weapons.
5. Determine capabilities and requirements for overall fire support.
6. Arrange and coordinate naval gunfire, artillery, mortars, tactical air, attack helicopter support and air space utilization.

Manner of Performance:

Not Observed	Not Yet Qualified	Qualified
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\_\_\_\_\_  
Name of Supervisor (signed)\_\_\_\_\_  
Name of Supervisor (typed)\_\_\_\_\_  
Date

**Section III**

Identification No. \_\_\_\_\_

**Job Component Certification Instrument (JCCI)**  
**for Field Artillery Commander, Battalion, Group, Division Artillery**

Name (Incumbent)	Grade	SSN	Date Joined in Current Position
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Job Title	Organization
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**Job Component: TRAINS TROOPS AND/OR CIVILIAN EMPLOYEES IN UNITS AND ACTIVITIES****Performance Standards:**

1. Prepare training schedules in accordance with training programs and directives.
2. Prepare lesson plans for training.
3. Arrange for training areas, training materials and aids.
4. Teach formal classes by lecture.
5. Conduct group instruction.
6. Conduct demonstrations.
7. Conduct individual on-the-job training.
8. Conduct practical applicatory team training.
9. Manage range firing.
10. Conduct physical training.
11. Conduct unit operational training exercises.
12. Monitor and inspect training.
13. Test and evaluate training status and proficiency.
14. Post training records, training publications and submit training reports.

**Manner of Performance:****Not Observed****Not Yet Qualified****Qualified**\_\_\_\_\_  
**Name of Supervisor (signed)**\_\_\_\_\_  
**Name of Supervisor (typed)**\_\_\_\_\_  
**Date**

**Section III**

Identification No. \_\_\_\_\_

**Job Component Certification Instrument (JCCI)**  
**for Field Artillery Commander, Battalion, Group, Division Artillery**

<b>Name (Incumbent)</b>	<b>Grade</b>	<b>SSN</b>	<b>Date Joined in Current Position</b>
<b>Job Title</b>	<b>Organization</b>		

**Job Component: PERFORMS SUPPLY OPERATIONS AT CONSUMER UNIT LEVEL****Performance Standards:**

1. Prepare supply SOP and directives for unit supply.
2. Determine unit requirements and prepare requisitions.
3. Arrange for drawing and turn-in of supplies, equipment and weapons.
4. Store, secure, control and issue unit supplies, equipment and weapons.
5. Prepare unit property and supply records and reports.
6. Prepare individual clothing and equipment records.
7. Inspect condition and verify quantities of organizational, equipment, weapons and supplies.
8. Prepare reports of survey and droppage certifications.
9. Process items for repair and salvage.
10. Arrange for laundry and dry cleaning services and footgear repair.

**Manner of Performance:**

<b>Not Observed</b>	<b>Not Yet Qualified</b>	<b>Qualified</b>
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\_\_\_\_\_  
**Name of Supervisor (signed)**\_\_\_\_\_  
**Name of Supervisor (typed)**\_\_\_\_\_  
**Date**

**Section III**

Identification No. \_\_\_\_\_

**Job Component Certification Instrument (JCCI)  
for Field Artillery Commander, Battalion, Group, Division Artillery**

Name (Incumbent)	Grade	SSN	Date Joined in Current Position
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Job Title	Organization
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**Job Component: DIRECTS AND CONTROLS EMPLOYMENT OF A FIELD ARTILLERY UNIT****Performance Standards:**

1. Interpret orders, obtain intelligence and other information pertaining to mission.
2. Evaluate relevant factors including mission, enemy, terrain and troops, reconnoiter physically or by use of maps and photos, and make estimate of situation.
3. Plan disposition and employment of unit.
4. Arrange for and coordinate fire support.
5. Issue orders to carry out unit's mission.
6. Inform own, superior, subordinate and adjacent units on situation.
7. Coordinate actions with friendly units and civil authorities.
8. Evaluate operation's progress and modify orders as the situation warrants.
9. Check personnel, weapons, equipment and supplies, and prepare for further operations.
10. Plan and employ communications.
11. Employ surveillance radar, sensing devices and take other measures to establish local security.
12. Employ and coordinate use of rotary wing aircraft in tactical operations.
13. Assign personnel to duty, inspect work, train in proper procedures and provide leadership.

**Manner of Performance:**

Not Observed	Not Yet Qualified	Qualified
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\_\_\_\_\_  
**Name of Supervisor (signed)**\_\_\_\_\_  
**Name of Supervisor (typed)**\_\_\_\_\_  
**Date**

## Section III

Identification No. \_\_\_\_\_

**Job Component Certification Instrument (JCCI)**  
**for Field Artillery Commander, Battalion, Group, Division Artillery**

\_\_\_\_\_  
Name (Incumbent)\_\_\_\_\_  
Grade\_\_\_\_\_  
SSN\_\_\_\_\_  
Date Joined in  
Current Position\_\_\_\_\_  
Job Title\_\_\_\_\_  
Organization

Job Component: PARTICIPATES INDIVIDUALLY AND DIRECTLY IN GROUND COMBAT

## Performance Standards:

1. Fight enemy at close range with individual weapons or in hand-to-hand combat.
2. Employ night vision equipment in reconnaissance and target identification.
3. Sense effect of fire, and adjust fire accordingly.
4. Drive vehicle in combat when regular operator is incapacitated or unavailable.
5. Employ first aid.
6. Operate crew-served weapons when regular crew is depleted.
7. Operate field telephone and voice radio.

Manner of Performance:

Not Observed

Not Yet Qualified

Qualified

\_\_\_\_\_  
Name of Supervisor (signed)\_\_\_\_\_  
Name of Supervisor (typed)\_\_\_\_\_  
Date

## Section III

Identification No. \_\_\_\_\_

Job Component Certification Instrument (JCCI)  
for Staff Officer, Post or Center

Name (Incumbent)	Grade	SSN	Date Joined in Current Position
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Job Title	Organization
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Job Component: SUPERVISES A STAFF SECTION, DETACHMENT OR OFFICE.

## Performance Standards:

1. Gather, interpret and apply pertinent directives and information.
2. Transmit and interpret command guidance to subordinates.
3. Formulate policies and SOP for office/staff operation.
4. Organize personnel and other resources into functional elements to accomplish mission.
5. Assign and coordinate work by issuing instructions to subordinates and monitoring results.
6. Operate a system for filing, retrieval, display and reporting of information.
7. Provide for office services and clerical support.
8. Ensure the safeguarding of classified information and the adherence to internal security policies.
9. Inform and advise commander in matters of concern to him/her.
10. Conduct staff conferences.
11. Represent commander and act for him/her in his/her absence.
12. Arrange for the reception of visitors.
13. Motivate, evaluate and counsel subordinates.

Manner of Performance:

Not Observed	Not Yet Qualified	Qualified
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Name of Supervisor (signed)

Name of Supervisor (typed)

Date

## Section III

Identification No. \_\_\_\_\_

**Job Component Certification Instrument (JCCI)  
for Staff Officer, Post or Center**

\_\_\_\_\_  
Name (Incumbent)\_\_\_\_\_  
Grade\_\_\_\_\_  
SSN\_\_\_\_\_  
Date Joined in  
Current Position\_\_\_\_\_  
Job Title\_\_\_\_\_  
Organization

Job Component: PERFORMS ACTION OFFICER FUNCTIONS ON A HIGH LEVEL STAFF.

**Performance Standards:**

1. Prepare decision memoranda, information memoranda, information papers and other similar documents for a superior.
2. Represent superior in action officer meetings.
3. Process joint staff action directives.

**Manner of Performance:**

Not Observed

Not Yet Qualified

Qualified

\_\_\_\_\_  
Name of Supervisor (signed)\_\_\_\_\_  
Name of Supervisor (typed)\_\_\_\_\_  
Date

**Section III****Identification No.** \_\_\_\_\_**Job Component Certification Instrument (JCCI)  
for District Engineer or Assistant District Engineer**

<b>Name (Incumbent)</b>	<b>Grade</b>	<b>SSN</b>	<b>Date Joined in Current Position</b>
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**Job Title****Organization****Job Component: PERFORMS ON-SITE SUPERVISION OF ENGINEER CONTRACT CONSTRUCTION  
PROJECTS AND RELATED CONTRACT ADMINISTRATION****Performance Standards:**

1. Establish engineer field office and facilities, arrange staffing and disestablish when no longer needed.
2. Furnish contract information, interpretations and guidance to contractor.
3. Conduct coordination conferences with contractors, customer agency representatives and others involved.
4. Review contractor's plan, directives, architectural studies, drawings, schedules for compliance with contract.
5. Review contractor's employment practices and pay structure for compliance with law.
6. Monitor on-site compliance with security, safety and protection requirements.
7. Establish and operate system for monitoring construction operations and progress by observation, detailed technical inspections, quality assurance procedures, records and reports.
8. Make or review proposals for contract changes or supplemental agreements, negotiate those within authority and recommend action on those requiring higher contracting officer approval.
9. Review contractor claims, approve interim payments to contractors and certify project completion for final payments.
10. Represent higher authority in community relations and public information activities pertaining to project.
11. Prepare other correspondence memoranda and reports concerning assigned project and supervision thereof.

**Manner of Performance:****Not Observed****Not Yet Qualified****Qualified****Name of Supervisor (signed)****Name of Supervisor (typed)****Date**

**Section III**

Identification No. \_\_\_\_\_

**Job Component Certification Instrument (JCCI)  
for Combat Communications-Electronics (C-E) Staff Officer**

<b>Name (Incumbent)</b>	<b>Grade</b>	<b>SSN</b>	<b>Date Joined in Current Position</b>
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<b>Job Title</b>	<b>Organization</b>
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Job Component: SUPERVISES A STAFF SECTION, DETACHMENT OR OFFICE.

**Performance Standards:**

1. Gather, interpret and apply pertinent directives and information.
2. Transmit and interpret command guidance to subordinates.
3. Formulate policies and SOP for office/staff operation.
4. Organize personnel and other resources into functional elements to accomplish mission.
5. Assign and coordinate work by issuing instructions to subordinates and monitoring results.
6. Operate a system for filing, retrieval, display and reporting of information.
7. Provide for office services and clerical support.
8. Ensure the safeguarding of classified information and the adherence to internal security policies.
9. Inform and advise commander in matters of concern to him/her.
10. Conduct staff conferences.
11. Represent commander and act for him/her in his/her absence.
12. Arrange for the reception of visitors.
13. Motivate, evaluate and counsel subordinates.

**Manner of Performance:**

<b>Not Observed</b>	<b>Not Yet Qualified</b>	<b>Qualified</b>
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<b>Name of Supervisor (signed)</b>	<b>Name of Supervisor (typed)</b>	<b>Date</b>
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**Section III**

Identification No. \_\_\_\_\_

**Job Component Certification Instrument (JCCI)  
for Combat Communications-Electronics (C-E) Staff Officer**

Name (Incumbent)	Grade	SSN	Date Joined in Current Position
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Job Title	Organization
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Job Component: PERFORMS ACTION OFFICER FUNCTIONS ON A HIGH LEVEL STAFF.

**Performance Standards:**

1. Prepare decision memoranda, information memoranda, information papers and other similar documents for a superior.
2. Represent superior in action officer meetings.
3. Process joint staff action directives.

**Manner of Performance:**

Not Observed	Not Yet Qualified	Qualified
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\_\_\_\_\_  
Name of Supervisor (signed)\_\_\_\_\_  
Name of Supervisor (typed)\_\_\_\_\_  
Date

## Section III

Identification No. \_\_\_\_\_

**Job Component Certification Instrument (JCCI)  
for Combat Communications-Electronics (C-E) Staff Officer**

Name (Incumbent)	Grade	SSN	Date Joined in Current Position

Job Title	Organization

Job Component: PERFORMS COMMUNICATIONS-ELECTRONICS (C-E) STAFF FUNCTIONS.

Performance Standards:

1. Advise commander and others on tactical and strategic C-E matters.
2. Prepare technical policy guidance and procedures for C-E activities.
3. Prepare CESI, CEOI and portions of SOP, operations orders and plans.
4. Determine C-E operational requirements and capabilities.
5. Recommend procurement of units and equipment.
6. Provide technical advice and assistance in electronic warfare (ECM and ECCM) and C-E aspects of combat surveillance and target acquisition.
7. Coordinate C-E within staff and with higher, lower and supporting units.
8. Prepare studies, reports, records and correspondence concerning C-E.
9. Inspect C-E operations and equipment.
10. Prepare and present C-E briefings.
11. Recommend allocation of C-E resources to supervisor.

Manner of Performance:

Not Observed	Not Yet Qualified	Qualified

Name of Supervisor (signed)	Name of Supervisor (typed)	Date

## Section III

Identification No. \_\_\_\_\_

**Job Component Certification Instrument (JCCI)  
for Tactical and Strategic Intelligence Staff Officer**

<b>Name (Incumbent)</b>	<b>Grade</b>	<b>SSN</b>	<b>Date Joined in Current Position</b>
<b>Job Title</b>	<b>Organization</b>		

Job Component: SUPERVISES A STAFF SECTION, DETACHMENT OR OFFICE

## Performance Standards:

1. Gather, interpret and apply pertinent directives and information.
2. Transmit and interpret command guidance to subordinates.
3. Formulate policies and SOP for office/staff operation.
4. Organize personnel and other resources into functional elements to accomplish mission.
5. Assign and coordinate work by issuing instructions to subordinates and monitoring results.
6. Operate a system for filing, retrieval, display and reporting of information.
7. Provide for office services and clerical support.
8. Ensure the safeguarding of classified information and the adherence to internal security policies.
9. Inform and advise commander in matters of concern to him/her.
10. Conduct staff conferences.
11. Represent commander and act for him/her in his/her absence.
12. Arrange for the reception of visitors.
13. Motivate, evaluate and counsel subordinates.

Manner of Performance:

<b>Not Observed</b>	<b>Not Yet Qualified</b>	<b>Qualified</b>
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<b>Name of Supervisor (signed)</b>	<b>Name of Supervisor (typed)</b>	<b>Date</b>
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**Section III**

Identification No. \_\_\_\_\_

**Job Component Certification Instrument (JCCI)  
for Tactical and Strategic Intelligence Staff Officer**

_____ Name (Incumbent)	_____ Grade	_____ SSN	_____ Date Joined in Current Position
_____ Job Title	_____ Organization		

Job Component: PERFORMS ACTION OFFICER FUNCTIONS ON A HIGH LEVEL STAFF.

**Performance Standards:**

1. Prepare decision memoranda, information memoranda, information papers and other similar documents for a superior.
2. Represent superior in action officer meetings.
3. Process joint staff action directives.

**Manner of Performance:**

Not Observed	Not Yet Qualified	Qualified
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_____ Name of Supervisor (signed)	_____ Name of Supervisor (typed)	_____ Date
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## Section III

Identification No. \_\_\_\_\_

**Job Component Certification Instrument (JCCI)  
for Tactical and Strategic Intelligence Staff Officer**

\_\_\_\_\_  
Name (Incumbent)\_\_\_\_\_  
Grade\_\_\_\_\_  
SSN\_\_\_\_\_  
Date Joined in  
Current Position\_\_\_\_\_  
Job Title\_\_\_\_\_  
Organization

Job Component: PERFORMS FOREIGN AREA STRATEGIC INTELLIGENCE STAFF FUNCTIONS.

## Performance Standards:

1. Determine and assign collection responsibility for intelligence requirements of user elements concerning foreign area involved.
2. Review daily flow of intelligence and information relating to assigned area.
3. Analyze, interpret, evaluate and put in finished form, intelligence from all sources to satisfy need of intended recipients.
4. Coordinate with other intelligence analysts to validate information.
5. Prepare intelligence estimates related to area of interest.
6. Present organization's intelligence position at joint and inter-agency intelligence conferences.
7. Disseminate various finished intelligence products such as summaries, special reports, memoranda and fact sheets.
8. Prepare and present intelligence briefings on assigned area.

Manner of Performance:

Not Observed

Not Yet Qualified

Qualified

\_\_\_\_\_  
Name of Supervisor (signed)\_\_\_\_\_  
Name of Supervisor (typed)\_\_\_\_\_  
Date

## Section III

Identification No. \_\_\_\_\_

**Job Component Certification Instrument (JCCI)  
for Tactical and Strategic Intelligence Staff Officer**

\_\_\_\_\_  
Name (Incumbent)\_\_\_\_\_  
Grade\_\_\_\_\_  
SSN\_\_\_\_\_  
Date Joined in  
Current Position\_\_\_\_\_  
Job Title\_\_\_\_\_  
Organization

Job Component: PERFORMS COMBAT INTELLIGENCE STAFF FUNCTIONS.

## Performance Standards:

1. Advise superior and others on combat intelligence.
2. Prepare policy directives and SOP for combat intelligence operations.
3. Determine intelligence production requirements (IPR) and essential elements of information (EEI).
4. Prepare combat intelligence collection plans.
5. Prepare combat intelligence annex to operations plan.
6. Analyze terrain in unit's area of operation.
7. Obtain and issue weather forecasts.
8. Prepare requests for aerial reconnaissance.
9. Coordinate signal intelligence and sensor activities.
10. Evaluate intelligence reports and disseminate pertinent part to own, higher and lower units.
11. Assess enemy capabilities and operations on a continuing basis and prepare combat intelligence estimates.
12. Perform operational functions in tactical operations center or operations element of CP.
13. Coordinate POW interrogation.
14. Prepare and present combat intelligence briefings.

Manner of Performance:

Not Observed	Not Yet Qualified	Qualified
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\_\_\_\_\_  
Name of Supervisor (signed)\_\_\_\_\_  
Name of Supervisor (typed)\_\_\_\_\_  
Date

**Section III**

Identification No. \_\_\_\_\_

**Job Component Certification Instrument (JCCI)  
for Personnel Management Staff Officer**

Name (Incumbent)	Grade	SSN	Date Joined in Current Position
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Job Title	Organization
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Job Component: SUPERVISES A STAFF SECTION, DETACHMENT OR OFFICE.

**Performance Standards:**

1. Gather, interpret and apply pertinent directives and information.
2. Transmit and interpret command guidance to subordinates.
3. Formulate policies and SOP for office/staff operation.
4. Organize personnel and other resources into functional elements to accomplish mission.
5. Assign and coordinate work by issuing instructions to subordinates and monitoring results.
6. Operate a system for filing, retrieval, display and reporting of information.
7. Provide for office services and clerical support.
8. Ensure the safeguarding of classified information and the adherence to internal security policies.
9. Inform and advise commander in matters of concern to him/her.
10. Conduct staff conferences.
11. Represent commander and act for him/her in his/her absence.
12. Arrange for the reception of visitors.
13. Motivate, evaluate and counsel subordinates.

**Manner of Performance:**

Not Observed

Not Yet Qualified

Qualified

Name of Supervisor (signed)

Name of Supervisor (typed)

Date

**Section III**

Identification No. \_\_\_\_\_

**Job Component Certification Instrument (JCCI)  
for Personnel Management Staff Officer**\_\_\_\_\_  
**Name (Incumbent)**\_\_\_\_\_  
**Grade**\_\_\_\_\_  
**SSN**\_\_\_\_\_  
**Date Joined in  
Current Position**\_\_\_\_\_  
**Job Title**\_\_\_\_\_  
**Organization****Job Component: PERFORMS ACTION OFFICER FUNCTIONS ON A HIGH LEVEL STAFF.****Performance Standards:**

1. Prepare decision memoranda, information memoranda, information papers and other similar documents for a superior.
2. Represent superior in action officer meetings.
3. Process joint staff action directives.

**Manner of Performance:**

Not Observed	Not Yet Qualified	Qualified
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\_\_\_\_\_  
**Name of Supervisor (signed)**\_\_\_\_\_  
**Name of Supervisor (typed)**\_\_\_\_\_  
**Date**

## Section III

Identification No. \_\_\_\_\_

**Job Component Certification Instrument (JCCI)  
for Personnel Management Staff Officer**

Name (Incumbent)	Grade	SSN	Date Joined in Current Position
Job Title	Organization		

Job Component: PERFORMS OFFICER PERSONNEL MANAGEMENT FUNCTIONS AT DEPARTMENT  
LEVEL.

## Performance Standards:

1. Brief and advise superior and others concerning management of officer personnel within career branch or group.
2. Interpret and implement higher policy guidance pertaining to officer personnel management, including assignments, personnel actions, professional development and specialization.
3. Recommend or concur in individual officer assignments on basis of policy and review of officer's record and preferences in comparison to job requirements.
4. Recommend, concur in or process requests for retirement, resignation, relief from active duty, inter-branch or inter-service transfer, compassionate reassignment, special schooling, Regular Army status, continuation on active duty of a physically disabled officer, continuation on flight status, reclassification of an officer who has become disqualified for a particular MOS or branch of service, as well as assignment instructions, promotions, flagging actions, involuntary separations from active duty and casualty reporting.
5. Counsel officers and provide information concerning assignment, professional development or personnel actions by correspondence, telephone or personal contact during visits.
6. Prepare correspondence, reports, personnel estimates and studies including policy recommendations on officer personnel management matters.

## Manner of Performance:

Not Observed	Not Yet Qualified	Qualified
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Name of Supervisor (signed)

Name of Supervisor (typed)

Date

**Section III**

Identification No. \_\_\_\_\_

**Job Component Certification Instrument (JCCI)  
for Personnel Management Staff Officer**

_____ Name (Incumbent)	_____ Grade	_____ SSN	_____ Date Joined in Current Position
_____ Job Title	_____ Organization		

Job Component: PERFORMS PERSONNEL MANAGEMENT STAFF FUNCTIONS.

**Performance Standards:**

1. Advise supervisor and others concerning management of personnel.
2. Prepare personnel management policy directives and SOPs.
3. Establish, post and employ a system of personnel records and related files.
4. Coordinate procurement and assignment of military personnel as individuals.
5. Coordinate personnel selection, testing, pay and career development.
6. Monitor civilian personnel management.
7. Recommend individual assignments to key positions.
8. Control personnel management operations of subordinate personnel section or special staff.
9. Prepare studies, plans, reports and correspondence pertaining to personnel management.
10. Prepare and present personnel management briefings.

**Manner of Performance:**

Not Observed	Not Yet Qualified	Qualified
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_____ Name of Supervisor (signed)	_____ Name of Supervisor (typed)	_____ Date
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**Section III**

Identification No. \_\_\_\_\_

**Job Component Certification Instrument (JCCI)  
for Finance and Accounting Staff Officer**

Name (Incumbent)	Grade	SSN	Date Joined in Current Position
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Job Title	Organization
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Job Component: SUPERVISES A STAFF SECTION, DETACHMENT OR OFFICE.

**Performance Standards:**

1. Gather, interpret and apply pertinent directives and information.
2. Transmit and interpret command guidance to subordinates.
3. Formulate policies and SOP for office/staff operation.
4. Organize personnel and other resources into functional elements to accomplish mission.
5. Assign and coordinate work by issuing instructions to subordinates and monitoring results.
6. Operate a system for filing, retrieval, display and reporting of information.
7. Provide for office services and clerical support.
8. Ensure the safeguarding of classified information and the adherence to internal security policies.
9. Inform and advise commander in matters of concern to him/her.
10. Conduct staff conferences.
11. Represent commander and act for him/her in his/her absence.
12. Arrange for the reception of visitors.
13. Motivate, evaluate and counsel subordinates.

**Manner of Performance:**

Not Observed	Not Yet Qualified	Qualified
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\_\_\_\_\_  
Name of Supervisor (signed)\_\_\_\_\_  
Name of Supervisor (typed)\_\_\_\_\_  
Date

## Section III

Identification No. \_\_\_\_\_

**Job Component Certification Instrument (JCCI)**  
for Finance and Accounting Staff Officer

Name (Incumbent)	Grade	SSN	Date Joined in Current Position
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Job Title	Organization
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Job Component: PERFORMS FINANCE AND ACCOUNTING STAFF FUNCTIONS.

## Performance Standards:

1. Advise commander and staff on finance and accounting matters.
2. Prepare command directives on finance and accounting matters.
3. Develop local organization and procedures for operation of finance and accounting office.
4. Review vouchers and authorize payments.
5. Receive, safeguard and disburse public funds, treasury checks and bonds.
6. Establish and operate system for accounts held, including input data for centralized accounting systems.
7. Provide finance services for supported activities.
8. Prepare individual pay and withholding statements and reporting data.
9. Conduct internal reviews, inspections, audits and verifications of cash and checks on hand.
10. Prepare other reports, records, statistics, studies, correspondence and memoranda pertaining to finance and accounting.

## Manner of Performance:

Not Observed	Not Yet Qualified	Qualified
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\_\_\_\_\_  
Name of Supervisor (signed)\_\_\_\_\_  
Name of Supervisor (typed)\_\_\_\_\_  
Date

## Section III

Identification No. \_\_\_\_\_

**Job Component Certification Instrument (JCCI)**  
for Professor of Military Science or Assistant at a College or University

_____ Name (Incumbent)	_____ Grade	_____ SSN	_____ Date Joined in Current Position
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_____ Job Title	_____ Organization
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Job Component: SUPERVISES A STAFF SECTION, DETACHMENT OR OFFICE.

## Performance Standards:

1. Gather, interpret and apply pertinent directives and information.
2. Transmit and interpret command guidance to subordinates.
3. Formulate policies and SOP for office/staff operation.
4. Organize personnel and other resources into functional elements to accomplish mission.
5. Assign and coordinate work by issuing instructions to subordinates and monitoring results.
6. Operate a system for filing, retrieval, display and reporting of information.
7. Provide for office services and clerical support.
8. Ensure the safeguarding of classified information and the adherence to internal security policies.
9. Inform and advise commander in matters of concern to him/her.
10. Conduct staff conferences.
11. Represent commander and act for him/her in his/her absence.
12. Arrange for the reception of visitors.
13. Motivate, evaluate and counsel subordinates.

Manner of Performance:

Not Observed	Not Yet Qualified	Qualified
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_____ Name of Supervisor (signed)	_____ Name of Supervisor (typed)	_____ Date
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**Section III**

Identification No. \_\_\_\_\_

**Job Component Certification Instrument (JCCI)**  
**for Professor of Military Science or Assistant at a College or University**\_\_\_\_\_  
**Name (Incumbent)**\_\_\_\_\_  
**Grade**\_\_\_\_\_  
**SSN**\_\_\_\_\_  
**Date Joined in  
Current Position**\_\_\_\_\_  
**Job Title**\_\_\_\_\_  
**Organization****Job Component: PERFORMS GENERAL ADMINISTRATION.****Performance Standards:**

1. Prepare administrative SOPs and instructions.
2. Monitor security of classified documents.
3. Prepare and review administrative correspondence, memoranda and reports.
4. Establish and monitor arrangements for collection and distribution of mail within unit.
5. Screen incoming correspondence and distribute for action or information.
6. Establish and operate suspense system.
7. Authenticate orders and official correspondence.
8. Establish and post files of records and regulations.
9. Review, interpret and apply directives and information.
10. Schedule appointments, conferences and other such activities.
11. Provide for reproduction and duplication services.
12. Prepare and review unit journal, historical records and morning report (or change reports for centralized systems).
13. Administer unit funds.
14. Establish and operate unit message center.
15. Prepare daily bulletin or similar publication.

**Manner of Performance:**

<b>Not Observed</b>	<b>Not Yet Qualified</b>	<b>Qualified</b>
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\_\_\_\_\_  
**Name of Supervisor (signed)**\_\_\_\_\_  
**Name of Supervisor (typed)**\_\_\_\_\_  
**Date**

## Section III

Identification No. \_\_\_\_\_

**Job Component Certification Instrument (JCCI)**  
**for Professor of Military Science or Assistant at a College or University**

<b>Name (Incumbent)</b>	<b>Grade</b>	<b>SSN</b>	<b>Date Joined in Current Position</b>
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<b>Job Title</b>	<b>Organization</b>
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**Job Component: CONDUCTS ROTC ACTIVITIES AT CIVILIAN EDUCATIONAL INSTITUTION.**

**Performance Standards:**

1. Prepare program of instruction within guidelines from higher authority.
2. Coordinate POI and ROTC activity schedules with host institution and any other nearby institutions served.
3. Monitor and evaluate conduct of Military Science courses and ROTC activities.
4. Grade student performance in Military Science courses and evaluate overall performance of each ROTC cadet.
5. Counsel ROTC cadets and other students enrolled in Military Science courses.
6. Conduct ROTC ceremonies.
7. Administer local ROTC Scholarship Program.
8. Plan and conduct ROTC recruiting activities for Army within assigned area.
9. Appoint ROTC cadet officers and non-commissioned officers.
10. Certify eligible graduating cadets for reserve commissions and nominate honor graduates for RA commissions.
11. Administer pre-commission processing and initial assignment matters for cadets being commissioned.
12. Plan and participate in ROTC summer camp activities.
13. Plan and participate in host institution activities.
14. Coordinate with local reserve component units.

**Manner of Performance:**

<b>Not Observed</b>	<b>Not Yet Qualified</b>	<b>Qualified</b>
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<b>Name of Supervisor (signed)</b>	<b>Name of Supervisor (typed)</b>	<b>Date</b>
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## Section III

Identification No. \_\_\_\_\_

**Job Component Certification Instrument (JCCI)  
for Operations Research/Systems Analysis Staff Officer**

Name (Incumbent)	Grade	SSN	Date Joined in Current Position
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Job Title	Organization
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Job Component: PERFORMS OPERATIONS RESEARCH/SYSTEMS ANALYSIS STAFF FUNCTIONS.

Performance Standards:

1. Advise superior and others on operations research and system analysis matters.
2. Interpret and implement policy guidance concerning use of OR/SA methodologies for evaluation of materiel, management and weapons systems.
3. Employ OR/SA methodologies such as simulation models, statistical analyses, network portrayals, gaming and the like for solution of complex problems.
4. Identify and clarify major factors of studies and proposals for decision-maker by using OR/SA techniques such as cost-benefit analyses of alternative choices.
5. Evaluate surface trends, budgetary constraints and matters of risk and sensitivity for decision-maker.
6. Coordinate OR/SA activities with Army staff elements, other services and governmental agencies, and civilian contracting firms.
7. Participate in OR/SA conferences and seminars, and in in-process reviews of materiel and weapons systems developmental projects.
8. Prepare and review reports and correspondence pertaining to OR/SA activities.
9. Prepare and present briefings concerning OR/SA matters.

Manner of Performance:

Not Observed	Not Yet Qualified	Qualified
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\_\_\_\_\_  
Name of Supervisor (signed)\_\_\_\_\_  
Name of Supervisor (typed)\_\_\_\_\_  
Date

**Section III**

Identification No. \_\_\_\_\_

**Job Component Certification Instrument (JCCI)  
for Operations Research/Systems Analysis Staff Officer**

_____	_____	_____	_____
<b>Name (Incumbent)</b>	<b>Grade</b>	<b>SSN</b>	<b>Date Joined in Current Position</b>

\_\_\_\_\_

\_\_\_\_\_

**Job Component: SUPERVISES A STAFF SECTION, DETACHMENT OR OFFICE.****Performance Standards:**

1. Gather, interpret and apply pertinent directives and information.
2. Transmit and interpret command guidance to subordinates.
3. Formulate policies and SOP for office/staff operation.
4. Organize personnel and other resources into functional elements to accomplish mission.
5. Assign and coordinate work by issuing instructions to subordinates and monitoring results.
6. Operate a system for filing, retrieval, display and reporting of information.
7. Provide for office services and clerical support.
8. Ensure the safeguarding of classified information and the adherence to internal security policies.
9. Inform and advise commander in matters of concern to him/her.
10. Conduct staff conferences.
11. Represent commander and act for him/her in his/her absence.
12. Arrange for the reception of visitors.
13. Motivate, evaluate and counsel subordinates.

**Manner of Performance:**

_____	_____	_____
<b>Not Observed</b>	<b>Not Yet Qualified</b>	<b>Qualified</b>

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\_\_\_\_\_

**Job Component Certification Instrument (JCCI)**  
for Operations Research/Systems Analysis Staff Officer

\_\_\_\_\_  
Name (Incumbent)\_\_\_\_\_  
Grade\_\_\_\_\_  
SSN\_\_\_\_\_  
Date Joined in  
Current Position\_\_\_\_\_  
Job Title\_\_\_\_\_  
Organization

Job Component: PERFORMS ACTION OFFICER FUNCTIONS ON A HIGH LEVEL STAFF.

Performance Standards:

1. Prepare decision memoranda, information memoranda, information papers and other similar documents for a superior.
2. Represent superior in action officer meetings.
3. Process joint staff action directives.

Manner of Performance:

Not Observed	Not Yet Qualified	Qualified
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\_\_\_\_\_  
Name of Supervisor (signed)\_\_\_\_\_  
Name of Supervisor (typed)\_\_\_\_\_  
Date

## Section III

Identification No. \_\_\_\_\_

**Job Component Certification Instrument (JCCI)  
for a Research and Development Staff Officer**\_\_\_\_\_  
Name (Incumbent)\_\_\_\_\_  
Grade\_\_\_\_\_  
SSN\_\_\_\_\_  
Date Joined in  
Current Position\_\_\_\_\_  
Job Title\_\_\_\_\_  
Organization

Job Component: SUPERVISES A STAFF SECTION, DETACHMENT OR OFFICE.

## Performance Standards:

1. Gather, interpret and apply pertinent directives and information.
2. Transmit and interpret command guidance to subordinates.
3. Formulate policies and SOP for office/staff operation.
4. Organize personnel and other resources into functional elements to accomplish mission.
5. Assign and coordinate work by issuing instructions to subordinates and monitoring results.
6. Operate a system for filing, retrieval, display and reporting of information.
7. Provide for office services and clerical support.
8. Ensure the safeguarding of classified information and the adherence to internal security policies.
9. Inform and advise commander in matters of concern to him/her.
10. Conduct staff conferences.
11. Represent commander and act for him/her in his/her absence.
12. Arrange for the reception of visitors.
13. Motivate, evaluate and counsel subordinates.

Manner of Performance:

Not Observed

Not Yet Qualified

Qualified

\_\_\_\_\_  
Name of Supervisor (signed)\_\_\_\_\_  
Name of Supervisor (typed)\_\_\_\_\_  
Date

**Job Component Certification Instrument (JCCI)**  
**for a Research and Development Staff Officer**

\_\_\_\_\_  
**Name (Incumbent)**\_\_\_\_\_  
**Grade**\_\_\_\_\_  
**SSN**\_\_\_\_\_  
**Date Joined in  
Current Position**\_\_\_\_\_  
**Job Title**\_\_\_\_\_  
**Organization**

**Job Component: PERFORMS ACTION OFFICER FUNCTIONS ON A HIGH LEVEL STAFF.**

**Performance Standards:**

1. Prepare decision memoranda, information memoranda, information papers and other similar documents for a superior.
2. Represent superior in action officer meetings.
3. Process joint staff action directives.

**Manner of Performance:**

<b>Not Observed</b>	<b>Not Yet Qualified</b>	<b>Qualified</b>
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\_\_\_\_\_  
**Name of Supervisor (signed)**\_\_\_\_\_  
**Name of Supervisor (typed)**\_\_\_\_\_  
**Date**

## Section III

Identification No. \_\_\_\_\_

**Job Component Certification Instrument (JCCI)  
for a Research and Development Staff Officer**

_____ Name (Incumbent)	_____ Grade	_____ SSN	_____ Date Joined in Current Position
_____ Job Title	_____ Organization		

Job Component: COORDINATES OR CONDUCTS RESEARCH, DEVELOPMENT AND ENGINEERING  
FOR DEVELOPMENTAL MATERIEL OR SYSTEM.

**Performance Standards:**

1. Advise superiors and others concerning research, development and engineering for designated materiel or system.
2. Study and analyze reports, current technological material and other pertinent information concerning assigned RD&E functions.
3. Prepare operating program and budget, or inputs, for RD&E activities within purview.
4. Organize and plan specific RD&E projects to achieve given objectives within assigned responsibilities, goals, priorities, milestones, schedules and funds.
5. Arrange for RD&E contracts, through Contracting Officer, review and evaluate contractor proposals, and provide technical guidance on contract provisions.
6. Effect liaison, information exchange and coordination with others concerned, including contractors and other agencies.
7. Monitor RD&E activities, including contract work.
8. Evaluate progress, test results and reports, and order or recommend appropriate actions, such as changes to pilot models.
9. Conduct or participate in formal in-progress and project completion reviews.
10. Prepare reports, records, studies, correspondence and memoranda concerning RD&E activities.
11. Conduct briefings on RD&E activities.

**Manner of Performance:**

Not Observed	Not Yet Qualified	Qualified
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_____ Name of Supervisor (signed)	_____ Name of Supervisor (typed)	_____ Date
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## Section III

Identification No. \_\_\_\_\_

**Job Component Certification Instrument (JCCI)  
for a Research and Development Staff Officer**\_\_\_\_\_  
Name (Incumbent)\_\_\_\_\_  
Grade\_\_\_\_\_  
SSN\_\_\_\_\_  
Date Joined in  
Current Position\_\_\_\_\_  
Job Title\_\_\_\_\_  
Organization

Job Component: COORDINATES TESTS AND EVALUATION OF NEW EQUIPMENT AND MATERIEL.

## Performance Standards:

1. Advise superior and others concerning test and evaluation of developmental materiel.
2. Prepare cost estimates and analyses and budget data.
3. Attend meetings and conferences related to test and evaluation and observe demonstrations and tests.
4. Prepare test directives for specific tests and evaluations.
5. Inform other elements concerned on procedures concerning RDT&E.
6. Participate in RDT&E in-process reviews scheduled by governmental agencies or manufacturers.
7. Prepare studies and correspondence related to materiel development, testing and evaluation.
8. Evaluate RDT&E data collection plans to determine desirability of employing ADP techniques.
9. Prepare and conduct briefings on tests and evaluations.
10. Collect test data from foreign sources.
11. Analyze test data and write reports/summaries.

Manner of Performance:

Not Observed

Not Yet Qualified

Qualified

\_\_\_\_\_  
Name of Supervisor (signed)\_\_\_\_\_  
Name of Supervisor (typed)\_\_\_\_\_  
Date

## Section III

Identification No. \_\_\_\_\_

**Job Component Certification Instrument (JCCI)  
for a Research and Development Staff Officer**

_____ Name (Incumbent)	_____ Grade	_____ SSN	_____ Date Joined in Current Position
_____ Job Title	_____ Organization		

Job Component: CONDUCTS SERVICE OR OPERATIONAL TEST AND EVALUATION OF NEW  
EQUIPMENT AND MATERIEL.

## Performance Standards:

1. Advise superior and others concerning test and evaluation of development materiel.
2. Analyze objectives and parameters of test directive including time-phasing, test resources and constraints.
3. Plan details of tests.
4. Coordinate testing with commodity commands, higher and lower echelons, interested services and other governmental civilian agencies.
5. Control execution of equipment and materiel tests.
6. Evaluate operational and organizational aspects of tests.
7. Participate in in-process reviews scheduled by governmental agencies or manufacturer.
8. Recommend development, acquisition, rejection or revision of new equipment.
9. Research and review organizational, doctrinal and concept sources within purview.
10. Prepare and present briefings concerning materiel developments and tests.

## Manner of Performance:

Not Observed	Not Yet Qualified	Qualified
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_____ Name of Supervisor (signed)	_____ Name of Supervisor (typed)	_____ Date
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## Section III

Identification No. \_\_\_\_\_

**Job Component Certification Instrument (JCCI)  
for a Research and Development Staff Officer**

_____ Name (Incumbent)	_____ Grade	_____ SSN	_____ Date Joined in Current Position
_____ Job Title	_____ Organization		

Job Component: PERFORMS STAFF FUNCTIONS PERTAINING TO RESEARCH, DEVELOPMENT,  
TEST AND EVALUATION OF NEW EQUIPMENT AND MATERIEL.

## Performance Standards:

1. Advise superior and others on RDT&E matters.
2. Prepare guidance for RDT&E activities within purview.
3. Issue policy and procedures for RDT&E activities.
4. Monitor and review RDT&E operating activities.
5. Initiate RDT&E projects, determine priorities and assign responsibility.
6. Recommend and coordinate RDT&E budget and operating program.
7. Coordinate DA RDT&E plans and projects with other governmental agencies and cooperating foreign nations.
8. Compile information on nation's research facilities and major developments, and analyze military significance of scientific advances.
9. Prepare and monitor progress reports on RDT&E projects and activities.
10. Prepare and present RDT&E briefings.
11. Provide technical program information to U.S. Ambassador, political officers and senior DOD officials during visits to foreign nation.
12. Inform superiors concerning views of foreign officers pertaining to armaments programs.

## Manner of Performance:

Not Observed	Not Yet Qualified	Qualified
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_____ Name of Supervisor (signed)	_____ Name of Supervisor (typed)	_____ Date
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## Section III

Identification No. \_\_\_\_\_

**Job Component Certification Instrument (JCCI)**  
**for a Nuclear Weapons Effects Staff Officer**

Name (Incumbent)	Grade	SSN	Date Joined in Current Position
Job Title	Organization		

Job Component: SUPERVISES A STAFF SECTION, DETACHMENT OR OFFICE.

## Performance Standards:

1. Gather, interpret and apply pertinent directives and information.
2. Transmit and interpret command guidance to subordinates.
3. Formulate policies and SOP for office/staff operation.
4. Organize personnel and other resources into functional elements to accomplish mission.
5. Assign and coordinate work by issuing instructions to subordinates and monitoring results.
6. Operate a system for filing, retrieval, display and reporting of information.
7. Provide for office services and clerical support.
8. Ensure the safeguarding of classified information and the adherence to internal security policies.
9. Inform and advise commander in matters of concern to him/her.
10. Conduct staff conferences.
11. Represent commander and act for him/her in his/her absence.
12. Arrange for the reception of visitors.
13. Motivate, evaluate and counsel subordinates.

## Manner of Performance:

Not Observed	Not Yet Qualified	Qualified
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Name of Supervisor (signed)	Name of Supervisor (typed)	Date
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**Job Component Certification Instrument (JCCI)**  
for a Nuclear Weapons Effects Staff Officer

\_\_\_\_\_  
Name (Incumbent)\_\_\_\_\_  
Grade\_\_\_\_\_  
SSN\_\_\_\_\_  
Date Joined in  
Current Position\_\_\_\_\_  
Job Title\_\_\_\_\_  
Organization

**Job Component:** PERFORMS ACTION OFFICER FUNCTIONS ON A HIGH LEVEL STAFF.

**Performance Standards:**

1. Prepare decision memoranda, information memoranda, information papers and other similar documents for a superior.
2. Represent superior in action officer meetings.
3. Process joint staff action directives.

**Manner of Performance:**

Not Observed

Not Yet Qualified

Qualified

\_\_\_\_\_  
Name of Supervisor (signed)\_\_\_\_\_  
Name of Supervisor (typed)\_\_\_\_\_  
Date

Section III

Identification No. \_\_\_\_\_

**Job Component Certification Instrument (JCCI)**  
**for a Nuclear Weapons Effects Staff Officer**

_____ Name (Incumbent)	_____ Grade	_____ SSN	_____ Date Joined in Current Position
_____ Job Title	_____ Organization		

Job Component: PERFORMS SPECIALIZED NUCLEAR WEAPONS EFFECTS ANALYSIS.

Performance Standards:

1. Interpret and apply specialized tables and instruments pertaining to delivery systems and effects of nuclear weapons.
2. Perform enemy target analysis and assess anticipated results on target.
3. Compare effects of different attack methods and recommend delivery system(s) and weapon(s) to be used.
4. Prepare damage or vulnerability assessments of enemy nuclear attacks, actual or potential.
5. Prepare damage or vulnerability assessments of potential friendly nuclear attacks on the enemy.

Manner of Performance:

Not Observed	Not Yet Qualified	Qualified
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\_\_\_\_\_  
Name of Supervisor (signed)

\_\_\_\_\_  
Name of Supervisor (typed)

\_\_\_\_\_  
Date

**Section III**

Identification No. \_\_\_\_\_

**Job Component Certification Instrument (JCCI)  
for an Operations and Force Development Staff Officer**\_\_\_\_\_  
**Name (Incumbent)**\_\_\_\_\_  
**Grade**\_\_\_\_\_  
**SSN**\_\_\_\_\_  
**Date Joined in  
Current Position**\_\_\_\_\_  
**Job Title**\_\_\_\_\_  
**Organization****Job Component: SUPERVISES A STAFF SECTION, DETACHMENT OR OFFICE.****Performance Standards:**

1. Gather, interpret and apply pertinent directives and information.
2. Transmit and interpret command guidance to subordinates.
3. Formulate policies and SOP for office/staff operation.
4. Organize personnel and other resources into functional elements to accomplish mission.
5. Assign and coordinate work by issuing instructions to subordinates and monitoring results.
6. Operate a system for filing, retrieval, display and reporting of information.
7. Provide for office services and clerical support.
8. Ensure the safeguarding of classified information and the adherence to internal security policies.
9. Inform and advise commander in matters of concern to him/her.
10. Conduct staff conferences.
11. Represent commander and act for him/her in his/her absence.
12. Arrange for the reception of visitors.
13. Motivate, evaluate and counsel subordinates.

**Manner of Performance:**

<b>Not Observed</b>	<b>Not Yet Qualified</b>	<b>Qualified</b>
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\_\_\_\_\_  
**Name of Supervisor (signed)**\_\_\_\_\_  
**Name of Supervisor (typed)**\_\_\_\_\_  
**Date**

**Section III**

Identification No. \_\_\_\_\_

**Job Component Certification Instrument (JCCI)**  
for an Operations and Force Development Staff Officer\_\_\_\_\_  
**Name (Incumbent)**\_\_\_\_\_  
**Grade**\_\_\_\_\_  
**SSN**\_\_\_\_\_  
**Date Joined in  
Current Position**\_\_\_\_\_  
**Job Title**\_\_\_\_\_  
**Organization****Job Component: PERFORMS ACTION OFFICER FUNCTIONS ON A HIGH LEVEL STAFF.****Performance Standards:**

1. Prepare decision memoranda, information memoranda, information papers and other similar documents for a superior.
2. Represent superior in action officer meetings.
3. Process joint staff action directives.

**Manner of Performance:**

Not Observed	Not Yet Qualified	Qualified
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\_\_\_\_\_  
**Name of Supervisor (signed)**\_\_\_\_\_  
**Name of Supervisor (typed)**\_\_\_\_\_  
**Date**

## Section III

Identification No. \_\_\_\_\_

**Job Component Certification Instrument (JCCI)**  
**for an Operations and Force Development Staff Officer**

Name (Incumbent)	Grade	SSN	Date Joined in Current Position
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Job Title	Organization
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Job Component: PERFORMS FORCE DEVELOPMENT STAFF FUNCTIONS.

Performance Standards:

1. Advise superior and others concerning force development.
2. Prepare force development policy directives and SOP.
3. Process actions concerning organization and equipment utilization.
4. Determine requirements and priorities for structuring, manning and equipping units.
5. Coordinate organizational matters within staff and with higher and lower organizations.
6. Prepare organization studies, plans, reports and correspondence.
7. Prepare and present briefings pertaining to force development.

Manner of Performance:

Not Observed	Not Yet Qualified	Qualified
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\_\_\_\_\_  
Name of Supervisor (signed)

\_\_\_\_\_  
Name of Supervisor (typed)

\_\_\_\_\_  
Date

## Section III

Identification No. \_\_\_\_\_

**Job Component Certification Instrument (JCCI)  
for an Operations and Force Development Staff Officer**

Name (Incumbent)	Grade	SSN	Date Joined in Current Position
Job Title	Organization		

Job Component: PERFORMS OPERATIONS STAFF FUNCTIONS.

Performance Standards:

1. Advise superior and others concerning operations.
2. Prepare operations policy directives and SOP.
3. Prepare and publish operation estimates and orders.
4. Monitor execution of operations plans and orders and make changes as situation warrants.
5. Recommend task organization, missions and areas of operations.
6. Organize and operate tactical operations center or operations element of command post.
7. Determine operational readiness requirements and readiness status of unit.
8. Recommend allocation of and authority for use of critical command resources such as replacements, special ammunition and aircraft.
9. Coordinate overall security of command.
10. Conduct or arrange operational readiness inspections and tests and deal with problems.
11. Prepare studies, reports, records and correspondence pertaining to operations.
12. Prepare and present operations briefings.

Manner of Performance:

Not Observed	Not Yet Qualified	Qualified
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\_\_\_\_\_  
Name of Supervisor (signed)\_\_\_\_\_  
Name of Supervisor (typed)\_\_\_\_\_  
Date

## Section III

Identification No. \_\_\_\_\_

**Job Component Certification Instrument (JCCI)**  
**for an Operations and Force Development Staff Officer**

\_\_\_\_\_  
Name (Incumbent)\_\_\_\_\_  
Grade\_\_\_\_\_  
SSN\_\_\_\_\_  
Date Joined in  
Current Position\_\_\_\_\_  
Job Title\_\_\_\_\_  
Organization

Job Component: PERFORMS OPERATIONS PLANNING STAFF FUNCTIONS.

1. Advise superior and others concerning operations planning.
2. Prepare operations planning policy directives and SOP.
3. Prepare and publish operations estimates and plans.
4. Integrate into plans the supporting planning instruments of other staff sections.
5. Evaluate plans of subordinate units and take action to deal with deficiencies.
6. Prepare studies, reports and correspondence pertaining to operations planning.
7. Coordinate operations planning within staff and higher, lower and supporting organizations.
8. Prepare and present operations plans briefings.

Manner of Performance:

Not Observed

Not Yet Qualified

Qualified

\_\_\_\_\_  
Name of Supervisor (signed)\_\_\_\_\_  
Name of Supervisor (typed)\_\_\_\_\_  
Date

## Section III

Identification No. \_\_\_\_\_

**Job Component Certification Instrument (JCCI)**  
**for a Logistics Management Staff Officer**

\_\_\_\_\_  
Name (Incumbent)\_\_\_\_\_  
Grade\_\_\_\_\_  
SSN\_\_\_\_\_  
Date Joined in  
Current Position\_\_\_\_\_  
Job Title\_\_\_\_\_  
Organization

Job Component: SUPERVISES A STAFF SECTION, DETACHMENT OR OFFICE.

## Performance Standards:

1. Gather, interpret and apply pertinent directives and information.
2. Transmit and interpret command guidance to subordinates.
3. Formulate policies and SOP for office/staff operation.
4. Organize personnel and other resources into functional elements to accomplish mission.
5. Assign and coordinate work by issuing instructions to subordinates and monitoring results.
6. Operate a system for filing, retrieval, display and reporting of information.
7. Provide for office services and clerical support.
8. Ensure the safeguarding of classified information and the adherence to internal security policies.
9. Inform and advise commander in matters of concern to him/her.
10. Conduct staff conferences.
11. Represent commander and act for him/her in his/her absence.
12. Arrange for the reception of visitors.
13. Motivate, evaluate and counsel subordinates.

Manner of Performance:

Not Observed	Not Yet Qualified	Qualified
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\_\_\_\_\_  
Name of Supervisor (signed)\_\_\_\_\_  
Name of Supervisor (typed)\_\_\_\_\_  
Date

## Section III

Identification No. \_\_\_\_\_

Job Component Certification Instrument (JCCI)  
for a Logistics Management Staff Officer

Name (Incumbent)	Grade	SSN	Date Joined in Current Position
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Job Title	Organization
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Job Component: PERFORMS GENERAL LOGISTICS STAFF FUNCTIONS.

1. Advise superior and others concerning logistics.
2. Prepare, coordinate and publish logistics policy directives and SOPs, and monitor execution.
3. Obtain and analyze information concerning logistics.
4. Prepare plans for logistics support units and activities.
5. Evaluate logistics activities and security of government property.
6. Prepare studies, reports, records and correspondence pertaining to logistics.
7. Analyze requirements for and availability of future logistics resources.
8. Coordinate activities of staff agencies having logistics support responsibilities.
9. Conduct or arrange inspections and tests of logistics activities, and initiate corrective action.
10. Prepare and present logistics briefings.

Manner of Performance:

Not Observed

Not Yet Qualified

Qualified

Name of Supervisor (signed)

Name of Supervisor (typed)

Date

Section III

Identification No. \_\_\_\_\_

**Job Component Certification Instrument (JCCI)**  
for a Logistics Management Staff Officer

_____ Name (Incumbent)	_____ Grade	_____ SSN	_____ Date Joined in Current Position
_____ Job Title	_____ Organization		

**Job Component:** PERFORMS ACTION OFFICER FUNCTIONS ON A HIGH LEVEL STAFF.

**Performance Standards:**

1. Prepare decision memoranda, information memoranda, information papers and other similar documents for a superior.
2. Represent superior in action officer meetings.
3. Process joint staff action directives.

**Manner of Performance:**

Not Observed	Not Yet Qualified	Qualified
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\_\_\_\_\_  
Name of Supervisor (signed)\_\_\_\_\_  
Name of Supervisor (typed)\_\_\_\_\_  
Date

**Section III**

Identification No. \_\_\_\_\_

**Job Component Certification Instrument (JCCI)  
for a Munitions Materiel Management Officer**\_\_\_\_\_  
**Name (Incumbent)**\_\_\_\_\_  
**Grade**\_\_\_\_\_  
**SSN**\_\_\_\_\_  
**Date Joined in  
Current Position**\_\_\_\_\_  
**Job Title**\_\_\_\_\_  
**Organization****Job Component: SUPERVISES A STAFF SECTION, DETACHMENT OR OFFICE.****Performance Standards:**

1. Gather, interpret and apply pertinent directives and information.
2. Transmit and interpret command guidance to subordinates.
3. Formulate policies and SOP for office/staff operation.
4. Organize personnel and other resources into functional elements to accomplish mission.
5. Assign and coordinate work by issuing instructions to subordinates and monitoring results.
6. Operate a system for filing, retrieval, display and reporting of information.
7. Provide for office services and clerical support.
8. Ensure the safeguarding of classified information and the adherence to internal security policies.
9. Inform and advise commander in matters of concern to him/her.
10. Conduct staff conferences.
11. Represent commander and act for him/her in his/her absence.
12. Arrange for the reception of visitors.
13. Motivate, evaluate and counsel subordinates.

**Manner of Performance:**

<b>Not Observed</b>	<b>Not Yet Qualified</b>	<b>Qualified</b>
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\_\_\_\_\_  
**Name of Supervisor (signed)**\_\_\_\_\_  
**Name of Supervisor (typed)**\_\_\_\_\_  
**Date**

**Section III**

Identification No. \_\_\_\_\_

**Job Component Certification Instrument (JCCI)  
for a Munitions Materiel Management Officer**

_____ Name (Incumbent)	_____ Grade	_____ SSN	_____ Date Joined in Current Position
_____ Job Title	_____ Organization		

**Job Component: PERFORMS ACTION OFFICER FUNCTIONS ON A HIGH LEVEL STAFF.****Performance Standards:**

1. Prepare decision memoranda, information memoranda, information papers and other similar documents for a superior.
2. Represent superior in action officer meetings.
3. Process joint staff action directives.

**Manner of Performance:**

Not Observed	Not Yet Qualified	Qualified
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\_\_\_\_\_  
Name of Supervisor (signed)\_\_\_\_\_  
Name of Supervisor (typed)\_\_\_\_\_  
Date

## Section III

Identification No. \_\_\_\_\_

**Job Component Certification Instrument (JCCI)  
for a Munitions Materiel Management Officer**

Name (Incumbent)	Grade	SSN	Date Joined in Current Position
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Job Title	Organization
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Job Component: DIRECTS AND CONTROLS CONVENTIONAL AMMUNITION SUPPLY AND STORAGE OPERATIONS.

## Performance Standards:

1. Advise on conventional ammunition supply and storage matters.
2. Receive and store conventional ammunition according to types, lot numbers and anticipated issue.
3. Plan and arrange for transportation and movement of conventional ammunition.
4. Issue conventional ammunition to supported units to fill valid ammunition orders and requisitions.
5. Maintain, modify and renovate conventional ammunition.
6. Conduct inventories and technical inspection of conventional ammunition both in storage/supply facilities and supported units.
7. Make provisions for emergency evacuation or destruction of conventional ammunition.
8. Prepare and review records, reports, correspondence and memoranda concerning storage and supply of conventional ammunition.

## Manner of Performance:

Not Observed	Not Yet Qualified	Qualified
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Name of Supervisor (signed)	Name of Supervisor (typed)	Date
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## Section III

Identification No. \_\_\_\_\_

**Job Component Certification Instrument (JCCI)  
for a Munitions Materiel Management Officer**

Name (Incumbent)	Grade	SSN	Date Joined in Current Position
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Job Title	Organization
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Job Component: SUPERVISES STORAGE AND WAREHOUSE OPERATIONS.

Performance Standards:

1. Receive and process materiel and place in open or covered storage.
2. Ship and issue materiel.
3. Inspect and examine materiel when received, while in storage, and in shipment.
4. Perform in-storage maintenance of materiel.
5. Modify equipment in accordance with modification work orders.
6. Prepare materiel for preservation in storage and shipment.
7. Mark packages for identification in storage and delivery.
8. Coordinate transportation requirements for receipt and shipment of materiel.
9. Operate and service materiel handling equipment and associated items.
10. Organize warehouse layout and prepare locator charts.
11. Conduct locator surveys and inventories.
12. Arrange for security of materiel against pilferage and other hazards.
13. Dispose of excess or unserviceable materiel.
14. Plan and submit requirements for resources for future operations.
15. Prepare contingency plans for accelerated operations.
16. Assign personnel to duty, inspect work, train in proper procedures and provide leadership.

Manner of Performance:

Not Observed	Not Yet Qualified	Qualified
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\_\_\_\_\_  
Name of Supervisor (signed)\_\_\_\_\_  
Name of Supervisor (typed)\_\_\_\_\_  
Date

## Section III

Identification No. \_\_\_\_\_

**Job Component Certification Instrument (JCCI)  
for a Munitions Materiel Management Officer**

<b>Name (Incumbent)</b>	<b>Grade</b>	<b>SSN</b>	<b>Date Joined in Current Position</b>
<b>Job Title</b>	<b>Organization</b>		

Job Component: DIRECTS AND CONTROLS REPAIR OF NON-MISSILE EQUIPMENT.

**Performance Standards:**

1. Inspect unserviceable equipment.
2. Classify equipment and designate repair.
3. Inspect items received to verify using units have performed their maintenance function.
4. Make repairs designated.
5. Store equipment temporarily.
6. Issue serviceable equipment to user or to storage facility.
- 7. Dispose of non-repairable equipment.
8. Prepare records of equipment processed.
9. Post records of equipment repaired and supplies used.
10. Requisition, receive and store supplies used to repair equipment.
11. Perform in-storage-maintenance of items stored.
12. Assign personnel to duty, inspect work, train in proper procedures and provide leadership.

**Manner of Performance:**

<b>Not Observed</b>	<b>Not Yet Qualified</b>	<b>Qualified</b>
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\_\_\_\_\_  
**Name of Supervisor (signed)**\_\_\_\_\_  
**Name of Supervisor (typed)**\_\_\_\_\_  
**Date**

**Section III**

Identification No. \_\_\_\_\_

**Job Component Certification Instrument (JCCI)  
for a Munitions Materiel Management Officer**

Name (Incumbent)	Grade	SSN	Date Joined in Current Position
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Job Title	Organization
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Job Component: OVERSEES GOVERNMENT-OPERATED MUNITIONS PLANT.

**Performance Standards:**

1. Control, coordinate and inspect the establishment, layout and maintenance of plant facilities.
2. Review and approve procedures for recruiting, testing, clearing, hiring and training civilian personnel.
3. Review and monitor security and physical protection.
4. Review and monitor compliance with safety requirements.
5. Review and monitor provisions for pollution control.
6. Announce production quotas.
7. Monitor and inspect plant operations.
8. Apply quality assurance procedures to both incoming materials and plant production.
9. Monitor out-shipments and take trouble-shooting action to resolve problems such as arranging military transportation.
10. Establish requirements for, and implement controls, records and reports needed for efficient management and monitoring.
11. Conduct public information and community relations activities.
12. Prepare records, reports, correspondence and memoranda concerning plant operation and related matters.

**Manner of Performance:**

Not Observed	Not Yet Qualified	Qualified
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\_\_\_\_\_  
Name of Supervisor (signed)\_\_\_\_\_  
Name of Supervisor (typed)\_\_\_\_\_  
Date

## Section III

Identification No. \_\_\_\_\_

**Job Component Certification Instrument (JCCI)  
for a Maintenance Management Staff Officer**

Name (Incumbent)	Grade	SSN	Date Joined in Current Position
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Job Title	Organization
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Job Component: SUPERVISES A STAFF SECTION, DETACHMENT OR OFFICE.

## Performance Standards:

1. Gather, interpret and apply pertinent directives and information.
2. Transmit and interpret command guidance to subordinates.
3. Formulate policies and SOP for office/staff operation.
4. Organize personnel and other resources into functional elements to accomplish mission.
5. Assign and coordinate work by issuing instructions to subordinates and monitoring results.
6. Operate a system for filing, retrieval, display and reporting of information.
7. Provide for office services and clerical support.
8. Ensure the safeguarding of classified information and the adherence to internal security policies.
9. Inform and advise commander in matters of concern to him/her.
10. Conduct staff conferences.
11. Represent commander and act for him/her in his/her absence.
12. Arrange for the reception of visitors.
13. Motivate, evaluate and counsel subordinates.

Manner of Performance:

Not Observed	Not Yet Qualified	Qualified
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Name of Supervisor (signed)

Name of Supervisor (typed)

Date

**Section III**

Identification No. \_\_\_\_\_

**Job Component Certification Instrument (JCCI)  
for a Maintenance Management Staff Officer**

_____ Name (Incumbent)	_____ Grade	_____ SSN	_____ Date Joined in Current Position
_____ Job Title	_____ Organization		

**Job Component: PERFORMS ACTION OFFICER FUNCTIONS ON A HIGH LEVEL STAFF.****Performance Standards:**

1. Prepare decision memoranda, information memoranda, information papers and other similar documents for a superior.
2. Represent superior in action officer meetings.
3. Process joint staff action directives.

**Manner of Performance:**

Not Observed	Not Yet Qualified	Qualified
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\_\_\_\_\_  
**Name of Supervisor (signed)**\_\_\_\_\_  
**Name of Supervisor (typed)**\_\_\_\_\_  
**Date**

## Section III

Identification No. \_\_\_\_\_

Job Component Certification Instrument (JCCI)  
for a Maintenance Management Staff Officer

Name (Incumbent)	Grade	SSN	Date Joined in Current Position
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Job Title	Organization
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Job Component: PERFORMS EQUIPMENT MAINTENANCE AND READINESS STAFF FUNCTIONS.

## Performance Standards:

1. Advise commander and others concerning equipment readiness and maintenance matters.
2. Prepare policy directives and SOPs on equipment maintenance and readiness.
3. Determine maintenance requirements, capabilities and authorizations.
4. Issue guidance for establishment and operation of maintenance facilities.
5. Issue guidance for acquisition, control, security, storage and issue of direct exchange items, float items and repair parts.
6. Assign priorities for maintenance inspections.
7. Conduct or arrange maintenance inspections.
8. Operate a management information system pertaining to equipment maintenance and readiness.
9. Coordinate maintenance operations within staff and with higher, lower and supporting organizations.
10. Prepare maintenance portions of logistics annexes to operations orders and plans.
11. Prepare studies, reports and correspondence pertaining to maintenance and readiness of unit equipment.
12. Evaluate maintenance performance and take action on problems.
13. Prepare budgetary and cost data concerning equipment maintenance.
14. Prepare and present briefings on maintenance and equipment readiness.

## Manner of Performance:

Not Observed	Not Yet Qualified	Qualified
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Name of Supervisor (signed)

Name of Supervisor (typed)

Date

**Section III**

Identification No. \_\_\_\_\_

**Job Component Certification Instrument (JCCI)  
for a Supply Management Staff Officer**\_\_\_\_\_  
**Name (Incumbent)**\_\_\_\_\_  
**Grade**\_\_\_\_\_  
**SSN**\_\_\_\_\_  
**Date Joined in  
Current Position**\_\_\_\_\_  
**Job Title**\_\_\_\_\_  
**Organization****Job Component: SUPERVISES A STAFF SECTION, DETACHMENT OR OFFICE.****Performance Standards:**

1. Gather, interpret and apply pertinent directives and information.
2. Transmit and interpret command guidance to subordinates.
3. Formulate policies and SOP for office/staff operation.
4. Organize personnel and other resources into functional elements to accomplish mission.
5. Assign and coordinate work by issuing instructions to subordinates and monitoring results.
6. Operate a system for filing, retrieval, display and reporting of information.
7. Provide for office services and clerical support.
8. Ensure the safeguarding of classified information and the adherence to internal security policies.
9. Inform and advise commander in matters of concern to him/her.
10. Conduct staff conferences.
11. Represent commander and act for him/her in his/her absence.
12. Arrange for the reception of visitors.
13. Motivate, evaluate and counsel subordinates.

**Manner of Performance:**

Not Observed	Not Yet Qualified	Qualified
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\_\_\_\_\_  
**Name of Supervisor (signed)**\_\_\_\_\_  
**Name of Supervisor (typed)**\_\_\_\_\_  
**Date**

**Section III**

Identification No. \_\_\_\_\_

**Job Component Certification Instrument (JCCI)  
for a Supply Management Staff Officer**\_\_\_\_\_  
**Name (Incumbent)**\_\_\_\_\_  
**Grade**\_\_\_\_\_  
**SSN**\_\_\_\_\_  
**Date Joined in  
Current Position**\_\_\_\_\_  
**Job Title**\_\_\_\_\_  
**Organization****Job Component: PERFORMS ACTION OFFICER FUNCTIONS ON A HIGH LEVEL STAFF.****Performance Standards:**

1. Prepare decision memoranda, information memoranda, information papers and other similar documents for a superior.
2. Represent superior in action officer meetings.
3. Process joint staff action directives.

**Manner of Performance:**

<b>Not Observed</b>	<b>Not Yet Qualified</b>	<b>Qualified</b>
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\_\_\_\_\_  
**Name of Supervisor (signed)**\_\_\_\_\_  
**Name of Supervisor (typed)**\_\_\_\_\_  
**Date**

## Section III

Identification No. \_\_\_\_\_

**Job Component Certification Instrument (JCCI)  
for a Supply Management Staff Officer**

_____ Name (Incumbent)	_____ Grade	_____ SSN	_____ Date Joined in Current Position
_____ Job Title		_____ Organization	

**\*Job Component: PERFORMS SUPPLY STAFF FUNCTIONS.****Performance Standards:**

1. Advise commander and others concerning supply matters.
2. Prepare supply policy directives and SOP.
3. Determine supply authorizations, availabilities and requirements.
4. Plan and coordinate establishment and operation of supply, storage and distribution facilities.
5. Issue guidance for and monitor requisition, movement, security, storage and issue of supplies.
6. Allocate controlled supplies.
7. Coordinate supply matters within staff and with higher, lower and supporting organizations.
8. Prepare supply portions of logistics annexes to operations plans and orders.
9. Prepare studies, reports and correspondence pertaining to supply.
10. Evaluate supply performance and take action to deal with problems.
11. Conduct or arrange supply inspections.
12. Prepare supply budgetary and cost data.
13. Prepare and present supply briefings.

**Manner of Performance:**

Not Observed	Not Yet Qualified	Qualified
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_____ Name of Supervisor (signed)	_____ Name of Supervisor (typed)	_____ Date
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## Section III

Identification No. \_\_\_\_\_

**Job Component Certification Instrument (JCCI)**  
**for a Logistics Services Management Staff Officer**

Name (Incumbent)	Grade	SSN	Date Joined in Current Position
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Job Title	Organization
-----------	--------------

Job Component: SUPERVISES A STAFF SECTION, DETACHMENT OR OFFICE.

## Performance Standards:

1. Gather, interpret and apply pertinent directives and information.
2. Transmit and interpret command guidance to subordinates.
3. Formulate policies and SOP for office/staff operation.
4. Organize personnel and other resources into functional elements to accomplish mission.
5. Assign and coordinate work by issuing instructions to subordinates and monitoring results.
6. Operate a system for filing, retrieval, display and reporting of information.
7. Provide for office services and clerical support.
8. Ensure the safeguarding of classified information and the adherence to internal security policies.
9. Inform and advise commander on matters of concern to him/her.
10. Conduct staff conferences.
11. Represent commander and act for him/her in his/her absence.
12. Arrange for the reception of visitors.
13. Motivate, evaluate and counsel subordinates.

## Manner of Performance:

Not Observed	Not Yet Qualified	Qualified
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Name of Supervisor (signed)

Name of Supervisor (typed)

Date

**Section III**

Identification No. \_\_\_\_\_

**Job Component Certification Instrument (JCCI)  
for a Logistics Services Management Staff Officer**\_\_\_\_\_  
**Name (Incumbent)**\_\_\_\_\_  
**Grade**\_\_\_\_\_  
**SSN**\_\_\_\_\_  
**Date Joined in  
Current Position**\_\_\_\_\_  
**Job Title**\_\_\_\_\_  
**Organization****Job Component: PERFORMS LOGISTICS SERVICES STAFF FUNCTIONS.****Performance Standards:**

1. Advise superior and others concerning logistics services.
2. Prepare logistics services policy directives and SOP.
3. Plan acquisition, construction and assignment of real estate and base facilities.
4. Arrange for civilian and contractual labor for logistics services.
5. Coordinate logistics support with civil authorities.
6. Prepare plans, studies, correspondence and reports concerning logistics services.
7. Prepare budgetary and cost data pertaining to logistics services.
8. Prepare and present briefings on logistics services.

**Manner of Performance:**

<b>Not Observed</b>	<b>Not Yet Qualified</b>	<b>Qualified</b>
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\_\_\_\_\_  
**Name of Supervisor (signed)**\_\_\_\_\_  
**Name of Supervisor (typed)**\_\_\_\_\_  
**Date**

**Section III**

Identification No. \_\_\_\_\_

**Job Component Certification Instrument (JCCI)  
for a Logistics Services Management Staff Officer**\_\_\_\_\_  
**Name (Incumbent)**\_\_\_\_\_  
**Grade**\_\_\_\_\_  
**SSN**\_\_\_\_\_  
**Date Joined in  
Current Position**\_\_\_\_\_  
**Job Title**\_\_\_\_\_  
**Organization****Job Component: PERFORMS ACTION OFFICER FUNCTIONS ON A HIGH LEVEL STAFF.****Performance Standards:**

1. Prepare decision memoranda, information memoranda, information papers and other similar documents for a superior.
2. Represent superior in action officer meetings.
3. Process joint staff action directives.

**Manner of Performance:**

Not Observed	Not Yet Qualified	Qualified
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\_\_\_\_\_  
**Name of Supervisor (signed)**\_\_\_\_\_  
**Name of Supervisor (typed)**\_\_\_\_\_  
**Date**

## Section III

Identification No. \_\_\_\_\_

Job Component Certification Instrument (JCCI)  
for a Procurement Officer

_____ Name (Incumbent)	_____ Grade	_____ SSN	_____ Date Joined in Current Position
_____ Job Title	_____ Organization		

Job Component: SUPERVISES A STAFF SECTION, DETACHMENT OR OFFICE.

## Performance Standards:

1. Gather, interpret and apply pertinent directives and information.
2. Transmit and interpret command guidance to subordinates.
3. Formulate policies and SOP for office/staff operation.
4. Organize personnel and other resources into functional elements to accomplish mission.
5. Assign and coordinate work by issuing instructions to subordinates and monitoring results.
6. Operate a system for filing, retrieval, display and reporting of information.
7. Provide for office services and clerical support.
8. Ensure the safeguarding of classified information and the adherence to internal security policies.
9. Inform and advise commander in matters of concern to him/her.
10. Conduct staff conferences.
11. Represent commander and act for him/her in his/her absence.
12. Arrange for the reception of visitors.
13. Motivate, evaluate and counsel subordinates.

Manner of Performance:

Not Observed	Not Yet Qualified	Qualified
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_____ Name of Supervisor (signed)	_____ Name of Supervisor (typed)	_____ Date
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## Section III

Identification No. \_\_\_\_\_

**Job Component Certification Instrument (JCCI)  
for a Procurement Officer**

Name (Incumbent)	Grade	SSN	Date Joined in Current Position
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Job Title	Organization
-----------	--------------

Job Component: PERFORMS STAFF FUNCTIONS CONCERNING PROCUREMENT OF MATERIEL.

## Performance Standards:

1. Obtain and analyze information concerning procurement.
2. Prepare contingency plans for accelerated procurement activities.
3. Prepare studies, reports and correspondence pertaining to procurement.
4. Determine effectiveness of procurement activities, and compliance with pertinent laws and regulations.
5. Analyze requirements for and availability of resources for procurement activities.
6. Conduct or arrange inspections of procurement activities, and take action to deal with problems.
7. Prepare and present briefings concerning procurement matters.
8. Advise superior and others concerning procurement matters.

## Manner of Performance:

Not Observed	Not Yet Qualified	Qualified
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Name of Supervisor (signed)	Name of Supervisor (typed)	Date
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## Section III

Identification No. \_\_\_\_\_

Job Component Certification Instrument (JCCI)  
for a Procurement Officer

_____ Name (Incumbent)	_____ Grade	_____ SSN	_____ Date Joined in Current Position
_____ Job Title	_____ Organization		

Job Component: PERFORMS PURCHASING AND CONTRACTING FUNCTIONS UNDER THE ARMED SERVICES PROCUREMENT REGULATIONS.

## Performance Standards:

1. Process requests for procurement from supported activities.
2. Evaluate bids and proposals.
3. Conduct, or arrange for, pre-award surveys of prospective contractors.
4. Enter into contracts for supplies or services on behalf of the Government, by advertising and bidding or by negotiation.
5. Negotiate and approve contract changes and supplemental agreements.
6. Make other authorized procurement arrangements such as by reimbursement with other government agencies.
7. Assign contract administration functions required by ASPR and provide any special instructions.
8. Review reports from officers doing contract administration.
9. Coordinate with vendors, supported elements and others.
10. Prepare studies, reports and correspondence pertaining to procurement, purchasing and contracting.
11. Establish pertinent records and files.

## Manner of Performance:

Not Observed	Not Yet Qualified	Qualified
--------------	-------------------	-----------

_____ Name of Supervisor (signed)	_____ Name of Supervisor (typed)	_____ Date
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## Section III

Identification No. \_\_\_\_\_

Job Component Certification Instrument (JCCI)  
for a Procurement Officer

Name (Incumbent)	Grade	SSN	Date Joined in Current Position
------------------	-------	-----	------------------------------------

Job Title

Organization

Job Component: PERFORMS CONTRACT ADMINISTRATION FUNCTIONS UNDER THE ARMED  
SERVICES PROCUREMENT REGULATIONS.

## Performance Standards:

1. Coordinate with contractor and supported "customer" elements to exchange information, promote understanding and facilitate identification and resolution of problems.
2. Review contractor's employment practices and pay structure for compliance with law.
3. Monitor industrial relations and take action to resolve, or advise appropriate authorities of, any significant problems.
4. Review contractor's plans, directives, schedules, etc., in comparison with contract requirements (including architectural and engineering studies and designs in construction contracts).
5. Approve placement of subcontracts.
6. Make or review proposals for contract changes or supplemental agreements, negotiate those within authority and recommend action on those requiring higher contracting officer approval.
7. Monitor contractor's compliance with security, safety, protection requirements and other applicable laws and regulations.
8. Monitor contractor operations and progress, by observation, inspection, conferences, records and reports.
9. Establish and carry out quality assurance procedures.
10. Verify completion of contracts, and parts or phases thereof, in compliance with contract specifications.
11. Review contractor's claims and request for payments and approve or disapprove for payment.
12. Prepare reports, records, correspondence and memoranda concerning contract performance and administration.

Manner of Performance:

Not Observed	Not Yet Qualified	Qualified
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Name of Supervisor (signed)

Name of Supervisor (typed)

Date

## Section III

Identification No. \_\_\_\_\_

**Job Component Certification Instrument (JCCI)  
for a Procurement Officer**

Name (Incumbent)	Grade	SSN	Date Joined in Current Position
------------------	-------	-----	------------------------------------

Job Title	Organization
-----------	--------------

Job Component: COORDINATES MATERIEL PRODUCTION AND PROCUREMENT ACTIVITIES FOR  
A MAJOR PROJECT OR PROGRAM.

**Performance Standards:**

1. Compile and evaluate data on manufacturers' production capability and performance.
2. Monitor production and related procurement activities.
3. Conduct liaison with manufacturers, contractors and other governmental agencies concerned.
4. Provide guidance to contractors and contracting officers on methods for production controls and progress reports.

**Manner of Performance:**

Not Observed	Not Yet Qualified	Qualified
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Name of Supervisor (signed)	Name of Supervisor (typed)	Date
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## Section III

Identification No. \_\_\_\_\_

Job Component Certification Instrument (JCCI)  
for a Procurement Officer

_____ Name (Incumbent)	_____ Grade	_____ SSN	_____ Date Joined in Current Position
_____ Job Title	_____ Organization		

Job Component: PERFORMS ACTION OFFICER FUNCTIONS ON A HIGH LEVEL STAFF.

## Performance Standards:

1. Prepare decision memoranda, information memoranda, information papers and other similar documents for a superior.
2. Represent superior in action officer meetings.
3. Process joint staff action directives.

Manner of Performance:

Not Observed	Not Yet Qualified	Qualified
--------------	-------------------	-----------

\_\_\_\_\_  
Name of Supervisor (signed)\_\_\_\_\_  
Name of Supervisor (typed)\_\_\_\_\_  
Date

APPENDIX E

Sample Survey Instrument (POI-type)

## EVALUATION OF DATA ELEMENTS FOR A TRAINING INFORMATION FEEDBACK SYSTEM

### Instructions

#### General

Richard A. Gibboney Associates is conducting research for the US Army Research Institute. The purpose of this research is to identify training needs for the US Army Command and General Staff College (CGSC) by developing a methodology for representing "soft skills." For the purposes of this research, soft skills are defined as integrating characteristics beyond hard knowledge. They are indirectly recognizable through quality of task or duty accomplishment. While soft skills are not quantitatively measurable, they can be reflected back to identified training needs.

Several different methods for job data collection are being examined for their relative utility to CGSC subject matter experts in developing programs of instruction (POI). You are asked to complete the attached questionnaire which employs one of the methods being considered.

#### Materials

Form A. Privacy Act Information: DA Form 4368-R dated 1 May 1975 contains information required by the Privacy Act of 1974.

Form B. Questionnaire: You have received a Program of Instruction (POI) Content Questionnaire. The questionnaire lists some of the learning objectives of the "Low Intensity Conflict" subcourse recently taught at the US Army Command and General Staff College.

(1) Please compare the requirements of the duty position you held in March, 1978 with the list of learning objectives extracted from the POI.

(2) For each objective, indicate the level of knowledge or competence your job required for capable performance by marking an "x" in the appropriate box.

(3) Please be candid. If your job did not require one of the listed "soft skills," don't indicate that it did because you think it should have. Neither your name nor your individual response will be made available to the Army. Only statistical data will appear in the report.

Form C. Individual Data Sheet: This sheet contains spaces for personal and job related raw statistical data. Since legible entries are essential, please print or type your responses.

Your cooperation in this research for the Army is appreciated.

*An envelope for returning completed forms is enclosed.*

DATA REQUIRED BY THE PRIVACY ACT OF 1974 (5 U.S.C. 552a)	
TITLE OF FORM	Evaluation of Data Elements for a Training Information Feedback System
PRESCRIBING DIRECTIVE AR 70-1	
1. AUTHORITY  10 USC Sec 4503	
2. PRINCIPAL PURPOSE(S)  The data collected with the attached forms are to be used for research purposes only.	
3. ROUTINE USES  This is an experimental personnel data collection form developed for the U.S. Army Research Institute for the Behavioral and Social Sciences pursuant to its research mission as prescribed in AR 70-1. When identifiers (name or Social Security Number) are requested they are to be used for administrative and statistical control purposes only. Full confidentiality of the responses will be maintained in the processing of these data.	
4. MANDATORY OR VOLUNTARY DISCLOSURE AND EFFECT ON INDIVIDUAL NOT PROVIDING INFORMATION  Your participation in this research is strictly voluntary. Individuals are encouraged to provide complete and accurate information in the interests of the research, but there will be no effect on individuals for not providing all or any part of the information. This notice may be detached from the rest of the form and retained by the individual if so desired.	
FORM Privacy Act Statement - 28 Sep 78	

DA Form 4388-R, 1 May 78

Incl 1

FORM A

Identification No. 115

**POI CONTENT QUESTIONNAIRE**  
**OPMS Specialty: Foreign Area Officer**

Learning Objectives ("Soft Skills"),  
 Low Intensity Conflict Subcourse

Level required  
 for capable  
 performance

	Expert	High	Moderate	Slight	None
1 Know the various forms that a low intensity conflict can assume.			✓		
2 Know the reasons why low intensity conflict will continue to be widely practiced as a form of international interaction in the last quarter of the 20th century.			✓		
3 Identify the generalized "descriptors" of extant economic, political, and cultural conditions that currently are inhibiting modernization in the less-developed countries.				✓	
4 Know the reasons why the less-developed countries are the most probably locales for insurgency, both now and for the next decade.			✓		
5 Know the three myths surrounding the causes of revolution: material deprivation, frustration, and inequality under the law.				✓	
6 Know the issues and magnitude of the Arms Transfer Process and the major Executive Branch actors in this process.			✓		
7 Know the roles played by ideology, violence and leadership in insurgent strategy.			✓		
8 Identify or "fingerprint" the typical insurgent regarding timing, mass support, degree of violence, and the actions of the leadership element.				✓	
9 Define and relate terms to examples of insurgency, coup d'etat, unconventional warfare, rebellion, guerrilla warfare, et al.				✓	
10 Analyze an insurgency using a linear model.					✓
11 Know the role one's own culture plays in limiting the analytical objectivity needed in order to understand the problems and recommend solutions to governments faced with insurrections.				✓	

Level required  
for capable  
performance

Learning Objectives ("Soft Skills"), Low Intensity Conflict Subcourse		Expert	High	Moderate	Slight	None
12	Know three standards designed to promote objectivity in the analysis of the situation in any troubled country: the nature of the society, the nature of the insurgency, and the nature of the government.				✓	
13	Identify constraints or trade-offs to government actions in countering insurgency.				✓	
14	Know US operational guidelines for government actions for the internal defense and development of less-developed countries.				✓	
15	Know the mechanics or sequence of steps to be followed in preparing an internal security and development Estimate of the Situation for a less-developed country.					✓
16	Identify and define how a government can increase its "sentimental" and "instrumental" legitimacy and elicit higher levels of voluntary compliance and support from its citizens.					✓
17	Understand the political as opposed to the purely military parameters and dimensions of insurgency.				✓	
18	Know the most common and significant categories of problems confronted by all political systems and of possible remedial courses of action that might be appropriate for a less-developed country in order to solve the problems.				✓	
19	Know the various means of employing a less-developed country's security forces in the three major categories of political development: state building, nation building, and participation.				✓	
20	Know the means by which a less-developed country's government might mobilize popular support for its internal security and development program.					✓
21	Know the more significant ways or courses of action which a less-developed country might employ to stimulate economic development at village level to include some in which its armed forces might be utilized. (Examples are rate of population growth, generation of savings and investment capital, agricultural development, etc.)					✓

Level required  
for capable  
performance

Learning Objectives ("Soft Skills"),  
Low Intensity Conflict Subcourse

		Expert	High	Moderate	Slight	None
22	Understand how socio-cultural change relates to political reform and economic development and the means of inducing socio-cultural change to include how the military might be employed to assist.				✓	
23	Know the operational roles and objectives of security forces in an internal security and development situation in a less-developed country.				✓	
24	Know which functional offices would normally be included within an internal security and development planning and coordination organization found at the national level in a less-developed country and the role of each office.					✓
25	Understand the role of the consolidation campaign in the defeat of an insurgency and the actions which take place during each of the four stages of the consolidation campaign.					✓
26	Identify foreign policy objectives of security assistance programs.			✓		
27	Know the issues related to the arms transfer process.			✓		
28	Know the constraints imposed by law and by policy to increase control of the arms transfer process.				✓	
29	Interpret security assistance documents.				✓	
30	Analyze a mass based insurgency environment in a less-developed country and identify the most significant societal issues in the political, economic, social and security functional areas which contribute to the insurgency.				✓	
31	Develop program proposals to deal with the societal issues identified as contributing to insurgency.				✓	
32	Evaluate the effectiveness of a Government to deal with the societal issues contributing to insurgency within its borders.					✓

INDIVIDUAL DATA SHEET

PART I -- Personal Data

Position Title: \_\_\_\_\_ OPMS DUTY CODE: 48 East Europe  
(Last FAO Assignment)

Organization/Unit: (March 1978)

Station/Country: \_\_\_\_\_ Zip Code: \_\_\_\_\_

Grade/Rank: LTC Branch: \_\_\_\_\_

Graduate CGSC: ☒ Yes; \_\_\_\_\_ No; Year (if applicable): 1970

Inclusive dates assigned in last FAO position: From: June 76 To: Sep 78  
(Month)(Year) (Month)(Year)

Date: 30 July 1979 Basic Year Group: 1960  
(Today)

PART II -- Job Data

1. Does the attached list of soft skills adequately describe the essential requirements of your 1978 assignment?

a. Yes ☒

b. No \_\_\_\_\_. (If "No," briefly explain on back of this sheet.)

2. What estimated percentage of your total working time was accounted for by the attached soft skills?

10 %

3. Besides the attached soft skills, do you still need others to cover the significant duties of your 1978 position (primary assignment)?

a. No ☒, the attached list suffices.

b. Yes \_\_\_\_\_, I need additional soft skills which I have indicated on the back of this sheet.

4. Where should you have acquired the additional soft skills?

a. CGSC ☒

b. On-the-job training \_\_\_\_\_

**APPENDIX F**

**Extracts from "Low-Intensity Conflict" Advance Sheets**

**U.S. ARMY COMMAND AND GENERAL STAFF COLLEGE**  
**LOW-INTENSITY CONFLICT**

M771-1  
P771-1

**Lesson 1. Introduction to Low-Intensity Conflict**

**Advance Sheet**

**SCOPE**

This period of instruction explores the range of forms of subconventional or low-intensity conflict (LIC) between and within nations. Discussion initially focuses on those indirect forms of violence or threats of violence routinely employed in the pursuit of their interests by the nations of the world. Thereafter, conditions in the Third World nations and the potential for internal warfare that these conditions provide are addressed.

**INSTRUCTIONAL OBJECTIVES**

The student will be able to—

1. List and explain, through the use of examples, three of the forms that LIC can assume.
2. Write, in his/her own words, two reasons why LIC will continue to be widely practiced as a form of international interaction in the last quarter of the 20th century.
3. Identify, from a list of terms, the generalized "descriptors" of extant economic, political, and cultural conditions that currently are inhibiting modernization in the less-developed countries (LDC).
4. List and explain three reasons why the LDC's are the most probable locales for insurgency, both now and for the next decade.
5. State the three myths surrounding the causes of revolution.
6. State the issues and magnitude of the Arms Transfer Process.
7. Recognize and describe the major Executive Branch actors in the Arms Transfer Process.

**Lesson 2. The Insurgent View**

**Advance Sheet**

**SCOPE**

This lesson analyzes insurgency and its causes. The development of vulnerabilities in society and the actions a dissident element must accomplish to turn these vulnerabilities into support for the insurgency are examined. Organizational principles are drawn from insurgent experiences in both urban and rural environments. The student is introduced to various types of insurgent strategies and techniques.

**LEARNING OBJECTIVES**

The student will be able to—

1. Describe the roles played by ideology, violence and leadership in the insurgent's strategy.
2. Identify or "fingerprint" the insurgent regarding timing, mass support, degree of violence, and the actions of the leadership element.
3. Define and relate terms to examples of insurgency, *coup d'etat*, unconventional warfare, rebellion, guerrilla warfare, et al.
4. Analyze an insurgency using a linear model.

### **Lesson 3. The Government View**

#### **Advance Sheet**

#### **SCOPE**

This lesson introduces the US Army doctrine for internal defense and development (IDAD). The conceptual basis and underlying philosophy of the IDAD strategy are examined. Societal conditions affecting the magnitude of violence are discussed and various options for prevention or defeat of an insurgency are considered.

#### **INSTRUCTIONAL OBJECTIVES**

The student will be able to—

1. Explain role of culture in limiting analytical objectivity.
2. State three standards designed to promote objectivity.
3. Identify constraints or trade-offs to government action.
4. Explain the components of the US IDAD strategy.

Lesson 4. Long An, a case study

## **Lesson 5. Political Development and Mobilization**

### **Advance Sheet**

#### **SCOPE**

Internal defense and development (IDAD) is a comprehensive strategy for the prevention or defeat of insurgencies. In lessons 5, 6, and 7, we explore the range of actions that a government may undertake to meet the challenge of civil-political violence resulting from popular discontent. Elements of the threefold strategy are analyzed, and operational tasks are prescribed.

In lesson 5, the "IDAD Estimate of the Situation" is introduced as a tool for assessing the security implications of political, economic, and social conditions within a country and of systematically developing appropriate courses of action.

A government's ability to meet the needs and aspirations of its people is linked to its perceived legitimacy and hence to its potential for the exercise of political power. Insurgency being primarily a political challenge, initial attention is devoted to the meaning of and need for political development. Addressed are considerations of how to:

(a) Improve the administrative and operational capabilities of government, (b) make the system more responsive to popular demands, (c) achieve national integration, and (d) increase popular participation in the political process.

#### **GOAL**

Placed in the role of an action or plans officer on a high level staff in a capacity associated with the provision of assistance to allied or friendly nations wherein the United States has substantial security interests—given background information about a country, the student will be able to:

- a. Identify the internal contradictions and key issues that may give rise to and be exploited by insurgent movements.
- b. Prepare an abbreviated IDAD estimate containing an analysis of the most significant issues, groups, and forces that influence the security situation in that country.
- c. Develop courses of action the government can take to accelerate the pace of development and mobilize popular support.
- d. Determine appropriate roles and missions for indigenous military forces in balanced development and mobilization of the country's resources.

#### **INSTRUCTIONAL OBJECTIVES**

The student will be able to:

1. **TASK:** Demonstrate familiarity with the mechanics, the sequence of steps in the "IDAD Estimate of the Situation."

**CONDITION:** Given 25 minutes of lecture/conference on the IDAD estimate process, a simplified situational setting, a list of questions, and objective set of responses.

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**STANDARDS:** Identify issues, affected segments of the population, and forces. Estimate the balance of forces, analyze, and evaluate alternative courses of action.

**REFERENCE:** Lecture/conference, student issue "IDAD Estimate of the Situation."

2. **TASK:** Identify and give examples of two primary means whereby a government can increase its legitimacy and elicit higher levels of voluntary compliance and support from its citizens.

**CONDITIONS:** Without notes and from memory, write a short paragraph.

**STANDARDS:** Identify and briefly explain through use of examples "sentimental" and "instrumental" legitimacy.

**REFERENCE:** Lecture/conference.

3. **TASK:** Explain the statement, "Insurgency is primarily a political contest."

**CONDITIONS:** Without notes and from memory write a paragraph.

**STANDARDS:** Explain the political (as opposed to purely military) parameters and dimensions of insurgency.

**REFERENCE:** Lecture/conference; Jeffrey Race, *War Comes to Long An*.

4. **TASK:** Identify and explain three of the most common and significant categories of problems confronted by all political systems; for each of the above list and explain three remedial courses of action that might be appropriate for an LDC.

**CONDITIONS:** Without notes and from memory.

**STANDARDS:** Write short paragraphs explaining problems of state building, nation building, and participation. Proposed remedial courses of action should be keyed to class discussion; however, original ideas, if appropriate, will receive full credit.

**REFERENCE:** Lecture/conference.

5. **TASK:** For each of the three categories of political development problems (state building, nation building, and participation) list and explain 2 ways in which a nation's armed forces might be utilized to assist in their resolution.

**CONDITIONS:** Without notes and from memory.

**STANDARDS:** Explain in six short paragraphs means of employing a country's security forces in political development. Examples may correspond to illustrations discussed in class, or there are a number of alternatives for which full credit will be given.

**REFERENCE:** Lecture/conference.

6. **TASK:** Define the term mobilization. List and explain three means by which a government might mobilize popular support for an IDAD program.

P771-5

**CONDITION:** Without notes and from memory.

**STANDARDS:** Definitions must relate mobilization to organization. Suggested mobilization techniques may be drawn from but are not limited to illustrations presented in classroom discussion.

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**LOW-INTENSITY CONFLICT**

**INTERNAL DEFENSE AND DEVELOPMENT**

**Lesson 6. Economic Development and Social Change**

**Advance Sheet**

**SCOPE**

Discussion of the balanced development and neutralization components of the IDAD strategy began in lesson 5 and is continued in lesson 6. Economic growth and social change are analyzed in terms of the measures that government can take to reduce the motivation for political violence within a society. The constructive role of the military in balanced development and mobilization is emphasized throughout.

**INSTRUCTIONAL OBJECTIVES**

The student will be able to:

1. **TASK:** List and explain five appropriate courses of action which a government might employ to stimulate economic development at village level (include two appropriate modes in which the armed forces might be employed to promote economic development).

**CONDITION:** Following one hour of lecture/conference, given a brief situational description, without notes and from memory.

**STANDARD:** The list of actions and supportive discussion may include, but is not limited to the following categories: measures to control the rate of population growth, generation of savings and investment capital, promotion of foreign trade and investment, industrialization and agricultural development.

**REFERENCES:** Lecture/conference.

2. **TASK:** Explain how socio-cultural change relates to other facets of development (i.e. political reform and economic development); list and explain three means of inducing socio-cultural change and for each include an example of how the military might be employed in the process.

**CONDITION:** Following one hour of lecture/conference, without notes and from memory.

**STANDARD:** Explanation should not extend more than two pages. Means of inducing change include, but are not limited to, institution building, role playing, education building of traditioned values and customs.

**LOW-INTENSITY CONFLICT**  
**INTERNAL DEFENSE AND DEVELOPMENT**  
**Lesson 7. Employment of Security Forces**

**Advance Sheet**

**SCOPE**

During this lesson, instruction is focused primarily on the neutralization aspects of the Internal Defense and Development (IDAD) strategy. The intimate relationship between defense and development is highlighted in discussion of the roles in which government security forces may be employed in a nation threatened by internal conflict, and a type organization is suggested to provide command and control of IDAD operations. The lesson explores those planning considerations that must be addressed preliminary to mounting a consolidation campaign. The lesson concludes with a discussion on the relevance of the principles stressed in the period to US Forces employed in an IDAD role, followed by a short introduction into the Venezuela Case Study.

**INSTRUCTIONAL OBJECTIVES**

Without reference and from memory, the student will be able to—

1. Identify the five operational roles of Security Forces employed in an IDAD situation, and explain the objectives of each role.
2. List at least six functional offices which would normally be included within an IDAD planning and coordination organization found at national level and describe the role of each office.
3. Explain the role of the consolidation campaign in the defeat of an insurgency and describe those actions which take place in each of the four stages of the consolidation campaign.

**Lesson 8. Venezuela Case Study**

**Advance Sheet**

**SCOPE**

Based on homework reading of the situation in Venezuela (1960—63), students will be given a written practical exercise that tests their understanding of material presented in the seven preceding lessons. A lecture, outlining President Betancourt's responses to the insurgency in Venezuela, will serve as a critique for the previous hour's examination.

This lesson is a historical case study which outlines problems encountered by the government of Venezuela during that country's attempt to simultaneously modernize its political, economic, and social systems while at the same time establishing viability as the country's legitimate governing body. This study highlights the period 1959 through 1963, for it was within this time frame that the US was most concerned with the export of insurgency to the Southern hemisphere and the fledgling democratic administration of the government of Venezuela was under attack.

**LEARNING OBJECTIVES**

1. Analyze the Venezuela Case Study.
2. Explain three U.S. interests in Venezuela circa 1960.
3. Summarize the principal elements of President Betancourt's program and compare them with U.S. Army Doctrine for Internal Defense and Development (IDAD).

**Lesson 9. Seminar**

**Lesson 10. Contribution to US National Security  
Lesson 11. Security Assistance Operations**

**Advance Sheet**

**SCOPE**

These two lessons are directed toward an understanding of response options available to the United States to assist our friends and allies. Both economic and military assistance programs are examined with a primary focus on military options.

**GOAL**

The goal of this course is for the student to become conversant with the issues, process, and organization for security assistance.

**INSTRUCTIONAL OBJECTIVES**

The student will be able to—

1. Identify foreign policy objectives of assistance programs.
2. State issues related to the arms transfer process.
3. Recognize constraints imposed by law and by policy to increase control of the process.
4. Read and interpret assistance documents.
5. Relate program proposals to a low-intensity conflict case study.

## **Lesson 12. Contribution to Internal Security of Friendly Nations**

### **Advance Sheet**

#### **SCOPE P771 (Resident Course Only)**

This is a 6-hour application of the Internal Defense and Development strategy as it applies to the consolidation campaign in a developing country confronted with a mass based insurgency. Students, acting as members of an *ad hoc* committee formed from the "country team," will analyze the insurgency environment, evaluate a government plan to defeat the insurgency, and recommend changes that will enhance the chances for its success if implemented. Emphasis is on the methods in which the United States can assist a nation faced with internal disorder through the use of advisory, developmental, and security assistance.

#### **SCOPE M771 (USAR School Course Only)**

This is a 2-hour application of the Internal Defense and Development strategy as it applies to the consolidation campaign in a developing country confronted with a mass based insurgency. Students, acting as members of an *ad hoc* committee formed from the "country team," will analyze the insurgency environment, evaluate a government plan to defeat the insurgency and recommend changes that will enhance the chances for its success if implemented. Emphasis is on the methods in which the United States can assist a nation faced with internal disorder through the use of advisory, developmental, and security assistance.

#### **INSTRUCTIONAL OBJECTIVES (P771, RESIDENT COURSE ONLY)**

Given background readings, a general and special situation, instructional aids, 6 hours of class participation, and cast in the role of a member of the country team, each student will:

1. *Individually*, using paragraphs 1 and 2 of the IDAD (staff) estimate, analyze a mass based insurgency environment in Northeast Thailand and identify at least three key societal issues in each of four functional areas.

2. *As a member of a sub-element of the ad hoc committee*, each student will use the staff estimate to:

a. Perform a detailed analysis of the insurgency environment in one of the following functional areas: political, economic, social, or security.

b. Develop program proposals to deal with issues within their area of analysis.

c. Evaluate the effectiveness of a Royal Thai Government plan to deal with the issues within its area of analysis.

d. Brief recommended changes to improve the Thai plan to the Bluegoose leader who acts as the Deputy Chief of Mission.

APPENDIX G

Sample Survey Instrument (Task List-type)

## EVALUATION OF DATA ELEMENTS FOR A TRAINING INFORMATION FEEDBACK SYSTEM

### Instructions

#### General

Richard A. Gibboney Associates is conducting research for the US Army Research Institute. The purpose of this research is to identify training needs for the US Army Command and General Staff College (CGSC) by developing a methodology for representing "soft skills." For the purposes of this research, soft skills are defined as integrating characteristics beyond hard knowledge. They are indirectly recognizable through quality of task or duty accomplishment. While soft skills are not quantitatively measurable, they can be reflected back to identified training needs.

Several different methods for job data collection are being examined for their relative utility to CGSC subject matter experts in developing programs of instruction (POI). You are asked to complete the attached questionnaire which employs one of the methods being considered.

#### Materials

Form A. Privacy Act Information: DA Form 4368-R dated 1 May 1975 contains information required by the Privacy Act of 1974.

Form B. Questionnaire: You have received a Functional Area Questionnaire. The questionnaire contains tasks taken from earlier surveys of various Army officer positions.

(1) Please compare the requirements of the duty position you held in March, 1978 with the list of tasks.

(2) There are two sets of response columns. One set indicates the degree to which you performed the task. The second set indicates how critical the task was to your overall performance of your duty position.

Note: "Supervise" means person-to-person, continuous supervision of immediate subordinates, as in the relationship of a rating officer to a rated officer. "Direct" means actively directing from one echelon higher than "supervising," as in the usual relationship of an endorsing officer to a rated officer.

(3) For each task:

(a) Place an x in one column of the first set to indicate the degree you performed the task.

(b) Place an x in one column of the second set to indicate how important the task was to your overall performance.

Form C. Individual Data Sheet: This sheet contains spaces for personal and job related raw statistical data. Since legible entries are essential, please print or type your responses.

Your cooperation in this research for the Army is appreciated.

An envelope for returning completed forms is enclosed.

<b>DATA REQUIRED BY THE PRIVACY ACT OF 1974</b> <small>(5 U.S.C. 552a)</small>	
<b>TITLE OF FORM</b> Evaluation of Data Elements for a Training Information Feedback System	<b>PRESCRIBING DIRECTIVE</b> AR 70-1
<b>1. AUTHORITY</b>  10 USC Sec 4503	
<b>2. PRINCIPAL PURPOSE(S)</b>  The data collected with the attached forms are to be used for research purposes only.	
<b>3. ROUTINE USES</b>  This is an experimental personnel data collection form developed for the U.S. Army Research Institute for the Behavioral and Social Sciences pursuant to its research mission as prescribed in AR 70-1. When identifiers (name or Social Security Number) are requested they are to be used for administrative and statistical control purposes only. Full confidentiality of the responses will be maintained in the processing of these data.	
<b>4. MANDATORY OR VOLUNTARY DISCLOSURE AND EFFECT ON INDIVIDUAL NOT PROVIDING INFORMATION</b>  Your participation in this research is strictly voluntary. Individuals are encouraged to provide complete and accurate information in the interests of the research, but there will be no effect on individuals for not providing all or any part of the information. This notice may be detached from the rest of the form and retained by the individual if so desired.	

**DUTY MODULE TASK LIST QUESTIONNAIRE**  
**OPMS Specialty: Foreign Area Officer**

Tasks	Degree of Performance					Degree of Criticality			
	Direct	Supervise	Do and Supervise	Do	Assist	Not Applicable	Least	Average	Most
1 Provide for office services and clerical support.					X				
2 Screen incoming correspondence and distribute for action or information.		X					X		
3 Establish and operate suspense system.				X			X		
4 Prepare and review administrative correspondence, memoranda, and reports.			X				X		
5 Establish and post files of records and regulations.		X					X		
6 Operate a system for filing, retrieval, display and reporting of information.		X							X
7 Gather, interpret, and apply pertinent directives and information.		X					X		
8 Establish and operate a distribution system for messages, correspondence, and documents.		X					X		
9 Review, interpret, and apply directives and information.		X					X		
10 Provide for reproduction and duplication services.		X							X
11 Prepare administrative SOPs and instructions.		X					X		
12 Authenticate orders and official correspondence.			X				X		
13 Schedule appointments, conferences, and other such activities.			X						X
14 Organize personnel and other resources into functional elements to accomplish mission.		X							X

Tasks	Degree of Performance					Degree of Criticality		
	Direct	Supervise	Do and Supervise	Do	Assist	Not Applicable	Least	Average
15 Schedule and allocate work, assign priorities, issue guidance.		X					X	
16 Review and evaluate work.		X					X	
17 Motivate, evaluate, and counsel subordinates.		X					X	
18 Prescribe standing operating procedures for internal functioning.				X		X		
19 Safeguard classified information and carry out other aspects of internal security.		X						X
20 Conduct security inspections and tests.			X				X	
21 Translate and interpret between English and a foreign language.			X			X		
22 Arrange for and perform intelligence-related travel within assigned area.		X						X
23 Attend parades, ceremonies, field exercises, and diplomatic functions.			X					X
24 Establish rapport with host country officials and other foreign representatives.			X					X
25 Exchange intelligence information with local associates.		X						X
26 Coordinate with other elements of the US country team concerning intelligence collection.		X						X
27 Effect liaison and coordination with co-operating civil and military agencies.		X						X
28 Coordinate with other intelligence analysts to validate information.			X					X
29 Advise US mission chief and country team on intelligence.		X						X
30 Prepare intelligence collection plan in accord with policy guidance and requests.		X						X

Tasks	Degree of Performance					Degree of Criticality		
	Direct	Supervise	Do and Supervise	Do	Assist	Not Applicable	Least	Average
31 Overtly collect information regarding host country's armed forces.		X						X
32 Coordinate imagery interpretation support.				X			X	
33 Arrange for reproduction and distribution of aerial photographs and related information.					X			
34 Prepare terrain studies based on aerial photograph and other reconnaissance information.				X			X	
35 Plan and coordinate other special reconnaissance or surveillance activity such as use of sensory devices.				X			X	
36 Plan, organize and conduct MI collection operations, including control of agents, both US and foreign.		X						X
37 Extract, analyze and disseminate intelligence results of reconnaissance and surveillance activities.			X				X	
38 Prepare policy directives and SOP concerning reconnaissance and surveillance.				X			X	
39 Review, evaluate and analyze raw reports from intelligence information sources.			X					X
40 Evaluate information obtained, and prepare reports for interested agencies.			X					X
41 Reproduce, transmit and disseminate intelligence reports.		X						X
42 Disseminate various finished intelligence products such as summaries, special reports, memoranda and fact sheets.		X						X
43 Prepare timely intelligence reports in form for users.		X						X
44 Prepare intelligence estimates related to area of interest.		X						X

Tasks	Degree of Performance					Degree of Criticality		
	Direct	Supervise	Do and Supervise	Do	Assist	Not Applicable	Least	Average
45 Advise superior and others on Army and overall ground reconnaissance and surveillance.		X					X	
46 Advise superior and others concerning aerial surveillance and reconnaissance support.		X					X	
47 Determine intelligence production requirements (IPR) and essential elements of information (EEI).			X				X	
48 Determine and assign collection responsibility for intelligence requirements of user elements concerning foreign area involved.			X					X
49 Analyze, interpret, evaluate and put in finished form, intelligence from all sources to satisfy need of intended recipients.		X						X
50 Review daily flow of intelligence and information relating to assigned area.		X						X
51 Evaluate intelligence reports and disseminate pertinent parts to own, higher, and lower units.		X						X
52 Prepare and present intelligence briefings on assigned area.			X					X
53 Present organization's intelligence position at joint and inter-agency intelligence conferences.			X					X
54 Perform specially assigned duties related to the position, such as handling US military aid sales.			X				X	
Other								

Identification No. 140

INDIVIDUAL DATA SHEET

PART I -- Personal Data

Position Title: Assistant Army Attache OPMS DUTY CODE: 48  
(Last FAO Assignment)

Organization/Unit: DIA USDAO  
(March 1978)

Station/Country: \_\_\_\_\_ Zip Code: \_\_\_\_\_

Grade/Rank: LTC Branch: \_\_\_\_\_

Graduate CGSC: X Yes; \_\_\_\_\_ No; Year (if applicable): 1969

Inclusive dates assigned in last FAO position: From: SEP 76 To: SEP 78  
(Month)(Year) (Month)(Year)

Date: 30 July 79 Basic Year Group: 1958  
(Today)

PART II -- Job Data

1. Do the attached tasks fit your March 1978 position and describe the essentials of your duties:

- a. Yes X  
b. No \_\_\_\_\_. (If "No," briefly explain on back of this sheet.)

2. What estimated percentage of your total working time was accounted for by the attached tasks?

95 %

3. Besides the attached tasks, do you still need others to cover the significant duties of your 1978 position (primary assignment)?

- a. No X, the attached list suffices.  
b. Yes \_\_\_\_\_, I need additional tasks which I have indicated on the back of this sheet. (Do not list minor tasks such as duty officer, escort officer, etc.)

4. Where should the additional tasks have been learned?

- a. CGSC \_\_\_\_\_  
b. On-the-Job X

APPENDIX -H

Extract from Task Data Bank Task List

# TASK DATA BANK

## Task List

Sequence No.		Duty Module
0001	Prepare administrative SOPs and instruction for unit.	0-A-1
0002	Monitor unit security of classified documents.	0-A-1
0003	Prepare and review administrative correspondence, memoranda, and reports.	0-A-1, 0-A-2
0004	Prepare and review unit journal, historical records, and morning report (or change reports for centralized systems).	0-A-1
0005	Administer unit funds.	0-A-1
0006	Establish and monitor arrangements for collection and distribution of mail within unit.	0-A-1
0007	Establish and operate unit message center.	0-A-1
0008	Screen incoming correspondence and distribute for action of information.	0-A-1, 0-A-2
0009	Establish and operate unit suspense system.	0-A-1
0010	Authenticate orders and official correspondence for commander.	0-A-1
0011	Establish and post unit files, records, and regulations.	0-A-1
0012	Review, interpret, and apply directives and information.	0-A-1, 0-A-2
0013	Prepare daily bulletin or similar publication.	0-A-1
0014	Prepare administrative SOPs and instructions.	0-A-2
0015	Monitor security of classified documents.	0-A-2
0016	Establish and operate a distribution system for messages, correspondence, and documents.	0-A-2
0017	Establish and operate suspense system.	0-A-2
0018	Authenticate orders and official correspondence.	0-A-2
0019	Establish and post files of records and regulations.	0-A-2
0020	Schedule appointments, conferences, and other such activities.	0-A-2
0021	Provide for reproduction and duplication services.	0-A-2
0022	Issue formal admonitions and reprimands.	0-A-3
0023	Prefer charges.	0-A-3
0024	Appoint investigating officers, boards, and members of courts-martial.	0-A-3
0025	Review and take command action on findings of investigating officers, courts, and boards.	0-A-3
0026	Exercise authority of non-judicial punishment under UCMJ.	0-A-3
0027	Gather, interpret, and apply pertinent directives and information.	0-A-5

Sequence No.		Duty Module
—0028	Organize personnel and other resources into functional elements to accomplish mission.	0-A-5
—0029	Prescribe standing operating procedures for internal functioning.	0-A-5
—0030	Schedule and allocate work, assign priorities, issue guidance.	0-A-5
—0031	Monitor, review and evaluate work.	0-A-5
—0032	Operate a system for filing, retrieval, display and reporting of information.	0-A-5
—0033	Provide for office services and clerical support.	0-A-5
—0034	Monitor safeguarding classified information and other aspects of internal security.	0-A-5
—0035	Motivate, evaluate, and counsel subordinates.	0-A-5
0036	Advise commander and staff on headquarters management.	0-A-6
0037	Control headquarters elements not assigned or attached to other units.	0-A-6
0038	Coordinate arrangement and movement of headquarters.	0-A-6
0039	Arrange for headquarters facilities and support services.	0-A-6
0040	Plan and control local security for headquarters	0-A-6
0041	Allocate and coordinate transportation assigned to headquarters.	0-A-6
0042	Process and accommodate visitors to headquarters.	0-A-6
0043	Control POW custody and evacuation activities for headquarters.	0-A-6
0044	Control custody and disposition of stragglers and casualties.	0-A-6
0045	Inspect personnel, equipment, and facilities of headquarters elements.	0-A-6
0046	Authenticate and issue orders and official correspondence.	0-A-7
0047	Operate office of record.	0-A-7
0048	Establish, post and operate registry of regulations, circulars and similar directives.	0-A-7
0049	Establish and operate a distribution system for messages, correspondence and publications.	0-A-7
0050	Provide general administrative services such as filing, utilizing computers records management.	0-A-7
0051	Advise commander and others on administrative matters.	0-A-7
0052	Publish daily bulletin or similar publication.	0-A-7
0053	Perform adjutant-type ceremonial functions.	0-A-7
0054	Issue guidance for establishment and operation of headquarters command post, and Tactical Operations Center.	0-A-8
0055	Formulate policies and SOP for staff operation.	0-A-8

Sequence No.		Duty Module
0145	Prepare correspondence, reports, personnel estimates and studies including policy recommendations on officer personnel management matters.	0-B-4
0146	Coordinate with US Postal Service regarding mail and related activities in US.	0-B-5
0147	Advise commander, staff and supported units on postal service.	0-B-5
0148	Prepare SOP and local regulations and instructions regarding postal service.	0-B-5
0149	Organize and control internal mail collection and distribution services	0-B-5
0150	Establish and operate locator services	0-B-5
0151	Operate overseas military postal receipt, delivery, and collection facilities, and other services including custody and sale of stamps, money orders and monetary accountability system.	0-B-5
0152	Inspect unit mail rooms.	0-B-5
0153	Investigate postal irregularities.	0-B-5
0154	Conduct or verify inventory and accounting for accountable mail.	0-B-5
0155	Plan and conduct training of unit mail clerks and postal workers.	0-B-5
0156	Prepare and review records, reports, correspondence and memoranda pertaining to postal services.	0-B-5
0157	Advise superior and others on combat intelligence.	0-C-1
0158	Prepare policy directives and SOP for combat intelligence operations.	0-C-1
—0159	Determine intelligence production requirements (IPR) and essential elements of information (EEI).	0-C-1
0160	Prepare combat intelligence collection plans.	0-C-1
0161	Prepare combat intelligence annex to operations plan.	0-C-1
0162	Analyze terrain in unit's area of operation.	0-C-1
0163	Obtain and issue weather forecasts.	0-C-1
0164	Prepare requests for aerial reconnaissance.	0-C-1
0165	Coordinate signal intelligence and sensor activities.	0-C-1
—0166	Evaluate intelligence reports and disseminate pertinent parts to own, higher, and lower units.	0-C-1
0167	Assess enemy capabilities and operations on a continuing basis and prepare combat intelligence estimates.	0-C-1
0168	Perform operational intelligence functions in tactical operations center or operations element of CP.	0-C-1
0169	Coordinate POW interrogation.	0-C-1
0170	Prepare and present combat intelligence briefings.	0-C-1

Sequence No.		Duty Module
0171	Advise superior and others on counterintelligence and security.	0-C-2
0172	Prepare CI policy directives and SOP.	0-C-2
0173	Establish and update files related to individual clearances and access lists.	0-C-2
0174	Process personnel security clearances.	0-C-2
0175	Inspect and evaluate facilities and activities for counterintelligence security.	0-C-2
0176	Investigate and prepare reports on security violations.	0-C-2
0177	Conduct classes and instruction concerning counterintelligence and security.	0-C-2
0178	Prepare and present briefings on counterintelligence and security.	0-C-2
—0179	Determine and assign collection responsibility for intelligence requirements of user elements concerning foreign area involved.	0-C-3
—0180	Review daily flow of intelligence and information relating to assigned area.	0-C-3
—0181	Analyze, interpret, evaluate and put in finished form, intelligence from all sources to satisfy need of intended recipients.	0-C-3
—0182	Coordinate with other intelligence analysts to validate information.	0-C-3
—0183	Prepare intelligence estimates related to area of interest.	0-C-3
—0184	Present organization's intelligence position at point and inter-agency intelligence conferences.	0-C-3
—0185	Disseminate various finished intelligence products such as summaries, special reports, memoranda and fact sheets.	0-C-3
—0186	Prepare and present intelligence briefings on assigned area.	0-C-3
—0187	Advise superior and others concerning aerial surveillance and reconnaissance support.	0-C-5
0188	Prepare policy directives and input to SOP for air-ground operations.	0-C-5
0189	Establish liaison with supporting air units regarding aerial surveillance and reconnaissance plans and operations.	0-C-5
0190	Establish priorities for, and allocate aerial reconnaissance and surveillance support.	0-C-5
0191	Determine requirements and assign missions within capabilities of available Army aviation.	0-C-5
—0192	Coordinate imagery interpretation support.	0-C-5
—0193	Arrange for reproduction and distribution of aerial photographs and related information.	0-C-5

Sequence No.		Duty Module
0194	Disseminate spot reports on enemy dispositions and actions.	0-C-5
—0195	Prepare terrain studies based on aerial photographs and other reconnaissance information.	0-C-5
—0196	Conduct or arrange for briefings pertaining to aerial surveillance and reconnaissance.	0-C-5
—0197	Advise superior and others on Army and overall ground reconnaissance and surveillance.	0-C-6
—0198	Prepare policy directives and SOP concerning reconnaissance and surveillance.	0-C-6
0199	Determine and coordinate intelligence requirements for combat patrols, long-range patrols, ground surveillance radar activity, and other forms of ground reconnaissance and surveillance.	0-C-6
0200	Monitor combat patrolling by units.	0-C-6
0201	Plan, coordinate and control long-range reconnaissance patrolling.	0-C-6
0202	Coordinate use of ground surveillance radars for intelligence purposes.	0-C-6
—0203	Plan and coordinate other special reconnaissance or surveillance activity such as use of sensory devices.	0-C-6
—0204	Extract, analyze and disseminate intelligence results of reconnaissance and surveillance activities.	0-C-6
—0205	Brief on ground reconnaissance and surveillance.	0-C-6
0206	Establish organization and SOP for counter-intelligence (CI) unit, field office or other operating element.	0-C-7
0207	Advise superiors and others on CI security	0-C-7
—0208	Effect liaison and coordination with cooperating civil and military agencies.	0-C-7
0209	Conduct personnel and security investigation.	0-C-7
0210	Plan CI operations and related activities.	0-C-7
—0211	Conduct security inspections and tests.	0-C-7
0212	Conduct surveillance operations for CI and security purposes.	0-C-7
0213	Conduct sweeping operations to assure absence of, or to detect, remove or counter unwanted electronic listening devices.	0-C-7
0214	Conduct special operations for safety and security of VIPs, in coordination with other official elements concerned.	0-C-7
0215	Control agent operations in counterespionage.	0-C-7
0216	Conduct special CI and security training and SAEDA briefings for own and supported units.	0-C-7

Sequence No.		Duty Module
0217	Provide technical assistance and services concerning security arrangements and procedures of supported units, including changing safe combinations and setting up intrusion detection systems.	0-C-7
0218	Employ CI unit communications and information processing equipment.	0-C-7
0219	Prepare and review CI reports.	0-C-7
0220	Prepare and review records, correspondence and memoranda pertaining to CI.	0-C-7
0221	Establish organization and SOP for MI unit, detachment, team, or other field operating element.	0-C-8
0222	Advise superiors and others on MI.	0-C-8
—0223	Plan, organize and conduct MI collection operations, including control of agents, both US and foreign.	0-C-8
—0224	Translate and interpret between English and a foreign language.	0-C-8
0225	Conduct POW and other interrogations.	0-C-8
—0226	Review, evaluate and analyze raw reports from intelligence information sources.	0-C-8
—0227	Prepare timely intelligence reports in form for users.	0-C-8
—0228	Reproduce, transmit and disseminate intelligence reports.	0-C-8
—0229	Provide for safeguarding and security of classified and sensitive information and activities.	0-C-8
0230	Administer MI funds.	0-C-8
0231	Operate and maintain MI communications.	0-C-8
0232	Prepare and review records, administrative reports, studies, correspondence and memoranda pertaining to MI.	0-C-8
0233	Present MI briefings.	0-C-8
0234	Advise superior and others concerning operations.	0-D-1
0235	Prepare operations policy directives and SOP.	0-D-1
0236	Prepare and publish operation estimates and orders.	0-D-1
0237	Monitor execution of operations plans and orders and make changes as situation warrants.	0-D-1
0238	Recommend task organization, missions, and areas of operations.	0-D-1
0239	Organize and operate tactical operation center or operations element of command post.	0-D-1
0240	Determine operational readiness requirements and readiness status of unit.	0-D-1
0241	Recommend allocation of and authority for use of critical command resources such as replacements, special ammunition and aircraft.	0-D-1
0242	Coordinate overall security of command.	0-D-1

Sequence No.		Duty Module
—0531	Advise U.S. mission chief and country team on intelligence.	0-H-4
—0532	Prepare intelligence collection plan in accord with policy guidance and requests.	0-H-4
—0533	Coordinate with other elements of the U.S. country team concerning intelligence collection.	0-H-4
—0534	Overtly collect information regarding host country's armed forces.	0-H-4
—0535	Arrange for and perform intelligence-related travel within assigned area.	0-H-4
—0536	Evaluate information obtained, and prepare reports for interested agencies.	0-H-4
—0537	Exchange intelligence information with local associates.	0-H-4
—0538	Attend parades, ceremonies, field exercises, and diplomatic functions.	0-H-4
—0539	Establish rapport with host country officials and other foreign representatives.	0-H-4
—0540	Perform specially assigned duties related to the position, such as handling U.S. military aid sales.	0-H-4
0541	Advise superior and others on program and budget matters.	0-I-1
0542	Interpret, coordinate, and disseminate program and budget guidance from higher headquarters.	0-I-1
0543	Develop plans, policies, and procedures to execute command budget activities, including break-out of funds.	0-I-1
0544	Prepare directives for development and preparation of command operating program and budget and concomitant budget execution review.	0-I-1
0545	Recommend program and budget priorities.	0-I-1
0546	Provide authority for use and distribution of funds in execution of budget within prescribed constraints.	0-I-1
0547	Develop methods for preparation of budget statistics.	0-I-1
0548	Design procedures and factors for preparation of cost analysis and cost estimates within command.	0-I-1
0549	Analyze program and budget performance to focus on rates of obligations and expenditures, impact, and trends.	0-I-1
0550	Recommend fund redistribution to priority activities after budget reviews to achieve optimum fund utilization.	0-I-1
0551	Prepare budgetary impact statements for submissions to higher headquarters.	0-I-1

—0552 Prepare budgetary impact statements, correspondence, and memoranda. 0-I-1